



Co-funded by  
the European Union



Sweden  
Sverige



Ref. Ares(2023)8298960 - 05/12/2023



# Programme Document

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

March 2022– February 2025

9

**Table of contents**

Executive Summary .....	5
1. Context .....	6
2. Problem Analysis .....	7
3. Beneficiary Populations .....	12
4. Lessons Learned .....	20
5. Implementation Approach.....	24
6. Strategic Assumptions and Risks.....	26
7. Cross-cutting issues .....	27
8. Synergies and Complementarity.....	31
9. Alignment with Policy Framework .....	34
10. Programme Results and Activities .....	37
11. Management Arrangements and Coordination.....	61
12. Sustainability .....	64
13. Monitoring, Evaluation and Reporting.....	66
14. ERRY III Joint Programme Communication and Visibility.....	71
15. Annexes .....	75
15.1 Annex 1: ERRY III Log Frame .....	75
15.2 Annex 2: Theory of Change .....	83
15.3 Annex 3: Overview of Target Governorates.....	95
15.4 Annex 4: Risks and Mitigation Measures .....	99



## ERRY III Project Document: Final Dec 2021

### Abbreviations

AA	Administrative Agent	MoTEVT	Ministry of Technical Education and Vocational Training
AQAP	Al Qaeda in the Arabian Peninsula	MoU	Memorandum of Understanding
AWP	Annual Work plan	MoWE	Ministry of Water and Environment
CA	Conservation Agriculture	MPTF	Multi Partnership Trust Fund
CDCs	Community Development Committees	MSME	Micro, Small & Medium Enterprise
CFSS	Comprehensive Food Security Survey	NDC	National Dialogue Conference
CFW	Cash for Work	NGOs	Non-Governmental Organizations
CSA	Climate Smart Agriculture	NWRA	National Water Resource Authority
CSO	Civil Society Organisation	PUNO	Participating United Nations Organization
ERRY	Enhancing Rural Resilience in Yemen	PWP	Public Works Project
FAO	Food and Agriculture Organization	SBA	Sana'a Based Authorities
FCS-N	Food Consumption Score- Nutrition	SC	Steering Committee
FFA	Food Assistance for Assets	SDC	Social Development Committee
FFS	Farmer Field School		
GAP	Good Agricultural Practices	SDG	Sustainable Development Goal
GDP	Gross Domestic Product	SFD	Social Fund for Development
GARWP	General Authority for Rural Water Projects	SIERY	Strengthening Institutional and Economic Resilience in Yemen
GOY	Government of Yemen	SMEPS	Small and Micro Enterprise Promotion Service
HNO	Humanitarian Needs Overview	SWF	Social Welfare Fund
HOA	Head of Agencies	TBC	To be Confirmed
IDPs	Internally Displaced Persons	TPM	Third Party Monitoring
ILO	International Labour Organization	UNDP	United Nations Development Programme
IP	Implementing Partner(s)	VCC	Village Community Committee
IPC	Integrated (Food Security) Phase Classification	VCD	Village Community Development
IPSAS	International Public-Sector Accounting Standards	WaSH	Water, Sanitation & Hygiene
M&E	Monitoring and Evaluation	WFP	World Food Programme
MAF	Mutual Accountability Framework	WUA	Water User Association
MoIT	Ministry of Industry and Trade	YEAP	Youth Employment Action Plan
MoLA	Ministry of Local Administration		
MOPIC	Ministry of Planning and International Cooperation		
MoSAL	Ministry of Social Affairs and Labour		

**ERRY III Project Document: Final Dec 2021**

**Programme Title:** Supporting Resilient Livelihoods, Food Security and Climate Adaptation in Yemen, Joint Programme (ERRY III)

**Overall Objective of the Programme (Goal):** Crisis affected communities are better able to manage local risks and shocks for increased resilience and self-reliance

**Specific Objectives (Outcomes):**

**Outcome 1:** Community institutions are strengthened and capacitated on gender sensitive resilience planning, conflict resolution and social cohesion.

**Outcome 2:** Vulnerable communities' benefit from equal access to clean energy solutions, environmental protection and climate adaptive capacity in sustainable manner

**Outcome 3:** Sustainable livelihoods of women and men created through improve productivity, food security and income opportunities


<b>Programme Duration:</b> Three Years	<b>Total ERRY III Programme Budget: USD 74,341,520</b>			
<b>Start Date:</b> March 2022	<b>Funded Amount</b>	<b>Unfunded Amount</b>		
<b>End Date:</b> February 2025				
			<b>Total USD 49,378,000</b>	<b>USD 24,963,520</b>
			<b>EU: EUR35,000,000/USD 39,466,000</b>	
	<b>Sida: SEK80,000,000/ USD 8,766,313</b>			
	<b>PUNOs: USD 1,145,687</b>			

**Short Description of the Programme**

ERRY III will build on the progress and lessons learnt from the first two phases of building community resilience by enhancing community capacity and reduce vulnerability resulted from the protracted, complex crisis in Yemen caused by the civil war coupled with poverty and environmental shocks. This programme implemented jointly by FAO, ILO, UNDP and WFP, will address Community Conflict Reduction and Social Cohesion; Access to Clean Energy and Climate Adaptation; and Livelihoods and Food Security in eight governorates in Yemen. It will directly benefit around 1,270,674 (750,432 funded) vulnerable beneficiaries and marginalised communities including Internally Displaced People (IDP), returnees, vulnerable host communities, *Muhamasheen*, female-headed households, youth, daily labourers, people with disabilities and elderly community members. The programme will have inception phase of four months.

**Names and signatures of Participating UN Organizations**

This programme document should be signed by the relevant Participating UN Organizations. By signing this programme document, all signatories –UN organizations - assume full responsibility to achieve results identified with each of them as shown in this programme document.

Participating UN Organizations (PUNOs):	
<b>UNDP</b> Name of Representative: [Redacted] Signature: [Redacted] Date and Seal: 25/3/2024	
<b>WFP</b> Name of Representative: [Redacted] Signature: [Redacted] Date and Seal: 25/03/2024	
<b>FAO</b> Name of Representative: [Redacted] Signature: [Redacted] Date and Seal: 25/3/2024	
<b>ILO</b> Name of Representative: [Redacted] Signature: [Redacted] Date and Seal: 25/03/2024	



Handwritten mark

## ERRY III Project Document: Final Dec 2021

### Executive Summary

#### *Context Synopsis*

Yemen faces a complex crisis reflecting the triple nexus of humanitarian, development and peacebuilding need. Communities are subject to ongoing conflict or live under fragile peace, in dire humanitarian need and subject to both the loss of development gains, and severe environmental and climatic risks.

The Yemen civil war entered its seventh year on 22 March 2021: the country faces an unprecedented humanitarian crisis, and the vulnerability trend is increasing. Yemen's state of fragility has increased steadily since 2007, and now ranks number one on the Fragile States Index<sup>1</sup> for the second year running, and since 2012 in the top 10, based on social, political, economic and cohesion indicators. Yemen has the fourth highest level of internal displacement in the world. Conflict has caused displacement of around 13% of the population (4m people of a population of 30.5m) and around 80% (24m) require humanitarian assistance. Of those in need, 22% are women, 54% children and 15% people living with disability.

Yemen was already the poorest country in the Middle East prior to the escalation of conflict. The 2020 Human Development report for Yemen ranks it 179 out of 189 countries<sup>2</sup>. Among the most destructive conflicts since the end of the Cold War, the long-term impacts of conflict are vast. Human development has already been set back 26 years in terms of progress towards the Sustainable Development Goals. For each year of conflict which follows to 2030, development is estimated to be set back by nearly 1.5years<sup>3</sup>. If conflict continues, the cost in mortality, especially the lives of children, will grow, nearly 50% of people will be living in extreme poverty; 24% of children / 31% of total population living with malnutrition, with \$181B in lost economic output and \$2,600 reduction in GDP per capita (purchase power parity) by 2022.<sup>4</sup> Poverty is worsening: whereas before the crisis it affected almost half Yemen's total population of about 29 million, now it affects an estimated 71% to 78% of Yemenis. Women are more severely affected than men.

Covid-19 has placed additional pressure on existing facilities and resulted in under-use of health services, complicating the delivery of services to prevent other diseases. Vulnerability of women and young people continue to grow as the conflict wears on. The consequences of economic devastation are exacerbated for women by issues such as increased rates of child marriage, decreased educational opportunities, and a climate of intensified gender-based violence.

#### *Problem Analysis Synopsis*

Protracted conflict in Yemen has not only caused widespread damage and displacement, but also significantly reduced livelihoods opportunities and food security. Weaknesses within community institutions and local authority has eroded the social contract between them, whilst marginalisation of communities' further limits access to services and social cohesion. Local and community institutions are under resourced and under capacitated, limiting access to basic services. Communities are also subject to environmental shocks and threat at a time when coping mechanisms, strategies and assets are significantly depleted. Exposure to environmental stressors exacerbates the existing precarious situation and requires risk reduction strategies to mitigate the potential for further disaster. The combination of these hardships not only leads to increasing vulnerability to the point of famine, but also further weakens social cohesion and leads to inter-community conflict.

---

<sup>1</sup> <https://fragilestatesindex.org/country-data/>

<sup>2</sup> UNDP Human Development Report 2020; [http://hdr.undp.org/sites/all/themes/hdr\\_theme/country-notes/YEM.pdf](http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/YEM.pdf)

<sup>3</sup> [Assessing The Impact Of War on Development in Yemen](#); Frederick S. Pardee Center for International Futures, Josef Korbel School of International Studies, University of Denver for UNDP Yemen, 2019

<sup>4</sup> Ibid



## ERRY III Project Document: Final Dec 2021

Income generating activities, small businesses and both formal and informal employment opportunities continue to be profoundly impacted by the conflict, as well as the impact of Covid-19. FAO have identified that the impact of COVID-19-related restrictions on incomes and food security outcomes were comparable to that of major shocks, such as conflict or natural disasters<sup>5</sup>.

The ERRY III interventions are designed to contribute the below goals and outcomes:

**The Overall Objective (Goal) of the Programme: Strengthen resilience of the population in the most vulnerable governorates in Yemen**

**Specific Objectives (Outcomes):**

**Overall Outcome: Improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen**

- **iOutcome1:** Increased local institutional resilience management and community social cohesion in crisis-affected communities.
- **iOutcome2:** Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector
- **iOutcome3:** Increased sustainable production and productivity of crop and livestock in crisis-affected communities.
- **iOutcome4:** Improved access of women, youth, and other vulnerable groups to food and income opportunities

The programme aims to reach 1,270,674 direct beneficiaries (750,432 funded) from specifically vulnerable groups and others: marginalised youth; women; the poorest of the poor; *Muhamasheen*; displacement affected communities; and people with disabilities.

### 1. Context

The Yemen conflict entered its seventh year on 22 March 2021: the country faces an unprecedented humanitarian crisis, and the vulnerability trend is increasing. Yemen's state of fragility has increased steadily since 2007, and now ranks number one on the Fragile States Index<sup>6</sup> for the second year running, and since 2012 in the top 10, based on social, political, economic and cohesion indicators.

The Humanitarian Needs Overview for 2021 identifies the severity of needs as 3.6m people having minimal need, whereas 6.4m face stress and 8.4m severe need, whilst 8.9m face extreme and 3.4m catastrophic needs.<sup>7</sup> Yemen ranks third globally on INFORM's risk assessment<sup>8</sup> with a score of 8.3 out of 10. Vulnerability and Lack of Coping Capacity score particularly highly: 10/10 for human and conflict hazards, and unprotected people, and 9/10 for food security. Development and Deprivation; Institutional Capacity; Disaster Risk Reduction; and Governance all score 8.5/10 or above.

In 2020, the conflict intensified, the number of frontlines increased from 33 to 49, and 172,000 people were displaced, bringing the number of Internally Displaced People (IDPs) to at least 4 million. Based on the 2021 HNO analysis, 20.7 million people – 66% of the population – are estimated to need humanitarian assistance in 2021; 12.1 million people of whom are estimated to be in acute need. In 2021 the situation

<sup>5</sup> Summary extract from FAO. 2021. Agricultural livelihoods and food security in the context of COVID-19: Results from household surveys in 11 countries with high pre-existing levels of food insecurity – Cross-country monitoring report, May 2021. Rome. <https://doi.org/10.4060/cb4747en>

<sup>6</sup> <https://fragilestatesindex.org/country-data/>

<sup>7</sup> Humanitarian Needs Overview (HNO) 2021, OCHA

<sup>8</sup> <https://drmkc.irc.ec.europa.eu/inform-index/>; The EU; FAO; UNDP & WFP sit on INFORM's Steering Committee.

## ERRY III Project Document: Final Dec 2021

is expected to deteriorate further, and the severity of needs is expected to increase unless there is conflict de-escalation and an improvement in the economy and funding.

Since 2015, the economy has shrunk by half, and more than 80% of Yemenis now live below the poverty line. This collapse is most visible in loss of income, depreciation of the Yemeni rial (YER), loss of Government revenue, commercial import restrictions and rising commodity and fuel price prices.

### 2. Problem Analysis

**Summary:** Protracted conflict in Yemen has not only caused widespread damage and displacement, but also significantly reduced livelihoods opportunities and food security. Weaknesses between community institutions and local authority has eroded the social contract between them, whilst marginalisation of communities' further limits access to services and social cohesion. Communities are also subject to environmental shocks and threat at a time when coping mechanisms, strategies and assets are significantly depleted. Exposure to environmental stressors exacerbates the existing precarious situation and requires risk reduction strategies to mitigate the potential for further disaster. The combination of these hardships not only leads to increasing vulnerability to the point of famine, but also weakens social cohesion and leads to inter-community conflict. Local and community institutions are under-resourced and under-capacitated, limiting access to basic services.

Conflict and COVID-19 have disrupted agricultural production; caused collapse of both service and manufacturing industries; depleted assets and exhausted coping mechanisms; and reduced income, employment and economic opportunities: all in a context of limited opportunity for livelihood diversification. The situation is further compounded by environment exploitation, natural hazard incidences, and climatic risks, including but not limited to floods, drought and desert locusts. A crippling macro-economic situation includes port blockages affecting importation of consumable and non-consumable goods, supplies and fuel, as well as currency devaluation.

The conflict has increased female-headed households due to the death or injury of male members. Women are therefore increasingly responsible for income generation, as well as the other domestic chores, yet have neither experience or preparedness for employment, and therefore need particular support to tackle these additional responsibilities. Furthermore, women's low social status, lack of access to political power, decision-making, education, and capital severely constrains their economic opportunities and productivity. These factors also increase female vulnerability to violence and undermines women's ability to act as change agents, leaders and community members to prevent and mitigate community conflict.

#### **Collapse of basic services and capacity of local institutions**

Basic services and the institutions that provide them have collapsed. Conflict and economic ruin have significantly degraded the quality, quantity and accessibility of Yemen's national public services and essential infrastructure. Given a situation whereby Central Government is split, and paralyzed, local authorities and community-based institutions are naturally called on to fill the void to lead efforts to enable communities' resilience. Any intervention seeking to enhance community resilience will have little chance of success without clear ownership and engagement by both female and male community members, and the existence of sufficiently capacitated institutions and structures that support them. However, conflict has also affected local institutions and weakened community-based governance structures. This undermines the efforts of the local systems to provide essential services, which leads to erosion of confidence by the general public and questions the legitimacy of those structures. Failure of the local institutions to deliver critical social services is underlined by increased poverty, continued perception of corruption, a high inflation rate, and mounting fiscal pressure, which creates discontent and increases vulnerability.

Societal strengthening, in terms of functional civic and community institutions, and social cohesion, underpins the resilient communities. It reinforces the ability to work collectively to address basic needs.

## **ERRY III Project Document: Final Dec 2021**

Bottom-up local governance models, implemented in ERRY II, indicate that the formal local governance structure has potential to continue to function with the support of community-level institutions, primarily community cooperation committees and conflict resolution committees.

### **Community Conflict**

In 2020, conflict escalated in several areas, mainly along the established lines of control. There are now 49 active front lines in Yemen – including 14 that opened up in 2020.<sup>49</sup> While this is deeply worrying and a cause of great suffering, it is equally important to consider that 70 per cent of the country's territory, home to around 35 per cent of Yemen's population, has no or few incidences of violent conflict. The conflict is multi-layered and complex. The country is a pawn in the international (fight against terrorism) and regional geopolitical chessboard. Yemen is a victim of a regional conflict between Saudi Arabia (supporting the Internationally Recognised Government [IRG]), the Gulf States (all backing KSA, except the United Arab Emirates (UAE) that backs the Southern Transitional Council [STC]) and Iran (backing the De Facto Authorities (DFA), aka Ansar Allah or the Houthis) with military assistance from international actors such as the USA, United Kingdom and France. There is a conflict between central and subnational authorities regarding who has the legitimacy to regulate society and control economic activity. This challenge to central authority comes from a broad spectrum of groups, such as the Hadramout or Marib Governors, tribal groupings, military-economic groupings, and violent extremist groups such as Al-Qaeda in the Arab Peninsula. Salisbury (2017) describes Yemen as a "place where the central government has either collapsed or lost control of large segments of the territory over which it is nominally sovereign; and where a political economy has emerged in which groups with varying degrees of legitimacy cooperate and compete with one another."

The conflict exacerbates pre-existing social, political, geographic and religious divisions and creates new ones, placing a significant strain on community cohesion across the country. The conflict impacts the rural and urban population in different ways. Conflict driven displacement and displacement for economic reasons, access to services, and income disparities continue to characterise rural areas. The urban population continues to experience congestion, a high number of unemployed skilled and unskilled labour, depletion of natural resources, increased incidences of hydrological and geological hazards, and solid waste management challenges. Yemenis are further divided according to whether they reside in IRG or DFA areas. Those in DFA areas are more likely to struggle economically, have changed their source of income, and rely on illicit or functional markets. Notably, there are more significant economic incentives in DFA areas for the perpetuation of the conflict.

Since the beginning of the conflict, parties to the conflict on all sides continue to violate the principles and rules of international humanitarian law and international human rights law, which affect women and children in particular. The 2021 HRP reports that women and children comprise more than 70 per cent of internally displaced persons, who live in inadequate shelters, where overcrowding is commonplace, protection risks are severe and basic services are limited. Sites often lack gender-segregated facilities, putting women and girls at particular risk of gender-based violence. In the absence of meaningful employment and means of self-reliance, parts of the population have become increasingly politicised and militarized. Males are increasingly turning to armed groups or violent extremist groups, exacerbating ongoing human rights violations and already high crime rates. The tendency is particularly prevalent amongst young men, leading to a shift in local leadership and new power structures.

Local conflicts in rural areas in Yemen are structurally driven by scarcity of resources (water, land) and the weak of community structures and institutions to encourage and facilitate consensual and peaceful resolution. This is further exacerbated by the conflict and the pressures it has brought on communities due to internal displacement, collapse of local authorities and degradation of the economy. There is also a lack of acceptance and awareness of the important role of women in peacebuilding efforts.

### **Lack of access to energy**



## ERRY III Project Document: Final Dec 2021

In 2015, before the war started, Yemen had the lowest access rate to electricity (40% of the population) compared with the regional rate of around 85%. Equally, Yemen was one of the world's most energy insecure countries, with 23% energy access rates in rural areas, where 75% of the national population lives. Access to reliable energy is a structural problem in Yemen, due to a lack of adequate infrastructure of on-grid systems. Only about half of the population were connected to the public grid, and the other half gains access through private sources including diesel generators which usually operate for few hours for lighting, and less-intensive electric appliances. The majority of Yemen's supply of electric energy depended on imported fossil fuels, including Mazot, Diesel, and more recently LPG. Energy subsidy was over \$7 billion per year. The electric grid had over 30% energy loss. Reliance on the indicated fossil fuel for electric generation is not sustainable in the long run.

The war has exacerbated this situation, with supply of diesel and other forms of energy cut off altogether to many areas in the country. Access to energy went down to zero per cent of the population in most districts in Yemen. North Yemen only has access to either solar energy systems or private companies' generators; the south has interrupted electricity supply, using either solar energy devices or batteries as backup for the interruptions. This has created an enormous demand for solar energy systems. This was also compounded with the severe shortages of fossil fuel that lasted for weeks and months.

Energy supply is limited due to weak generation capacity, limited access, high electricity losses from the grid, and increasing demand. Increased fuel prices have affected and restricted access to power from generators run outside off the power-grid. Within rural and isolated areas, this has an especially devastating impact on the population's resilience, livelihoods and quality of life. The situation is aggravated due to port blockages affecting fuel supply, and parties to the conflict disrupting electricity, leading to reduced and sporadic availability, and increased costs.

The energy divide is also gendered, women in most areas experience energy poverty differently, and more severely, than men. Women are often responsible for the majority of household chores and community services, especially services for women. Thus, without access to reliable energy sources, women and girls spend most of their day performing basic subsistence tasks which constrains them from accessing decent wage employment, educational opportunities and livelihood enhancing options, as well as limits their options for social and political interaction outside the household.

### Environmental and Climatic Shocks

Yemen's vulnerable and food insecure communities live in fragile, resource-scarce and degraded environments, in areas that are prone to climate disasters and exposed to frequent shocks. The Notre Dame Global Adaptation Index<sup>9</sup> ranks Yemen among the countries least prepared for climate shocks and among the most vulnerable to climate change, at 161 of 182 ranked- with an increasing vulnerability trend. Between April and August 2020, heavy rains and flooding devastated communities, causing deaths and injuries, destroying infrastructure and livelihoods, and increasing the spread of deadly diseases. Tens of thousands of families were affected, many of them already displaced. Other natural hazards pose a threat, including desert locust infestations, which are expected to cause damage and loss worth \$222 million<sup>10</sup> whereas heavy rains in 2020 led to flooding and corollary devastation.

The environmental and climatic impact in Yemen includes significant increases in greenhouse gases emission, due to uncontrolled rise of untreated solid and liquid wastes, and exploitation of firewood; depletion of forest covers; and increased use of non-degradable plastics.

Yemen has long been considered one of the world's most water-poor countries, estimated to have the lowest water per capita availability globally. Deterioration and depletion of ground water system and over exploitation of ground water for qat production has already been observed. In 2018, drought in western

<sup>9</sup> Notre dame Global Adaptation Initiative, <https://gain.nd.edu/our-work/country-index/rankings/>

<sup>10</sup> HNO 2021

## ERRY III Project Document: Final Dec 2021

Yemen added pressure to the already dire food security situation caused by conflict and food import blockage.

Research by the Climate and Environment Observatory indicates 257,000 hectares of cropland is exhibiting signs of distress, approximately equivalent to the total cropland in Jordan or Lebanon<sup>11</sup>, whilst the World Bank estimated productivity decline on two-thirds of the total cropland between 2014-2017<sup>12</sup>.

### **Increased food insecurity / Acute Malnutrition Projection for target governorates: January - December 2021<sup>13</sup>**

With Critical levels of acute malnutrition, Taiz Lowland and Hajjah Lowland were in IPC AMN Phase 4 during the period of January to July 2020. While these two zones remained in IPC AMN Phase 4, the acute malnutrition situation was projected to further deteriorate and the following zones were projected to move to IPC AMN Phase 4 during the period of January – March 2021: Abyan Lowland, Lahj lowland, Hodeidah Highland, Hodeida Lowland.

Over 2.25 million cases of acutely malnourished children are estimated to require urgent treatment for acute malnutrition in 2021. The four zones with the highest numbers of global acute malnutrition cases are respectively: Hodeidah Lowland, Taiz Highland, Sana'a City, and Hajjah Lowland. These four zones account for over 40% of the total expected cases of acute malnutrition in the country. In terms of severity based on the prevalence of global acute malnutrition, the following seven zones are the worst affected: Hodeidah Lowland, Hodeidah Highland, Abyan Lowland, Lahj Lowland, Taiz Lowland, Hajjah Lowland, and West Dhamar. The combined global acute malnutrition prevalence is at or above 20% in these seven zones. The combined global acute malnutrition prevalence in the Hodeida governorate (both Lowland and Highland) exceeds 30%, indicating very severe conditions. Given the projected trends of the contributing factors and other contextual information, the situation is likely to further deteriorate.

Risk of food insecurity is exacerbated by depletion of foreign currency reserves which drives inflation up. The eroded purchasing power and high food prices will increase levels of food insecurity. The depreciation of the rial and inflation were key factors in driving up food prices in 2020. The price of food doubled between 2015 and 2019 and prices continued to rise throughout 2020. Experts predict further loss of income, rising food prices and inflation and declining food imports in coming months.

Food security is also affected by desert locust infestation which pose an unprecedented threat to agriculture-based livelihoods and food security. If not controlled, the food security impacts will be significant with the greatest impact felt by vulnerable agricultural and livestock dependent households due to the potential for significant crop or pasture losses. Water sources are slowly depleting and desertification brought on by agricultural pressures, recurrent drought and climate change is threatening the availability of arable land and access to safe drinking water. Yemen also is witnessing a reduction of farming and breeding production. As a result of the associated loss of income and livelihoods, food insecurity will lead to increased malnutrition and associated mortality and other long-term irreversibility effects on child growth and development.

### **Poor Livelihoods Opportunities, and Impact of COVID-19**

Income generating activities, small businesses and both formal and informal employment opportunities continue to be profoundly impacted by the conflict, as well as the impact of Covid-19. Many households, especially female-headed, the poorest, IDPs and the marginalized, lost their source of income due to damage to infrastructure, the collapse of the local economy and a closure of businesses, including but not limited to the agricultural sector which the World Bank (using ILO data) identifies as [employing 28% of](#)

<sup>11</sup> Yemen's agriculture in distress; October, 2020, [Conflict and Environment Observatory](#)

<sup>12</sup> World Bank [2018] [Middle East and North Africa Food Security in Yemen and Djibouti](#)

<sup>13</sup> IPC Acute Malnutrition Analysis January 2020 – March 2021; Issued February 2021

[http://www.ipcinfo.org/fileadmin/user\\_upload/ipcinfo/docs/IPC\\_Yemen\\_Acute\\_Malnutrition\\_2020Jan2021Mar.pdf](http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Yemen_Acute_Malnutrition_2020Jan2021Mar.pdf)

9

## ERRY III Project Document: Final Dec 2021

target communities (42% for women) and 48% of the population in vulnerable employment<sup>14</sup>. Employment and care services are affected for women workers in general, and particularly for informal and domestic workers. The Covid-19 outbreak profoundly impacted women's ability to maintain their livelihoods: quarantines significantly reduce economic and subsistence activities and disproportionately affect employment-generating sectors that are predominately female, such as care services and trade<sup>15</sup>. In this context, the risks of social and domestic challenges that women and girls face increase exponentially. As per a UNDP study on the "impact of COVID-19 on MSMEs (Micro, Small & Medium Enterprises)", women who own MSMEs face challenges in sustaining their enterprises; more than 37 percent of female owned MSMEs experienced revenue losses of 40 – 60%<sup>16</sup>.

In addition, the loss of livelihoods and unemployment previously witnessed resulting for the impact of conflict, Yemen is now subject to further vulnerability as a result of Covid-19. FAO have identified that the impact of COVID-19-related restrictions on incomes and food security outcomes were comparable to that of major shocks, such as conflict or natural disasters<sup>17</sup>. This highly significant finding illustrates the importance of viewing the economic impacts of COVID-19 through the same lens that humanitarian and development actors would view a drought or a conflict. Across the board and regardless of income source, female-headed households were more likely to report income losses or to become food insecure. This highlights the need for emergency livelihood support strategies.

Livestock producers were among the most severely affected by the restrictions resulting from COVID-19. They were the most likely among agricultural producers to report difficulties in accessing inputs or selling their products, and heavily affected by restricted access to pastures due to movement restrictions. The second group consisting small-scale fish and vegetable producers, petty traders selling fish and vegetables, many of whom are women, were also highly affected by COVID-19-related restrictions. The latter producers were as heavily or more severely affected as petty traders outside the agricultural sector.

The difference between these two groups of agricultural producers is that livestock producers were to some extent able to cushion the impact of COVID-19-related restrictions on incomes and food security by delaying sales and engaging in distress sales, even though this led to asset depletion. This short-term coping strategy can have serious longer-term consequences in terms of a secure access to food and income in the future. Unlike livestock producers, vegetable and fish producers and sellers had no opportunity to mitigate their losses, given that their inability to access markets meant a complete loss of ready to sell produce; as such, this led to an immediate income shock. The only slight compensation for these producers was that they were able to consume their own production, slightly reducing the shock to their food security.

In terms of the access to markets, the general pattern from the findings shows a stronger association between COVID-19-related restrictions and sales constraints than with input constraints. However, the difficulties most likely to be faced by agricultural producers varied by agricultural sub-sector.

---

<sup>14</sup> Vulnerable employment refers to the sum of contributing family workers and own-account workers. high proportion of contributing family workers — generally unpaid, although compensation might come indirectly in the form of family income — may indicate weak development, little job growth, and often a large rural economy. Each status group faces different economic risks, and contributing family workers and own-account workers are the most vulnerable - and therefore the most likely to fall into poverty. They are the least likely to have formal work arrangements, are the least likely to have social protection and safety nets to guard against economic shocks, and often are incapable of generating sufficient savings to offset these shocks. ([World Bank definition](#))

<sup>15</sup> COVID-19 in Latin America and the Caribbean: How to incorporate women and gender equality in the management of the crisis response, 2020.

<sup>16</sup> Micro, Small and Medium Enterprises bear the brunt of the COVID-19 pandemic in Indonesia; UNDP; January 21, 2021; [Link](#)

<sup>17</sup> Summary extract from FAO. 2021. Agricultural livelihoods and food security in the context of COVID-19: Results from household surveys in 11 countries with high pre-existing levels of food insecurity – Cross-country monitoring report, May 2021. Rome. <https://doi.org/10.4060/cb4747en>

## ERRY III Project Document: Final Dec 2021

The impact pathway of COVID-19-related restrictions largely depended on two factors: (i) the frequency at which households need to secure inputs for their production (livestock producers needing inputs the most frequently were the most affected by supply chain constraints) and (ii) the ability to store or keep agricultural production when faced with delays in accessing markets (fish and vegetable sellers were more affected by the inability to sell their production than by limitations in accessing inputs). Overall, the origin of these inputs (whether imported or locally sourced) probably affected their availability in local markets as well.

### Higher vulnerability of youth and women

With the conflict entering its sixth year, the situation has become more acute for women and youth. Many girls have been, and are, subjected to early marriage, gender-based violence and pregnancy. Literacy and school enrolment rates are also lower for women and girls than they are for men and boys, even before the conflict started in 2015. Child marriage is increasingly used by families as a negative coping mechanism. Significantly, and despite barriers in reporting and challenges to accessing services, there was a 13% increase in survivors accessing Gender-Based Violence (GBV) services in 2020 compared to 2019. Women are disproportionately and severely affected by displacement. More than 70% of IDPs in Yemen are women and children, and approximately 30% of displaced households are now headed by females, compared to 9% before conflict escalated in 2015.

Seventy percent of Yemenis are youth (aged <25)<sup>18</sup>. The conflict further exacerbates Yemen's youth vulnerability due to restricted or no access to education and training. UNFPA indicates that around 57% of boys are in secondary education; whereas only 40% of girls. This drops to 14% and 6% respectively for tertiary education<sup>19</sup>. This contributes to a generation of Yemenis lacking the requisite skills to seek employment opportunities as they may arise. For the last eight years, since 2013, there is over 24% unemployment rates in the 15-24 age demographic<sup>20</sup>. Youth unemployment rates are more than three times higher than those of adults, and significant gender discrepancies exist, as the unemployment rate is three times higher for young women.

## 3. Beneficiary Populations

### 3.1 Number of beneficiaries

The programme aims to reach the total direct beneficiaries of 1,270,674 (funded=750,432 and unfunded 423,558). Indirect beneficiaries will be increased based on 7 members of a household, as recipients of services and/or participants in interventions.

<sup>18</sup> UNDP Country Strategy Note: 2021-2023.

<sup>19</sup> UNFPA, <https://www.unfpa.org/data/demographic-dividend/YE>

<sup>20</sup> Based on ILO estimates; <https://www.statista.com/statistics/813178/youth-unemployment-rate-in-yemen/>

9

### 3.2 Indicative summary of Direct Beneficiaries and Institutions<sup>21</sup>

Component	Beneficiary Level	Emergency Employment & Cash for Work	Food for Assets	Agriculture Value Chain	Skills Development inc CSA	Micro & Small Businesses	Solar Energy	Conflict Prevention & Resolution	Local Governance (SDC <sup>22</sup> & Informal institutions <sup>23</sup> )	Workforce & Business Associations' Support to Private Sector
Agency	Individual/HHs:		800	210 Ind. 27,225 HHs	150 Ind. 1,500 HHs					
	Organisations:		5	2	5			15 WUA		
ILO	Individual/HHs:	500			1,300	75	300		130	90
	Organisations:					55				2
UNDP	Individual/HHs:	4,800			4,800	3,000	200,000	56,000	175,000	50,000
	Organisations:									14 <sup>24</sup>
WFP	Individual:		56,945							
Direct Beneficiaries	Total		FAO		ILO		UNDP		WFP	
	750,432		202,235		2,452		488,800		56,945	

<sup>21</sup> Beneficiaries per service / intervention, not necessarily unique beneficiaries: individuals may benefit from more than one intervention as such will not align completely with Logframe.

<sup>22</sup> Sub-district Coordination Committee

<sup>23</sup> Informal Institutions: are those who do not fall under the Local Authority Law, but they are part of overall governance structure

<sup>24</sup> 4 associations and 10 private sectors



## ERRY III Project Document: Final Dec 2021

### 3.3 Geographical Areas

The Programme will be implemented in eight (8) vulnerable and food insecure governorates, maintaining five governorates targeted by the current ERRY joint Programme: Abyan, Hajjah, Hodeidah, Lahj and Taiz<sup>25</sup>, as they remain among the top vulnerable/in-need governorates based on data from the 2020 Integrated Phase Classification. The activities in the above five governorates are expected to be funded from EU and Sida. Moreover, the programme will expand to additional two new governorates with the same activities by increasing number of targeted beneficiaries but yet fund to be mobilized, unfunded. The target districts will be determined after discussion with stakeholders and local authorities before the implementation started.

Sana'a governorate has not been included in ERRY III in order to focus programme resources in the most vulnerable governorates and pursue a strategy of greater intervention in these governorates.

The programme will target both rural and semi urban areas where vulnerable and poverty are equality exist. Most of the IDPs and marginalized groups are found around semi urban areas. Skills development, dairy processing and marketing, solar and microbusiness are partly targeting beneficiaries around semi urban settings. Agricultural value chain developments are mainly targeting beneficiaries in rural settings and own lands and livestock.

### 3.4 Target Groups

To strengthen the social contract and the agency of all Yemini citizens, ERRY III follow UNDP's overall "whole of society" strategy to promote widespread inclusion in decision-making processes and access to economic opportunities and social services. Among these are women (especially women-headed households), displacement affected groups (returnees, IDPs and host communities), the *Muhamasheen*, and people with disabilities. Marginalised youth with limited social and economic opportunities will be targeted to access alternative livelihoods and income opportunities to prevent their recruitment in armed conflicts and violence. From a food security and livelihoods perspective, subsistence farmers/livestock holders and daily labourers will be targeted given their vulnerabilities and contribution towards community and household resilience. A whole-of-society focus is essential for peace negotiations. Long-term success will only happen if joined by all Yemini stakeholders. Efforts have been made to include people living in the most vulnerable and marginalized situations (people living in poverty, persons with disabilities, indigenous peoples, etc.) to leave no one behind throughout the programme cycle including in the design process.

During the beneficiary selection period, an inclusive community-based committee will be used to identify all vulnerable and marginalized social groups particularly people with disabilities and *Muhamasheen*, are exist in the community, register them, conduct their needs assessment, and ensure they are included and targeted as beneficiary of the programme. The programme will also conduct verification and spot checks to make sure the marginalized groups are included during the implementation period. The programme will do proper monitoring and documentation and reporting of the marginalized groups, reported on their participation and benefit from the programme.

**Youth:** The presence of a large youth population with limited employment opportunities fuels alienation and exclusion from the state and economy, and feeds into conflict and instability. Under these circumstances, there is no alternative for some young people but to seek alternative sources of income to support themselves and help their families, making them vulnerable to manipulation by armed criminal or extremist groups operating in Yemen. However, youth have a pivotal role in peace, and development.

---

<sup>25</sup> In consultation with stakeholders, governorates have been selected on the following criteria: access, poverty levels, levels of food insecurity, unemployment and presence of partner agencies.

4

## ERRY III Project Document: Final Dec 2021

Safer world<sup>26</sup> identifies that the work young people lay the groundwork for peace in the long term and makes immediate contributions to the well-being of their communities in three critical ways:

1. Keeping youth away from violent conflict and identity politics and helping them choose alternatives to violence. Youth activists are role models, providing an alternative vision of agency and empowerment for their peers.
2. Maintaining social cohesion and community relationships. Communities are under huge strain due to the political and humanitarian impacts of the conflict, but youth initiatives help build solidarity and cooperation.
3. Creating hope and building support for peace, embedded in an effort to spread a 'culture of peace'. Youth are promoting openness, inclusiveness and tolerance and building their peers' knowledge on peacebuilding and other issues that they see as crucial to preventing violence.

The Programme will actively engage youth in community resilience-building through social, economic and community mobilization work, which has the potential to translate into longer-term employment opportunities. The Programme will give special attention to youth –actively including young women – as an important driver of peace, providing them with income, employment and participation opportunities. In this sense, the Programme contributes to peacebuilding mechanisms by providing opportunities for jobs, facilitating community youth dialogue, ensuring interventions enhance youth inclusion, and providing opportunities for collaboration with youth during programme implementation and monitoring.

**Women:** Due to the ongoing conflict, women are disproportionately affected and have become increasingly vulnerable – women-headed households in particular. The number of women-headed households are increasing due to conflict as men are often absent seeking employment, engaging in fighting, or have been killed. As this Programme is implemented primarily in rural areas, where strong tradition restricts women's participation, community consultation and discussions with women will be part of the priority outreach approach in order to explore suitable cash for work and other livelihood activities, including small businesses, in which women can participate. Large numbers of women are aware of their potential and eager to improve their conditions through economic and social empowerment and employment, although opportunities are limited. However, the role that women play in the management of water resources, peacebuilding and informal institutions within and outside the household, such as Women's Union Associations, is critical to rural economies. Their participation in the community consultation processes should therefore be given due attention. Gender analysis will be conducted to understand better the needs of women and possible focus interventions. The programme will target women in a way that the interventions would not cause them additional burdens. Focus bilateral discussions will be conducted with each women participant to avoid unintended impact of the project on women work load and put in place mitigation measures.

**Marginalized groups:** The *Muhamasheen*, of African descent, are one of the most marginalized and socially excluded groups in Yemen and represent about 10% of Yemen's population<sup>27</sup>. They mostly live outside Yemen's traditional tribal social structures, with sizeable communities in conflict-affected cities, including Aden, Hodeidah, and Ta'iz. Historically, this group has suffered widespread discrimination, social exclusion, and reduced access to public services. Vulnerability is exacerbated by numerous and complex factors, such as discrimination and inequality, which limit their access to quality education; and racism in the wider community, which limits their employment opportunities. Often the only work options for them are low-wage and precarious such as street cleaning or smuggling; this has only been exacerbated by the conflict. Reports of violence targeting the *Muhamasheen*, including gender-based violence, also are common. A lack of birth certificates and identification documents limits their access to education and

---

<sup>26</sup> Saferworld, Youth contributions to peacebuilding in Yemen; December 2019

<sup>27</sup> HNO 2021



## ERRY III Project Document: Final Dec 2021

other public services and increases social exclusion. Nearly 40% of the *Muhamasheen* women have never attended school.

Cash for work/emergency employment and competency-based skill development trainings could significantly improve their livelihood-generating options. To improve integration, livelihoods opportunities and reduce vulnerabilities, the *Muhamasheen* will be involved in the village cooperative councils (VCC) and community level consultation processes.

**People with Disabilities:** WHO estimates that 4.5 million Yemenis have at least one disability, however the actual figure is likely to be much higher, including as a result of the conflict<sup>28</sup>. People with disabilities face specific challenges including difficulties fleeing violence, accessing aid, benefiting from sanitation facilities and accessing adequate living conditions<sup>29</sup>. Their access to aid and services is often restricted and investment in interventions that consider their specific needs is extremely limited in Yemen. People with physical disabilities face higher risks of exclusion from humanitarian aid due to discrimination, difficulties accessing information, family separation, loss of assistive and mobility devices, mobility issues and other barriers<sup>30</sup>.

The needs of people with disabilities are exacerbated by displacement, as most IDP sites lack adequate basic services, let alone services that take account their specific needs, and because displacement increases their risk of being separated from their support networks<sup>31</sup>. The protracted crisis in Yemen has exacerbated rates of physical and psychological distress, as years of conflict and humanitarian need have exposed millions of civilians to trauma and violence. This is compounded by limited access to psychosocial support services and a dearth of mental health services throughout the country, with primary healthcare centres lacking capacity to offer any psychosocial or mental health. The toll is more pronounced for women, who bear a disproportionate burden of care for their families and communities and who are more likely to experience gender-based violence<sup>32</sup>. The programme specifically will identify people with disability in targeted communities through community committee, register them as beneficiary, conduct their specific needs and respond to their priority needs by including in the implementation.

**Internally displaced people, returnees and host communities:** IDPs are a priority target group for the Programme. Livelihoods opportunities and access to food are among the top two priority needs for IDPs and returnees; the Programme will address this by providing emergency employment and skill development opportunities. Additionally, the coping capacity of host communities and the ability of local institutions to deliver basic services has eroded, disrupting the food and livelihoods activities and markets. Support such communities will help alleviate this burden and reduce their vulnerability. The population pressure has serious ramifications on scarce land and water resources and on the labour market, which is exacerbated even more due to the escalation of conflict. Most of the IDPs are settled around semi urban areas, the programme will assess IDPs and returnee's presence in selected communities, conduct IDPs specific needs and target them with the interventions responding to their priority needs. Communities that are hosted and affected by the presence of IDPs would supported to expand their basic services through community grants.

**Subsistence farmers / livestock holders / pastoral communities:** Smallholders producers (farmers and agro-pastoralist) are also among the most affected by the conflict and thus have become vulnerable. Before the conflict, many women were involved in agricultural production, providing 60% of crop

---

<sup>28</sup> ["Excluded: Living with Disabilities in Yemen's Armed Conflict,"](#) 2019, Amnesty International:

<sup>29</sup> Ibid

<sup>30</sup> Ibid

<sup>31</sup> Danish Refugee Council and Yemen Protection Cluster, "For Us but Not Ours: Exclusion from Humanitarian Aid in Yemen," 2020

<sup>32</sup> Care, GenCap and Oxfam, Conflict and Gender Relations in Yemen, November 2016, <http://www.care-international.org/files/files/YemenGenderReport171116.pdf>

## ERRY III Project Document: Final Dec 2021

cultivation labour and 90% livestock attending labour,<sup>33</sup> typically in the areas of animal breeding and grazing, as well as harvesting, seeding and maintaining fields, and beekeeping. Fuel shortages and increased cost of production due to the conflict have affected the agricultural sector. Compounding this, many youths have left farming to join armed groups; women are working in fields less due to insecurity; and farmers cannot afford to buy agricultural inputs, use irrigation or pay for wage laborers.

Pastoral communities/livestock herders are among the most affected by the crises. Mobility of pastoral communities is restricted, and grazing areas have been inaccessible due to conflicts and insecurity. Pastoralists produce food in Yemen's driest and hottest environments, these areas are on the fringes of development. Pastoralists are often misunderstood and marginalized, but they not only sustain vibrant and culturally unique communities but are also linked with many other people who depend on their activities. Pastoralism is therefore an environmentally sustainable production system that provides a range of ecosystem services, such as conserving and restoring biodiversity in the rangelands and the soil fertility in croplands and providing markets with animal source food and by-products. Pastoral livelihood is undertaken in a fragile environment and the communities are highly vulnerable in situation of natural and man-made disasters. The Food and Agriculture Organization of the United Nations (FAO) supports pastoralist and agro-pastoralist communities in Yemen promoting food security, nutrition and income, resilient livelihoods, pastoral economies and healthy environments.

The programme will prioritise this group during targeting to provide support to improve livestock feed through supplementary feed, improve access to animal healthcare and livestock extension service by train community animal health workers (CAHWs) selected from and resident among pastoral communities to support them address livelihoods and food security challenges.

**Daily labourers:** Daily labourers constitute the largest livelihood group in all target districts and are vulnerable due to job insecurity and low wages. Agricultural daily labouring was the dominant activity in rural areas, but due to the conflict, labourers have lost jobs, joined armed groups, become displaced or have sold their limited available household assets. Low-wage employees in both public and private sectors are also increasingly vulnerable. Majority of daily labourers are engaged in agricultural and construction activities. The programme will support them with skills development trainings and small business related interventions to create livelihood opportunities.

### Beneficiary Targeting and Selection

The programme will focus on deepening the involvement of beneficiaries and interventions in the targeted governorates. Based on learning from the first two phases, ERRY III will undertake a "deeper dive" for more meaningful, and comprehensive involvement in communities within districts in Yemen. The programme will ensure adherence to Conflict Sensitivity including, but not limited to, investing in and undertaking regular analysis to acquire in-depth understand of local conflict dynamics. This will allow the agencies involved to continuously assess the impact of changes in the operating environment on their/partners' ability to deliver as well as, vice versa, the impact of the interventions on conflict dynamics.

One of the key lessons learned in ERRY I and II is that presence in several districts with limited resources may not attain the expected objective of the impact to the respectable target beneficiaries. It is also important to align the interventions of livelihood, solar, local governance and social cohesion together to build resilience across all five capitals: human, physical, financial, natural and social. Human, physical and financial resources are continuing to be the worst performer across the interventions on humanitarian and early recovery. Therefore, the programme proposes to work in the most vulnerable districts. The programme also proposes to work in more focused manner to integrate all four components together as well as synergies between PUNOs, INGOs/NGOs and other relevant partners working in vulnerable districts. To identify priority district, the programme has developed selection and targeting criteria.

---

<sup>33</sup> Ibid



## ERRY III Project Document: Final Dec 2021

Specifically, they will target unemployed youth, women, socially excluded and other marginalized groups, including IDPs, returnees and host communities, households with highest levels of food insecurity and malnutrition, women-headed households, as well as people with disabilities and minority groups.

Each of the PUNOs has specific targeting and selection processes specific to the nature of the intervention(s). In addition, the programme has a set of established guiding principles for livelihood, food security and resilience beneficiary selection and targeting. These principles include:

1. Independent selection and verification of beneficiaries through organisation and project specific needs-based selection criteria.
2. Prioritisation of the most vulnerable.
3. Geographical coverage will be focussed on the areas and populations most in need.
4. Taking into consideration pre-existing social, cultural and political dynamics or practices that may marginalise or exploit certain groups is fundamental.

Criteria for identifying potential programme participants / beneficiaries can be established through any of the mechanisms outlined above, but with input from the community which is often most aware of who is most in need of the 'specific' support. Communities will be selected in consultation with local stakeholders using vulnerability criteria consisting:

- i) Access and security;
- ii) Poverty and unemployment rates;
- iii) Levels of food insecurity;
- iv) Areas with limited qat production;
- v) Potential to open new agricultural land and link to sustainable water access;
- vi) Limited humanitarian assistance already being provided and
- vii) Potential for crop/livestock value chain improvement.

### ***Independent selection and verification of beneficiaries***

- PUNOs and project Implementing Partners engage the targeted community (all social groups) both in the beneficiary selection and implementing project activities through their representatives at SDC level. If not, they need to establish community representatives and community-based institutions based on ERRY II experience. Each project component will develop and use clear criteria for project participants/beneficiary selection, using the project objective tailored to the major success factors. The following beneficiary selection and targeting guidelines will help to inform the criteria.

Beneficiary selection criteria should be developed in coordination/consultation with Community Based Organization such as VCCs and SDCs. Clear and understandable justification must be provided for any targeting or support to a specific group or for exclusions of a specific group. Livelihood implementing partner and or agencies also need to coordinate and work with other UN agencies and other humanitarian actors in the project area.

- The project implementing partners will not rely solely on lists of registered beneficiaries provided rather work closely with influential actors including civil servants, religious leaders, community or tribal leaders and ensure all marginalized groups included: women, disabled, Muhamasheen, IDPs etc as relevant
- Cross-checking or verification of vulnerable beneficiary lists should take place to address both inclusion (to ensure that only those who meet vulnerability criteria are receiving support) and concerns around exclusion of eligible beneficiaries – particularly vulnerable and socially or politically marginalized groups.

9



## **ERRY III Project Document: Final Dec 2021**

- Recognising shifting conflict dynamics demand flexibility, measures will be established to ensure capacity to redirect priorities in case target groups need to change from those initially identified.

### ***Prioritisation of the most vulnerable***

Vulnerable persons are exposed to a combination of risks and have a limited ability to cope in the face of those risks. This may include vulnerable or socially marginalized groups, such as but not limited to: religious or ethnic minorities, women, IDPs, returnees, host communities, those who lost asset due to conflict, female-headed households, landless persons, persons with disabilities, and the poor. In many cases, the most vulnerable are persons or families who have a combination of characteristics, further influenced by sector specific needs and local dynamics.

The programme will facilitate access especially for the most vulnerable. Consequently, inclusion and participation, will be facilitated by methods including, but not limited to, consultation with communities; planning and supporting their participation in decision making and implementation. Participation will be ensured from men, women, IDPs, persons with disabilities, minority groups (such as Muhamasheen) and that vulnerable groups are proportionally represented and that their opinions are represented by the leadership or community committees.

The programme will not require existing documents for beneficiary selection and inclusion criteria, as such reliance may exclude the most vulnerable who frequently lack documentation. Beneficiary selection will not exclude people who do not possess Identity Card, as many of the most vulnerable including IDPs, do not have this card.

### ***Food Assistance for Assets***

FFA targets vulnerable households in IPC Phase 3 (moderately food insecure). Usually only one beneficiary per household participates in the implementation of activities and is called a "participant". Exceptions can be made for families with a higher-than-average size (*above 7 members*). The following eligibility criteria apply:

- Participants and their households should be food insecure and vulnerable. Vulnerability is measured by household characteristics, food insecurity, income, and asset levels.
- Children under 18 years old should not be enrolled in the programme as participants. IPs and community committees should ensure that no one under 18 years old is employed

The beneficiary selection process should be conducted using existing community decision-making structures (VCCs, community committees, food security committees) in collaboration with local authorities and leaders, WFP and Implementing partners. This process includes the following steps:

- Local authority sensitization: Implementing partners should meet with authorities at the governorate, district and sub-district levels to introduce FFA objectives and implementation modalities. IPs shall clearly indicate the FFA targeted areas; the total number of targeted beneficiaries by district; FFA program implementation period; FFA beneficiary selection criteria; complaints and feedback mechanisms; Gender and importance of women participation in FFA activities. The Governorate and District Administration should provide guidance on any issue raised by the IP, including road access, security and other administrative issues. At district level meeting, IPs should review the presence of other similar activities and explore opportunities for complementarity and coordination. District or sub-district authorities should officially link IPs to VCCs or other existing community committees and support the creation of new committees where no official structure already exists.

## ERRY III Project Document: Final Dec 2021

- **Community level sensitization:** once the IP has been linked to the community coordination and representation structures, the IP in collaboration with the local authorities, will organize meetings with the community to sensitize them about the FFA programme. The sensitization messages should include targeting criteria and process; number of households that will be targeted in that community; type of FFA activities that can be implemented in the area; duration of the FFA programme; complaints and feedback mechanisms that are in place; Gender and women participation in FFA activities; cash payments; and work norms.

### 4. Lessons Learned

Implementation during the previous two phases, and internal and external evaluation and monitoring missions, TPM, have identified the following lessons learned to be incorporated in ERRY III:

**Relevancy of the Interventions:** The evidence accumulated in the delivery of the current ERRY Programme, the consultations and discussions held with key implementing partners and beneficiaries in Hodeidah, Hajjah, Lahj, Taiz and Abyan Governorates, the ERRY II Mid-Term Review (MTR), revealed that Programme interventions relating to strengthening livelihoods, emergency employment, agricultural value chains, community assets restoration, access to solar energy and enhancing the local capacities for the resilience building are highly relevant and critical. Creating sustainable economic opportunities and long-term resilience in the current Yemeni context is a huge endeavour that requires tackling a whole range of risks and stress factors.

The humanitarian situation in the targeted districts is dire; this is reflected by the scores of resilience, sustainable livelihood, Food Consumption Score- Nutrition (FCS-N), and coping strategies index. External evaluation<sup>34</sup> confirm ERRY improved the situation of beneficiaries in some sector and increased accessibility to services; however, the need of HHs and stress occurring due to the conflict still prevents many HHs including previous beneficiaries from reaching acceptable levels of livelihood. Primarily, ERRY II has been shown to improve the number of HHs with acceptable food security, and resilience (see figure 3; section 11.1). Food status is higher among beneficiaries suggesting that those benefiting from interventions have better food security status than those who are not targeted. It also shows that HHs with borderline and poor food security status are higher among non-beneficiaries, and this implies that without interventions the number of HHs with borderline and poor food security will be higher.

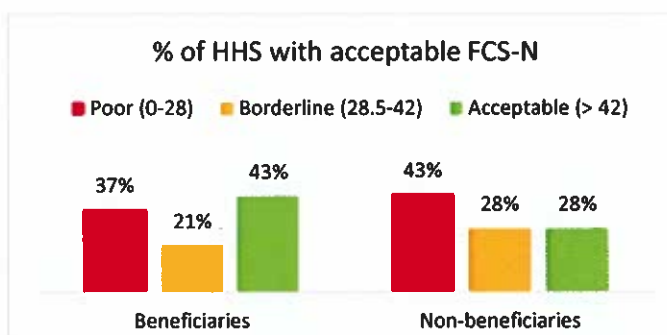


Figure 1 % of HHS with acceptable Food Consumption Score-Nutrition

**Linking Humanitarian Interventions with Resilience-Building:** As emergency relief activities are crucial to saving lives by responding to the most urgent human needs, integrating a resilience-building approach within humanitarian operations is equally crucial to support community livelihoods, food security, coping mechanisms and recovery systems. There is a need for complementarity, joint planning and continuity between the humanitarian response, resilience-building and the stabilization efforts. This will help build resilience across Yemen and buttress the overall impact and cost-effectiveness of the international

<sup>34</sup> Baseline Assessment, ERRY II, 2021 Impact Research, [info@impactresearch.center](mailto:info@impactresearch.center), <https://www.impactresearch.center/>

5

## ERRY III Project Document: Final Dec 2021

response to facilitate a rapid return to sustainable development pathways. ERRY III will ensure strong linkage of its interventions with humanitarian interventions through proper mapping of both interventions at sub districts and districts level, field level cluster coordination, synergies, and joint planning.

Short-term assistance modalities need to be combined with longer-term strategies for resilience, recovery and development. Combining these efforts to restore and support resilient livelihoods is critical for peace, sustainable development, and food security. Such an approach will save lives and lessen the humanitarian caseload in the short term, while at the same time building a foundation for recovery in the medium to long term.

**Increased Synergy between Implementing Partners/PUNOs:** The proposed Joint Programme will be implemented by UNDP, ILO, FAO and WFP through a comprehensive, integrated approach to address a broad range of interconnected issues and considering the multi-sectoral demands of vulnerability. The proposed interventions will draw on the comparative advantage of each partnering UN organization (PUNO) and the key lessons learnt under the ongoing ERRY Programme, as articulated by the MTR and Result Oriented Monitoring (ROM), to maximize impact. Joint delivery enables the Programme's results to be achieved within a short time span, maximizing impact and creating synergies between different activities taking place in the same target locations. A key lesson from the MTR, ROM and midterm review is to enhance the technical synergies and value addition among PUNOs in the joint Programme. Technical aspects of synergies among agencies interventions will be further elaborated, discussed, action plan developed and agreed and signed by all agencies before implementation started. Joint coordination unit will do proper follow to ensure implementation of the agreed strategies.

**Strong M&E System and Measuring the Changes:** Building on lessons from the ongoing ERRY, in ERRY III, flexible and robust M&E system will be established and made operational with timely data collection, analysis and reporting. M&E working group has been established and training has been provided to the M&E officers on design and operationalization of M&E system. Capacity of IPs and technical staff of each PUNOs will be strengthened to collect and share real-time data during the progress of the implementation to the JCU for analysis and reporting. Beneficiaries economic profile will be documented as a baseline before implementation starts which will later be used to measure changes against the baseline. Improvements and changes in economic, livelihoods and food security status of the targeted beneficiaries' will be monitored and assessed overtime to determine those who have shown improvement would be graduated from list of cash for work beneficiaries to sustainable livelihood opportunities as the context allows the programme.

Moreover, third party monitoring will be used to monitor periodically the implementation of activities and verification of the results. Not only perception of the beneficiaries on the programme achievements will be assessed by TPM but also quantitative data will be collected and analysed for changes occurred in livelihoods and food security status of the targeted households and improvement in the resilience of the communities overtime. ERRY I & II selected interventions will also be monitored and documented for learning how changes have been sustained without the programme support.

**Integration, convergence of actions and target the same geographical areas:** The four UN agencies will target the same districts and communities in order to maximize impact of the diverse and integrated interventions from all PUNOs. In ERRY II, 50% of the districts were targeted by all interventions. In ERRY III, it will be increased to 70% of the targeted districts and sub districts. This will increase synergies within the technical components. The joint Coordination Unit (JCU)-strengthening synergies between the different components of ERRY III, requires close coordination and collaboration among PUNOs and IPs: joint planning, assessments and monitoring visits to governorates and districts will be strengthened for improved exchange of information, sharing of progress and joint learning as recommended during the Sida field mission. Field level coordination will be strengthened among IPs through field based (Aden &

## **ERRY III Project Document: Final Dec 2021**

Hodeida) coordination officer who facilitate joint planning, implementation, monitoring, exchange information, learning and address challenges with relevant authorities.

**Area-based approach** which allows intensive linkages among different PUNO components as well as recognition and monitoring of the natural resources in the defined area is also recommended. Area-Based approach is targeting specific geographical areas characterised by a particular complex problem (setting it apart from surrounding areas), through an integrated (multi-sector), inclusive (community versus particular groups or individuals), participatory (bottom-up) and flexible (responsive to changes) approach. An area-based approach will avoid the programme spreading itself too thinly at the field level and also maximise the benefits of integrated programming within communities by providing comprehensive services and holistically addressing need.

**Use of Community Resilience Plans and SDC by all PUNOs:** The key to achieving community resilience is strengthening the capacity of VCCs to prepare resilience plans, mobilize resources and implement self-help initiatives. As such, all PUNO interventions will be implemented through the SDC, and PUNOs will enhance team integration, efficiency, collaboration, and delivery as one Joint Programme. In ERRY II, CRP were not used and owned by all agencies particularly in the north due to the permits were granted to agencies at different time and the CRP not owned by all agencies as bases for the programme implementation. UNDP/SFD will lead early start of the consultation and community need identification processes and facilitate development of community resilience plans and share to agencies and IPs to collectively build interventions on community resilience plan. UNDP will conduct capacity building to PUNOs /IPs on the use of CRP by all. JCU will ensure all agencies and their IPs base the interventions on the CRP as much as relevant. JCU will also work with local authorities to grant permits to all IPs at the same time so that implementation started at once.

**Livelihood Stabilization and Community Assets Rehabilitation for Resilience Building:** Livelihoods are how households obtain and maintain access to the resources necessary to ensure their immediate and long-term survival. Households use these assets to increase their ability to withstand shocks and to manage risks that threaten their well-being. Lessons learnt from ERRY II show that the conflict has an enormously destructive impact on individuals' and communities' livelihoods. People do not wait for relief food but adopt varied positive or negative coping strategies to survive. It is very important to find ways of supporting these strategies before households' asset become depleted and destitute. Stabilization of livelihoods is a prerequisite to resilience-building, as it guarantees cash and income-generation opportunities for crisis-affected households and contributes to asset rehabilitation and rebuilding at the community level. It is essential to protect or enhance households and community assets, and that supports household livelihood coping strategies in conflict environments. This was confirmed by the ERRY MTR, which showed that the Programme's livelihoods and economic empowerment activities, especially those focused on rehabilitating communal assets, had the most notable impacts on households' and communities' capacity to manage the ongoing shock.

**Strengthening the Capacity of Local and Community Institutions:** The presence of strong and functioning community and local institutions is the foundation for resilience-building in a community. The community coping and self-help mechanisms and social networks need to be strengthened to effectively respond and address shocks and risks. Communities and institutions need to be supported to be able to effectively identify priority areas for support that are best suited to their needs, and in planning for the related responses leveraging the available local resources and identifying gaps. The review of the ERRY II implementation showed, indeed, that VCCs and their capacity-building constitute a powerful tool to leverage synergies, to effectively reach vulnerable groups and to optimize impacts.

The workstreams, and their Outputs, will be reordered to reflect the foundation interventions and those which build upon them. This will reinforce the intervention logic and overall framework in programme stakeholders by establishing a clearer logic chain. In ERRY I and ERRY II, local governance and social





### ERRY III Project Document: Final Dec 2021

cohesion output were the third component. Whilst there are inter-linkages between all components, in terms of logical flow, local governance and social cohesion, representing fundamental requirements for programme success. This is based on the hypothesis that institutional support at community level is a foundation for resilience building, improvement and access to public services and sustainable livelihoods. Without community institutional support and capacity building, sustainability of any kind of intervention would be a challenge. By revising the order of outputs, it will also build synergy with UNDP's SIERY programme (this targets District level governance interventions) and community issues/priorities can be linked with resilience and recovery.

**Increased Women's Participation and Economic Empowerment:** One of the key lessons learned from the ongoing ERRY Programme is that women's participation in social cohesion, conflict resolution and local governance as insider mediators (IM) and VCC members has contributed significantly in addressing conflicts and basic service needs. This is the case especially resource-based conflicts at the community level which affect the livelihoods of women and ensuring that the response takes gender-related needs into consideration. Inclusion of women as IM and VCC members has also enabled greater access to basic services for women, including schools. In addition, skills development, micro-business establishment, dairy product processing and small business support provided to women's groups have led to considerable improvements in food security and income for households. Overall, economic empowerment of vulnerable women and women-headed households enable women to have a constructive role in building the community and strengthening household resilience. Economically empowered women are also less vulnerable to risks of violence, abuse and exploitation.

It has also been noted that the conflict has led to some positive changes in the roles and responsibilities of women, including changing perceptions of 'appropriate' behaviour or work for women and men. The positive change in gender roles will facilitate engagement of women in the establishment and management of micro-businesses in relevant business lines which were previously perceived as male dominated. This will enable the introduction of pioneering and innovative solutions to empower women economically, including encouraging their engagement in gender-responsive services and professions, and gradually breaking down barriers caused by long-standing social and cultural norms. The economic empowerment of women, especially women-led households, will strengthen the role of the women in addressing and meeting the needs of the households, including taking care of disabled and wounded male war returnees, while discouraging other household members from joining the conflict.

The ERRY III Programme will also expand women's economic empowerment interventions and women's participation in local decision-making processes for resilience planning through capacity building for women groups, IPs and local institutions, and establishing monitoring mechanisms for women participation (gender marker) to ensure that needs specific to women are systematically addressed. A more general awareness and acceptance of the importance of gender issues and women's empowerment among all key stakeholders is needed to ensure this. The proposed action will enhance the institutional arrangements tested during ERRY I & II, enhance gender-disaggregated analysis including market assessments and community prioritization processes, as well as data collection including baseline development and targets, to better tailor the interventions and monitor progress. Flexible and suitable time arrangements will be made for women to be part of the activities without causing additional heavy burden on the top of their household work and social requirements. The programme has designed women related interventions in a way that would not negatively affect the social expectation, households and family responsibilities. It is going to be built on and harmonized with the existing socially and culturally accepted ways. The programme will provide capacity building and awareness creation on the importance of women participation in community/local development to community leaders, VCC, women groups and associations. Women are particularly supported and given capacity building on how to better involve in project activities without affecting other social and household requirements. The programme will develop guideline on women mainstreaming and participation in ERRY III programme interventions lead by gender advisor in consultation with women and community institutions. Moreover, the programme will





## ERRY III Project Document: Final Dec 2021

incorporate women participation related indicators in regular monitoring system in order to document both positive and negative impacts that might be occurred and take timely management corrective measures. In addition, gender-sensitive implementation mechanisms with PUNOs, private sector, microfinance institutions and the CSO partners will be enhanced under ERRY III.

**Renewable energy diversification** can promote environment protection and climate security through decentralized energy solution, green jobs and local economy as well as improving service delivery. Renewable energy has also demonstrated that it can create a better linkage between humanitarian-development-peace and build stronger nexus. Considering the dependency on oil derivative economy and crisis that Yemen has gone through in the last six years, renewable energy through the green economy approach would support Yemenis to have alternatives to improve their lives and livelihoods.

**Food supply** is unpredictable and undependable due to reliance on imports which represent a structural and systemic vulnerability. Livelihoods and income generation activities will therefore be focussed around supporting a self-reliant, economic recovery to minimise reliance on imports and external inputs, enabling self-sustainability.

**Humanitarian, Development and Peace Nexus:** To address the triple (Humanitarian, Development and Peace) nexus, the programme will ensure linkages of humanitarian interventions, livelihood, food security. Economic recovery, and community assets rehabilitation with resilience-building. These will be coupled with interventions to support community cohesions and conflict reduction, including through strengthening the capacity of local and community institutions. Based on lessons from ERRY I & II, Social cohesion and conflict sensitivity will be mainstreamed throughout all the programme interventions.

**Coordination with Local Authorities:** ERRY II faced challenges in getting permits on time for the implementation and signing sub agreement between implementing partners and SCMCHA in Sana'a due to many requirements. The context in Hodeida governorate particularly challenging due to multiple requests from local authorities to get access and travel permits to reach communities and implement activities. Building on the started initiative, ERRY III, will sign coordination note with SCMCHA to improve working relation and coordination with authorities at all level. The programme will establish biannual coordination and joint field monitoring with authorities both in Aden, Sana'a and governorates. National coordination officer will be based in Hodeida to facilitate field level coordination of the programme implementation among IPs, PUNOs, with local authorities and other stakeholders.

The programme will also do early communication with authorities about commencing ERRY activities, to negotiate requirements and respond on time. This will ensure buy-in and facilitation of field activities and ensure signing sub-agreements with IPs and issuing relevant field clearances to be able to start early implementation of activities. The programme will communicate with authorities that in the case IPs do not provided with permits and sub agreement not signed within six months, the activities will be moved to another governorate or regions where IPs able to receive permits and start implementation.

### 5. Implementation Approach

The Joint Programme will apply a coordinated **resilience approach** to reduce vulnerabilities and contribute to improved levels of community resilience and self-reliance in targeted areas, local governance and reduced competition over scarce resources through the expansion of renewable energy. It will also apply the livelihoods, food security and resilience frameworks to address vulnerability issues through joint programming and in strategic partnerships between humanitarian and development partners. Resilience is also about unleashing the work of individuals, communities, institutions and systems to steer change through innovation and learning. Resilience is the ability of individuals, communities and institutions to better cope with a crisis, shock or stressor.

## ERRY III Project Document: Final Dec 2021

The community resilience will be measured by using three factors: absorptive capacity, adaptive capacity and transformative capacity. Livelihood assets improvements for resilience will also be measured by adopting the measurement of the five main types of assets: financial, human, physical, social and natural of the Sustainable Livelihoods Framework (SLF)

The resilience-based approach complements, but is distinct from, humanitarian support by focusing on:

- Creating a basis to transition towards sustainable development and supporting self-reliance wherever possible;
- Cooperating with and jointly implementing the Programme through local partners, based on comparative advantages (local capacity development, joint identification of Programme priorities and beneficiaries);
- Ensuring a multi-sectoral livelihoods approach, addressing the impact of conflict across different livelihoods assets (financial, social, human, physical, natural).

The Programme will focus on the link between **humanitarian, peace and development nexus approaches**. Where possible, ERRY III will be implemented in areas that are relatively secure and with the groups that receive limited humanitarian assistance. Considering the fluid nature of the conflict, coordination with providers of humanitarian assistance will be ensured through the cluster coordination system.

The Programme uses an **integrated and bottom-up planning and implementation approach to strengthen resilience** in affected communities. Resilience will be pursued in target areas at different levels, improving service delivery, social cohesion, basic services, food security and livelihoods recovery to address the negative impacts of the conflict. The Programme will contribute to stabilization in Yemen's communities and provide a solid foundation for the country's recovery when the political situation allows.

**Area-based approach** which allows intensive linkages among different PUNOs components and is targeting specific geographical areas characterised by a particular complex problem (setting it apart from surrounding areas), through an integrated (multi-sector), inclusive (community versus particular groups or individuals), participatory (bottom-up) and flexible (responsive to changes) approach. An area-based approach will avoid the programme spreading itself too thinly at the field level and also maximise the benefits of integrated programming within communities by providing comprehensive services and holistically addressing need.

The Programme will also support local-level engagement of community leaders, VCC, and informal and formal actors to identify community priorities and implement locally owned recovery efforts that target local conflict drivers. Inclusive community resilience planning processes and implementation of community-prioritized micro-projects by community members will be strengthened and institutionalized to enhance community capacity in planning and implementation of preparedness projects for resilience building. Programme interventions at the community level will use community resilience plans as the entry points to provide support to the selected communities.

The Programme will facilitate a closer engagement between communities and what remains of their local authorities to avoid a total collapse of the social contract through the loss of state-society relations.

**The ERRY III Programme management approach:** Effective management of the Programme will be critical, given its importance, size and complexity. To this end, the Programme will employ a project management methodology which emphasizes a simple and structured yet flexible framework, with an emphasis on delivering measurable outcomes and benefits.

The following guiding principles will be applied:

- **'Do no harm'**. This approach ensures that the Programme's work does not inadvertently fuel conflicts and disrupt the peace process.



## ERRY III Project Document: Final Dec 2021

- **Foster local ownership and skills transfer.** This will be both through the National Programme Steering Committee, and through day-to-day involvement of counterpart institutions.
- **Manage the Programme in a flexible and responsive way.** Drawing on the experience of the Programme's Yemeni staff, who can solicit informal feedback from counterparts, make sure that the Programme is responsive to its counterparts' changing needs.
- **Draw on local insight and expertise.** Maximise the use of Yemeni experts on the Programme team.
- **Build momentum and demonstrate positive impact in the early stages of the Programme.** This will take place under each programme component, with an emphasis on 'quick wins' and a robust M&E strategy.
- **Place a strong emphasis on lessons learned and knowledge management.**

The implementation modality is responsive to the lessons learned from ERRY I & II by participating UN agencies, and takes stock of the fluid security conditions with a need for greater risk management. Third party implementation through trusted and vetted NGOs and institutions will be encouraged to ensure that delivery will be met with quality assurance and in rural remote locations. This will be assessed following UN agencies' rules and regulations, examining the local environment through updated risks and issues logs that will inform the partnership strategy. The type of interventions, target geographical locations, budget of activities and number of target beneficiaries are regularly reviewed and adjusted as required to reflect the community needs and reality on the ground considering the insecurities and conflict situation. There is emphasis on community participation in planning, implementation and monitoring in order to build community resilience.

### 6. Strategic Assumptions and Risks

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

## ERRY III Project Document: Final Dec 2021

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 / Food Assistance for Assets:** 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.

### **Strategic Risks** (detail Risks and Mitigation Measures found in Annex.4)

<b>Risk Description</b>	<b>Risk</b>	<b>Mitigation Measures</b>
Operational context: conflict risks programme continuation.	High	<i>Security measures are in place to protect personnel, programming and assets; Target low conflict intensity areas; use remote management.</i>
Limited capacity, legitimacy and functionality at central level.	High	<i>Continued coordination across all levels of government. Use Direct Implementation Modality and work more closely with the local authorities at the district and community levels.</i>
Economic and financial collapse.	High	<i>Assess feasibility of using alternative financial providers such as micro-finance institutions, money changers/exchange offices.</i>
Participation by communities: - Access to and by communities - Availability of people to participate - Appropriacy of activities	Med	<i>Use local partners; Ensure project design considers cultural, availability and access issues when developing activities and interventions; undertake conflict, gender and do no harm assessments and analysis.</i>
Access to inputs / functioning markets	Med	<i>Minimize misuse of inputs through value-chain development. Strengthen private sector capacity to produce inputs.</i>
Restriction of imports of equipment necessary for operations.	Med	<i>Identify equipment that can be procured locally or with minimal potential disruption to supply chains.</i>
Covid-19	Med	<i>Contingency plans for remote working and safe access to communities.</i>

## **7. Cross-cutting Issues**

The following cross-cutting issues have been identified:

**Environmental Protection and climate adaptation:** Any cash for work (CFW / FFA) activity that involves rehabilitation or construction will include an environmental and social impact assessment. Environmental





## ERRY III Project Document: Final Dec 2021

and social safeguard guidelines (ESSG) will be prepared and implemented. Implementing Partners (IPs) will be trained to implement ESSG to ensure that all projects implemented by ERRY III undergo the necessary assessments to identify, evaluate and manage the associated environment and social risks and impacts. The expansion of solar energy, as a form of renewable energy, will also mitigate the negative impact of the crisis on the environment, given the high fuel dependency and the increased use of wood and charcoal by families. Partners will carefully monitor that when solar-driven water pumps are introduced this does not cause environmental damage, such as degradation of the water table. This will be done in combination with improved water irrigation systems and awareness-raising to ensure sustainable use of available water resources. The different interventions of the value chains on agriculture will also minimize the misuse of chemicals, reducing the negative impact on the environment. Water User Associations, Farmer Field Schools and community development committees (CDCs)/VCC will be formed and/or strengthened to increase local ownership, sustainability and to ensure maintenance of CfW interventions around the rehabilitation of water and sanitation community infrastructure and awareness-raising on the sustainable use of water.

**Health, Safety and Environmental Safeguards:** The project will analyse and address significant social and environmental and occupational health and safety risks and impacts via UNDP's Strategic Environmental and Social Assessment (revised SESA, 2021). Where a risk is determined to be Moderate to High, the project will undertake a comprehensive environmental and social impact assessment (ESIA), including the development of a social, environmental and occupational health and safety management plan. The plan will include steps for implementing protective and safety measures for the community members, contractors and labourers/workers. The project will also utilize a Stakeholder Response Mechanism that includes stakeholder analysis, a stakeholder engagement plan, a consultation process and a grievance and the Complaints Handling Mechanism (CHM), as referred to above.

**Gender equality and empowerment of women:** Prior to the conflict, at only 8% Yemen had the world's lowest female workforce, whereas the gender difference on the Human Development Index was the world's largest. The World Economic Forum's Global Gender Gap Index 2020 indicate that Yemen is bottom, at 153, and ranked 151 for both Economic Participation and Opportunity, and Political empowerment. Adult men suffer the majority of violent deaths, with widowhood leading to greater risk of impoverishment and contributing to a greater proportion of women within displaced communities. Due to the absence, injury or death of men, women have also undertaken additional roles and responsibilities which have been found to be both empowering but also burdensome. The Programme's interventions will note the gendered differences of the crises and incorporate gender sensitive interventions noting the particular circumstances of affected communities and programme participants. This will include, but is not limited to:

- Ensuring gender appropriateness, acceptability and access to programme interventions, whether due to location, timing, cultural suitability or need for identification documents which may affect participation.
- Specific interventions to strengthen inclusive economic recovery and livelihoods programming, in partnership with women led CSOs and with targeted support to women.
- Championing women's roles in conflict prevention, peacebuilding and mediation.
- Supporting women's roles in civil society and local governance structures.
- The programme will conduct gender analysis before implementation, in order to identify and understand the specific gender related issues, needs and develop action plans to address them.
- The proportion of women and clear gender marker in all interventions will be established at the beginning of the programme implementation. Gender equality is an important and deliberate objective, but not the principal reason for undertaking the project/ programme (OECD Gender Marker 1).
- The budget clearly allocates for women specific interventions.

## ERRY III Project Document: Final Dec 2021

- The programme will have Gender Adviser in the team who will implement and monitor gender mainstreaming across all programme interventions.

The programme activities contribute to **gender equality**, women's empowerment and gender transformative change:

*Thematic Area: Promoting economic and social rights and empowering girls and women*

- Increased access for women to financial services and products, and productive resources
- Women improved access to entrepreneurship opportunities, including social entrepreneurship, and alternative livelihoods and strengthened participation in the green and circular economy

*Thematic area of engagement: Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation*

- Women increasingly participate in and have improved access to jobs, entrepreneurship opportunities in the green economy and the circular economy

Programme activities will contribute to strengthening women's empowerment and inclusion of women at all stages of implementation – assessment, implementation and M&E – considering the social and cultural barriers rural women face in Yemen. The Programme will not only actively seek to address the specific needs and opportunities for women; care will be taken to ensure that activities provided for women are culturally acceptable and can be accessed by women. Women will be part of VCCs and Insider Mediators.

Women's economic empowerment will be supported by the Yemeni Dukaan online platform<sup>35</sup> for small business. A first in Yemen, this online business to business platform that provide space for sales interactions and support small business in accessing new markets and customer bases, was developed under ERRY II.

**Human Rights:** A rights-based approach will be mainstreamed throughout the programme, to ensure that communities access the universal and fundamental rights afforded to them. The rights-based approach encompasses all human rights, whether civil, political or economic, social and cultural. It will be applied to integrate human rights principles and support the right holders in claiming their rights with a focus on poorer and more vulnerable groups. The programme will also assist authorities in implementing their international human rights obligations.

The programme interventions include promotion and fulfilment of human rights by building the capacities of the duty-bearers (state actors) to deliver basic social services needed by the people. It also empowers rights-holders (affected people and groups who have claims and human rights) to claim their rights. The programme cycle including the interventions design process ensures meaningful and inclusive participation accessible to all of rights-holders throughout interventions. Informal governance structures at the community level are also supported to enhance their capacity work closely with higher level structures to address community needs and claims. The programme will conduct an assessment of the capacity of rights-holders to claim their rights and of duty-bearers to fulfil their obligations taking into consideration the current context of Yemen to develop appropriate strategies to build these capacities.

The programme will provide support to the vulnerable groups (right holders) for active and meaningful participation, opportunities to influence the formulation of problems, planning, implementation and follow-up of the intervention, and delivery of services.

---

<sup>35</sup> <https://yemeni-dukaan.com/>



## ERRY III Project Document: Final Dec 2021

The programme will also ensure information about the intervention available in an accessible way to all stakeholders and rights holders able to attend and observe meetings and processes where issues that affect them are discussed. Duty holder's capacity will be enhanced, and the interventions will promote accessible, transparent and effective mechanisms of accountability considering the current crisis context of Yemen.

**Conflict Prevention:** Conflict sensitivity means that participating agencies are aware of the dynamics and consequences that an intervention may generate and take measures to address these to avoid aggravating the existing conflict or creating additional sources of tension. For community-level interventions, conflict and situation analyses that will be conducted as a part of identification of Insider Mediators (IM) will also facilitate conflict sensitivity across the activities. IMs will also provide advice on other conflict drivers at the community level so that ERRY III activities can better address them, and ensure remedial actions are taken during implementation. Social cohesion will be streamlined and strengthened by addressing conflict drivers at the community level, enhancing inclusion, fair community resource allocation and a sense of belonging via participatory mechanisms of VCCs and similar structures.

The programme will facilitate community action approaches aimed at empowering people at grassroots to prevent and manage conflicts. It supports actions towards weaving the fabrics of dialogues, tolerance, reconciliation, resilience and peaceful coexistence in the communities. The programme applies tools such as Do No Harm (DNH), and Conflict Tree to understand the root causes of conflict and key actors.

Conflict Sensitivity Mainstreaming is designed to incorporate peacebuilding and conflict sensitivity into programme activities in order to reduce the potential for violent conflict which could become a disincentive for local development. The programme is aimed at increasing the adoption of alternative approaches to the resolution of conflicts with a view to fostering an enabling environment for local development and resilience in the region. The programme ensures that the interventions are designed and implemented to address the drivers of conflict to promote lasting peace in the communities. The programme will:

- Build capacity for implementing partners and key community institutions and PUNOs on conflict analyses, conflict sensitivity and peacebuilding.
- Ensure conflict analyses are done by the programme prior to implementation through the identification and understanding of the drivers and dynamics of local conflicts.
- Incorporate peacebuilding/conflict sensitivity systems and response mechanisms into programming, monitoring and evaluation.

**Disaster Risk Reduction:** The joint programme will build the capacity of targeted communities and local institutions to get prepared to cope up with risks and shocks so that impact of the environmental and conflict-based disasters reduced or mitigated. The concept of disaster risk reduction and tools mainstreamed throughout all the programme interventions based on multidimensional vulnerability index and support in addressing exposure, sensitivity and adaptive capacities.

**Sustainability of Results:** Resilience building aims to build capacities and assets that enable communities, households and individuals to manage and sustain their livelihoods and developmental activities beyond the Programme. By working with local and community institutions in civil society and the private sector that can contribute to the Programme's objectives, it will strive to create a support network of institutions that communities can access beyond the Programme. Building effective relations and including partners at all stages of the Programme process, with roles and responsibilities clearly defined, and involving as many stakeholders as possible in discussions about the phasing out process, will help ensure the sustainability of the Programme's outcomes and impacts. However, critical limitations to government

## ERRY III Project Document: Final Dec 2021

ownership are real, noting the current absence of legitimate national government counterparts on the ground, which increase risks in terms of sustainability and ownership of Programme results.

### 8. Synergies and Complementarity

#### 8.1 Synergies within PUNOs

UNDP along with other PUNOs would consolidate the synergies developed in ERRY I and II. The key areas where UNDP would focus and collaborate with PUNOs are highlighted below:

##### 8.1.1 Programmatic and thematic synergy

1. UNDP along with its implementing partner would initiate the development of community resilience plan (CRP). The implementation would start immediately after the consultation with PUNOs and within the set timeline, the CRP would be shared with PUNOs to plan and implement their intervention in the targeting areas. UNDP would ensure that, it targets same location with PUNOs so that the advantage of community consultation, planning and prioritization of needs become clearer. This would be the start of the synergy among PUNOs. UNDP would also support PUNOs in pushing the CRP at operational level while considering the community priorities and support needed to implement the plan. UNDP and its implementing partner would coordinate with PUNOs to own the CRP, highlight the process, planning and budgeting of CRP and support that would require to realize the plan within ERRY III framework. During synergy meeting with WFP and FAO, this was agreed that CRP would become the basis of the entry point in the targeting areas to roll out the ERRY phase III activities.
2. UNDP has designed activities to support the public offices, market centres and productive assets. These assets would be identified by PUNOs, and UNDP would provide solar and other renewable energy solutions. The resource allocated under the above activity would be dedicated to those infrastructures rehabilitated by PUNOs, schools, health centres, public offices, market roads, market centres, productive assets. UNDP would work closely with PUNOs to consolidate the list of infrastructures that would require access to clean energy and subsequently support in the implementation to create maximum impact together working with PUNOs. Under this output, UNDP would also promote the decentralized solutions and innovations such as waste to energy, water desalination, solar and wind energy solution, off-grid solar household solutions, solar mini farms and others, PUNO would be engaged in these innovations to build on the infrastructure build by them. The synergy meeting with PUNOs have highlighted the above support and action for the output.
3. FAO has developed activities to support Climate Smart Agriculture (CSA). The initial action will involve baseline assessment in which all PUNOs will participate. The baseline survey focus will be on conservation of ecosystem in the context of climate changes and making the ecosystem resilient and sustain agriculture production. The results of the baseline will be packaged to create awareness on climate changes and adoption of CSA as a mitigation measure to variability in the climate. CSA groups will be formed to act as change agents in sustainable agriculture practices. CSA groups formed by FAO will be used by other PUNOs as entry points for other climate related actions. FAO does not promote use of chemical pesticides, rather promotes natural/biological control measures through use of neem oil, pheromones traps, and others. The best management and control of pests is based on agro-eco system analysis integrated into FFS training. Moreover, FAO promotes Integrated Pest Management (IPM) programs and good agriculture practices (GAP) among smallholder farmers to adopt crop/farm management practices that are safe to the ecosystems and based on local solution and practices that enhance sustainable agriculture production. One way of promoting CSA will involve use of high quality improved seeds that are tolerant to vagaries of climate. FAO to continue collaboration with UNDP in

## ERRY III Project Document: Final Dec 2021

supporting sustainable water management and agriculture production through provision of appropriate solar irrigation pumps. FAO solar water pumps specification ensures that water head of not more than 100 meters are specified, constitute use in shallow wells. Qat production which are in areas with groundwater head of 300 meter and more cannot use solar water pumps specified by FAO as they will not work. Moreover, solar water pumps will only be distributed in areas or to beneficiaries engaged in vegetables growing. FAO has a strict policy on solar water pumps to ensure they do not contribute to depletion of groundwater reservoir and only for non-Qat production.

4. In phase I, the programme developed the employment and employability model while engaging UNDP, WFP, ILO and FAO together. The model was implemented in phase II, it would be further scaled up. In phase III. The model highlighted where emergency employment, food for asset and FAO's cash for work initiative can come together in the targeted areas and ILO can provide the skill and competency-based capacity building support prior to post FFA (WFP), Emergency Employment (UNDP) and Cash for Work (FAO).

The agriculture value chain development (cereal, tomato, dairy and fattening) as well as the overarching strategy of Farmer Field Schools (FFS) and training in good agriculture practices (GAP) and entrepreneurial skills development for enhancing capacity in production is undertaken in close collaboration with other PUNOs, mainly UNDP and ILO. Synergy and complementarity between production groups/individuals engaged in agriculture production and/or processing provided with energy source by UNDP and entrepreneurial skills development and linkage to markets through ILO's interventions ensuring achievement of optimum results.

The specific interventions of the programme will be mutually reinforcing, with synergy and complementarity between the PUNO's workstreams:

- In addressing social cohesion and institutional strengthening, the programme will work with a vertical synergy with UNDP's SIERY programme: whereas SIERY works at Governorate level, ERYR works at community and sub-district level.
- UNDP and ILO programming in the employment sector.
- ILO is supporting Sector Skills Councils as part of a national strategy and FAO will contribute experience and expertise from the agricultural sector.
- Improvement of value chains through interventions by both FAO and ILO.
- Coordination and complementarity of Post Cash for Work between ILO, UNDP and WFP
- WFP and FAO jointly will work to address/innovate climate problems through Climate Smart Agriculture activities. All beneficiaries that will be selected and assets to be identified and rehabilitated/created here should be identified collaboratively with FAO. The assets should support the implementation of mitigation infrastructure at community level to boost the coping capacities of the vulnerable communities and population. Infrastructure measures include projects on riverbank reinforcement with gabions, construction/rehabilitation of small water catchment structures, protecting water channels/streams and applying different soil and land protection measures including planting trees in areas-prone to land degradation. These mitigation infrastructures have been instrumental in protecting lives and livelihoods and other community infrastructure such as houses and access roads from different kinds of climate shocks.
- WFP provides limited training at community level as well, through Food Assistance for Training (FFT). ILO will assist to lead and conduct a wide local market assessment to identify skills gaps in selected value chains.



## ERRY III Project Document: Final Dec 2021

ILO and UNDP's Covid Framework for Action<sup>36</sup> presents prioritized actions between UNDP and ILO in selected areas that can increase synergy. The framework builds on key areas of collaboration and seeks to add concrete value to both organizations' strategic priorities. In the short term, this is within the context of the UN System-wide Socio-Economic Response to the COVID crisis, including in the humanitarian-development-peace nexus. In the longer term it is to chart pathways for a prompt, sustainable and inclusive recovery once the pandemic is under control. Specifically, in Yemen, and more widely than just the ERRY collaboration, ILO can be part of the economic response and recovery programme that UNDP is designated to lead; and particularly collaborate with UNDP and other UN agencies on the different streams related to jobs, macroeconomic response, social protection, and social cohesion.

**8.1.2 Operational:** PUNOs would also work closely in developing synergy around the operational activities of the phase III. The implementing partners working in the targeted areas would be promoted to collaborate with each other to translate the synergy into action. In case of common implementing partners used, there would be among PUNOs to harmonize operational budgeting of IPs to encourage financial efficiency of the interventions.

**8.1.3 Targeting:** PUNOs work closely in the identification of target beneficiaries to complement and support the interventions. Under solar energy and livelihoods, UNDP would through JCU technical coordination platform, would identify the targets. The public service and productive assets would be identified based on PUNOs interventions in the target areas. For the livelihoods targeting, UNDP work closely with WFP and FAO for further support of employment and enterprise development for longer term and sustain income generation opportunities.

**8.1.4 Resource Contribution:** Under Output 2 to support PUNOs, there would be resource sharing for improving the access to energy to public services and productive assets. UNDP would allocate the budget as PUNOs resource sharing synergy so that it can also be measured for overall impact of the asset support and resource provided. Resource sharing would help build synergy to another level where PUNOs would be able to work more closer than before. Though UNDP would not transect budget to PUNOs, however, would support in the procurement of assets, installation and commissioning them.

**8.1.5 Gender mainstreaming:** The programme with the support of Gender specialist at the country office level would work closer with other gender specialists in PUNOs and ERRY JP Gender Advisor to continue engage with all PUNOs in ensuring the gender mainstreaming in targeting, planning, and budgeting in implementation. The lessons learned and good practices developed by PUNOs in ERRY would be applied to strengthen the voice for gender. The programme would establish Gender Working Group to constantly push the agenda of Gender Mainstreaming throughout the project implementation.

**8.2 Complementarity with other programmes:** The Programme will complement the ongoing UNDP and World Bank Emergency Crisis Response Project (ECRP) which is implemented by the Social Fund for Development (SFD) and Public Works Programme (PWP) by coordinating the target areas for interventions, especially in high-risk areas for famine. ECRP aims to mitigate the impact of the current crisis on local households and communities and assist their recovery from the bottom up using local systems, capacities and institutions to progressively resume and scale up service delivery. Both complement each other and contribute to common objective of livelihoods stabilization, community asset rehabilitation, and support to agriculture-based SMEs including farmers, fishermen, and livestock producers, and strengthening local capacities for service delivery.

The ERRY III programme complements **The Strengthening Institutional and Economic Resilience in Yemen (SIERY) project** funded by EU which is designed to buttress the resilience of local governance systems in Yemen. The SIERY project focuses capacity building and institutional strengthening work at the districts and governorate level while ERRY III focus work at the community and sub district level. The two

---

<sup>36</sup> UNDP-ILO Framework for Action; agreed 16 September 2020, [Link](#)

## ERRY III Project Document: Final Dec 2021

projects synergize by strengthening capacity of local institutions and governance system by SIERY and ERRY III focus on economic resilience building, livelihoods, food security, gender equality and climate adaptation. The two projects coordinate their planning and geographical targeting and coordinate their implementation as both are managed by UNDP.

The ERRY III Programme will also complement **The Food Security Response and Resilience (FSRRP) in Yemen** project recently launched with the aim to fight the spread of extreme hunger in Yemen and provide rural families with opportunities to build sustainable household food security. The project is envisioned to implement the following five components to achieve its overall aim. The project jointly implemented by Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), and the United Nations World Food Programme (WFP) and financed by the World Bank.

The Programme will also be coordinated and complemented with humanitarian relief interventions by targeting vulnerable households and communities that have not already been targeted in the humanitarian response through provision of livelihoods opportunities, protecting of productive assets, and building coping mechanisms and resilience by linking resilience with humanitarian interventions.

The programme will also synergize and complement and coordinate with WFP's food for school programme which will provide food for needy trainees particularly targeted women who will attend trainings that are organized by ERRY III programme for skills development.

The ERRY III Programme will be a member for the Food Security and Agriculture Cluster (FSAC) of UN coordination mechanisms to be coordinated with other humanitarian and donor projects that coordinated by UNOCHA. The work of ERRY III and other recovery and humanitarian interventions are coordinated to ensure synergies and complementarities. ERRY III member (UNDP) would lead the established Livelihood Working Group under the FSAC to align the interventions and approaches and develop new ways of working with cluster partners.

ERRY III joint programme will be coordinated with food security and resilience projects including the NGO Consortium financed by the EU by exchanging lessons, best practices and experience through quarterly coordination meetings.

### 9. Alignment with Policy Framework

The proposed programme interventions are aligned with the policy of the government of Yemen, UN, Sida and EU framework on resilience building of the vulnerable communities.

**Government of Yemen Policy Framework:** prioritises resilience and food security with appropriate policies and strategies. The overall goal is "to realise sustainable economic growth to reduce poverty and unemployment". The Ministry of Planning and International Cooperation developed **Priorities for Reconstruction & Economic Recovery**. The second pillar of this framework relates the macro level. This focusses on restoring provision of basic social services to the population at pre-war levels, to restore electricity and support alternative energy; and strengthen local authority capacity to deliver services. The third pillar is reconstruction and economic recovery at the Sectoral Level, including agriculture; social protection, women and youth. With regards to livelihoods, this includes supporting livelihood programs and value chains to alleviate the food insecurity crisis and building assets for farmers. Common across all is the use of cash, increasing capacity and participation, and providing access to education and employment for sustainable economic recovery.

**National Agriculture Sector Strategy:** states that development of the agriculture sector will have a key role in addressing poverty, food insecurity and conflicts. Objectives are: raise domestic agricultural production, lead efforts to fight poverty in rural communities, and preserve the environment and natural resources. The NASS supports multi-sectoral initiatives in the areas of food security, climate change, and



## **ERRY III Project Document: Final Dec 2021**

poverty reduction. **The National Strategy for Renewable Energy and Energy Efficiency:** identifies key issues, supply options, policy options and strategic to remove barriers and promote renewable energies and energy efficiency. Provides options to promote renewable energy including solar, by facilitating the supply of equipment in the market through a mix of policy and access to finance options and strengthening the related coordination and planning.

**World Bank Group's Country Engagement Strategy for Yemen 2020–2021** remains focused on preserving basic services and the institutions that deliver them, as well as supporting people's livelihoods and the country's potential for economic recovery. The ERRY III programme interventions and objectives are aligned and complement with WB strategies in Yemen with its resilience building, improving food security, job creation, support to private sector and business development and economic recovery.

**UN Resilience Framework Yemen, 2021 (document under discussion):** The ERRY III proposed interventions are aligned with the four Pillar strategies proposed by UN to strengthen resilience and mitigate root causes in Yemen, 2021. The four pillars are:

**1. Provision of more targeted emergency food assistance,**

The goal of this strategy is to try and pull these most vulnerable people as far as possible from famine like conditions, to and ensure they receive safe and nutritious food to avert extreme food insecurity, excessive mortality, acute malnutrition and detrimental coping mechanisms.

**2. Raise household income through social protection:**

The goal of this pillar is to promote efficient labour markets and help generate jobs and increase income to enable people to purchase their own food and household needs.

**3. Improve the access and availability of more affordable food:**

The goal of this pillar is to improve access and availability of food, and to help make food more affordable for families.

**5. Stabilize the YER and price inflation**

The goal of this pillar is to support a strengthened economy through working to stabilize the exchange rate, encourage direct foreign investment, encourage economic growth, and strengthen government fiscal policy.

The proposed ERRY III interventions are fully aligned and will contribute to pillar two, three and four of the above UN proposed strategies for Yemen.

**UNDP Country Strategy Note 2021 to 2023:** As part of the area-based approach, UNDP will plan its activities on economic recovery and development based on the characteristics and opportunities of the local economy and markets. UNDP will support private sector capacity development, including the chambers of commerce and trade, as well as small and medium enterprises in identified viable, renewable energy and climate adaptation. ERRY III is aligned with UNDP CPN strategies and strategic framework for socio economic response to COVID 19 in Yemen, 2020 to 2021.

**EU Policy Frameworks: A Strategic Approach to Resilience in the EU's external action (June 2017):** ERRY III delivers in line with the recognitions of the need to move away from crisis containment to a more structural, long-term, non-linear approach to vulnerabilities, with an emphasis on anticipation, prevention and preparedness, in line with the EU's resilience approach to address state, societal and community resilience. Both emphasise addressing protracted crises, risks of violent conflict and other structural pressures including environmental degradation, climate change, migration and forced displacement. **EU Neighbourhood, Development and International Cooperation Instrument (NDICI):** ERRY III interventions are aligned with Thematic and Rapid Response, and to some extent with Investment, pillars to contribute to eradicating poverty and promoting sustainable development, prosperity, peace and stability. ERRY III will also contribute towards the **EU Gender Action Plan**, specifically the thematic area of engagement

## ERRY III Project Document: Final Dec 2021

“Addressing the challenges and harnessing the opportunities offered by the green transition and the digital transformation”. The programme will seek to support women in all their diversity influence decision-making processes on environmental conservation and climate change policies and actions; and also that women, men, girls and boys in all their diversity participate fully and equally in the digital economy. The programme will support women to increasingly participate in and have improved access to jobs, entrepreneurship opportunities in the green economy and the circular economy. The programme will promote the economic and social rights and empowerment girls and women by:

- Increasing access for women in all their diversity to financial services and products, and productive resources.
- Improving women’s access to entrepreneurship opportunities, including social entrepreneurship, and alternative livelihoods and strengthened participation in the green and circular economy.

### Strategy for Sweden’s regional development cooperation with the Middle East and North Africa 2021–2025

The ERRY III programme interventions and objectives are aligned to the Sweden’s regional development cooperation in middle east and Yemen which summarized as below:

**Gender equality:** A more gender-equal society, with a focus on the empowerment, participation and influence of women and girls. Strengthened capacity to work on gender equality issues in different types of regional institutions is a priority, including through increased digitalisation, gender equality analysis, political participation and sex-and age-disaggregated data.

**Inclusive and sustainable economic development and regional trade:** Increased access to productive employment with decent working conditions, taking into account the situation of women and young people in the labour market. The need for economic diversification in the region is substantial, and inclusive and sustainable economic development will be promoted; this may include a circular economy that improves the environment, limits climate impacts and creates green jobs, contribute to the increased economic empowerment of women, young people and marginalised groups, including refugees and migrants.

**Environmentally and climate resilient sustainable development and sustainable use of natural resources:** Strengthened resilience to climate change, reduced climate impact and environmentally sustainable development Activities will contribute to strengthening the capacity of institutions, civil society networks and platforms to manage environmental and climate change impacts. At the same time, activities will contribute to reduced climate impacts, for example, by promoting renewable energy, innovation, and new technologies

**Peaceful and inclusive societies:** Strengthened capacity and processes to prevent, manage and resolve conflicts by peaceful means, taking into account women’s participation. Support to regional and sub-regional intergovernmental institutions and civil society actors will contribute to peaceful and inclusive societies. Both the women, peace and security agenda, and the youth, peace and security agenda will guide the strategy’s implementation. Activities promoting peaceful and inclusive societies also contribute to poverty reduction.

Regarding activities in Yemen, it is particularly important to apply an integrated approach, linking long-term development cooperation with humanitarian assistance and peacebuilding. Activities will contribute to women’s meaningful participation in inclusive processes, marginalised groups and minorities and their opportunities for meaningful participation in societal development. Activities will contribute to increasing people’s livelihood opportunities, including through food security and strengthened resilience. Women have been particularly affected by the conflict, and their situation and ability to participate will be highlighted, as will the situation of girls, boys and young people.



**10. Programme Results and Activities**

**10.1 Programme Strategy**

The strategy of the ERRY III programme contributes to the overall economic recovery, improve food security, livelihoods and resilience building based on the country strategies and UN framework, or equivalent document, for Yemen. To address the fundamental drivers of these vulnerabilities, ERRY III will work within a framework of resilience building through improving civic society in terms of institutional strengthening for gender-sensitive service delivery and community conflict mitigation. Economic recovery and employment opportunities and enhancing productive capacities to support food security will be addressed through creation of sustainable livelihoods, improved food security, improved gender equality and women economic empowerment and access to basic services. Interventions will all be reinforced by community level environmental protection and climate risk mitigation applying concepts of the Green Deal to programme interventions. Linkage between different workstream and paths/interventions are discussed in depth in [annex 2](#). In this way, the programme directly addresses the full spectrum of the humanitarian- development-peace nexus. The programme seeks to strengthen absorptive, adaptive and transformative resilience capacities:

Absorptive capacity is the ability to minimize exposure to shocks and stresses where possible and recover quickly when exposed. Improved disaster risk management aims to strengthen absorptive capacity at community and household levels, helping reduce disaster risk and absorb impacts of shocks without suffering permanent, negative impacts on their longer-term livelihood security.

Adaptive capacity involves making proactive and informed choices about alternative livelihood strategies based on changing conditions. Interventions to improve adaptive capacity aim at improving flexibility of HHs and communities to respond to longer-term social, economic, and environmental change.

Transformative capacity relates to governance mechanisms, policies/regulations, infrastructure, community networks, and formal safety nets that are part of the wider system in which HHs and communities are embedded. Transformative capacity refers to system-level changes to enable sustainable resilience.

The resilience index is used to measure the community resilience in a targeted community by measuring the average of the absorptive, adoptive, and transformative capacities. According to findings from the ERRY II baseline, the overall resilience index of ERRY II beneficiaries was 3.8 (on a scale of 10) for beneficiaries and 3.0 for non-beneficiaries. This indicates poor community resilience in targeted communities since its all-resilience capacities are low and indicates poor capacities of targeted communities.



Figure 2: Resilience Index of Beneficiaries vs Non-Beneficiaries of ERRY II





## 10.2 Goal and Outcomes

**The Overall Objective (Goal) of the Programme:** Strengthen resilience of the population in the most vulnerable governorates in Yemen.

**Specific Objectives (Outcomes):**

**Overall Outcome:** Improved management of local risks and shocks in crisis-affected communities of the most vulnerable governorates in Yemen

- **iOutcome1:** Increased local institutional resilience management and community social cohesion in crisis-affected communities.
- **iOutcome2:** Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector
- **iOutcome3:** Increased sustainable production and productivity of crop and livestock in crisis-affected communities.
- **iOutcome4:** Improved access of women, youth, and other vulnerable groups to food and income opportunities

## 10.3 Outputs <sup>37</sup> and Activities

**Output 1.1. Improved the capacity of community structures and local institutions to strengthen the resilience of the community (UNDP).**

This output focuses on the re-activation of community-based institutions and building their capacities in developing the community resilience plans. The result would also focus on enhancing the knowledge with regards to conflict sensitivity and gender. The result would be measured by the impact of the implementation of CRPs. The CRPs articulate the priority needs of the women, men, youths, boys and girls. Local institutions include both community-based institutions (VCC, SDC, CBOs, associations, etc) and local authorities (local government governance structures and line ministries at districts and sub districts including technical experts).

**Activity 1.1.1:** Identification/establishment or activation of women and men-based community-based institutions and representatives (SDC<sup>38</sup>, VCC<sup>39</sup> and Insider Mediators) for community mobilization. (UNDP)  
In the inception, UNDP's implementing partners would consult PUNOs and their implementing partner, the community leaders and other important representatives from community-based institutions to explain the objective of ERRY project under the above output. PUNOs and their partners would be engaged from the beginning of activation of SDC/VCC/IMs. The project would focus on targeting sub-district and centre level which is a level below of district unit. The community representative both women and men would convene meeting with implementing partners and establish or re-establish the sub-district /centre level committee. There is a difference in the administrative set up in the north and south. In the north, the administrative unit is bifurcated into three sub-units (district, sub-district and village), whereas in the south it is at district, centre and village level. ERRY would intervene at the sub-district and below to complement SIERY project which works at the district level. 50% reservation would be provided for women representative in the committee to be formed. The implementing partner would develop the terms of reference for SDC and validate the membership in community meetings to avoid any potential

<sup>37</sup> Note this section does not contain targets; please refer to the logframe for targets.

<sup>38</sup> Sub-district Committee (SDC)

<sup>39</sup> Village Cooperative Council (VCC)

## ERRY III Project Document: Final Dec 2021

exclusion. The committee would be an entry point as well as support to mobilize communities for the development of community resilience plans. These institutions are not creating a parallel structure, they support roles and responsibilities of existing institutions to serve the community, empowering them for stronger service delivery.

**Activity 1.1.2:** *Capacity building of partners (implementing partners, SDCs, and LC) on Community Resilience Plan, Budgeting, Planning, participation, right based, environmental management Gender and Local Conflicts in consultation with partners. (UNDP)*

The established committee and representatives would be trained on planning, budgeting, gender and local conflict and mitigation. Community institutions established by PUNOs and their partners would also be consulted and engaged in capacity building on CRP, planning and budgeting. The implementing partner would be responsible for organizing the training for SDC and Local Council (LC) on planning, budgeting, gender and conflicts. The training would focus on how the community resilience plan would be developed and the above would be incorporated. Pre and post training assessment would be conducted to share the knowledge gained by the participants.

- Provide support to improve capacity of community institutions at sub-district level (UNDP).

**Activity 1.1.3:** *Development of Community Resilience Plan (CRP) at the sub-district level led by SDC in consultation with communities, Insider Mediator, local leaders, and other stakeholders (NGOs, IPs, VCC, PUNOs and development committees) using Tamkeen Approach. (UNDP)*

Based on the TAMKEEN approach implemented under ERRY project, implementing partner would facilitate the development of community resilience plan. UNDP based on the learning from ERRY II, would make the CRP development broader and more approachable by PUNOs and their implementing partner. UNDP would make an effort to target the location where PUNOs have a presence and work together to develop the CRP. The CRP would include the analysis of hazard, conflict, status of public services, coping strategies, priorities, and implementation plan. UNDP would also garner from other country offices to produce a handy plan which can be owned by communities. The implementing partner would engage the SDC in the facilitation of CRP where both women and men are engaged equally in highlighting their issues and priorities. Once the CRP is finalized, the validation meeting at the community, and sub-district/centre level would be organized to disseminate the findings of the plan and its outcome.

- *Discussion and Capacity building workshop with PUNOs<sup>40</sup> and disseminate CRP outcomes. (UNDP)*

Implementing partner along with UNDP would organize a capacity building workshop with PUNOs to highlight the outcomes of the plan as well as implementation priorities. The workshop would also provide an opportunity to disseminate the CRP with PUNOs so that, the findings can be incorporated prior to launching their activities and can be considered as baseline and needs assessment for them.

**Activity 1.1.4:** *Implementation of small-scale rehabilitation and recovery initiatives in collaboration with partners. (UNDP)*

Implementing partner, UNDP and SIERY teams would organize a synergy meeting to discuss the CRP and its findings and potential opportunities to link with resilience and recovery tracks. The priorities from the sub-district units would be shared with SIERY project to include (in case of possibilities) for local grant mechanism. Apart from leveraging on SIERY, UNDP would also work closely with PUNOs to support the priorities through them and other humanitarian and development agencies. UNDP would also approach clusters and share the CRP for the wider circulation and sharing. ERRY can also contribute the block grant allocation to the district priorities if the rehabilitation scale fits to the targeted location and benefits sub-district/centre.

---

<sup>40</sup> Participating UN Organizations (PUNOs)



## ERRY III Project Document: Final Dec 2021

**Activity 1.1.5: Cooperative sector's capacity is strengthened to contribute to emergency crisis response, social cohesion and decent job creation (ILO).**

As member owned and managed organizations cooperatives are a key stakeholder in the agricultural and fishery sectors. In agriculture they fulfill a key role in communities acting as platforms and forums for both members and nonmembers to enhance dialogue and mutual cooperation in areas such as irrigation, input organization, training, harvesting, loans and finance, construction and maintenance of agricultural terraces, the construction of canals, the drilling of wells, management of water supplies, and representation in a broad range of topics related to life in rural Yemen. There were 720 Agric coops with a membership of 750,000 members in 2014. Humanitarian efforts by international agencies, NGOs and their implementing partners while needed and welcome have in general failed to recognize the role or potential of cooperatives as neutral forums for dialogue or as potential implementing partners. Given the emergency and insecure nature of the environment and the challenges they experience this is understandable to a certain degree. However, as development partners and UN agencies begin to consider more longer-term development approaches, and the "Humanitarian Development Peace Nexus". It is felt that now is an appropriate time for the cooperative movement, represented by the ACU to rebuild the capacities of the local cooperatives so as they can engage more effectively with government, development partners and implementing agencies to contribute to the transition from humanitarian to development.

A cooperative assessment undertaken in the framework of ERRY II in Abyan, Lahj, Taiz, Hodeidah and Hajjah governorates revealed that agricultural cooperative societies are among the most important development pillars in rural areas in Yemen since the beginning of the second half of the last century.

ERRY III will take on the recommendations of the above-mentioned assessment and continue and expand capacity building activities for cooperative societies and their support organizations initiated in ERRY II. It will also inform the process around the development of policy and revision of legal framework of the cooperative sector.

- *Strengthening the capacity of cooperatives societies' members in selected value chains, through the organization of trainings on My.Coop, Think Coop and Start Coop (ILO).*

ERRY III will strengthen the capacities of these weak cooperatives in areas such as leadership, governance, marketing, communications and financial management, among others. As for the inactive cooperatives or informal self-help groups, ERRY III will build their capacities on the basics of cooperatives (principles and values) as well as development of business ideas, business plans, analysis of their feasibility and organizational structure of the cooperative. This will provide the means to these cooperatives and informal groups to have a solid business plan, allowing them to access finance and other services.

- *Institutionalize the capacity building tools that are currently being used in the framework of ERRY II, through a series of refresher sessions for TOT participants (e.g., government officials, cooperative support organizations, etc.) (ILO)*

ERRY II organized a training of trainers (TOT) on the ILO tools Think.Coop, Start.Coop and My.Coop, which targeted representatives of cooperatives support organizations from the MAI, MSAL, and ACU and international and local NGOs's supporting the cooperative sector in the target governorates (Abyan, Lahij, Taiz, Hodeidah and Hajjah). In continuation of this initial TOT and with the objective of institutionalizing the knowledge in the country, ERRY III will reinforce the capacities of the new trainers through refresher sessions, including coaching sessions, revisiting some of the modules/concepts of the above-mentioned tools, and new learning modules from the ILO training tool "Manage.Coop" if necessary. The content of

## ERRY III Project Document: Final Dec 2021

the refresher sessions will be developed based on the observations and feedback made during the rollout trainings with direct beneficiaries i.e., cooperative societies and informal self-help groups.

### **Output 1.2 Communities are equipped with gender-sensitive and culturally appropriate conflict resolution tools (UNDP).**

This output focuses on building social cohesion among the targeted communities. The local governance initiative would be conducted in synergy with the social cohesion intervention. Activity Result 1.2 provides the basis of socio-economic and external conflict analysis which would essentially help CRP to analyse the needs of the communities appropriately. The intervention of the result would also bring the powerholders and those who do not have, together to discuss the local conflict and would identify the potential resolution or mitigation. The result would promote the social cohesion across the board and promote as key approach and tool support solar and livelihood interventions. The project would partner with Yemen Conflict Sensitive Platform<sup>41</sup> and other relevant universities to develop the conflict sensitive tool. It would also adopt the regional and local context in the application of conflict scanning, analysis and resolution at the community, household and individual levels.

**Activity 1.2.1:** *Conflict analysis of the context including conflict at the community and sub-district level in consultation with relevant stakeholders (local council, district manager, implementing partners, UNDP sub-office). (UNDP)*

The activity would focus on analysing the conflict and its effect with the relevant stakeholders. The purpose of the consultation is to develop consensus on external learning loop about the conflict context and how it can adapt in the implementation of the above result. The external analysis of the context is important, and the above activity would provide the opportunity to bring range of stakeholders together to discuss and draw lessons and learning loops to promote the social cohesion and conflict sensitivity and mainstreaming of conflict across all the programme interventions. Conflict sensitivity of all PUNOs interventions regularly reviewed and recommendations are provided to ensure do no harm of the programme interventions and contribute to promote social cohesion.

**Activity 1.2.2:** *Organize Training of Trainers (ToT) for women and men representative from SDC, LCs, community on social cohesion, right based approaches, gender equality, participation of vulnerable groups conflict mitigation and resolution and community engagement. (UNDP)*

The social cohesion implementing partner would identify the Insider Mediators who would closely work with SDC members, LC and community. The role of the insider mediators would be to facilitate the community in the identification of conflicts and finding solution for it. The implementing partner would organize a training of trainers for the SDC, LC and other key community representatives. The five days of TOT would emphasize the importance of social cohesion and conflict mitigation. Participants after the training would be engaged in the upcoming interventions extensively, women and youths would be given priority for the training who can work as insider mediators for their respective communities.

**Activity 1.2.3:** *Facilitate the Community Dialogues and external analysis findings to scan the conflict in the region and targeted communities.*

The insider mediators in collaboration with SDC and LC would organize the community dialogue in a template where local conflict would be analysed, and conflict resolution prepared by the participants. The conflict analysis and community dialogue template would be designed in partnership with YCSP and

<sup>41</sup> The Yemen Conflict Sensitivity Platform (YCSP) is a one stop shop for supporting conflict sensitivity in Yemen, and is a critical response for enhanced effectiveness across the humanitarian, development, and peace nexus. At the heart of conflict sensitivity is the idea that all interventions interact with conflict dynamics and have a range of positive and negative impacts on the nature and trajectory of conflicts.

## **ERRY III Project Document: Final Dec 2021**

relevant university/institutions. The community dialogue would bring participants from parties of conflict together and develop consensus to identify the conflict resolution. The conflict resolution would be prepared based on the implementation plan and linked with CRP. If the community priorities are to resolve conflict, small scale initiative would focus first in implementing the conflict mitigation instead of generic rehabilitation work. The conflict analysis would look into basic services, livelihoods and renewable energy aspects and therefore would use the template to build the mitigation and resolution. Insider mediator, community representatives from SDC; responsible for CRP would work together to identify the conflict at community, households and individual levels and prepare to conduct community dialogues. The identify conflicts and levels would be integrated in CRP and validated within the communities, prior to community dialogue facilitation.

**Activity 1.2.4: Implement Conflict Resolution Priorities identified by CRP and Community Dialogues led by Insider Mediators in consultation with SIERY project. (UNDP)**

The conflict resolution projects, and action plans would be implemented to ensure that the social cohesion spirit remains intact among the communities. A block grant would support the implementation of conflict resolution. It is important to implement the conflict resolution first in the targeted areas before venturing into other initiatives of local governance, livelihoods and solar and other PUNOs programme interventions. The conflict resolution would be identified through the community dialogues and discussions. The initiative would help in maintaining the cohesion and promote conflict sensitive approach. SDC and insider mediator would work closely to ensure that the conflict resolution and priorities are included into CRP and implemented as per the synergy guidance. If needed, the block grant of local governance (small scale rehabilitation initiative) and conflict resolution priority implementation can be merged to ensure that the conflict sensitivity has been adopted for overall improving the basic services. A ceiling of \$20,000 would be marked for each conflict resolution initiative to support the implementation.

### **Output 2.1: Increased opportunities for the communities to access clean and renewable energy solutions (UNDP)**

The result would focus on improving the access to uninterrupted energy for public services. Under ERRY I and II, large scale interventions were supported in providing the solar energy to public services. Considering the structural challenges such as incentive/salary payment to teachers, nurses, paramedics and doctors, under ERRY III, the public services would be linked with solar microgrid model. The result would also look at the provision of solar energy to protection centres such as safe spaces created by UNHCR and UNFPA as well as to productive assets established by PUNOs. The result would also target to create Solar Mini Farm to increase the energy generation to provide support to multiple market centres and communities at a scale. The overall objective of this result is to diversify the access to energy from both off-grid hybrid model to improve access to energy to public services. Detail implementation strategy for renewable energy, with economic viability analysis has been developed to guide the implementation and for further reference.

**Activity 2.1.1: Scale up of Solar Inventar Online Platform for renewable energy programming in Yemen and engaging REGIONAL Centre for Renewable Energy and Energy Efficiency (RCREEE), SEFORALL and POWERFORALL, GPA, UNITAR and other regional and global institutions. (UNDP)**

Under phase II of ERRY the Solar Inventar online platform has been developed and tested. The purpose of the above activity to bring key energy services documentation online so that the energy gap and provision can be assessed for carbon emission reduction. Both the phases I and II have worked extensively in providing solar energy to public services and bringing those into the online platform would support other agencies to do the energy gap assessment location wise. The activity would also collaborate with regional centres such as RCREEE and global institutions including UNITAR to make the online platform more



## ERRY III Project Document: Final Dec 2021

credible and effective in terms of renewable energy interventions and their inventories to inform future programming.

**Activity 2.1.2: Activation of Solar Working Group at Sana'a and Aden hubs and engage counterparts (department of energy, EPA, private sector) and Energy Gap Mapping. (UNDP)**

The solar working group was established in 2019 and since then it has been functional with the limited participation of partners and agencies. Under the above activity, the focus would be to expand the partnership to private sector, department of renewable energy and EPA<sup>42</sup> to be part of the working group. The purpose of the working group is to become key technical group like cash voucher working group and support Yemen in implementing standards with regards to solar energy. PUNOs and SIERY would also be invited to be part of the working group to contribute in the harmonization of the renewable energy intervention.

- *As part of solar working group, Energy Gap Mapping of Public Services in collaboration with SIERY and PUNOs would be done. (UNDP)*

To target the public services for providing the solar systems off grid support, the project team would work closely with PUNOs and SIERY to identify the public services to be solarized. UNDP would work with private sector and suppliers, traders to roll out the energy gap mapping through the Solar Inventar online platform. The energy gap assessment would support the identification of the services not covered by other agencies, outside the periphery of ERRY.

**Activity 2.1.3: Provision of solar systems for schools, health facilities, local administration, safe space and protection centres and productive assets in collaboration with PUNOs and stakeholders. (UNDP)**

The project will provide 130 solar systems to public service facilities. The solar systems would be installed in schools, health centres, local administration, safe spaces, and protection centres, a productive association under the synergy with FAO. Though UNDP with the support of PUNOs and other UN agencies would target the public services to provide solar energy. In addition to the safe spaces, and protection centres, women's and children's facilities will be prioritized including girls' schools, women's illiteracy and learning centres/institutes, paediatric health centres, family planning, and reproductive health centres, etc. The solar systems would be managed by public facility employees. Considering the underutilization of the rooftop, the system can fit well there. The facility employees will operate and manage the installed systems to ensure the supply of clean energy to cover the facility's energy needs and replace the current fossil fuel-based energy supply produced by diesel generators or purchased from private service providers. UNDP would have a local Long-Term Agreement (LTA) competitive with the private sector to install and commission the solar panel and host the battery in the designated place. To ensure sustainability, The installation and commissioning responsibility would lie with the private sector, and it also provides three to five years of warranty on solar panels and batteries. The private sector would also train facility employees on the station's operation, maintenance, and replacement aspects. In doing this, the project may provide tailored support/training to women facility employees to enable their equal participation.

- *Capacity building of public service representatives (women and men) on operation and maintenance of solar service provision in collaboration with SFD. (UNDP)*

Prior to the implementation of solar service provision to public services, a capacity building training would be supported to the duty bearers on operation and maintenance of solar systems. The community technicians trained during the phase I and II would be brought in for training and expert local trainers as well as from MTVET would be explored to provide hands on training. The purpose of the training would

---

<sup>42</sup> Environmental Protection Authority (EPA)

## **ERRY III Project Document: Final Dec 2021**

be to focus on the low-cost modality of operation and maintenance so that uninterrupted energy can be availed by the public services.

### **Output 2.2: Broadened the volume of skilled workforce in the sector of renewable energy (UNDP and ILO)**

The above result would focus on building up from lessons learned in ERRY III livelihoods, access to energy for daily needs as well as support public services. In ERRY II, solutions such as waste to energy, water desalination, recycling of plastics and diversification of solar and wind energy, have been piloted and therefore, if found successful, the focus of the result would be to scale up while promoting the Gender Economic Empowerment including women and youths. The above pilots have also explored the regional and global collaboration and support to implement. SDGs climate security initiative is providing financial support for the waste to energy and plastic recycling. UNDP is keen to promote environment protection and climate security through the green economy and green recovery approach.

**Activity 2.2.1** *Provide vocational solar skills training to technicians (women and youth) in order to enable them to play an active role in the provision of solar energy in their communities through solar microenterprises. (ILO)*

Competency-based solar skills training will be provided to 200 youth (40 percent women) in the target governorates to upgrade the skills of technicians who have acquired the basic skills. The training will build on the existing technical capacities of target beneficiaries on use, application, installation, repair and maintenance of solar applications. Business development services training will also be provided, including financial literacy, business planning and entrepreneurship skills, to enhance long-term employability, improve incomes and strengthen livelihoods through solar microenterprises.

The training will engage women and youth in income creation opportunities based on small-scale electrification projects (off-grid systems), engage women and youth already operating solar businesses, support existing initiatives using solar power led by women and youth, and contribute to conflict transformation and livelihoods improvement of vulnerable communities.

The programme technical assistance will also focus on strengthening competency-based assessment and certification, while delivering nationally recognized assessments and certification to beneficiaries.

**Activity 2.2.2** *Provide competency-based technical skills training in solar sector to C4W and FFA beneficiaries interested in wage employment. (ILO)*

The project will also identify C4W and FFA beneficiaries interested in getting trained in solar system technicians for livelihoods. Following the training module used in the ERRY II, the trainees will also be awarded certificate from the national TVET authority. Given the past experience this training will help the beneficiaries get the wage employment.

**Activity 2.2.3:** *Capacity building of women and youths on decentralized renewable energy innovation and solutions to promote green jobs, environment protection, climate security and livelihood improvement. (UNDP).*

The activity would focus on working closely with women and youths around the decentralized solutions. The implementing partners would identify women and youths from livelihoods component who would not receive the microgrants, would be provided series of capacity building training to develop and scale up the solutions. The training would be based on hands-on learning, and they would be taken to the pilot site to showcase the technical, operational and overall management of the solution.

## ERRY III Project Document: Final Dec 2021

Based on our experience in the solar sector, renewable energy is still very much centralized business in Yemen. Services, operation and maintenance and advisory support, is expensive. The existing renewable energy systems are not tailor-made as per the client's need but as a standard model. It has limited demand though more than USD3 billion were of solar equipment imported in last three years. The demand could further penetrate to the most vulnerable households if affordable solar household solutions and other prototypes can be designed. Under ERRY II, UNDP has initiated local production of solar household solutions and solar tuk-tuk to promote the local economy. At the same time, UNDP has trained more than 1000 community technicians (so-called BAREFOOT engineers) on solar operation and maintenance at the district and sub-district levels. The purpose of creating skilled human resources at the local level is to make the services available cheaper and easier. The community technicians also receive an operation and maintenance toolkit and are ready to provide services at a reasonable cost. It helps technicians to have income as well as attend to any breakdown in the system. In addition, under ERRY III, UNDP has planned to develop the solar operation and maintenance capacity building training course with the support of ILO and the Ministry of Technical Education and Vocation Training (MTVET). In ERRY I, UNDP developed solar programming and operation guideline (<https://www.ye.undp.org/content/yemen/en/home/library/solar-energy-programming-operational-guideline.html>) and it would be further reviewed and translated into Arabic and handed over to MTVET. Along with ILO, the capacity building activities would be further developed master trainers among the community technicians who can subsequently train public services and institutions and solar microgrids owners. The private sector would also be invited to capacity building and training to extend their support and input for operation and maintenance. UNDP has created SOLAR Working group and Solar Inventar (<http://solarinventar.info>) which has participants from INGOs, UN agencies, renewable energy department and private sector association, the capacity building activity would also engage the participants in extending the support at the national level.

**Activity 2.2.4:** *Support start-ups and entrepreneurs among women and youths with private sector engagement in strengthening the renewable energy value chain for sustainable income and livelihoods. (UNDP)*

The activity would continue to support in the establishment of micro business as solar sector has become instrumental in providing the sustain income generation for the vulnerable communities. The ERRY I and II highlight that solar microbusinesses have been a successful venture and the solar value chain study also showcase that MSMEs are able to develop businesses and continue earning income on regular basis. In the proposed activity, private sector engagement would be brought to promote the local production of solar prototypes such as solar lanterns, solar cooking, and solar cooling bag. These prototypes would help in building the local solutions as well as local capacity in supporting the circular economy.

Under the ERRY II programme, UNDP has embarked on working with microfinance institutions and banks to develop a credit risk protection mechanism. The private sector engagement under ERRY II interventions has also enhanced to support the livelihoods and income generation opportunities and the business model to profit. For example, the private sector-led the waste to energy business model for the management and operation. MSMEs created under the waste to energy are linked with the private sector, which guarantees the income and expansion of their asset and capital. In ERRY II, UNDP is working to build the SME and private sector network, including MFIs and Banks, to review all successful businesses and how the asset and capital created during the project time can help MSMEs access loans while protecting their risks. As per the third-party monitoring report, more than 90 per cent of businesses have tripled their capital and income again the microgrant provided. Based on UNDP's success rate of enterprise development, the renewable energy interventions have been built on a business model to avoid project-based support. As solar microgrid supports public services and institutions, it is one such business model where public service can access uninterrupted access to energy and communities can have sustained income generation opportunities. Waste to energy, solar microgrid (Tested model), hybrid renewable



## **ERRY III Project Document: Final Dec 2021**

energy (solar-wind-diesel), and water desalination initiatives have conducted the feasibility assessments, economic viability, and community acceptability to the above adaptations. The solar microgrid has become a game-changer in Yemen, where women are now capable of influencing their community for better engagement in economic activities as well as their social status. UNDP is in conversation with private sectors to promote the investments in creating off-grid decentralized models. The existing three solar microgrid stations are ready to access loans from the financial institutions as their savings have soared up (between USD3000-USD7000).

**Activity 2.2.5: Development of Solar and Wind Energy business model to support small and medium markets and commercial centres and shops in collaboration with private sector. (UNDP)**

To diversify the renewable energy, the project is currently piloting the solar and wind energy in Taiz (Ash Shamayatayn) to harness the opportunity of heavy wind circulation to generate energy. The pilot model is based on business and income generation. The activity would focus on scaling up the diversified renewable energy both solar and wind with the engagement. This would support bringing the private sector investment in renewable energy in Yemen. The solar and wind energy business model would support the small and medium markets as well as commercial markets at scale.

**Activity 2.2.6: Scale up water desalination business model initiatives with the engagement of women, youths and private sector for environment protection and improvement in collaboration with SDGs Climate Initiative. (UNDP)**

### Water Desalination

A solar water pumping system of 12kWp capacity and RO plant of 55kWp capacity desalinates 20 cubic meters of saline water per hour, resulting in 18 cubic meters of desalinated water, which will be fed into the water reticulation system to supplement current supply from the wells and other water sources, in addition to two cubic meters of very high salinity water which is drained into salt pans with a capacity of 10 cubic meters. Table salt is later extracted from these pans to be sold in the local markets. A total of 6,395 in six vulnerable villages would benefit. The initiative tackles water insecurity and contributes to jobs creation for youths through salt production, operation, and maintenance of the desalination plant.

In summary, UNDP, since the inception of ERRY programme, has been supporting PUNOs in the area of solar interventions. Initially, solar irrigation supports were provided to FAO in enhancing the agricultural productivity in the target areas. UNDP has continued the support in ERRY II and has enhanced its collaboration with FAO while providing technical and financial support on the provision of solar for dairy production. In ERRY III, UNDP has planned to target and piggyback on FAO and WFP communities to provide solar interventions technical and financial support. Innovations such as waste to energy, hybrid solutions, water desalination, micro watershed, local solar household solutions would be expanded and rolled out jointly in the areas where FAO and WFP have targeted to consolidate synergy as well as strengthen collaboration. UNDP would closely work with ILO in developing the capacity building model to institutionalize with the support of MTVET. For solar microgrids for public services, WFP intervenes for food for asset (FFA) creation, and UNDP would work to support the services created by WFP through solar microgrid system. For FAO, UNDP would collaborate to see if water desalination can benefit small scale farmers for irrigation in order to increase the impact on agricultural production. WFP, FAO and ILO are also part of the solar working group, and solar inverter and UNDP would ensure that the benefit and innovation are replicated within the programme and outside as well. UNDP would focus on collaborating with PUNO on targeting from the inception of the project and intervention. The community resilience plan would be applied as a common tool to identify the energy-related opportunities and how UNDP can support overall, which would be discussed in the technical committee meetings; organized by the Joint Coordination Unit(JCU). UNDP would also work with clusters (food security, shelter, education, health and



## ERRY III Project Document: Final Dec 2021

WaSH) to replicate the renewable energy solution model with partner agencies working in humanitarian sectors to maximize the impact in target areas and Yemen.

**Activity 2.2.7:** Development of initial SES and OHS standards and framework for solar energy importation and implementation in close collaboration with regional and global institutions and department of energy (UNDP).

**Activity 2.2.8:** Lessons learned workshop on Renewable Energy Interventions in collaboration with Ministry of Water and Environment (Department of Energy, Environment Protection Authority), and other partners.

### **Output 3.1: Improved capacities in climate smart agriculture (CSA) of farmers vulnerable to climate shocks**

**Activity 3.1.1:** *Map and identify Climate Smart Agriculture (CSA) approaches and technologies (Baseline study) (FAO).*

During inception period of the project, the selected communities, government and local authorities, extension providers, researchers, input and output market players and regulatory agents will be consulted through questionnaires, focus group discussion and key informant interviews in setting local priorities related to CSA technologies and innovations aimed at addressing their current productive and marketing needs. The interpretation of findings of the baseline study will closely align with major groups of SLM technologies and approaches to be identified. The baseline will determine the present involvement of women and youth in the selected CSA-VC as this will determine their role in the project activities. The baseline study results will be applied to guide CSA actions and options in the country as well as tying up with results of the pilot micro-irrigations, conservation agriculture and seed multiplication to provide avenues for future evidence-based programming and scaling up CSA in Yemen.

Under ERRYII, humanitarian and development partners were not allowed distribute seeds to programme beneficiaries in northern Yemen because government changed its policy on provision of seeds to farmers. Instead, the concept of community seed bank was proposed, approved by the government and implemented. While results of the community seed bank are yet to emerge, however the modality is to build capacity of farmers using participatory approaches to produce high quality seeds, establish seed storage at community level to improve access to and availability of high-quality seed. Challenges in the seed sector are identified and include the prohibition of the importation of seed resulting in year by year decreased in seed quality because of lack of mechanism strict multiplication and selection on the local seeds, seed system does not structure and weak or absent involvement of the private sector in the seed system in Yemen.

The baseline will identify the existing capacity gaps at farmer and institutional level, develop tailored training programs, and identify appropriate CSA technologies and practices and in addition, establish baseline for seed system.

- Sample at least two districts from each target governorate and conduct an assessment with focus on capacity gaps, existing CSA policies and practices and technologies.
- Procure service of consultancy firm or recruit individual with expertise in CSA to conduct the assessment.

**Activity 3.1.2:** *Establish CSA technology groups and upscale CSA through pilot conservation agriculture (CA), water efficient irrigation systems and high value crops production and marketing (FAO).*

Suitable CSA technologies and practices (including infrastructure, equipment and germplasm) will be applied concurrently in time and space, in the farms of selected beneficiaries. In the plots where several



## **ERRY III Project Document: Final Dec 2021**

complementary CSA-technologies will be the set-up and their performance will be established, monitored and evaluated in a participatory manner (and modifications made as necessary). New technologies that require further testing will undergo trials at a local agricultural research centres. The research plots will have the dual role of hands-on training of trainers from the MAI as well as show casing CSA technologies to beneficiaries.

**Activity 3.1.3:** *Support small-scale farmers' access to high quality landrace seeds adapted to the climate shocks (sorghum, millet and cowpea) (FAO).*

- From the CSA groups, identify 1500 farmers and support them with seed (landraces), training and packaging materials.
- Procurement and distribution of high-quality seeds (identified through baseline study) and other inputs for CSA initiative.
- Procurement of 4 seed processing equipment for the seed banks.

**Activity 3.1.4:** *Support producer organizations, extension workers and FFS groups promote, scale up and disseminate knowledge and technologies on climate-change, adaptation and CSA (FAO).*

Technical skills and knowledge on CSA for producer groups, extension workers, FFS will be improved through short and medium-term training events (i.e., orientation sessions, national exchange visits and in-farm events).

- The project will identify national/regional organizations with expertise in CSA and related fields to provide training to beneficiaries on various CSA interventions and will also be able to develop CSA-related entrepreneurial skills (i.e., farming as a business under a CSA-approach)
- Empower producer groups, extension workers, FFS to be change-agents for climate change actions and promote CSA approach in agriculture production.

**Activity 3.1.5** Support establishment of 35 new WUAs for efficient water and land use and provide them with appropriate technologies (e.g. solar system, drip irrigation, etc.) that support sustainable agriculture production (FAO).

**Activity 3.1.6** Provide capacity building to Water User Associations (WUA) and establish irrigation blocks targeting WUAs to implement maintenance and rehabilitation of irrigation systems (canals, spate), demonstrating water saving technologies and sustainable water use to farming communities (FAO).

- 12 Water pumping system – irrigation facilities will be procured and provided to beneficiaries.

**Activity 3.1.7:** *Implement Food Assistance for Asset activities and community asset rehabilitation that directly related to resilient and climate-smart agricultural practices (WFP)*

Priority assets for the 6-month cycle should be determined through a participatory approach. Representative community committees, including women, youth and marginalized groups, should be consulted to determine the most needed assets. Community resilience plans should be used as a reference where available.

The duration of the project (6 months) will not be enough to address all community priorities. Therefore, community-based participatory planning, conducted through VCC or CC or farmer association, should result in a short-list of assets prioritized by the community. This short-list should be used by WFP and its Implementation partners to identify the assets with the biggest contribution to FFA's objectives. All assets should contribute to improving the food security of targeted communities, even after the completion of the assistance cycle. Specifically, for this component WFP will support the implementation of mitigation infrastructure at community level that should contribute to boosting the coping capacities of the vulnerable communities and population. Infrastructure measures include projects that reduce disaster



## ERRY III Project Document: Final Dec 2021

risks (flood and landslide control, reforestation, drought, etc.) and increase water conservation such as riverbank reinforcement with gabions, construction/rehabilitation of small water catchment structures, protecting water channels/streams and applying different soil and land protection measures including planting trees in areas-prone to land degradation.

These mitigation infrastructures have been instrumental in protecting lives and livelihoods and other community infrastructure such as houses and access roads from different kinds of climate shocks guided by the above criteria, IPs (namely engineers and technical officers) and WFP should jointly determine and propose to the community and local authorities a final list of assets to be supported through FFA. Activities that align with the above criteria will be prioritized. This includes activities that:

- can be implemented with greater participation of women;
- do not require technical support after the project ends;
- can be easily replicated and are easy to maintain by the community; and
- can be implemented within one single season/cycle.

### **Output 3.2: Strengthening the capacity of vulnerable farming households to develop different agricultural value chain (FAO and ILO)**

Building on the success of FAO value chain development interventions under ERRY I and II, ILO will introduce its "Value chain development for decent work" approach in Yemen. Actions of ILO will introduce a specific angle on decent work in selected value chains and complement ongoing FAO interventions in these value chains with interventions to tackle decent work deficits and/or child labour in selected agricultural value chains and increase incomes of small-holder farmers and agro-processing businesses. Depending on the specific constraints identified, interventions may also focus on connecting farmers to new markets and off-takers, improving coordination along the chain for increased competitiveness and/or help farmers increase on-farm productivity and incomes.

Interventions to tackle specific constraints in value chains will be accompanied by a roll-out of the ILO's "Improve your agri-business" training to build business management skills of farmers with a view to helping them manage and grow their farms, as mentioned under activity 3.4. Interventions will focus on value chains preselected under ERRY I and II by FAO and focus on building synergies with past and ongoing FAO interventions but may also expand to other value chains with potential if deemed beneficial. Actions to develop value chains will be guided by ILO's recently updated Guide to "Value chain development for Decent work" that will be made available to local partner organizations in Arabic.

**Activity 3.2.1:** *Conduct assessment in new target areas to identify agricultural value chain priorities/opportunities with focus on land use/land availability, access to and availability of production inputs, crop and livestock production challenges, etc. through participatory community validation process (FAO).*

- Conduct assessments governorates in new districts not previously covered by ERRY II and identify crop, livestock and animal feeds value chain opportunities that have high potentials for production and marketing.
- Set the stage for establishment of VAPGs and FFS groups by identifying districts/villages for establishing the groups and mapping existing agriculture and FFS groups and their status.
- Procurement services of implementing partners through Request for Proposal (RfP) to undertake the assessment.

**Activity 3.2.2:** *Establish new Farmer Field Schools (FFS), train FFS Master Trainers (4 MT per governorate) and FFS Facilitators to enable the FFS function (FAO).*



## **ERRY III Project Document: Final Dec 2021**

The action will include conducting FFS Master-trainers, FFS facilitators, formation of FFS groups and facilitating FFS learning and knowledge sharing process, establishing and managing demonstrations for priority enterprises.

- Identify and facilitate training of FFS Master Trainers for five days and three-day training of FFS facilitators. Facilitate FFS facilitators to conduct FFS groups' learning and knowledge sharing process through weekly visits, establishing and managing demonstration plots for priority enterprises.
- Facilitate the formation of new FFSs and strengthen existing ones through participatory learning process and knowledge sharing.
- Upgrading skills and knowledge of farmers/women through a comprehensive training programme, FFS, extension materials and demonstration to be developed side-by-side with project activities and with the delivery of inputs.

**Activity 3.2.3:** *Select and train Community Animal Health Workers (CAHWs), refresher training to the existing CAHWs provide tools to effectively provide livestock health and production extension services (FAO).*

- Select at least CAHW based on FAO's CAHWs selection criteria and organize one-month training in basic animal health care, good animal husbandry practices and record keeping, reporting and entrepreneurship skills.
- Promote CAHWs as business model to ensure sustainable delivery of animal health care in remote project areas.
- Create linkage between CAHWs and Directorate General of Animal Health and Veterinary Quarantine (DGAHVQ) of the Ministry of Health and Irrigation (MAI) to support disease surveillance, early disease detection, reporting, and participation in disease prevention and control campaigns.

**Activity 3.2.4:** *Support to farmers to improve sorghum/millet value chain through provision of improved seeds and capacity building (FAO).*

Sorghum and millet production are staples for the Yemeni people, therefore these cereals are considered critical food security crops for poor and vulnerable households. Sorghum and millet crops remain after harvest are important fodder for feeding livestock. The project aims to increase cereal production and productivity through distribution of improved seeds, training in good agronomic practice, integrated pest management and post-harvest management.

- Support farmers with improved sorghum and cowpea seeds to produce staple cereal grains and sorghum stovers (leftover sorghum leaves and stalks) used as fodder for livestock feeding.
- Support farmers with improved millet seeds to produce staple cereals grains
- Procurement of improved sorghum, cowpea and pearl millet seeds.
- Procure improved sorghum seeds, pearl millet and legumes.

**Activity 3.2.5:** *Support farmers to improve tomato production and processing through provision of high-quality tomato seeds, fertilizers, micro-irrigation system, processing equipment, marketing and capacity building (FAO).*

Support to tomato value chains, is informed by a value chain assessment conducted under ERRYI and the FAO Hand-in-Hand Initiative (HiHi) Yemen, a comprehensive value chain and investment diagnostic study (2021) conducted in partnership with the Ministry of Agriculture and Irrigation and other counterpart institutions in Yemen. The targeted value chain is prioritized because of the number of smallholder producers involved, high market and processing potentials, employment creation, efficiency in water use,



## ERRY III Project Document: Final Dec 2021

nutrition-sensitive, potential opportunities for females and address critical issues faced by the farmers. The actions will include:

The action is to address critical issues faced by tomato farmers, who are experiencing very low productivity and losses because of diseases and insect pests (mainly Tuta Absoluta):

- Support smallholder farmers with high quality tomato seeds and fertilizers. Inputs delivered to identified farmers traditionally cultivating irrigated tomato;
- Support pilot farmers with drip irrigation kit to promote and demonstrate modern techniques with drip irrigation for tomato crops;
- Procure high-quality tomato seeds, soluble NPK fertilizer, Neem and pheromones kits for biological pest control.
- Identify and select women from households participating in tomato production
- Organize groups comprising 10 – 15 women per group and provide them with skill training in tomato processing and marketing.
- Procure and distribute units of tomato-processing equipment to each group.

**Activity 3.2.6:** Distribute Small Ruminants and animal feeds to mist vulnerable female headed households

**Activity 3.2.7:** Support to farmers to improve livestock productivity through improving access to high quality animal feeds (feed concentrates, feed blocks and molasses) and fodder production (FAO).

This will address poor animal feeding in Yemen – which occurs due to a shortage of feed, poor quality forage, high prices of sorghum stovers (leftovers that exceed 40-50 percent) as fodder. Improvement of animal feeding in Yemen is a prerequisite to improved livestock productivity – this in turn contributes to increased resilient livelihoods.

- Support livestock farmers supplied with animal feeds to improve milk production and animal fattening for small-scale backyard sheep/goat business.
- Support livestock producers with innovative feeding technologies, feed blocks and sugar molasses, as a strategic feed supplement based on better utilization of local feed resources.
- Procure animal feeds: wheat bran; feed blocks and sugar molasses.

Support production of high-quality fodder production through provision of quality fodder seeds and processing equipment (choppers) and skill training in fodder production.

- Support farmers to improve fodder crops under spate/flood irrigation (sorghum, alfalfa, Rhodes grass). Promote sorghum intercropping with legume-grain crops to provide supplementary protein, using twinning cowpea plants.
- Conduct training of farmers in fodder production and processing.
- Support VAPGs with fodder choppers to reduce waste of sorghum stovers and fodder crops.
- Procure choppers, fodder seeds (alfalfa and Rhodes grass).

**Activity 3.2.8:** Support to individual smallholder's dairy farmers improve milk production through provision of animal feeds and training in good animal husbandry practices and establishment of small and medium dairy units (FAO).

Milk hygiene is important public health issue for consumers of dairy products. Milk processing into various dairy products add value and improves consumption and marketing ensuring sustainable income to men and women involve in dairy value chain. Most importantly, dairy value chains lead to empowerment of women-folks who are the majority involved in household level and small-scale dairy processing and marketing. Production of traditional dairy products enhance income at household level:

- Support smallholder dairy producers to increase milk supply by improving milk hygiene standards through provision of small dairy equipment aluminium milk cans, milk filters and assorted plastic containers for dairy products.
- Support skill training to improve milk production, hygiene and processing;

## ERRY III Project Document: Final Dec 2021

- Support female-headed households to produce improved hygienic traditional dairy products (zabadi, laban hakin, butter, ghee semna white cheese), with hygienic stainless-steel tools and utensils for home dairy processing.
- Procure and distribute assorted steel dairy equipment to include among others: mini-dairy units, electric milking machines, aluminium/stainless steel milk cans of different capacities milk filters; single head petrol milking machines, detergent and disinfectant, teat dipping solution and cups, etc.
- Support dairy associations and women's groups through rehabilitation or establishment and equipping small and medium sized dairy units for milk collection, cooling, processing and marketing.
- Procure medium sized small- and medium sized dairy units, worktables; 60-70 litre pot pasteurizers with worktables; electrical butter churns cooling tanks of different volumes (500 – 2,000 litres) with generators (different powers) or solar power source. Other equipment include milk reception and filters, electronic balances, pumps, and laboratory equipment for milk testing in small- and medium-scale dairy units for milk collection.

### **Activity 3.2.9: Support coffee farmers to productivity and quality as well as marketing (FAO, UNDP).**

This will introduce good practices to improve coffee productivity, harvesting, handling and quality storage for better economic returns for coffee growers in Yemen, through capacity building and inputs:

- Support coffee grower members of agricultural cooperatives with Letter of Agreement (LOAs) to construct water ponds for gravity-fed irrigation of coffee plantations.
- Conduct value chain study to identify opportunities for coffee value chain development.
- Distribute materials such as rain harvest tanks, dryers, recorders and compost input materials.
- Provide agricultural cooperatives with a pilot coffee processing plant to add value and increase market price.

### **Activity 3.2.10: Develop selected agricultural value chains to improve productivity and food security, increase incomes and create decent job opportunities for women and men, using ILO's gender-sensitive methodology for value chain development for decent work (ILO).**

- *Identify constraints to decent work creation in agricultural value chains with potential using ILO's value chain development for decent work methodology (ILO).*

ILO will conduct a rapid analysis of agricultural value chains with high potential for inclusive growth and decent job creation to identify specific constraints that currently hinder small-holder farmers and small enterprises in these value chains from achieving their full potential. In doing so, ILO will bring in a specific angle to understand decent work deficits and design targeted measures to tackle these by increasing productivity and incomes while at the same time improving working conditions. Analysis and intervention design will be completed in close collaboration with FAO and build on ongoing interventions in the targeted value chains. The process of analysis and intervention will involve relevant local stakeholders and build their capacity on ILO's value chain development for decent work methodology in the process. This will make use of the "Value chain development for decent work" guide that has recently been updated and translated into Arabic and may also include a training on the methodology for relevant stakeholders.

- *Develop selected agricultural value chains to improve productivity and food security, increase incomes and create decent job opportunities for women and men, (ILO).*

Building on the analysis, ILO will design a holistic intervention strategy to tackle decent work deficits in the targeted value chains and support small-holder farmers and other small enterprises in increasing productivity and incomes while at the same time improving working conditions in the sector. In doing so,



## ERRY III Project Document: Final Dec 2021

ILO will apply an approach that seeks to induce sustainable and systemic change in the wider market system, by creating win-win situations for farmers, workers and other value chain actors. The approach will focus on creating more opportunities for small enterprises and their workers in value chains and markets (job creation) and strive to address the productivity and decent work deficits impeding their social development (job improvement).

Depending on results of the rapid analysis and the specific constraints identified, interventions may support small-holder farmers and other small enterprises in the targeted value chains by:

- promoting associations of small-scale entrepreneurs in order to increase their bargaining power vis-à-vis big buyers and players in the value chain, and ultimately their income.
- Improving cooperation and coordination between different actors along the value chain in order to decrease transaction costs and increase the competitiveness of the value chain for accelerated growth and employment creation.
- Strengthening sustainable access to necessary inputs of small entrepreneurs in the chain, such as for instance affordable and high-quality seeds and fertilizers in the agricultural sector, in order to increase productivity in the value chain.
- Improving access to relevant information such as information about market trends and preferences of end clients for small enterprises and entrepreneurs in the value chain in order to help them exploit their full potential and increase sales and income.
- Developing business development services (BDS) adapted to specific needs of small entrepreneurs in the value chain to help small enterprises develop their full potential, grow and create employment.

All actions will be closely coordinated with FAO and build on/complement ongoing FAO action by bringing in a specific angle on sustainable decent work creation.

- *Strengthen management of small enterprises and farms in the agricultural sector (ILO)*

Additional to targeted interventions to develop value chains and market systems as whole:

ILO will make use of its well-tested "Start and Improve your Business (SIYB)" entrepreneurship training package to support small-holder farmers in these value chains directly and help them better manage their farms and enterprises. To this end, ILO will make use of its "Improve your agri-business" training, specifically developed to help small-holder farmers in the Arab region better manage and grow their farms. The "Improve your agri-business" training module is based on ILO's well-tested "Improve your Business (IYB)" training module with six sub-modules (marketing, costing, buying and stock control, record keeping, planning, people and productivity) designed to help small enterprise improve business management for growth, increased incomes and job creation. The six training modules have been completely revised and adapted to the specific needs of small-holder farmers in the Arabic region, and translated into Arabic.

In order to guarantee sustainable access of farmers to trainings, ILO will be working with selected local organizations to train and certify qualified SIYB trainers in these organizations. To this end ILO will organize a training of trainers process for selected local organizations that will also be accompanied by workshops to build the capacity of these organizations to sustainably roll out IYB trainings for small-holder farmers. This will also include manuals and guiding material for trainers and organizations that will guide them in conducting trainings as well as follow-up monitoring visits to accompany farmers and collect data on results of conducted trainings.

**Output 4.1: Gender-sensitive short-term income opportunities created for vulnerable individuals in the communities.**



## **ERRY III Project Document: Final Dec 2021**

**Activity 4.1.1:** *Validate selection criteria, select vulnerable beneficiaries and community assets for rehabilitation in coordination with VCC, communities and targeted district representative bodies (WFP)*  
FFA targets vulnerable households in IPC Phase 3 (moderately food insecure). Usually only one beneficiary per household participates in the implementation of activities and is called a "participant". Exceptions can be made for families with a higher than average size (*above 7 members*). The following eligibility criteria apply:

- Participants and their households should be food insecure and vulnerable. Vulnerability is measured by household characteristics, food insecurity, income, and asset levels.
- Children under 18 years old should not be enrolled in the programme as participants. IPs and community committees should ensure that no one under 18 years old is employed.

The beneficiary selection process should be conducted using existing community decision-making structures (VCCs, community committees, food security committees) in collaboration with local authorities and leaders, WFP and Implementing partners. This process should include the following steps:

- **Local authority sensitization:** Implementing partners should meet with authorities at the governorate, district and sub-district levels to introduce FFA objectives and implementation modalities. IPs shall clearly indicate the FFA targeted areas; the total number of targeted beneficiaries by district; FFA program implementation period; FFA beneficiary selection criteria; complaints and feedback mechanisms; Gender and importance of women participation in FFA activities. The Governorate and District Administration should provide guidance on any issue raised by the IP, including road access, security and other administrative issues. At district level meeting, IPs should review the presence of other similar activities and explore opportunities for complementarity and coordination. District or sub-district authorities should officially link IPs to VCCs or other existing community committees and support the creation of new committees where no official structure already exists.
- **Community level sensitization:** once the IP has been linked to the community coordination and representation structures, the IP in collaboration with the local authorities, will organize meetings with the community to sensitize them about the FFA programme. The sensitization messages should include: targeting criteria and process; number of households that will be targeted in that community; type of FFA activities that can be implemented in the area; duration of the FFA programme; complaints and feedback mechanisms that are in place; Gender and women participation in FFA activities; cash payments; and work norms.

**Activity 4.1.2:** *Conduct baseline surveys for target beneficiaries and community assets (WFP).*

The IP is expected to conduct a baseline survey before the start of implementation. Baseline data should include information on targeted households, their income and expenditure, value of their assets, food sources, coping strategies, and levels of debt, highlighting any seasonal fluctuations. Another assessment should be completed at the end of the project to measure outcomes and evaluate the programme's success.

**Activity 4.1.3:** *Implement Food Assistance for Asset/Food Assistance for Training activities and community asset rehabilitation (WFP).*

Priority assets for the 6-month cycle should be determined through a participatory approach. Representative community committees, including women, youth and marginalized groups, should be consulted to determine the most needed assets. Community resilience plans should be used as a reference where available.

The duration of the project (6 months) will not be enough to address all community priorities. Therefore, community-based participatory planning, conducted through VCC or CC or farmer association, should

## ERRY III Project Document: Final Dec 2021

result in a short-list of assets prioritized by the community. This short-list should be used by WFP and its Implementation partners to identify the assets with the biggest contribution to FFA's objectives. All assets should contribute to improving the food security of targeted communities, even after the completion of the assistance cycle. Specifically, the selected assets should contribute to at least one of the below objectives:

- Improve access to basic social infrastructure and services (latrines, schools, canteens, community access roads, community gardens, etc.).
- Support agriculture and food production and productivity (soil and water conservation, irrigation schemes, etc.).
- Reduce disaster risks (flood and landslide control, reforestation, drought, etc.).

Guided by the above criteria, IPs (namely engineers and technical officers) and WFP should jointly determine and propose to the community and local authorities a final list of assets to be supported through FFA. Activities that align with the above criteria will be prioritized. This includes activities that:

- Can be implemented with greater participation of women.
- Do not require technical support after the project ends.
- Can be easily replicated and are easy to maintain by the community;
- Can be implemented within one single season/cycle.

### **Activity 4.1.4:** *Developing and drafting SOPs to help WFP and other implementing partners to shift from CfW/FFA to EIIP. (WFP, ILO)*

These SOPs aim to guide the procedures for Labour Based projects in Yemen and align implementation with the Labour Law and global decent work practice. The application of the SOPs will aid the ongoing shift from emergency cash-based activities towards more employment-intensive approaches and build the capacity of stakeholders to increase the labour intensity of programmes and promote decent work. It is expected that the Guidelines will be used by concerned agencies implementing CfW, including UN agencies, INGOs, as well as government and national partners, i.e. Social Fund for Development and Public Works Project.

### **Activity 4.1.5:** *Identify targeted women and youths in consultation with PUNOs for emergency employment initiative (UNDP)*

Under the above activity, UNDP would facilitate a synergy meeting to target common beneficiaries of SIERY and PUNOs. At the inception phase, PUNOs would meet with their implementing partners to identify the beneficiaries and discuss the provision of emergency employment opportunities. The intervention would complement to the interventions of WFP and FAO and support the beneficiaries in meeting needs other than food security. UNDP would promote the community engagement in selecting the beneficiaries. A draft list of beneficiaries would be prepared by the community with set prescribed criteria and displayed at public place to validate. To conduct the list preparation, UNDP along with implementing partners would organize awareness raising activities through posters, brochures and leaflets to sensitize communities on 3x6 initiatives.

### **Activity 4.1.6:** *Provision of emergency employment for women and youth and rehabilitation of market and productive asset (UNDP)*

The activity would support the targeted beneficiaries in meeting their daily needs through the emergency employment opportunities. 10 days of employment with a rate of \$6/day would be provided to the beneficiaries for the rehabilitation/construction of market and productive asset. The rehabilitation of assets would be coordinated with PUNOs as well as CRP to ensure that it complements and strengthen synergy.

**Output 4.2: Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate entrepreneurship opportunities (UNDP, FAO and ILO)**

Under ERRY I and II, the ILO's "My first business" entrepreneurship training module for youth in Yemen was successfully introduced. Building on this, ERRY III will focus on strengthening the existing network of entrepreneurship trainers and introduce additional training modules to serve a wider range of target groups, in order to consolidate and institutionalize the training packages with local partner institutions.

ILO will work with local partner institutions to train trainers in additional entrepreneurship training modules from ILO's "Start and Improve your Business (SIYB)" entrepreneurship training package. The Start and Improve your Business (SIYB) is a well-tested entrepreneurship training programme that contains various training modules to support entrepreneurs throughout the different stages of business development, from brainstorming a first business idea, through the formulation of business plans to growing and expanding businesses for increased incomes and job creation. Under ERRY III, actions will focus specifically on introducing the "Improve your agri-business" training module that was recently developed in Lebanon and Iraq and aims to support small-holders farmers in better managing and growing their farming activities.

Introduction of these new training modules will also serve to build up "SIYB Master trainers" from selected local partner institutions. Master trainers are selected from a pool of certified SIYB trainers and undergo a specific training programme to become familiar in all existing SIYB training modules and thus eligible to train trainers on behalf of ILO in local institutions. Building up a local network of well-qualified Master trainers thus serves to institutionalize the SIYB programme in Yemen with selected partner institutions and ensure sustainable training delivery for various target groups in Yemen.

**Activity 4.2.1: Organize refresher training for selected local trainers and business advisors and expand number of local trainers using ILO's Start and Improve your Business (SIYB) training packages. (ILO)**

Building on the introduction of the "My first Business" entrepreneurship training module for Arab youth, ILO will conduct refresher trainings to consolidate capacities of local trainers and introduce further training modules of the "Start and Improve your Business (SIYB)" entrepreneurship training package.

The SIYB programme is structured into four separate training packages, which are designed to respond to the progressive stages of business development:

- **Generate Your Business Idea (GYB)** is intended for people who would like to start a business, and who, through the training, develop a concrete business idea ready for implementation.
- **Start Your Business (SYB)** is for potential entrepreneurs who want to start a small business and already have a concrete business idea. The programme is a combination of training, field work and after-training support, and helps participants assess their readiness to start a business and to prepare a business plan and evaluate its viability.
- **Improve Your Business (IYB)** introduces already practising entrepreneurs to good principles of business management. Its six modules (marketing, costing, buying and stock control, record keeping, planning for your business, and people and productivity) can be taught individually or all combined in a full course.

Refresher trainings and additional training of trainer workshops will aim to build up a pool of qualified trainers in various selected local organizations that are well-versed in all SIYB modules and may offer various modules for different targets. These trainers, once qualified, may continue to participate in the training of Master trainers programme to become certified Master.

## **ERRY III Project Document: Final Dec 2021**

**Activity 4.2.2:** *Certify national SIYB trainers and build national capacity to institutionalize SIYB training package. (ILO)*

Following the refresher trainings and additional training of trainer workshops outlined above, SIYB trainers from different local public and private organizations can be certified. In order to guarantee sustainable roll-out of the trainings, selected local partner organisations will be accompanied thoroughly to offer trainings for various target groups in the long-run. This will include workshop for partner organizations to help plan sustainable roll-out and build their capacity on how to market and organize SIYB trainings, conduct monitoring visits and accompany various target groups post-training. Training material and additional guiding material will be adapted and made available to these organizations. This may also include introduction of the newly developed "e-SIYB" tool that offers various entrepreneurship training modules digitally.

Introduced entrepreneurship training tools will also be used to specifically target entrepreneurs and enterprises operating in the solar energy sector to strengthen their business management skills and thus complement skills development interventions under Result 2.2. To this end, relevant entrepreneurship training modules will be offered to these entrepreneurs in combination with technical skills training for a holistic approach.

**Activity 4.2.3:** *Organize training of SIYB Master trainers for selected certified local trainers to ensure sustainability. (ILO)*

It is crucial for the institutionalization of the SIYB programme to train and certify SIYB Master trainers. Master Trainers are selected from among trainers with an excellent track record and form the backbone of the SIYB implementation structure. They play a key role not only in the programme's multiplier effect strategy through their responsibility of training new trainers, but also in quality assurance and keeping up the brand name, as well as in marketing and furthering roll out. It is thus key to train a qualified group of Master trainers in Yemen in order to ensure that SIYB partner organization can continuously train new trainers whenever required, and have a focal point for questions regarding quality, marketing and material adaptations even after donor-funded projects come to an end.

To become certified Master trainers, qualified SIYB trainers will have to undergo a rigorous training of Master trainer process that includes a training of Master trainers workshop, a testing phase during which aspiring Master trainers are required to successfully organize a training or trainers process themselves, as well as a final competency reinforcement workshop. ILO will strive to train Master trainers in a variety of local organizations as well as independently from organizations, in order to ensure a diversified and sustainable training market.

**Activity 4.2.4:** *Provision of business skill-based training (12 days) in collaboration with ILO and Ministry of Technical and Vocational and Education Training and other existing local technical organizations. (UNDP)*

In coordination with ILO, MTVET and other existing technical organization, competency-based training both online-offline would be organized. The existing training material would be applied and curtailed to implement practical aspects of learning. UNDP and implementing partner would support targeted beneficiaries to learn and develop skills from the existing successful businesses. The existing business owner would also join the training activities in providing the workable and practical training to identified beneficiaries. In an area where there is a lack of certified trainers, MTVET and local technical organization would be promoted to support the skill development.

**Activity 4.2.5:** *Support identified beneficiaries to access business tele advisory services and online market opportunities. (UNDP)*





## **ERRY III Project Document: Final Dec 2021**

UNDP through the implementing partners would support the beneficiaries to access the tele advisory and online market opportunities. Targeted beneficiaries would be linked with the online platform where they can choose the advisors in their nearby areas and request for business proposal development. The tele advisory services would support beneficiaries in developing business proposal for the value chain of their interest. The business advisors would be registered in the online platform and certified as well as performance index of advisors would be developed so that beneficiaries can choose best advisors.

**Activity 4.2.6:** Support establishment of small & micro business and provision of business startup grants through NGOs to the selected beneficiaries to establish SMEs (UNDP)

**Activity 4.2.7:** Train women and men in post-cash for work on good agriculture practices (GAP) on selected crop/livestock value chains and provide support (FAO)

**Activity 4.2.8:** Support private sector, MFIs, banks, and economic institutions network for MSMEs, including cooperatives, in business resilience, risk protection and decent job creation (UNDP).

The above activity would focus on enabling the market environment to support MSMEs in expanding their businesses and sustain income for longer time. UNDP in ERY II has established e-commerce platform and credit risk protection mechanism to enhance the market opportunities and mitigate business risks. In the phase III of the project, the above would be scale up as well tools such as I-Prepare Business (developed by UNDRR and ADPC) would be adopted to promote the business resilience among enterprises.

The Programme will provide technical support to Chambers of Commerce, other intermediary business organizations and BDS providers to develop specific services on business continuity targeting MSMEs and cooperatives in selected districts. Chambers of Commerce in at least 4 governorates will acquire the capacity to deliver training and advisory support services combining elements of classical business continuity planning with business diversification strategies and workplace cooperation approaches. The focus of the service will be on “the ability of business to anticipate and respond to crisis, not only to survive but also to evolve”; the service will cover the following aspects:

- Leadership & Culture for MSMEs owners and cooperatives leaders: provide clear direction and purpose when faced with crises.
- Risk Analysis & Management: anticipate risks, withstand crises, and continue delivering core products and services whilst responding to changing market and consumer pressures.
- Networks & Partnerships: engage with actors that are important to business such as suppliers, competitors, government agencies and others, to achieve business resilience objectives.
- Beneficiaries MSMEs and cooperatives will develop individual and district level business continuity and recovery plans, including detailed. risk registers.

In the medium term, these activities and their respective direct outputs are expected to enhance livelihood and income generation potential, increase household income, and help build the structural capacity of the individuals, especially engaging women and youth, and the community to deal with hardship and crises.

***Output 4.3: Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate technical and vocational skills development opportunities (ILO, WFP)***

As part of the exit strategy and to ensure the sustainability of impact after the Programme ends, this intervention will contribute to reduced vulnerability of at least 1200 CfW beneficiaries through access to demand-driven and marketable technical and vocational education and training (TVET) and

## ERRY III Project Document: Final Dec 2021

entrepreneurship skills through public-private partnerships, in order to facilitate their access to meaningful and sustainable employment opportunities. The Programme will develop a targeting mechanism to identify CfW beneficiaries interested in competency based TVET. This will be based on WFP's targeting mechanisms for the CfW component and referral pathways through WFP partners and national partners such as the Social Fund for Development. WFP will generate a list of marginalized and vulnerable youth interested in CBT TVET; the assessment for the eligibility will then be carried out by ILO.

**Activity 4.3.1: Market assessment of skills demand and identifying skills gaps and competencies gaps in existing occupation of selected value chains. (ILO)**

The project will diversify the occupations for skills training by undertaking skills assessment to identify the demand and supply gaps in the selected value chains, esp. of agriculture and agro food industry that have been mapped out by UNDP/FAO. The assessment will not only identify the occupations in demand but also the competencies that are needed for those occupations to make their skills delivery market relevant in the supply chains of the identified sectors.

**Activity 4.3.2: Develop competency-based curricula based on the new and emerging youth- and women-friendly in the highly demand occupations/sectors. (ILO)**

Given the fact that apprenticeship program under ERRY I and II project showcased and positively impacted on the target beneficiaries and different actors and stakeholders, and moreover, the local authorities have requested to scale up the project by adding new sectors demanded by local market and to expand the geographical scope, it is now proposed to expand this approach.

The project will develop competency standards with the industries and TVET authorities for those newly merging and existing occupations. The project will further support the TVET authorities and industries in developing competency-based curriculum, assessment and skills certification system for those occupations. Agriculture and agro-food would be one of the sectors besides the others that are labour intensive and contribute significantly to the economy.

The project will develop a comprehensive package to link CfW activities with sustainable livelihoods opportunities. The Programme will involve informal sector associations (ISAs) in the design of post-CfW training, as ISAs are well-positioned to assist in selecting participants based on their vulnerability. ILO, in collaboration with UNDP, FAO and WFP, will collect baseline data to establish qualitative and quantitative participants and Programme area data including marketable skills available by gender. The survey will be jointly coordinated with the PUNOs in order to minimize the number of assessments carried out in a given area or with the given population.

The Programme will map jobs in the selected sectors, analyse the local economy and its existing network with private sector and identify small business with high potential to realistically absorb the 1,200 – 1,800 CfW beneficiaries provided with short-term technical and vocational skills. The package will also include business advisory assistance to support the creation of business plans and sustainable growth for target beneficiaries and provide business start-up training to revitalize income generating activities.

**Activity 4.3.3: Provide competency-based technical skills training to cash-for-work beneficiaries interested in wage employment. (ILO)**

ILO, in collaboration with WFP, will conduct an assessment to identify CfW beneficiaries (40 percent women) interested in competency based vocational training that will lead to jobs or self-employment. The Programme will then identify apprenticeship service providers based on pre-set criteria. Under ERRY I and II, the Programme developed tools for identification and selection of apprenticeship service providers in collaboration with all stakeholders. Selection criteria were based on the following: i) technical

## ERRY III Project Document: Final Dec 2021

capacity; ii) adequate equipment; iii) accessibility; iv) occupational safety and health standards; v) willingness to implement an apprenticeship model; vi) apprenticeship service provider is not engaged in child labour.

The Programme will also identify master craftspersons based on previously developed criteria including: i) technical capacity in selected occupation; ii) experience in mentoring, supporting and supervising an apprentice; iii) willingness to implement competency-based curricula, participate in trainings on learner-centred pedagogy and occupational safety and health, iv) willingness to collect and report performance outcome data for the apprentice using the scorecards and competency-based logbooks, and iv) willingness to adhere to the *Code of Practice* developed by ILO.

Additionally, the Programme will identify a technical institute to equip the selected apprentices with workplace core skills such as life skills, career counselling, occupational safety and health and gender rights. The primary goal of this is to develop the knowledge and behavioural skills of the apprentices in four key areas: personal development, problem solving, healthy lifestyles and workplace success. To achieve this, the Programme, in collaboration with the Ministry of TVET (MOTVET) will identify training institutes in the target locations.

- *Link beneficiaries to jobs through job placement opportunities in collaboration with private sector (ILO)*

The Programme will collaborate with the private sector in order to link the target beneficiaries with the job market. Prior to this, the Programme will engage the private sector, especially industrial sector representatives, to provide career counselling to target beneficiaries so they have a clearer understanding of the labour market in terms of job demands and make informed decisions as they prepare to enter the labour market.

- *Provide follow up mentorship training to beneficiaries. (ILO)*

The Programme will engage field advisors/mentors in the target governorates to monitor apprentices and track skill acquisition by using the scorecards and competency-based logbooks developed under ERRY I and II. Field coordinators and TVET supervisors will ensure that the target beneficiaries are fully equipped with technical, business and management skills to start and manage their businesses successfully through continuous/follow-up training, counselling, and other support services. During the follow-up mentorship training, the Programme will administer pre- and post-training assessments to gauge competence levels of participants and provide further mentorship support to those who intend to set up their own business as cooperatives/associations, individuals/partnerships or private/joint ventures.

### **Activity 4.3.4: Conduct competency-based assessment and certification of the beneficiaries. (ILO)**

Under ERRY I and II, the Programme provided technical assistance to key stakeholders in developing and strengthening of apprenticeship assessment and certification system in informal apprenticeships in Yemen. ILO provided technical support to the partners in developing assessment tools in 17 priority occupations. The program will update the developed methodology to provide required skills to trainees at Workplace based learning and on job training which be done with close supervision and coaching of the master craftsperson. At the same time, mentoring services including tracking the skill acquisition by using the scorecards and competency-based logbooks provided by technical supervisors selected from TVET staff.

The Programme will continue to provide technical support to the partners (industrial sector associations, MoTVET, MoLSA and the Federation of Chambers of Commerce and Industries) to provide quality

## **ERRY III Project Document: Final Dec 2021**

assurance and oversight of assessment processes, outcomes and issue credentials to the 1,200 target beneficiaries.

The long-term sustainability of the new assessment model will be achieved through technical support to the MOTVET, MOLSA and the industry sector associations to institutionalize competency-based national assessment and certification systems.

### **11. Management Arrangements and Coordination**

This is a joint programme, drawing on the combined expertise of four Participating UN Organisations (PUNOs): Food and Agriculture Organisation (FAO); International Labour Organisation (ILO); UN Development Programme (UNDP) and World Food Programme (WFP). The Joint Programme will be coordinated by UNDP, with a specific Joint programme Management exclusively dedicated to its management.

Each organisation will specifically contribute to one or more of the workstreams and specific pathways (see Section II), based on their area of expertise. PUNOs will use a combination of partnership with local, national and international NGOs and direct implementation or programming.

In the proposed Joint Programme, UNDP as the Convening Agency will be responsible for coordinating programmatic aspects, and the Administrative Agent (UNDP's Multi-Partner Trust Fund Office) will be responsible for financial management using the pass-through modality, with each participating UN organization having programmatic and financial responsibility for the funds entrusted to it.

#### **11.1 The National Programme Steering Committee (PSC):**

The National Programme Steering Committee (PSC) is the Joint Programme oversight and advisory authority, representing the highest body for strategic guidance, fiduciary and management oversight. It is responsible for overall programme governance bringing together participating UN organizations, donor community and the host government for the implementation of the Joint Programme. Advisory in nature, the PSC reviews and endorses the Joint Programme Document and annual work plans. It provides strategic direction and oversight, advises on allocation criteria for resources to programme management team as required, and reviews implementation progress and addresses problems. The PSC also receives progress reports, approves budget revisions/reallocations, notes evaluation and audit reports (published in accordance with each PUNOs' disclosure policy), and initiates investigations if needed.

The PSC meets at least bi-annually. The PSC will include country representatives (CDs/RR/DRR) of all UN signatories of the Joint Programme Document, government and donor representatives. It will be co-chaired by the UN Resident Coordinator, a senior representative of the Ministry of Planning and International Cooperation (counterpart to ERRY) and a representative from the European Union/donors. Prior to the PSC there is a Head of Agency meeting to prepare key points for PSC consideration. The PSC is supported by a Joint Programme Management Unit, details of which follow.

There will be biannual technical coordination meetings will be held between PUNOs and donors, in addition to the SC meeting.

#### **11.2 Convening Agency**

Under ERRY III, UNDP is the Convening Agency and will provide joint coordination support. UNDP will be accountable for the coordination of programmatic activities and narrative reporting.

#### **11.3 The Joint Programme Management Unit (JPMU) in Sana'a**

## **ERRY III Project Document: Final Dec 2021**

The Joint Programme Management Unit is involved in day-to-day coordination but does not hold any financial or programmatic accountability. The Joint Programme Management is responsible for programmatic coordination that includes:

- i) coordinating all Joint Programme partners,
- ii) coordinating and compiling annual work plans and narrative reports,
- iii) coordinating the monitoring of annual targets, midterm review, final evaluation and TPM
- iv) calling and reporting on Steering Committee meetings,
- v) coordinate with donors and local authorities
- vi) coordinating audits and evaluation,
- vii) reporting back to the Steering Committee,
- viii) potential resource mobilization.

The Joint Programme Management Unit in Sana'a will be led by a Joint Programme Manager, supported by a Communications Officer, an M&E and Reporting Officer, Gender officer and an Administrative and Finance Officer.

The Joint Programme Management Unit will be hosted by UNDP within its premises and will operate with a dedicated budget and staff that will cover risk management, conflict sensitivity, communications, M&E, coordination and oversight. A key task of the unit will be to ensure coherence across the Programme's components, outputs and synergies. This will be done by:

- Building on thematic linkages between Outputs and locations (at the central and governorate levels) and organising thematic lessons learning exercises which will also involve counterparts;
- Developing communication and knowledge with the aim of promoting the overall coherence of the Programme. This formal structure will also encourage the development of informal relationships between partners;
- Ensuring that the role of the Joint Programme Manager is focused on coherence and taking advantage of synergies between components;
- Using a joint template for M&E and communications that governs each intervention under the Programme, which will encourage each implementation team to consider the same key cross-cutting issues and facilitate the learning of lessons between components;
- Promoting common resources and sharing facilities and interpreters between components and locations.

### **11.4 Sub-national Joint Coordination (JC)**

The sub-national or field level Joint Coordination will be led by UNDP. In the north, based in Hajjah and/or Hodeidah to cover both the Hajjah and Hodeidah and parts of Taiz Governorates; in the south, based in Aden to cover both the Lahj and Abyan and parts of Taiz Governorates. Sub-national (field) coordination officers will report to the Joint Programme Manager. The overall Programme coordination among agencies and the national PSC will be led from Sana'a, and the operational/implementation coordination of activities in the field will be initiated at the field cluster level for the five target governorates.

The sub-national coordination may assist the setting up of premises for PUNO personnel, liaise with authorities, facilitate coordination among IPs and PUNOs in the field, facilitate coordination with local authorities, facilitate monitoring and evaluation in the field, facilitate field visits, attend UNOCHA and other coordination forum representing ERRY III JP in the field, support field level programmatic and operational capacity for field visits and stakeholder coordination meetings.



## **ERRY III Project Document: Final Dec 2021**

### **11.5 Coordination with authorities**

There are Bi-annual meetings with authorities, both Sana'a and Aden and governorate level. These are coordinated by JPMT and sub national coordination and include the various PUNOs and implementing partners.

### **11.6 Fund Management Arrangements**

This UN Joint Programme will follow the pass-through fund management modality according to the United Nations Development Group (UNDG) Guidelines on UN Joint Programming. As outlined, the UNDP MPTF Office, serving as the Administrative Agent (AA) for the Joint Programme, as set out in the Standard Memorandum of Understanding (MoU) for Joint programme. It will perform the following functions:

- The AA will be responsible for financial/administrative management that includes: i) receiving donor contributions, ii) disbursing funds to Participating UN Organizations based on the Steering Committee instructions, and iii) consolidating periodic financial reports and the final financial report. Accountable for effective and impartial fiduciary management. The Administrative Agent (AA) will charge direct costs, which are included under the personnel/staff budget line for MPTF Office staff based in New York.
- Establish a separate ledger account under its financial rules and regulations for the receipt and administration of the funds received from donor(s) pursuant to the Administrative Arrangement. This Joint Programme Account will be administered by the AA in accordance with the applicable rules, regulations directives and procedures, including those relating to interest;

The Participating UN Organizations (PUNOs) will:

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

Each UN organization is entitled to deduct their indirect costs on contributions received according to their own rules and regulations, considering the size and complexity of the programme. Each UN organization will deduct seven percent as overhead costs of the total allocation received for the agency.

Participating UN organizations operate in accordance with their own regulations, rules, directives and procedures. PUNOs are the partners which will sign the EU agreement.

PUNOs will have dedicated resources to achieve results, including personnel and consultants (technical assistance) that are directly contributing to ERRY activities, and allocated budgets for associated costs, such as office structure, and operability of field visits for quality assurance. The programme will use existing offices, facilities, and services of the country offices/field offices of PUNOs as much as possible. The programme will pay cost recovery for used common services, office spaces by project personnel and direct country office personnel cost (DPC) provided by country offices and project office costs according to article 7.1 of the SCs and article 18.1 and 18.2 of the GCs.

PUNOs have bank accounts set up in Yemen. These accounts will be managed by authorized staff who will maintain comprehensive records of local bank account transactions (including clearly labelled receipts) and produce monthly reconciliations. This will also be summarised for inclusion in the bi-annual reports.

The operational departments in each organization will support the financial management of the Programme by approving deliverables, expenses and contractor invoices, and by preparing internal financial reports, including periodic financial reports.



## 12. Sustainability

### 12.1 Institutional and Policy Level Sustainability

Resilience building aims to strengthen capacities and assets that enable communities, households and individuals to manage and sustain their livelihoods and developmental activities beyond the life of the Programme. The activities of the programme will lead to creation of a support network of institutions that communities can continue to access beyond the programme 's timeframe. Building effective relationships, including with partners at all stages of the project, strengthening their capacity with clearly defined roles and responsibilities, and involving as many stakeholders as possible in discussions about the phasing out process and exit strategy will support sustainability of activities.

ERRY III will work with a variety of stakeholders to contribute towards sustainability of programme objectives. These stakeholders include:

- Community-based institutions: VCCs, IMs, farmers' associations, women's associations and others;
- local government institutions: line ministries, Chambers of Commerce, TVET, local administration;
- civil society organizations: national and international implementing partners;
- private sector: suppliers, trainers, micro-financiers, exporters, importers, wholesalers, traders, retailers, factories.

However, critical limitations to government ownership are real, which may affect sustainability and ownership of programme results at the national level. Noting the current absence of legitimate national government counterparts at the Sana'a level, the programme will focus on ownership by local institutions at district and community levels, to sustain accomplishments despite political instability at the Central level. Self-reliance is an important aspect and will be part of the community mobilization process.

Sustainability and ownership of the Programme will be ensured by the involvement of communities in the planning and design of interventions and by ensuring community contributions and investments in the Programme components' costs. Furthermore, an assessment of community environment and capacity to ensure local ownership, motivation and incentives to maintain and operate resources and assets created with Programme support to identify and address strategic sustainability considerations.

### 12.2 Environmental Sustainability

Environmental sustainability is an integral part of this Programme and is fundamental to achieving the programme outcomes. Consequently, environmental sustainability has been mainstreamed throughout this intervention. Based on experiences from ERRY I & II, the Programme will strengthen and/or undertake several activities that will enhance environmental sustainability and strengthen the vulnerable communities' climate resilience. ERRY III will identify and implement sustainable and climate-resistant crop production systems that require lower water input and result in equal or higher net incomes for farmers. The 187 VCCs established and supported by PUNOs under ERRY I and II played a vital role in the identification, implementation and management of activities that contributed to improved water conservation, sanitation, tree planting and other environmentally sustainable initiatives.

Given the high level of dependence on natural resources and the environmental degradation in the target governorates, activities will focus on building the resilience of the vulnerable communities by increasing their ability to adapt and to mitigate the effects of climate change. Training of the VCC and WUAs has a multiplier effect on:

- i) achieving environmental sustainability,

### ERRY III Project Document: Final Dec 2021

- ii) increasing local ownership,
- iii) ensuring maintenance of CfW and other community projects around rehabilitation of water and sanitation community infrastructure, and
- iv) awareness-raising on the sustainable use of water. This intervention will also enhance awareness on environmental management and efficient use of water for agricultural practices during Farmer Field School sessions and other community trainings.

Under previous phases, PUNOs provided technical and institutional support for the establishment of Water User Associations (WUAs), which have been instrumental in rehabilitating water and sanitation infrastructures within their communities. ERRY III will build on the existing intervention by strengthening the capacity of existing WUAs and also establishing new ones. PUNO Monitoring reports revealed that the WUAs significantly raised awareness on the sustainable management and use of water resources while protecting the livelihoods of rural farmers, improving food security.

In order to ensure sustainability, the Programme will adopt and apply holistic approaches by working closely with WUAs, local communities and local authorities in order to increase farmers' awareness of water scarcity and their ability to reduce groundwater exploitation. A Conflict and Environment Observatory (CEOBS) investigation using remote sensing and open source data suggests that the expansion of solar powered agricultural groundwater abstraction in Yemen may be unsustainable, and already responsible for steep declines since 2018<sup>43</sup>. The Programme will empower WUAs to negotiate sustainable groundwater management plans and train them on social cohesion and conflict resolution in order ensure their sustainability and help them better serve farmers.

The solar component under ERRY III will focus on improving access to renewable solar energy, thereby reducing competition over scarce natural resources which has been among the causes of local conflicts. The environmental sustainability activities of this component are aligned with the EU Global Public Goods and Challenges (GPGC) operational programme and its strategies. It corresponds to the Environment and Climate Change strategic area of the GPGC, as it supports the transition towards an inclusive green economy and the mainstreaming of environmental sustainability, climate change and disaster risk reduction initiatives<sup>44</sup>.

Solar energy use is environmentally friendly, sustainable and will spur economic growth of the target districts without harming the environment. By creating and improving the access of rural communities to solar energy, this intervention will stimulate the socioeconomic development of the target communities. ERRY II's delivery of sustainable environmentally friendly energy to rural areas is consistent with the UN's Sustainable Energy for All initiative. In particular, it is in line with the first objective regarding universal access to modern energy services, and with its third objective to double the share of renewable energy in the global energy mix. Through careful monitoring, partners will ensure that solar powered water pumps are installed in combination with improved water irrigation systems, and supported with awareness-raising, to ensure that the available water resources are used sustainably. The community will also be trained on solar equipment maintenance.

In order to ensure environmental sustainability, this Programme will also engage target beneficiaries, local communities, the VCCs and the WUAs during solar system identification, design, preparation and installation. This will be achieved through technical demonstrations and training on the management and

<sup>43</sup> Report: Groundwater depletion clouds Yemen's solar energy revolution, April 2021, <https://ceobs.org/groundwater-depletion-clouds-yemens-solar-energy-revolution/#cts>

<sup>44</sup> European Commission, Programming Thematic Programmes and Instruments, Programme on Global Public Goods and Challenges 2014-2020: Multi-Annual Indicative Programme 2014-2017, p.37, [https://ec.europa.eu/europeaid/sites/devco/files/mip-gpgc-2014-2017-annex\\_en.pdf](https://ec.europa.eu/europeaid/sites/devco/files/mip-gpgc-2014-2017-annex_en.pdf)

## **ERRY III Project Document: Final Dec 2021**

maintenance of the systems thereby ensuring transfer of knowledge and increased sustainability. This will in turn minimize the use of fuel and woods as sources of energy.

The Programme will also ensure environmental sustainability by creating a video documentary on the benefits of solar power as a source of energy. The documentary will highlight the direct benefits that solar energy will bring to rural villages. Additionally, the Programme will disseminate the documentary in order to raise awareness and educate the community on the benefits of this type of renewable energy. This in turn will also raise the profile of solar energy across Yemen's business and financial sectors.

### **12.3 Economic and Financial Sustainability**

The resilience-based approaches under Output 3 are participatory, market-oriented and informed by market and value chain assessments. The Programme seeks to link with both agricultural and non-agricultural value chains to create sustainable employment opportunities through demand-driven skills development and the creation of market opportunities. The trainings carried out will be linked with available job opportunities in rural areas. Special attention will be given to the inclusion of women, in order to ensure their participation in the long term. Strong emphasis is placed on strengthening the capacity of national partners and stakeholders to carry out capacity building using their own resources, especially local trainers, suppliers, maintenance and installation technicians, and VCCs as catalysts for community mobilization and planning. The local community will be encouraged to contribute local resources in cash or in kind for all community-based projects to ensure the cost-effectiveness and sustainability of the interventions. These interventions are designed to improve economic and livelihood opportunities through small business development and support to value chain groups. Youth employability interventions will provide continued technical and advisory support until new businesses are profitable and sustainable, linking them to markets and financial institutions to ensure economic sustainability. The Programme will promote the use of cost-effective and affordable technologies that are both available and managed locally to ensure sustainability.

It is important to note that the ongoing crisis has caused a significant economic downturn resulting in a sharp rise in unemployment, closure of businesses, difficulty accessing cash and a strangle on imports and exports. While ERRY III will deliver concrete community-level economic results through stabilization, and activities that promote livelihoods and economic self-reliance, broader economic impact and the sustainability of results are contingent upon the national economic ecosystem and the stability of Yemen's political and security situations.

Previous Phases have positively impacted the lives of the target beneficiaries by enhancing their productive assets through access to solar energy. The socioeconomic benefits of the solar energy component under ERRY III seeks to improve access to solar energy and the supply of electricity to the vulnerable rural districts where power is lacking, and also aims to create new jobs in the solar energy sector, such as the selling, installation and maintenance of solar energy systems.

Emphasis throughout the implementation of ERRY III will be on the sustainability of the suppliers' capacity to sell, install and maintain the systems. The Programme will also support competency-based training of technicians to ensure satisfactory consumer experience with the new technology, and a market monitoring mechanism to track progress and enhance ongoing targeted support for the sector.

## **13. Monitoring, Evaluation and Reporting**

The Joint Programme will have a mechanism for monitoring and evaluation that includes a bi-annual review by the Steering Committee and an annual review by the programme stakeholders and counterparts. The Joint Programme will be monitored throughout its duration in accordance with the Joint Programme Document. The JCU will strengthen the existing M&E system across the participating UN

## **ERRY III Project Document: Final Dec 2021**

Agencies to ensure that the Joint Programme is fulfilling its accountability requirements and to oversee the Programme's performance. Additionally, the JPMT will be facilitating, coordinating, and providing guidance for the evaluation process and products, such as annual reports, Third Party Monitoring (TPM) reports and evaluation reports. The Joint Programme evaluations will be shared with the EU, serving as an important part of the overall EU accountability framework.

### **13.1 Monitoring**

For ERRY III, monitoring is a continuous function of using the systematic collection of data on specified indicators to provide the key stakeholders of the Joint Programme with indications of the degree of progress and achievements of the Programme's objectives (including progress in the use of allocated funds). Monitoring will be done against targets and indicators and progress will be reported in the consolidated narrative report. The Joint Programme Management team will meet regularly to discuss progress in the implementation, assess progress made against the developed indicators, and make management decisions.

The progress of ERRY III will be measured against the indicators listed in the JP log frame. Each UN agency and its respective implementing partners will be accountable for monitoring its contributions and reporting progress in its area of responsibility, and the JPMT will oversee and coordinate monitoring of annual targets. A Monitoring Plan will be developed that includes roles and responsibilities for monitoring, methodology, timing, and monitoring activities that the participating UN organizations and/or implementing partners will undertake.

At each stage of the programme cycle management, there are some M&E deliverables, clearly outlined in the M&E plan, that will be accomplished. The type of M&E activities and deliverables varies in different components of the programme and by different actors. Some of these key activities include: ensuring adherence to the selection criteria of beneficiaries, undertaking post-distribution monitoring (PDM), administering and analysing pre and post-tests of trainings, conducting field visits to track implementation progress and ensure quality assurance, screening and validating community asset rehabilitation projects through environmental protection criteria, conducting technical inspection and testing for the supplied equipment such as solar systems.

The JPMT will also facilitate periodic joint field monitoring visits (on a quarterly bases if the situation allows) with PUNOs and IPs to assess the implementation of activities and progress made towards the results to formulate concrete recommendations to ensure the achievement of the expected results.

Given the challenges of movement limitation and access constraints, the Joint Programme Unit will continue making use of TPM to assist the programme in carrying out monitoring functions as well as provide objective and independent tracking of implementation. This role will ensure that appropriate Programme milestones are managed and completed. The TPM agent will support the programme management team with better means for learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results. The focus of the TPM will be on all levels of monitoring covering process monitoring, progress monitoring, and also outcome monitoring. All cross-cutting issues including Social cohesion, Gender equality, Environmental and social impact, Conflict sensitivity, Sustainability of results will also be the key monitoring areas of TPM.

An M&E interagency working group including a focal person from each PUNO and led by the joint coordination unit will be formed. The M&E working group would be responsible for tracking and coordinating the implementation of the M&E plan and for promoting joint monitoring and evaluation. The M&E working group will also serve as a forum where the technical questions related to M&E are discussed and decided on as well as help to standardize the M&E requirements and ensure that M&E activities are effectively implemented.



## ERRY III Project Document: Final Dec 2021

### 13.2 Annual/Regular reviews

The JPMT will conduct the following regular reviews and meetings:

- Monthly coordination meetings of the technical level working group at the sub-national level in the north and south. The meetings, facilitated by the programme sub-national coordinators, will aim at supporting implementing partners address implementation challenges and bottlenecks, exchange experiences, and foster knowledge sharing and learning.
- Monthly coordination meetings of the technical level working group at the national level (Sana'a).
- Quarterly reviews by the Joint Programme Coordination team to monitor the implementation of the AWP, analyse delays and envisage solutions.
- Annual (or bi-annual) review with the Joint Programme Team in preparation of the Steering Committee Meeting that will examine the implementation of activities outlined in the annual work plan, analyse Outputs and Outcomes, and prepare/adopt the following annual work plan.
- Annual review with the programme stakeholders including government counterparts representatives, local authorities in the targeted areas, Implementing Partners, and beneficiaries to review progress made over the last year, elicit inputs and recommendations to improve the implementation as well as present the AWP of the following year.
- A review of the risks, assumptions, and mitigation measures will be conducted when necessary, depending on the changing context.
- Biannual technical meetings between PUNOs and donors.
- A single annual narrative report and financial report will be prepared by the JPMT, based on inputs from participating agencies/partners. The report will be anchored in the Results Framework and structured around the outcomes and outputs.

### 13.3 Evaluation

A mid-term evaluation of the programme will be conducted by an external independent evaluator(s) to assess the progress towards the results, identify the main difficulties/constraints and formulate practical recommendations to improve the programme implementation as to achieve the expected results.

ERRY III will be subject to a final evaluation, which will assess the relevance and effectiveness of the JP interventions, and also assess whether the Programme has attained its expected objectives and delivered tangible results for the target communities. Both mid-term and final evaluations will also be carried out for accountability and learning purposes, including the review of approaches and strategies. The evaluation findings and recommendations will be shared to donors and other stakeholders and discussed in appropriate forums and meetings to ensure transparency and participation.

### 13.4 Reporting

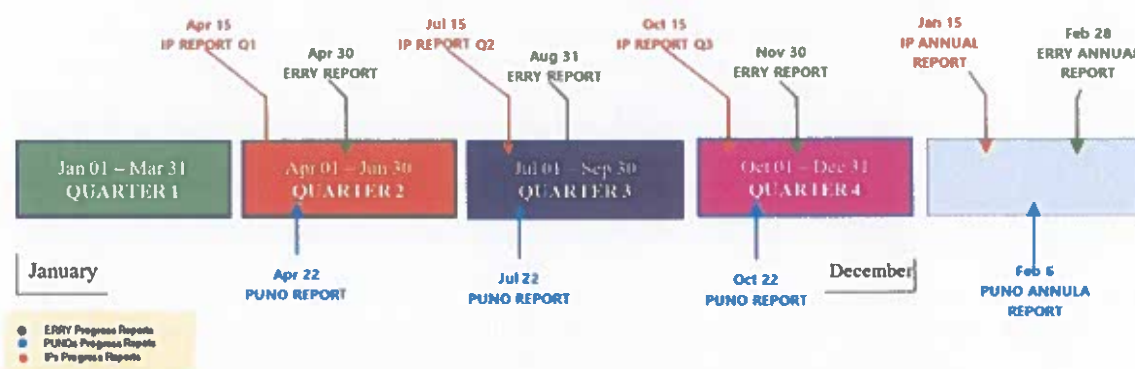
The following reports will be produced to communicate the Programme's progress to internal project management, donors, and the Steering Committee based on the implementation of the annual work plan:

- **PUNOs Quarterly Reports:** A quarterly progress report will be produced by the participating agencies for internal purposes at the end of each quarter in order to monitor the implementation and progress of the annual work plan, to evaluate the progress towards the expected results, and to highlight challenges and lessons learned.
- **Consolidated Annual and Donor Report:** An annual narrative report will be produced by the JCU through and an integrated Joint Programme reporting arrangement. This consolidated report will

## ERRY III Project Document: Final Dec 2021

obviate the need for each participating organisation drafting a separate report. The Annual Report will be cleared by convening agency and submitted to MPTF, the SC and EU. It will outline achievements, progress, targets, outputs, impacts and financial delivery during the reporting period. It will also highlight the progress towards the programme's outcomes and outputs, challenges/risks encountered during the reporting period, and the AWP of the following year. The reporting timeline shows the timeframe of producing the quarterly and annual reports at the various levels of the programme.

### 13.5 PUNOs internal Joint Programme Quarterly & Annual Progress Reports Timeline



- The above diagram outlines the flow and deliverables of the ERRY M&E integrated reporting system to ensure timely information flow and coherence in reporting for the M&E information to be aggregated and synthesized at the programme level.
- **Annual Review Report:** The JCU will conduct an annual review meeting in Dec/Jan with its partners to assess project implementation progress during the year against its AWP. The review report will be produced and shared.
- **ERRY Evaluation Reports:** Mid-term and final evaluation reports will provide the mid and longer-term impacts of the Programme (effectiveness, efficiency, relevancy and sustainability), describing processes, analysing gaps, deriving lessons learned and providing recommendations for improvement.

### 13.6 Accountability:

ERRY III Joint Programme Management Team will follow the international and internal standards of accountability. The JP will be giving due attention to accountability toward the people and communities it aims to support. The Programme will focus on applying the three major accountability commitments i.e., **Information sharing, Participation, and Complaint and Feedback Mechanisms** which mostly fit with the nature of ERRY III, and it's believed that the application of these three principles will inform and influence the implementation of the rest of the Core Accountability Standards commitments.

The Programme will provide relevant and clear information about the types of interventions to be implemented by the programme, the approach of working with communities, and the criteria of selecting beneficiaries, assets, facilities, awarded initiatives, etc. ERRY III will ensure that this information is shared in languages, formats and media that can be easily understood by the targeted communities and relevant stakeholders.

Participation is also one of the major fundamental principles of accountability that will be considered by the programme. It is the responsibility of ERRY JPMT to engage target communities and other key stakeholders throughout the different stages of the programme cycle; during planning, implementation, monitoring and

## **ERRY III Project Document: Final Dec 2021**

evaluation and review of progress. The programme management team will ensure that the view and suggestions of the target communities, particularly vulnerable groups and women, are adequately addressed and meaningfully represented.

Moreover, the programme will enhance and enforce the implementation of the feedback and complaint mechanism to help ERRY management team identify improvement areas and build trust and confidence with local communities as well as promote a culture of transparency and accountability.

### **13.7 Exit Strategy of the programme**

The goal of this exit strategy is to ensure the sustainability of impacts after a programme end. It could also be defined in a broader sense as a programme's 'sustainability strategy', which could be accomplished through staggered graduation from specific programme areas, simultaneous withdrawal from the entire programme area.

The exit strategy for ERRY III has five major areas which would-be built-in synergy and collaboration as well as harmonizing approaches for the participating UN agencies within their organization as well as outside the areas of ERRY.

**Target areas, communities and beneficiary's graduation:** The programme will adopt graduation strategy which refer to exit of a programme intervention from specific communities or targeted beneficiaries, the graduation of beneficiaries (or communities) from a particular intervention once they have achieved the intended results.

Under ERRY III, PUNOs would jointly identify the common target areas and beneficiaries to provide the consolidated support in helping communities to graduate from their current food insecure and vulnerability situation. The intervention would profile and map the baseline, midline and end line status of beneficiaries and target areas in terms of resilience building. The project would also focus on adaptive management and course correction in order to achieve the graduation of the beneficiaries to sustainable livelihoods. With the systematic mapping of humanitarian and development assistance, ERRY project can evaluate the overall status of the target areas and beneficiaries at the end of the project and recommend exiting from the targeted location. Indicators of programme impacts will be used as criteria to determine when to exit the programme.

**Developmental Interventions:** ERRY III would have the output levels of exit strategies to ensure the impact of the project at a scale. For the output 1, ERRY would closely work with SIERY to complement and build synergies to support the local institutional development. ERRY supports institutions at sub-district and community levels whereas SIERY works at district and sub-national level. The collaboration between the two projects would also enhance the local governance and help authorities to promote right based approach. In the area of renewable energy, environment and climate change adaptation, ERRY would focus on building public private sector business model to create the assets and sustained revenue models. The project would focus in moving from service delivery to development by engaging the relevant institutions/department, financial institutions and private sectors in building the sustainable models. ERRY project under the economic interventions would combine investing in beneficiaries as well as enabling environment of financial inclusion, human capital and sustainable livelihoods model. ERRY would also focus on cooperative business models helping to grow them bigger and smarter as enterprises. The work of PUNOs from community asset building, agriculture production, market access, financial inclusion and private sector would be consolidated to help beneficiaries graduate from their status quo and move towards economic recovery track. In this way, ERRY can phaseout from the emergency-oriented support to future development initiatives. ERRY III would enhance the collaboration at the cluster levels for the aid agencies to replicate relevant interventions to contribute to WaSH, education and health.



## ERRY III Project Document: Final Dec 2021

**Diversification of Resilience Programmes:** UNDP, ILO, WFP and FAO have been able to replicate the approaches, and interventions of the joint programme of ERRY in various new initiatives that were built in first two phases. UNDP with WFP and FAO has embarked on Food Security project supported by World Bank Group. UNDP and FAO have also developed a joint programme on Water Resource Management with the support of KfW funding. Further, UNDP based on the lessons learned and good practices of solar energy has mobilized resources on supporting 50 solar microgrids in Yemen from Kuwait Fund. Under ERRY III, PUNOs would enhance the effort in mobilizing more resources and advocacy based on lessons learned from ERRY for future joint programmes on resilience building and development initiatives through various development partners.

**Local Engagement: Private sector, Banks, MFIs and MFBs engagement:** Under ERRY III, project and PUNOs would focus on building on the lessons from ERRY II and invest more on creating and long lasting and sustainable model of livelihoods, renewable energy and climate change adaptation. The role of private sector investment, Banks, MFIs and MFBs would further be explored on how beneficiaries and communities can be linked with the expansion of their aspiration. UNDP through its regional and headquarters would explore on strengthening public-private sector partnership where it is applicable and influence.

**Sustainability:** The programme exists strategy build around sustainability of the programme interventions. By enhancing **capacity of local government institutions, community institutions**, implementing partners and private sector, the programme will ensure sustainability of the interventions after the programme exit. The programme will phase out gradually from the target location where the sustainable livelihoods created at the household level for the targeted beneficiaries, enhanced capacity of local institutions and private sectors.

Resilience building aims to build capacities and assets that enable communities, households and individuals to manage and sustain their livelihoods and developmental activities beyond the Programme. By working with local and community institutions in civil society and the private sector that can contribute to the Programme's objectives, it will strive to create a support network of institutions that communities can access beyond the Programme. Building effective relations and including partners at all stages of the Programme process, with roles and responsibilities clearly defined, and involving as many stakeholders as possible in discussions about the phasing out process, will help ensure the sustainability of the Programme's outcomes and impacts. The programme will increase community participation and community resource mobilization for community projects to ensure sustainability and ownership of the programme which contribute to the exit strategy of the programme. However, critical limitations to government ownership, noting the current absence of legitimate national government counterparts on the ground, which increase risks in terms of sustainability and ownership of Programme results.

This programme exit strategy will be developed further before the programme started the actual implementation in a participatory way with the programme stakeholders into comprehensive Exit strategy paper which include exist strategy matrix.

## 14. ERRY III Joint Programme Communication and Visibility

### 14.1 Objectives

The communications and visibility aim enhance awareness of the role of the European Union (EU), SIDA and participating UN agencies in the targeted areas covered by the joint programme. The activities envisaged under this plan will be implemented following best practices in communication including, strategic approach, public information outreach, special events organization, social media, and web communications.



## ERRY III Project Document: Final Dec 2021

The activities envisaged under ERRYIII Communication and Visibility plan will aim to generate and maintain support and reinforce its impact. This will be done by:

- Ensuring visibility of donor support to the programme/beneficiaries.  
Ensuring transparency of activities and outcomes,
- Strengthening co-ordination and exchange of information amongst stakeholders: directly – towards Governments, the private sector and civil society, and indirectly – through different social media platforms
- Promote the cooperation of Government-UN-EU (EU Delegation & SIDA) and local partners to deliver on the programme goals.

The communication and visibility plan will be implemented in accordance with Article 11 of the Financial and Administrative Framework Agreement concluded between the European Union and the United Nations (including specific elements developed by the Directorate General on European Neighbourhood Policy and Enlargement Negotiations). In doing so this should also meet the communications and visibility requirements of other programme donors.

The plan will ensure that the donors Contribution to ERRY III will be acknowledged in all communication materials. All materials for ERRY III should contain donor visual identity as envisaged in the Communication and the Joint Visibility Guidelines for EC-UN Actions in the field, a reference to Joint Programme and the funding provided by the donors.

The ERRYIII Joint Programme Management Team will keep donor institutions in particular The Delegation of the European Union to Yemen and the SIDA delegation at the Swedish Embassy in Amman and others, fully informed of the implementation of specific visibility and communication activities. The team will consult donors regarding communication activities and products, and coordinate visibility activities with other relevant programmes and projects funded by the ERRY III donors.

### 14.2 Overall communication objectives

The Overall objective of this communication and visibility plan is to increase the awareness of the target audiences on the goals, activities, the outputs. Visibility actions also aim to promote transparency and accountability on the use of funds and facilitate interactions different partners and stakeholders. More specifically, this communication and visibility aims to:

- Provide ERRYIII stakeholders with a timely and easy access to materials produced by ERRYIII.
- Generate awareness support for ERRYIII activities, outputs and results.
- Facilitate regional and in-country knowledge sharing and exchange of good practices.
- Ensure the visibility of, and support for, ERRYIII among policy makers and the general public, EU, SIDA, the wider humanitarian and development community, and other relevant audiences.
- Raise awareness of the county needs and achievements to interventions related to resilience, food security, livelihood, and environment production.
- Facilitate and ensure strategic, coherent, coordinated, and unified approach to the communication among participating UN agencies and Implementing Partners.
- Showcase the outcomes of activities implemented with EU and SIDA funding and support to the region and raise awareness of the role of the Implementing Partners.

### 14.3 Target groups

**Primary:** General public, government officials, donors, implementing partners, target communities, audiences in the EU.



## ERRY III Project Document: Final Dec 2021

**Secondary:** Printing media, electronic media, columnists, feature writers, bloggers, and documentary makers, academia, civil society.

### 14.4 Communication Activities

Outreaching/awareness raising activities will play a crucial part in the implementation of ERRYIII. A range of communication tools will be used depending upon the message and the target group. Their choice will take account of the profile and size of the target group and will be designed to achieve the highest impact at optimal costs. Methods of communication and messages will respect political and social sensitivities in the targeted areas of the joint programme. The communication tools of the Plan will include:

**Dedicated website facilitated and administrated by UNDP** for posting of selected key materials, reports and brochures, and links to social media outlets. The website will be created in a way that is easy for the visitor to interact directly on the respective social media platforms (Twitter/Facebook). To increase outreach, the joint coordination unit of the joint programme will also ensure that communication products are also shared and uploaded on the participating UN agencies communication platforms.

- *Advantage of this particular tool:* universal and easy access, allows increased visibility of the programme across the world, as well as knowledge sharing and generation of interest.

**Videos, articles, blogs, multi-media presentations, infographics, webinars** on project activities and success stories: these tools developed under the joint programme will be used to present in an attractive and easily accessible way the main outcomes.

- *Advantage of this particular tool:* visual attractiveness, concise form, easy access, regularity, shareable on social media platforms.

**Progress Briefs, factsheets and newsletters:** production of the brochure and regular electronic newsletters (with a regular frequency depending on the number of news to be communicated but not less than every six months)

- *Advantage of this particular tool:* regular update/highlights on key Project activities and achievements, visual illustration; targeted dissemination.

**Inputs to the written, electronic and broadcast media:** production of press releases in co-operation with participating UN agencies communication team, organization of international and national events, workshops, annual review, photos exhibitions; preparation of articles and product and responses to media enquiries (national, regional, international).

- *Advantage of this particular tool:* multiplication of audience; accessibility to the general public in the target region, advantage of national languages, generation of interest of groups outside administration, business, general public

**Visibility and Promotional tools:** promotional tools will be used during events and filed visits to increase visibility for the ERRYIII, donors and participating UN agencies. These tools include but not limited to: posters, document covers, agendas, calendars, roll-ups, jackets, T-shirts, Caps, USB keys with ERRYIII JP information and results in line with the visual identity of the joint programme "Branding Guide".

The Joint Programme Management Team will design the layouts of the promotional tools to be conveyed and used during events to increase EU, SIDA and partners visibility. It will be presented in a "branding guide" that will be shared with the Partners after the start the joint programme to ensure uniformity and consistency of any produced materials. The branding guide will cover visual identity of ERRYIII Joint programme for posters, plaques, template invitations/agendas, stationary for key events.



## **ERRY III Project Document: Final Dec 2021**

- *Advantage of this particular tool:* visual attractiveness, recognition and coherence of the visual identity of the joint programme.

**Social media:** preparing updates on an on-going basis on activities and its results using modern communication tools, such as Twitter, Facebook and YouTube channels). ERRYIII Joint Programme Management Team will ensure that all social media platforms of the joint programme and participating UN agencies are utilized to increase outreach and share updates of the programme to wide range of audience.

- *Advantage of this particular tool* in the local context: visual illustration, quick and concise provision of info, quick reactions, online interactions.



ERRY III Project Document: Final Dec 2021

15. Annexes

15.1 Annex 1: ERRY III Log Frame

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
Impact (Overall objective)	To strengthen resilience of the population in the most vulnerable governorates in Yemen	1. Number of Yemeni vulnerable population in need of livelihoods and food security support	23.4 million (2021)	22.5 million (2025)		Humanitarian Needs Overview Dataset (OCHA) <sup>45</sup>	Not applicable
		2. Average level of targeted communities' capacity of resilience (disaggregated by district) <sup>46</sup>	3.3 (on a scale of 10) in 2022	3.6 (2025)		Initial baseline study and Final Impact Assessment	
		3. Percentage of people in the targeted communities who report having a sustainable income (disaggregated by type of sector and men/women) <sup>47</sup>	23% in 2022	25.3% (2025)		Initial baseline study and Final Impact Assessment	
		4. Percentage of households in targeted communities with acceptable food consumption score (disaggregated by the head of household's women/men and status)	26% in 2022	30% (2025)		Representative household survey <sup>48</sup>	
		5. Average Reduced Coping Strategy Index (rCSI)	11.8 in 2022	6.8 (2025)		Representative household survey	
Outcome	Oo: 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	TBD once baseline study is complete	75 (60% of targeted communities) by 2024		Progress reports [focus groups with community representatives]	Conflict remains at its current level of intensity Liquidity challenges remain manageable
		1.2. Number of targeted communities that report a reduction in the frequency of conflicts	0	15 (60% of targeted communities) by 2024		Progress reports [focus groups with community representatives]	
		1.3. Estimated number of people who use the infrastructure facilities rehabilitated (disaggregated by women/men)	0	90,000 by end of 2024		Progress reports [calculation of active	

<sup>45</sup> Yemen Humanitarian Response Plan (OCHA, updated data, April 2022)

<sup>46</sup> Impact indicator values will be monitored by the implementing partners, who will methodologically define "capacity of resilience" in the baseline study.

<sup>47</sup> Additional disaggregation will be considered in the baseline study

<sup>48</sup> Impact indicator values will be monitored by the implementing partners, who will methodologically define "acceptable" according to FCS' level of HHs food security: Poor (0-28), Borderline (28.5-

42), Acceptable (>42)

ERRY III Project Document: Final Dec 2021

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
Results		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)	0	4,500 by end of 2024		Progress report [annual survey to the beneficiaries]	
		1.5. Estimated number of people with access to clean/solar energy (matching GEF 2.3)	TBD once baseline study is complete	30,000 by end of 2024		Progress reports [calculation of active users based on population trends <sup>49</sup> ]	
Intermediate Outcomes	iOc 1: Increased local institutional resilience management and community social cohesion in crisis-affected communities	1.1.1. Number of targeted community institutions that implement the Community Resilience Plans (CRP)	0	40 by end of 2024		Progress report [community reports]	The parties to the conflict support the programme in both regions  Local shocks remain at manageable levels regardless of the evolutions of the ongoing national conflict and its political, economic, and social consequences  The economic situation allows for the creation of jobs
		1.1.2. Number of targeted informal self-help groups that become cooperatives	80 through ERY II	50 by end of 2024		Progress report [cooperative statutes]	
	iOc2: Broadened access of vulnerable population to sources of energy and job opportunities in the renewable energy sector	1.2.1. Number of solar energy systems installed in the communities by technicians from the communities through their micro-enterprises (matching GEF 2.4)	0	100 by end of 2024		Progress report [technicians' registry of solar energy systems]	
		1.2.2. Number of targeted entrepreneurs (includes micro-enterprises) working in the solar energy sector disaggregated by women/men (matching GEF 2.6)	0	500 by end of 2024		Progress report [annual survey to the beneficiaries]	
	iOc3: Increased sustainable production and	1.2.3. Number of facilities with access to uninterrupted solar/clean energy (disaggregated by: public facility/household, district, sector and women facilities)	0	100 by end of 2024		Progress report [IP reports and TPM reports]	
		1.3.1. Number of targeted farmers producing seeds (disaggregated by women/men and age)	0	400 by end of 2024		Progress report [annual survey to the beneficiaries]	

<sup>49</sup> If the facilities keep records of users (e.g. patients, students, etc.) a calculation based on these sources of verification will have priority

<sup>50</sup> If the energy providers keep records of users, a calculation based on these sources of verification will have priority

ERRY III Project Document: Final Dec 2021

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
	productivity of crop and livestock in crisis-affected communities	1.3.2. Average quantity (kg) of key crops produced per hectare by targeted beneficiaries	TBD once baseline study is complete	30% increase in yields of supported crops by 2024		Progress report (annual survey to the beneficiaries)	
		1.3.3. Area (ha) planted with each crop provided to the targeted beneficiaries	TBD once baseline study is complete	7,750 ha for Sorghum, 1,222 ha for cowpea and 1,250 ha for millet by 2024		Progress report (annual survey to the beneficiaries)	
		1.3.4. Average quantity (l) of milk produced per animal from targeted beneficiaries	TBD once baseline study is complete	30% increase in milk yields of supported goats and sheep by 2024		Progress report (annual survey to the beneficiaries)	
		1.3.5 Average number of livestock per targeted household	2 to 3	5 live goats and sheep by 2024		Progress report (annual survey to the beneficiaries)	
Outputs	iOc4: Improved access of women, youth, and other vulnerable groups to food and income opportunities	1.4.1. Number of community-based assets established <sup>51</sup> (disaggregated by type)	0	314 by end of 2024		Progress report (List of assets sites)	Local or national authorities allow for the establishment of Social Development
		1.4.2. Number of microbusinesses established by women, youth, and other vulnerable groups (disaggregated by women/men entrepreneurs and age) that receive credits/funding from micro-finance institutions (MFIs) (matching GERF 2.17)	0	3,000 by end of 2024		Progress report (List of microbusinesses that receive credits/funding from MFIs)	
	Op 1.1. Improved the capacity of community structures and local institutions to strengthen the	1.1.1.1. Number of people who increased their knowledge on Community Resilience Plans (CRP) planning, gender and local conflicts and CRP outcomes <sup>52</sup> (disaggregated by woman/man), with support of the intervention	0	200 by end of 2023		Progress report (pre-post assessment)	

<sup>51</sup> Restored assets are also counted here

<sup>52</sup> Activities 1.1.2. and 1.1.4.



Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
	resilience of the community	1.1.1.2. Number of Community Resilience Plans (CRP) developed at sub-district level, with support of the intervention	0	40 by end of 2023		Progress report [CRPs]	Committees (SDCs) and their operations
		1.1.1.3. Number of infrastructure facilities built or rehabilitated in the communities with support of the intervention (disaggregated by: built/rehabilitated)	0	140 by end of 2024		Progress report [Community Committee report]	The ongoing conflict allows for solar energy systems' supply and installation by the communities
	Op 1.2 Communities are equipped with gender-sensitive and culturally appropriate conflict resolution tools	1.1.2.1. Number of community representatives who increase their knowledge on social cohesion, conflict mitigation and resolution (disaggregated by woman/man), with support of the intervention	0	120 by end of 2024		Progress report [pre-post assessment]	Households and individual beneficiaries can use the cash from work received to improve their food security and develop saving and investment strategies
		1.1.2.2. Number of people engaged in the Community Dialogues for conflict resolution in the targeted communities (disaggregated by women/men), with support of the intervention	0	500 by end of 2023		Progress report [attendance sheets of the Community Dialogues]	Men accept the benefits of female income generation and the economic empowerment of women in the households, avoiding an increase in GBY
Op 2.1 Increased opportunities for communities to access clean and renewable energy solutions		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/men: active cooperatives/inactive cooperatives/informal self-help groups), with support of the intervention	16 through ERRYII	30 by end of 2024		Progress report [certification]	
		1.2.1.3. Number of public facilities and households provided with access to renewable energy solutions (disaggregated by facility, sector, and location, women institutions/services <sup>53</sup> ), with support of the intervention	0	100 by end of 2024		Progress report [registry of facilities/HH reached]	
		1.2.1.4. Number of public service representatives who increase their knowledge and skills on operation and maintenance (OM) of solar service	0	300 by end of 2024		Progress report [list of participants in the installation of solar service provision]	

<sup>53</sup> Institutions that benefit women and children such as paediatric, maternity, women MSMEs, girls schools, etc

ERRY III Project Document: Final Dec 2021

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
	Op 2.2 Broadened the volume of skilled workforce in the sector of renewable energy	provision (disaggregated by women/men), with support of the intervention					
		1.2.2.1. Number of technicians certified in advanced vocational solar skills (disaggregated by: women/men, age) <sup>54</sup> , with support of the intervention	0	100 by end of 2024		Progress report [Certificate from IP and accredited by the national TVET authority]	
		1.2.2.2. Number of Cash for Work (C4W) and Food/Cash Assistance for Assets (FFA) beneficiaries certified as solar energy technicians (disaggregated by: women/men, age) <sup>55</sup> , with support of the intervention	0	200 by end of 2024		Progress report [Certificate from the national TVET authority]	
		1.2.2.3. Number of people who increase their knowledge and skills on decentralized renewable energy innovation and solutions (disaggregated by: women/men, age), with support of the intervention	0	250 by end of 2024		Progress report [pre-post assessment]	
	Op 3.1. Improved capacities in climate smart agriculture (CSA) of farmers vulnerable to climate shocks	1.2.2.4. Number of solar/wind energy mini-grids established in small and medium markets and commercial centres and shops, with support of the intervention	0	1 by end of 2024		Progress report [list of mini-grids established]	
		1.3.1.1. Number of farmers who join the Climate Smart Agriculture technology groups set up with support of the intervention (disaggregated by women/men and age)	0	120 farmers by end of 2024		Progress report [membership sheet]	
		1.3.1.2. Number of farmers who receive high-quality landrace seeds adapted to climate shocks with support of the intervention	0	1000 farmers by end of 2024		Progress report [registry of seeds delivery]	
		1.3.1.3. Number of extension staff officers who increased their knowledge on climate smart agriculture and technologies with support of the intervention	0	50 extension staff officers by end of 2024		Progress report [pre-post assessment]	

<sup>54</sup> Match with GEF indicator: Number of people who have benefited from institution or workplace based VET skills development interventions supported by the EU

<sup>55</sup> Match with GEF indicator: Number of people who have benefited from institution or workplace based VET skills development interventions supported by the EU

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
		1.3.1.4. Number of Water Users Associations (WUA) supported to promote efficient water and land management	0	15 WUAs by end of 2024		Progress report [membership sheet]	
		1.3.1.5. Number of irrigation blocks set up and provided with appropriate technologies (solar systems, and drip irrigation) in the communities with support of the intervention	0	5 irrigation blocks by end of 2024		Progress report [lists of irrigation blocks]	
		1.3.1.6. Number of people reached by the awareness campaigns on watershed promotion (disaggregated by women/men) with support of the intervention	0	210 men and 90 women by end of 2024		Progress report [list of participants to the awareness activities]	
		1.3.2.1. Number of the formed crops, livestock, dairy farmer field Schools	0	80 FFS by end of 2024		Progress report [certifications]	
		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 intervention	0	50 new CAHWs		Progress report [pre-post assessment]	
		1.3.2.3. Number of farmers provided with inputs (seeds, training, marketing support) to improve value chains [disaggregated by type of product (cereal, sorghum/millet, tomato, coffee) and women/men], with support of the intervention.	0	13,400 farmers (9,000 cereal 3,900 tomato 500 coffee) by 2024		Progress report [registry of inputs delivery]	
	Op 3.2. Strengthened the capacity of vulnerable farming households to develop different agricultural value chains	1.3.2.4. Number of farmers who receive high quality animal feeds (wheat bran, feed blocks and molasses) (disaggregated by women/men) with support of the intervention	0	6,000 by end of 2024		Progress report [registry of inputs delivery]	
		1.3.2.5. Number of farmers provided with small ruminants (disaggregated by women/men) with support of the intervention <sup>56</sup>	0	1,000 by end of 2024		Progress report [registry of inputs delivery]	
		1.3.2.6. Number of dairy producers supported with training and dairy equipment (disaggregated by women/men), with support of the intervention	0	3,500 by end of 2024		Progress report [registry of inputs delivery]	

<sup>56</sup> All of them will also receive feeds, therefore there is double counting with the previous indicator

ERRY III Project Document: Final Dec 2021

Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
		1.3.2.7. Number of SMEs in agriculture value chains provided with training, link with markets and link with MFIs (disaggregated by the owner of SMEs women/men and age)	0	47 SMEs in AVC by end of 2024		Progress report [list of SMEs participants in the initiative]	
	Op 4.1. Gender-sensitive short-term income opportunities created for vulnerable individuals in the communities <sup>57</sup>	1.4.1.1. Number of people who receive Food/Cash Assistance for Assets (FFA) (disaggregated by women/men and age), with the support of the intervention	0	8,135 by end of 2024		Progress report [list of FFA beneficiaries]	
		1.4.1.2. Number of people who receive Food/Cash Assistance for Training (FFT) (disaggregated by women/men and age), with the support of the intervention	0	400 by end of 2024		Progress report [list of FFT beneficiaries]	
		1.4.1.3. Total amount of cash transferred to targeted beneficiaries (disaggregated by women/men and age), with the support of the intervention	0	\$ 5,377,050 by end of 2024		Financial report	
		1.4.1.4. Number of people provided with emergency employment through 3x6 approach (disaggregated by women/men) <sup>58</sup> , with the support of the intervention	0	4,800 by end of 2024		Progress report [list of CFW beneficiaries]	
		1.4.1.6. Number of community markets/ assets restored through 3x6 emergency employment, with the support of the intervention	0	24 by end of 2024		Progress report lists of assets and market sites]	
	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), with the support of the intervention	0	80 by end of 2024		Progress report [certifications]	
		1.4.2.2. Number of beneficiaries who increase their knowledge in business development and	0	4,800 by end of 2024		Progress report [pre-post assessment]	

<sup>57</sup> Cash for Work (CfW), Food for assets and food for trainings

<sup>58</sup> Match with GEF indicator: Number of jobs supported/sustained by the EU

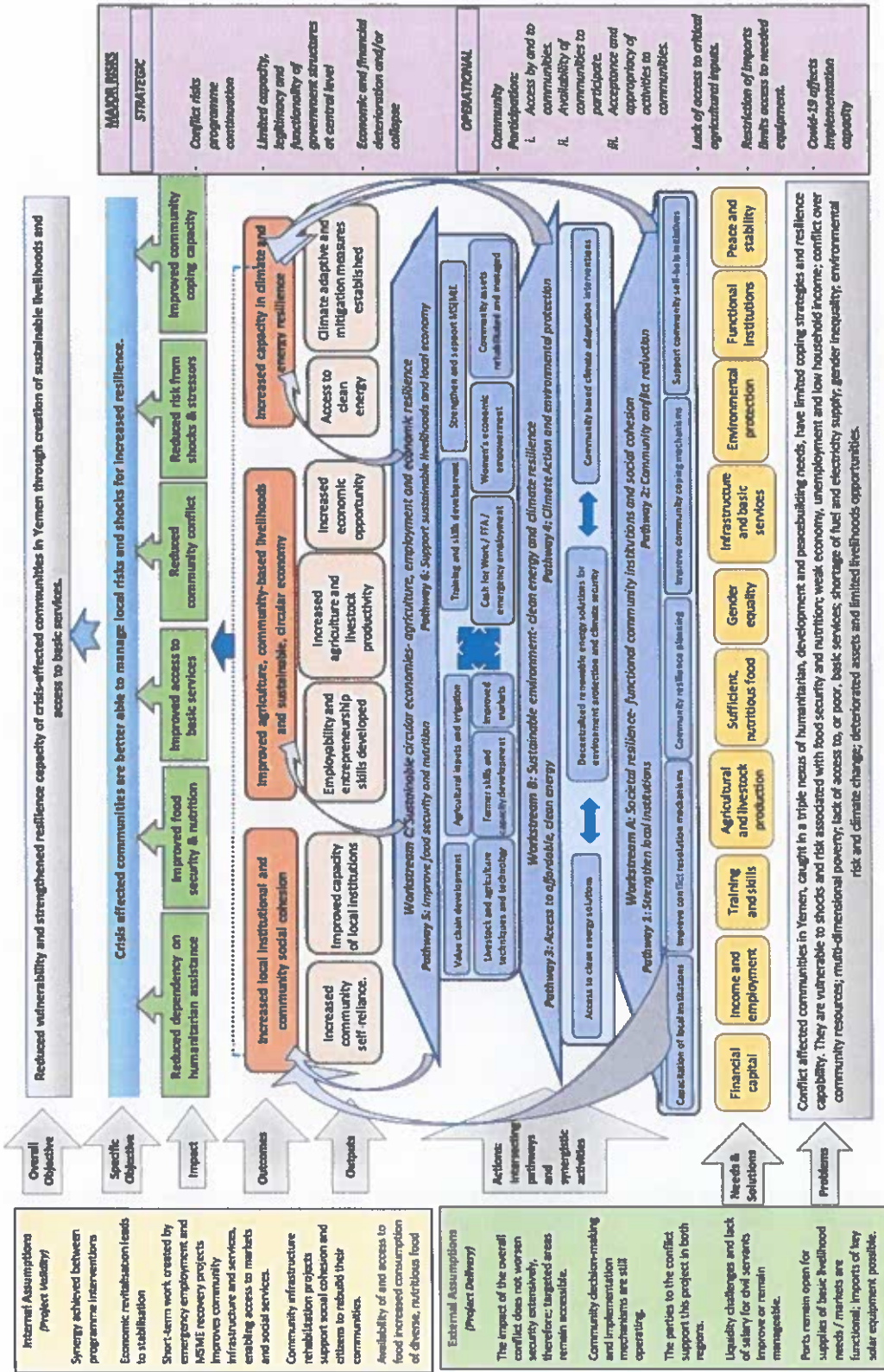


Results	Results chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (reference year)	Sources of data	Assumptions
	entrepreneurship opportunities <sup>59</sup>	life skills (disaggregated by women/men), with the support of the intervention					
		1.4.2.3. Number of post-cash for work beneficiaries who increase their knowledge on good agriculture practices (GAP) of selected crop/livestock value chains (disaggregated by women/men), with the support of the intervention	0	1,000 women by end of 2024		Progress report [pre-post assessment]	
		1.4.2.4. Number of microbusinesses financially supported to start their operations and provided with business development services	1,818 through ERY II	3,000 by end of 2024		Progress report	
		1.4.2.5. Number of people from private sector and government institutions at district and governorate levels who increased their knowledge on participatory business continuity planning (disaggregated by women/men), with the support of the intervention	15	60 by end of 2024		Progress report [pre-post assessment]	
		Op 4.3. Increased capacities of vulnerable individuals to engage in gender-sensitive and culturally appropriate technical and vocational skills development opportunities	308 through ERY II	1,400 by end of 2024		Progress report [certifications]	
		1.4.3.1. Number of beneficiaries of CFW and FFA certified in market-relevant technical skills, with the support of the intervention	0	960 by end of 2024		Progress report [list of individuals linked with job placements]	
		1.4.3.2. Number of beneficiaries linked with job placement opportunities in collaboration with private sector (disaggregated by women/men), with the support of the intervention					

<sup>59</sup> Non-Cash for Work (nCFW)



15.2 Annex 2: Theory of Change  
15.2.1 Theory of Change (Diagram)



## ERRY III Project Document: [SUBMISSION DATE]

### 15.2.2 Theory of Change (narrative)

**Problem:** Protracted conflict in Yemen has not only caused widespread damage and displacement, but also significantly reduced livelihoods opportunities and food security. It has disrupted agricultural production; caused collapse of both service and manufacturing industries; depleted assets and exhausted coping mechanisms; and reduced income, employment and economic opportunities: all in a context of limited opportunity for livelihood diversification. The situation is further compounded by environment exploitation, natural hazard incidences, and climatic risks, including but not limited to floods, drought and desert locusts. A crippling macro-economic situation includes port blockages affecting importation of consumable and non-consumable goods, supplies and fuel; as well as currency devaluation. Local and community institutions are under resourced and under capacitated, limiting access to basic services. The conflict has increased female headed households due to the death or injury of male members. Women are therefore increasingly responsible for income generation, as well as the other domestic chores, yet have neither experience or preparedness for employment, and therefore need particular support to tackle these additional responsibilities. Furthermore, Women's low social status, lack of access to political power, decision-making, education, and capital severely constrains their economic opportunities and productivity. These factors also increase female vulnerability to violence and undermines women's ability to act as change agents, leaders and community members to prevent and mitigate community conflict. Weaknesses between community institutions and local authority has eroded the social contract between them, whilst marginalisation of communities further limits access to services and social cohesion. The combination of these hardships not only leads to increasing vulnerability to the point of famine, but also weaken social cohesion and leads to inter-community conflict.

**Intervention:** To address the fundamental drivers of these issues, ERRY III will work within a framework of resilience building through improving civic society in terms of institutional strengthening for gender-sensitive service delivery and community conflict mitigation. Economic and employment opportunities and enhancing productive capacities to support food security will be addressed through creation of sustainable livelihoods, improved food security, improved gender equality and women's economic empowerment and access to basic services. The interventions will all be reinforced by community level environmental protection and climate risk mitigation.

The ERRY III intervention is based on a theory of change structured around three workstreams, each consisting two pathways:

**Workstream A: Societal resilience- functional community institutions and social cohesion.**

1. Strengthen Local Institutions
2. Community Conflict Reduction

**Workstream B: Sustainable environment- clean energy and climate resilience.**

3. Access to affordable, clean energy
4. Climate action and environmental protection

**Workstream C: Sustainable circular economies – agriculture, employment, and economic resilience.**

5. Improve food security and nutrition  
Support sustainable livelihoods and economic development

Societal strengthening, in terms of functional civic and community institutions, and social cohesion (Workstream A), underpins the resilient communities. It reinforces the ability to work collectively to address basic needs in terms of agricultural productivity and livelihoods. Increased food security supported by functioning civic society and peaceful coexistence, whereby the local institutions and communities champion and participate in the programme's interventions, thereby collectively contributing to sustainability.

A sustainable, and enabling, physical environment, which provides basic productive and supportive services and environmental security, is paramount to productivity. By providing access to clean energy and supporting climate



## ERRY III Project Document: [SUBMISSION DATE]

resilience, Workstream B addresses environmental limitations and risk factors to support food security and livelihoods, whilst develop the adaptive, absorptive and transformative resilience capacity to address environmental shocks.

Employment, economic and agricultural productivity (Workstream C), is required to improve food security and livelihoods; it builds on the interventions of the other two workstreams, without which the benefits realised under Workstream C would only be temporary. It forms the zenith of the intervention, in terms of the focus of activities in order to sustainably address immediate and future need. By developing self-sustaining circular economies, societally and community driven and maintained, this will reduce vulnerability through increasing transformative, adaptive and absorptive resilience in terms of livelihoods and food security.

### 12.2.3 Main Assumptions on ERRY's Contribution to 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.





## **ERRY III Project Document: [SUBMISSION DATE]**

- **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.

### **12.2.4 Workstreams and Pathways Linkages**

The ERRY III intervention is based on a theory of change structured around three workstreams, each consisting two pathways, and all of which are interlinked and mutually reinforcing. Just as the multiple, compounding problems of the complex situation caused the multi-faceted poverty and vulnerability, the theory of change is based on inter-linkages between and within each workstream, and the pathways themselves. As such the Theory of Change is not a linear cause and effect, but consists of the holistic contribution of all components within the target communities.

**Workstream A** consists of societal strengthening, in terms of functional civic and community institutions, and social cohesion; these underpin resilient communities. These foundations reinforce the ability to work collectively to address basic needs in terms of agricultural productivity and livelihoods. Increased food security supported by functioning civic society and peaceful coexistence, whereby the local institutions and communities champion and participate in the programme's interventions, thereby collectively contributing to sustainability.

A sustainable, and enabling, physical environment, which provides basic productive and supportive services and environmental security, is paramount to productivity. By providing sustainable access to clean energy and supporting climate resilience through **Workstream B**, this addresses environmental limitations and risk factors to support food security and livelihoods, whilst develop the adaptive, absorptive and transformative resilience capacity to address environmental shocks.

Employment, economic and agricultural productivity developed in **Workstream C**, is required to improve food security and livelihoods; it builds on the interventions of the other two workstreams, without which the benefits realised under Workstream C would only be temporary. It forms the zenith of the intervention, in terms of the focus of activities in order to sustainably address immediate and future needs. By developing self-sustaining circular economies, societal and community driven and maintained, this will reduce vulnerability through increasing transformative, adaptive and absorptive resilience in terms of livelihoods and food security.

#### **Workstream A: Societal resilience- functional community institutions and social cohesion.**

This workstream forms the foundation upon which the other programme components can succeed. Only through functional community institutions and social cohesion can the gains made in the other areas be realised, and sustained. Direct and indirect approaches are complementary in strengthening social cohesion.

Direct social cohesion intervention includes dialogue, support to institutions for conflict prevention or capacity development to enable the work of local society networks of local mediators. Articulating social cohesion as a direct outcome of the engagement is a hallmark of these interventions. Projects that contribute to governance and human rights strengthen mechanisms that manage diversity, provide early warning and work to combat mistreatment of groups. Projects addressing, for example, health care, education, livelihoods, food security or gender empowerment may have a significant impact on enhancing social cohesion.

Indirect intervention involves efforts to use the full scope of development-oriented work to build communities and economic or informal governance.



## ERRY III Project Document: [SUBMISSION DATE]

### Pathway 1: Strengthening local institutions

ERRY III will ensure sustainability, is achieved by institutional rather than individual strengthening. The creation, re-activation or support of Sub-District Committee (SDC) will be the backbone of the ERRY intervention, as it supports and coordinates the SD's various activities. Composed of leading elected community members (consisting 50% women), the SDCs will be supported to create gender-responsive resilience plans by identifying community needs and the priority areas to be supported in the short and intermediate terms. They will also constitute fora where decisions are made regarding the targeting of the ERRY interventions; support identification of beneficiaries and ensure programme reach; ensure gender equality mainstreaming, raising awareness of GBV and human rights; and support evidence-based information collection and interpretation on the programme's implementation and impact. In addition, ERRY will seek to build the capacity of local authorities to plan, monitor and coordinate their efforts with the community-based institutions to better respond to their needs and identified priorities.

The programme will also establish women safe spaces to provide an area where women and girls can socialize and re-build their social networks; acquire contextually relevant skills and access multi-sectorial GBV response services and information on issues relating to women's rights, health, and services.

The intervention will contribute to improved institutional capacity and resources and provide access to basic services and fulfilment of civic functions and duties.

**Interaction with Workstream A / Pathway 2:** Access to (improved/ functioning) basic service and presence of active and strong community institutions should contribute to conflict reduction by minimising tensions caused by lack of access and poor services.

**Interaction with Workstream B / Pathway 3:** Access to clean energy will afford local institutions greater capacity and resources to undertake their role and responsibilities.

**Gender considerations:** The programme will enhance women's leadership roles and decision-making power by engaging women in community infrastructures including VCCs. By building the capacity of women to be able to participate, this will contribute to creating gender responsive resilience plans which identifying and address their needs and priorities.

The project will build the capacity of local authorities to plan, monitor and coordinate gender sensitive resilience and development efforts, with the contribution of women and men equally. The programme will conduct capacity building sessions on gender analysis and how to integrate gender equality and women's empowerment in resilience plans.

By establishing safe spaces, or enhancing or otherwise improving those already in existence, this will provide separate areas for women and girls to socialize, share experience and knowledge, and have access to psychosocial support. It will also be used as a conduit for information on issues relating to women's rights, health, and services including services provided by the programme.

#### **Specific Assumptions:**

- Institutional acceptance and application of capacitation measures.
- Willingness amongst local institutions to undertake their roles and responsibilities once capacitation has been provided.

### Pathway 2: Community Conflict Reduction

To support communities' capacity to tackle local conflicts, ERRY III will enhance social cohesion and conflict mitigation approaches. The project will promote collaborative capacity at the levels of social cohesion and communities' ability to live and work together in shared spaces. Without such capacity, the consensus and coalitions underlying the meaningful change and critical reforms necessary to achieve the SDGs cannot be achieved and peace cannot be sustained. This capacity is reflected, in part, in the institutions, both formal and traditional, that mediate consensus and peaceful change. The project will select local mediators those who have experience based on community consultations and train them (50%



## ERRY III Project Document: [SUBMISSION DATE]

women) on how to identify conflict dynamics and mediate their resolution and mitigate their impacts, applying gender perspectives throughout the process. Small grants will be provided to support local conflict resolution with the expected result of reinforcing community institutions and their capacity to arbitrate conflicts. Social cohesion in any community is multi-dimensional and affects all members, mutually impacting and being impacted by the community social structures, economy and its surrounding environment. The project will also ensure capacity is reflected in the roles and work of trusted intermediaries — insider mediators — whose influence, legitimacy, courage and unique skills can trigger the changes in attitudes and behaviours required for meaningful transformation, often mediating differences before tensions erupt into violence. Ultimately, community resilience and its capacity to manage crises is dependent on its gender equality mainstreaming, social harmony and collaborative efforts to overcome challenges.

The intervention will contribute to greater acceptance and reduced conflict in the short term, leading to a more durable solutions in terms of community integration in the longer term.

**Interaction with Workstream B / Pathway 3:** Access to clean energy will minimize strain on communities, and also mitigate physical risks through electric lighting by improving the security level within the community especially for women and children during darkness.

**Interaction with Pathway Workstream B / Pathway 4:** In order to mainstream ecosystem conservation in agricultural production, specifically in irrigation system, the programme will strengthen approaches by adopting traditional Yemeni methods of managing relations between farmers and land/environment and use of water resources for sustainable livelihood with the participation of women and youth. This includes gender-sensitive conflict management through the traditional justice system which is known for effective resolution of natural resources-based conflicts.

**Interaction with Workstream C / Pathway 6:** Recruitment and training of gender balanced mediators will contribute to economic well-being; whilst small grants will also provide trickle-down income to local service providers and suppliers.

**Gender considerations:** The programme will ensure gender roles within peacebuilding and conflict resolution, noting women's fundamental role in developing and maintaining social cohesion. The Global Study on the Implementation of Resolution 1325<sup>60</sup> presents evidence that women's involvement in peace processes has had a positive impact on moving forward processes when talks have faltered or been stalled. Furthermore, it found that women's involvement in peace processes<sup>61</sup> increases the probability that a peace agreement reached will be sustainable. The study found that women's involvement increases the probability of a peace agreement lasting at least two years by 20% and the probability of it lasting fifteen years by 35%.

The programme will seek to minimize gender-based consequences of community conflict, cause by the physical or displacement risks associated with conflict, which predominantly impacts women. Awareness sessions will be conducted to ensure community acceptance to women's participation in peace building that can be decided upon gender analysis that will identify women roles in easing or increasing conflicts and how to engage them effectively in these efforts. Women's capabilities will be assessed to identify skills gaps that may hinder them to act as peace ambassadors such as literacy, communication, leadership, negotiation, or decision making.

Accountability channels will be conducted to enable women to report misconduct or GBV during their mediation or contribution to the peacebuilding process. On the other hand, major achievements and success stories for women in this field will be highlighted and documented.

### **Specific Assumptions:**

- Communities are willing to be open to dialogues and community-based dispute resolution through culturally acceptable means.
- Local acceptance to women contribution to the peacebuilding and conflict resolution efforts.

---

<sup>60</sup> UN Women 2015, [Link](#)

<sup>61</sup> UN Women, [Link](#)



## ERRY III Project Document: [SUBMISSION DATE]

### Workstream B: Sustainable environment- clean energy and climate resilience.

Just as strong institutions and societal cohesion are a foundation to programme success, the physical, natural environment needs to be de-risked and enable sustainability. By addressing structural barriers to energy access, and mitigating climate risk, communities can realise this potential in terms of self-reliance and agency to be sustaining, through development of environmental resilience.

#### Pathway 3: Access to affordable, clean energy

The renewable energy component under ERRY I & II focused on strengthening the downstream activities while exploring the pathways to link with upstream. In order to improve target communities' access to affordable, clean energy, ERRY III will focus on both upstream and downstream interventions.

For upstreaming intervention, ERRY II has instituted *Solar Working Group* and will work with Department of Renewable Energy to upgrade operational guidelines<sup>62</sup> (WaSH, health, education, agriculture, jobs/employment sectors) for solar programming to meet social and environment standards. The intervention would also promote the SOLAR INVENTAR<sup>63</sup> as a platform to support stakeholders at national and local levels to promote good practices regarding solar energy. ERRY III will include downstream activities using market based and private sector engagement approaches. Such downstream interventions would promote decentralized renewable energy innovations and solutions to support public services and in diversifying livelihood opportunities in sustainable manner. The intervention would take a Gender Economic Empowerment (GEE) approach to support women and men to access affordable and clean energy, whilst acknowledging the disproportionate affect, risk and marginalisation of women and girls. ERRY III would continue to support public services by providing access to energy and synergy with income generation opportunities would be linked. Businesses can access unutilized spaces of public services and providing and incentivising access to energy to commercial and residential end-users. The interventions would also support and build capacities of productive assets to support agriculture and non-agriculture activities for the continuation of businesses for prolong hours. Further, the downstream interventions would promote the local production to support the circular economy. Affordable solar household prototypes and decentralized solutions (off grids at scale) and building on the experiences from ERRY II with a focus on engaging private sector, National Fund for SMEs, banks, MFIs, Yemen Microfinance Network (YMN) and MSMEs.

Following are the proposed downstream activities using market based and private sector engagement approach.

- Prototypes renewable energy models to improve access to energy- solar household solutions;
- Renewable energy off grid solutions as a business model for resumption of public services, utilities and market.
- Start-ups and entrepreneurships, private sector associations, suppliers and retailers in strengthening the solar value chain.
- Decentralized renewable energy solutions for environment protection and climate security (waste to energy, water desalination, biodegradable business solutions, plastic waste recycling and biogas household solutions).

The programme will continue to install solar energy systems in households, schools, health centres, including family planning and reproductive health centres, productive units and social service centres including GBV support centres. The programme will provide training to young women<sup>64</sup> and men in the communities on their installation and maintenance.

The renewable energy component would also explore the opportunities to work with Private Investors to initiate the Decarbonization effort for the issuance of carbon credits. The initiative would support branding the interventions with carbon credit and foot prints for all renewable energy activities.

Through provision of clean energy, targeted communities will be enabled to access basic services including health and education facilities; and to improve livelihoods, employment and economic well-being. There will also be both direct and

<sup>62</sup> <https://www.ye.undp.org/content/yemen/en/home/library/solar-energy-programming-operational-guideline.html>

<sup>63</sup> <https://solarinventar.info>

<sup>64</sup> Women in Yemen are less technology enabled than men and thus they may face difficulties or need extra support. Women capabilities will be mapped and they will be provided with more or longer trainings if needed.



## **ERRY III Project Document: [SUBMISSION DATE]**

indirect improvements in gender equality, whether by engaging women in sectors that are considered somehow limited to men or by reducing risks associated with energy poverty, and improving access to time, skills, employment and livelihoods for economic benefits. Providing technical and vocational training related to clean energy provision, including operations and maintenance, will support connecting commerce to people in targeted communities, and create employment and livelihoods opportunities. Access to alternative energy sources is expected to result in better social service provision and access, less disruption of economic activities (especially of small income generating businesses), creation of solar energy micro-enterprises and a lasting impact on the community capacity to plan and manage shocks and crises.

In the intermediate to longer term, clean energy will support sustainable development pathways to development, through low carbon, climate resilience, green growth and reducing gender inequalities.

**Interaction with Workstream B / Pathway 4:** Clean energy reduces the need for collection of firewood and biofuels, thereby limiting environmental degradation and soil erosion, whereas reduction in diesel / fossil fuel emissions from generators reduces environmental pollutants. Clean energy will reduce the cost of fossil-fuel dependency and greenhouse gas emissions, and in turn improve energy efficiency, as a contribute to climate mitigation and environmental sustainability.

**Interaction with Workstream C / Pathway 5:** Increased access to solar energy and electrification can connect to the economic value chain for agricultural production and processing activities and other non-agricultural activities and cold storage of harvest, thus improving food security.

**Interaction with Workstream C / Pathway 6:** Introduction of clean energy opens markets and opportunities for formal and informal employment. Such opportunities include support from, or for, solarization and the products produced using clean energy, and which clean energy supports. This includes, but is not limited to, electrical and electronic devices, such as mobile communications, solar technology and electrical agricultural and processing machinery, as well as operations, maintenance, repair and clean disposal.

**Gender:** The intervention can advance gender equality dimensions in that affected communities benefit from increased energy access and livelihood opportunities with gender benefits: women will be able to undertake remunerative activities; reduction of domestic workload through electrical devices; reduced mobility necessary to access biofuels improves safety and security as it is less risky by means of lighting, or less necessary by mean of alternative technologies not requiring biofuel. Moreover, engaging women in the solar business will promote their engagement in new sectors previously considered limited to men thus challenging gender inequalities and enhancing the local acceptance to women's empowerment and role in development. The project will enhance women's access to livelihoods for economic benefits as well as access to services or infrastructures supported by clean energy systems. The project will ensure to mitigate unintended effects, addressing do no harm considerations, by engaging men in awareness sessions on GBV, women rights and the positive benefits and significance of women's roles in development. The project will ensure to establish accountability channels to enable women to report any concerns, risks, misconduct allegations or grievances.

### **Specific Assumptions:**

- Clean energy increases employment and economic opportunity, and agricultural production to improve both food security and livelihoods.
- Acceptance of women's engagement in clean energy sector including operational and maintenance.
- Private sector or other providers of clean energy provision solutions are able to access technical inputs and supplies for installations.

### **Pathway 4: Climate action and environmental protection**



## ERRY III Project Document: [SUBMISSION DATE]

ERRY III will address climate action and environmental protection in multiple ways, to develop transformative, adaptive and absorptive capacities. UNDP's 3x6 cash for work activities<sup>65</sup> contributes to water harvesting and ecosystem rehabilitation intervention. The ongoing pilot initiatives on waste to energy, water desalination, plastics recycling, biodegradable and hydroponic business solutions would contribute in reducing climate risks and promote environment protection. The programme will mainstream environment management across all the programme interventions: generation of environment awareness at community level and in schools, including promotion of soil and water conservation activities to increase adaptation to the climate change. During this, the programme will ensure to raise awareness of women roles and responsibilities regarding climate change, leading the way towards more equitable and sustainable solutions. The WFP's Food Assistance for Assets (FFA) approach has proven success in addressing immediate food needs through cash, voucher or food transfers, while at the same time it promotes the building or rehabilitation of assets that will improve long-term resilience of communities in facing environmental shocks and stressors that impact food security. FFA activities aim to create healthier natural environments, and under this programme will also focus on environmental response and protection within the interventions. FFA activities aim to support the implementation of mitigation infrastructure at community level to boost the coping capacities of the vulnerable communities and population. Infrastructure measures include projects on riverbank reinforcement with gabions, construction/rehabilitation of small water catchment structures, protecting water channels/streams and applying different soil and land protection measures including planting trees in areas-prone to land degradation. These mitigation infrastructures have been instrumental in protecting lives and livelihoods and other community infrastructure such as houses and access roads from different kinds of climate shocks.

Water Users' Associations (WUAs), including women's water user groups, established and supported by the Programme will ensure the sustainable use of water resources. Furthermore, noting that ground water is a major, if not the only source of water for agriculture production particularly during the dry seasons, there is a major risk of depletion of ground water and increasing groundwater salinity with over-promotion of solar, or other mechanised, irrigation. Therefore, appropriate analysis of the potential risks of scaling up solar energy for irrigation will be done based on extensive study on status of ground water situation and exploring options for sustainable use. The programme will mainstream ecosystem conservation in agriculture production, specifically in irrigation system by incorporating traditional Yemeni approaches to resource management whilst promoting women's participation and engagement.

In the intermediate to longer term, the interventions will mitigate climatic risk and contribute to environmental protection.

**Interaction with Workstream C / Pathway 5:** Voucher and cash assistance is used to generate income for producers supported under Pathway 1.

### **Gender consideration:**

The programme will ensure women full participation and engagement in climate change adaptation and mitigation measures through both WFP's FFA and UNDP's 3x6 approaches. Each will aim to create healthier natural environments, reduce the risks and impact of climate shocks, increase food productivity, and strengthen resilience to natural disasters over time. These approaches will enable women's participation in leading more equitable and sustainable solutions to climate change, by promoting the important contributions of women as decision makers, stakeholders, educators, carers and experts across sectors and at all levels, that can lead to successful, long-term solutions to climate change.

Despite making essential contributions to the rural economy in crop and livestock production at subsistence and commercial levels, men and women often do not have equal access to water resources nor equal participation on WUAs or farmers' organizations is limited. Even when they do belong to organizations, social restrictions often prevent them from participating in decision-making, and male members often do not perceive the relevance of increasing women's access to resources and services and broadening their involvement in local organizations. This situation hinders more

---

<sup>65</sup> The 3x6 Approach consists three organizing principles and six fundamental steps, implemented in three distinct phases. Each supports transition from emergency development efforts (such as 'cash for work') to sustainable livelihoods for vulnerable populations, during transition or in crisis or post-crisis contexts. More [detail can be found here](#).



## ERRY III Project Document: [SUBMISSION DATE]

participatory and equitable decision-making on water resources at local and national levels. The programme will ensure equal participation of women to WUAs and to ensure they are capacitated and encouraged to contribute to water or any other natural resources management.

In addition to build their capacities on climate change adaptation and mitigation, women's (especially women farmers) capacity in leadership and technical skills will be built. By increasing women's involvement in community-based organizations and negotiations related to water management; their ability to create their own markets; and access to gender-sensitive technologies, the role of women can be strengthened. Developing gender capacities of different stakeholders and strengthen technical and functional skills of rural women will enable their participation in decision-making processes.

Estimates by FAO shows that if women had the same access to productive resources as men, they could increase yields on their farms by 20-30 percent<sup>66</sup>.

**Specific Assumption:** Access for assessment and gender-sensitive climate mitigation activities, and there is willingness to undertake such activities by populations.

### **Workstream C: Sustainable Circular Economies – agriculture, employment, and economic resilience.**

Supporting food security, nutrition and economic empowerment is the chapeau intervention, to address the fundamental needs of conflict affected, marginalised and otherwise vulnerable communities. Both of the other workstreams ultimately support the realisation of Workstream C in order to develop sustainable circular economies, based on agriculture and meaningful employment to develop the economic resilience of communities.

#### **Pathway 5: Improve food security and nutrition**

Access to secure food stocks and sustainable agricultural and livestock inputs were severely impacted by conflict and its various manifestations. Many households, especially the poorest, female-headed and IDP households, and the marginalized, are subject to food insecurity and malnutrition due to damaged productive assets and decreased agricultural production capacity. This is exacerbated by limited opportunities for value addition to agriculture commodities and marketing, which negatively impacts household income. To support individuals, households and communities, ERRY III will implement a range of complementary activities designed to alleviate the direct burden on communities' capacity to recover. This includes gender-sensitive<sup>67</sup> emergency employment and the WFP's FFA / UNDP CfW activities to provide income for household immediate needs, food production and rehabilitate communal assets; development of income generation opportunities along the agricultural value chain; and supporting more productive agriculture. The FFA approach has proven success in addressing immediate food needs through cash, voucher or food transfers, while at the same time it promotes the building or rehabilitation of assets that will improve long-term resilience of communities in facing shocks and stressors that impact food security. FFA activities aim to create healthier natural environments, reduce the risks and impact of climate shocks, increase food productivity, and strengthen resilience to natural disasters over time. FFA will benefit both beneficiaries through direct participation in FFA projects (Tier-1 beneficiaries), as well as a wider base of beneficiaries who are direct users of FFA assets (Tier-2 beneficiaries). Not only would vulnerable Tier-1 beneficiaries receive direct assistance that would enhance their livelihoods and improve or maintain their food security, but through its participatory approach, FFA promotes community leadership and ownership of assets through direct inclusion of community members in the prioritization, design and planning of assets. Moreover, FFA, would contribute to the improvement of natural resource bases and bring about environmental benefits.

In the intermediate term this is expected to provide increased food security, mitigating famine and malnutrition risks.

---

<sup>66</sup> Women in Agriculture Closing the gender gap for development, FAO, <http://www.fao.org/publications/sofa/2010-11/en/>.

<sup>67</sup> Gender sensitive CfW activities means employment opportunities will be selected based on women and men interest and physical ability, and located in appropriate locations. This will help mitigate any unintended harmful effects such as harassment or physical harm. If needed, the project will conduct awareness session on GBV, women rights and role in development to enhance local acceptance of communities to women's work.





## **ERRY III Project Document: [SUBMISSION DATE]**

**Interaction with Workstream A / Pathway 2:** If agricultural production is supported to be more productive, thus leading to greater availability and less competition of (food) resources, this in turn supports the community self-reliance and resilience, and contribute to conflict and poverty reduction.

**Interaction with Workstream B / Pathway 3:** Clean energy solutions are applied to increase agricultural productivity and processing; access to markets is improved through technology using clean energy including but not limited to mobile phone communications.

**Interaction with Workstream B / Pathway 4:** Climate risk mitigation, adaption and climate resilience will ensure productivity along the agricultural value chain. More productive agriculture and livestock production will contribute to food security and nutrition assuming productivity and availability lead to greater consumption.

**Interaction with Workstream C / Pathway 6:** Engaging beneficiary communities in gender-sensitive agricultural based employment not only provides income but also increases productive, processing and marketing capacity, resulting in greater availability of produce.

**Gender Considerations:** Women are often the first to decrease their food consumption in order for children and/or men to eat. Hence, increasing food availability should encourage food consumption equality. Building women's capacities, providing employment opportunities, and engaging them in community structures will strengthen their productive and leadership roles. This will enable them to meet their practical and strategic needs, as well as enhance their access to services and resources advancing gender equality and women's empowerment. The project will ensure that any unintended negative impacts under this component are mitigated by means of a robust gender assessment ahead of design and implementation.

In order to generate more information on the agricultural value chains, the programme will undertake Gender Sensitive Value Chain Analysis. This will help indicate where women and men are located along the value chain, including roles, responsibilities and (financial) return, as well as identifying how the quality and quantity of women's participation in the value chain be capitalised.

### **Specific Assumptions:**

- Availability of and access to food increased consumption of diverse, nutritious food.
- Immediate climatic risks can be addressed to ensure sufficient production, and techniques employed to minimize post-harvest losses.
- Access to markets for producers and purchasers is maintained, and household income is sufficient for purchases, so productivity results in increased food consumption at household level.

### **Pathway 6: Support sustainable livelihoods and economic recovery**

To support individuals, households and communities, ERRY III will implement activities to strengthen communities' capacity to recover and complement interventions for community members who have already received food/cash assistance to meet food security needs. This includes: training and skills development, private sector engagement and support to regenerate employees, employers and employment opportunities; small business development and competitive small grants provision; and advisory services for young women and men to recover or create and sustain small businesses. On a structural level, and in order to sustain income opportunities temporarily created through CfW/FFA modalities of immediate support, ERRY will provide post-CfW/FFA training and phase-out support; build the capacity of the local private sector to support economic recovery; and target the vulnerable, such as women and youth, to empower them and ensure their engagement in the recovery and capacity building of their communities. The programme will build capacity of the selected beneficiaries with skills development and on the job training in the high demanded occupations. This will include providing them with technical class-based knowledge and workplace core skills such as, life skills, competency-based training, career counselling, occupational safety and health and gender rights to enable the transition from emergency short-term employment to sustainable livelihoods opportunities. Support will also include the 3x6 approach used by UNDP, as well as digitalization of small business marketing and e-commerce, and specifically how to support women entrepreneurs.

## **ERRY III Project Document: [SUBMISSION DATE]**

This will also include improving market capacities; inclusion of programmes working with financial institutions such as banks, micro-finance institutes (MFI) financial foundations and private sector. Such interventions will be complimented by engaging with economic institutions such as chambers of commerce; the Yemen business club and private sector integral to circular economy and relevant value chains development with specific focus on job retention and job creation, MSMEs productivity growth and business resilience.

In the intermediate term, these activities and their respective direct outputs are expected to enhance livelihood and income generation potential, increase household income, and help build the structural capacity of the individuals, especially engaging women and youth, and the community to deal with hardship and crises.

**Interaction with Workstream B / Pathway 4:** Food Assistance for Assets will provide a labour force, including women and youth, with meaningful work which in turn will contribute to gender-sensitive climate risk mitigation, adaption and climate resilience.

**Interaction with Workstream C /Pathway 5:** Development of gender-sensitive income generation and employment opportunities along the agricultural value chain will support more productive agriculture and livestock production will also contribute to food security and nutrition especially for women and children.

**Gender considerations:** Access to income should increase female empowerment and community contribution. To enable women to contribute and benefit equally from CfW and other activities, their capabilities will be assessed and trainings adapted and support will be provided accordingly. Extra support may include legal identities extraction, bank accounts establishment, care services provision, and other services top enable access and participation. CfW activities will be selected in gender sensitive way to ensure work selected for women matches their physical ability; is located within an appropriate distance; provides at a suitable time; and allow women to be supervised by other women or be accompanied by male family members. These needs will be mapped and required resources will be allocated prior to the project implementation based on consultations with key female/male stakeholders in all targeted areas. The project will conduct awareness sessions on women rights and role in development, GBV and will establish accountability mechanism to report any allegations of misconduct.

### **Specific assumptions:**

- Increased employability, and opportunities, leads to increased employment across communities (and not just for a few select members) which in turn increases household income, and contributes to economic development.
- Gender and culturally appropriate income generation activities are identified and accepted within beneficiary communities.
- The benefits of female income generation are not undermined by the harm or increased risk of GBV due to shift in household economic and power dynamics.



15.3 Annex 3: Overview of Target Governorates

Governorate	Abyan	Hajjah	Hodeidah	Lahj	Taiz
Capital	Zinjibar	Hajjah	Hodeidah	Lahj	Taiz
Population / % of Yemen total: (30,041,712) <sup>68</sup> : 33.9%	615,154 / 2.0%	2,501,327 / 8.3%	2,985,122 / 9.9%	1,058,219 / 3.5%	3,065,034 / 10.2%
Number of IDPs: 37% of national total	36,035	563,458	425,059	64,841	397,700
IDPs as Percentage of total population	6%	21%	14%	6%	13%
GAM / SAM <sup>69</sup>	6.6% / 0.9%	12% / 1.4%	25.2% / 5.0%	16.1% / 3.1%	16.0% / 2.4%
Level of damage in capital (national ranking) <sup>70</sup>	N/A	N/A	43% (4 <sup>th</sup> )	21% (15 <sup>th</sup> )	52% (3 <sup>rd</sup> )
Service functionality <sup>71</sup>	N/A	N/A	63%	67%	39%
Humanitarian Condition Severity: % (Severe, Extreme or Catastrophic): IDP / Non IDPs <sup>72</sup>	66% / 68%	85% / 79%	83% / 83%	61% / 57%	64% / 62%
Hard to Reach causality (as of August 2020) <sup>73</sup>	Southern Abyan: bureaucracy; logistics	Conflict, Bureaucracy & Logistics	Bureaucracy	Few access restrictions	Conflict, Bureaucracy & Logistics
IPC: Area Phase Acute Food Insecurity (weighted average across all districts) <sup>74</sup>	3.34	3.31	3.30	3.0	3.05
% Population in IPC3+	49%	57%	46%	29%	41%
Project acute Malnutrition <sup>75</sup> *Based on 2020 data	3-4*	4	4	3-4*	4*

**Abyan Governorate:** Protracted conflict and insecurity have disrupted people's livelihood activities, including agriculture and livestock production and other off-farm activities that complement the family income, as well as reduced coping strategies. The population has increased vulnerability to even minor shocks. IDPs: returnees and host communities require integrated and structured support to reinstate their livelihoods. There are efforts by different actors to address the humanitarian needs of the population; however, the rehabilitation and recovery segment is still not addressed. It is important to provide technical, financial and institutional support to rehabilitate/rebuild and develop household and community level assets and structures in the target areas in the state. The interventions should also address the different livelihoods activities to support the different vulnerable groups along the value chain of the crop, livestock and fishery sub sectors.

<sup>68</sup> IPC Acute Malnutrition Analysis January 2020 – March 2021 Issued in February 2021

[http://www.ipcinfo.org/fileadmin/user\\_upload/ipcinfo/docs/IPC\\_Yemen\\_Acute\\_Malnutrition\\_2020Jan2021Mar.pdf](http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Yemen_Acute_Malnutrition_2020Jan2021Mar.pdf)

<sup>69</sup> Nutritional Cluster Assessment June 2019, HDX- OCHA; <https://data.humdata.org/dataset/yemen-nutrition-smart-survey>

<sup>70</sup> Dynamic Needs Assessment Phase 3 2020 Update; World bank; [Yemen-Dynamic-Needs-Assessment-Phase-3-2020-Update](#)

<sup>71</sup> Ibid

<sup>72</sup> HNO 2021

<sup>73</sup> Ibid

<sup>74</sup> IPC Acute Malnutrition Analysis January 2020 – March 2021 Issued in February 2021

<sup>75</sup> Ibid

## ERRY III Project Document: [SUBMISSION DATE]

**Hajjah Governorate:** The Governorate faces a combination of chronic and transitory food insecurity due to various socio-economic and policy related factors. Conflict and civil insecurity remain potential hazards in the northern and north-eastern parts of the Governorate. As agriculture is the main source of income for households in the Governorate, supporting the sector will improve the income situation for more than 50% of the population. Proportionately, Hajjah hosts the largest number of IDPs (jointly with Amran): this puts additional pressure on overall livelihood opportunities over and above the other factors responsible for triggering food insecurity in the Governorate.

**Hodeidah Governorate:** Hodeidah accounts for nearly 10% of the population of Yemen. The Governorate is known for its widespread agricultural investments and livestock production, like other areas in Yemen's Tehama Strip. The Tehama Plains, which include a large part of Hodeidah, are considered one of the most important agricultural areas in Yemen. They are a major source of agricultural production including for cereals, vegetables, fruits, tobacco and cotton. Breeding of livestock and fishing are also important economic activities, with good potential for livelihoods diversification and economic growth for the population. Despite the agricultural potential, the population heavily relies on wage labour as a source of income to access food from the market. The Port of Hodeidah is controlled by the Houthi movement. Almost 80% of Yemen's imports, including much of its food, flowed through Hodeidah port even before the war broke out in 2015. The port has become the country's only aid and goods pipeline due to a Saudi-led blockade on Yemen's borders and air space. The blockade of Yemeni ports has significantly contributed to the humanitarian crisis facing Yemen. Saudi-led coalition warships off Hodeidah were holding up 14 fuel tankers as of March 2021 even though they had secured U.N clearance. Some have been waiting six months to dock, whereas four other ships left without docking after waiting months.

**Lahj Governorate:** Agriculture is the main economic activity for most residents; bee keeping, fishing and other non-agricultural livelihood activities are also significant. The communities are predominantly smallholder producers engaged in horticulture, cereal, cash crops (coffee, cotton, tobacco and sesame) or qat production. A number of smallholder producers engage in livestock herding (as agro-pastoralists or pastoralists). The region's main livestock is comprised of cattle, goats, sheep and poultry. Agro-pastoralists engage in crop production (cereals, vegetables and/or cash crops) and pastoralists are mobile, moving from place to place in search of pasture and water but in a defined manner based on the ecosystem and the weather. Fishing along the coastal areas is another income generating activity. Other economic activities include the wage of labour, and petty trade within the governorate capital and small rural towns. Lahj Governorate is located in a volatile security zone in Yemen where the population has experienced repeated shocks. The resulting decline in employment opportunities for the rural and urban labour force, coupled with reduced financial access has forced most households to resort to negative coping strategies that further eroded their productive assets and their capacity to resist shocks, reducing their resilience. The Programme's activities should focus on saving and rebuilding livelihood assets to complement emergency activities by other UN partners.

**Taiz Governorate:** Taiz is one of the most populous Governorates in Yemen. With over 3.18 million residents, it accounts for 11 percent of the country's population. The Governorate has experienced active conflict and sustained fighting since 2015, affecting most districts. The city requires US\$1.4–1.7 billion for reconstruction; 20% of the total estimated for reconstruction in Yemen<sup>76</sup>. All exports from the Governorate have stopped due to closure of land and sea routes and airports, which has resulted in a loss of livelihood activities for most households. Government employees have not received salaries for more than five months. Global acute malnutrition as of May 2016 in Taiz City was 17 percent, with SAM 1.9 percent: SAM has increased to 4% in 2021.

---

<sup>76</sup> Dynamic Needs Assessment Phase 3 2020 Update; World bank; [Yemen-Dynamic-Needs-Assessment-Phase-3-2020-Update](#)





## ERRY III Project Document: [SUBMISSION DATE]

### Summary of Acute Malnutrition Projection for target districts: January - December 2021<sup>77</sup>

In the Lowland of Abyan and Lahj zones, the acute malnutrition situation was projected to deteriorate significantly from the current IPC AMN classification of Serious (IPC AMN Phase 3) to Critical (IPC AMN Phase 4) during the period of August – December 2020. According to the available data, in the Lowlands of Abyan, the nutrition situation has deteriorated from 16.3% of GAM in 2017 to 20.8% of GAM in 2019. The GAM prevalence in Lahj Lowland has persistently remained at Critical levels in the recent past: 25.3% in 2017, 22.2% in 2018, and 19.8% in 2019.

The acute malnutrition situation in the Lowlands of Taiz and Hodeidah, which are both currently classified as Critical (IPC AMN Phase 4), is expected to remain the same during the projected period, although the overall situation could deteriorate within the Phase. Historical data shows the GAM prevalence has consistently remained in Critical (IPC AMN Phase 4) in Taiz Lowland over the past years: 25.1% in 2017 and 22.6% in 2018. Although the actual prevalence has slightly varied between districts within the zone: Maqbanah and Al-Mukha districts with the prevalence of 21.8%, and Dhubab, Mawza, and Al Waza'iyah with the prevalence of 17.8% and classified in Serious (IPC AMN Phase 3). One prevalence estimate available for Hodeidah Lowland indicated it was in Critical (IPC AMN Phase 4) in 2017 with a GAM prevalence of 25.2%.

The acute malnutrition situation in the zones of Taiz highland, and Al Hodeidah, is projected to deteriorate significantly from the current IPC AMN classification of Serious (IPC AMN Phase 3) to Critical (IPC AMN Phase 4) during the period of August to December 2020 and will likely remain in this Phase between January and March 2021. According to the available data from the nutrition SMART surveys, the global acute malnutrition in Taiz highland deteriorated slightly between 2017 and 2019 (from 14.4% in 2017 to 15% in 2019). In Hajjah highland zone, the prevalence of acute malnutrition fluctuated between 11.3% in 2017 to 8.9% in 2018 and 11.2% in 2019. The acute malnutrition levels in Hajjah lowlands has been on an increasing trend since 2017: 11.3% in 2017, 14.9% in 2018, and 17.5% in 2019.

In Hodeidah, there has not been any nutrition assessment since 2016. According to the Emergency Food Security and Nutrition Assessments (EFSNA), the acute malnutrition was at a very high level with 25.2% in 2016. This is considered the highest level in the whole country and is consistent with the deterioration of the nutrition situation in the IPC AMN analysis periods.

#### Causes:

The major contributing factors to the acute malnutrition situation include:

- (1) High prevalence of communicable diseases (with 2 in 5 children suffering from diarrhoea in the north and 1 in 4 children affected by diarrhoea in the south, while about 60% of children in the north and 25% of children in the south are affected by malaria/fever)
- (2) Poor quality and quantity of food consumption among children is a major contributing factor to acute malnutrition. Minimum Dietary Diversity is less than 40% in the north and around 50% in the south, indicating low levels of nutrient adequacy in children's food consumption. (2) Elevated levels of acute food insecurity (with all 22 zones projected to be in IPC Acute Food Insecurity Phase 3 or above in the north and 17 of the 19 zones projected to be in IPC Acute Food Insecurity Phase 3 or above in the south);
- (3) Poor Infant and Young Child Feeding practices (with only about 40% in the north and about 50% in the south meeting minimum dietary diversity requirements, while exclusive breastfeeding prevalence being less than 35% in the north and less than 25% in the south);
- (4) Poor access to nutrition and health services (limited access due to conflict in several zones and decline in access and utilization of health and nutrition services as a result of COVID-19);
- (5) Poor water, sanitation and hygiene (WASH) services are a major concern in all zones. Additionally, the direct and indirect effect of COVID-19 (e.g. reduction in remittances, reduced access to markets, difficulty maintaining

<sup>77</sup> IPC Acute Malnutrition Analysis January 2020 – March 2021; Issued February 2021

[http://www.ipcinfo.org/fileadmin/user\\_upload/ipcinfo/docs/IPC\\_Yemen\\_Acute\\_Malnutrition\\_2020Jan2021Mar.pdf](http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/IPC_Yemen_Acute_Malnutrition_2020Jan2021Mar.pdf)





### **ERRY III Project Document: [SUBMISSION DATE]**

employment, etc.), and economic shocks, such as delayed salary payments and conflict, have a compounding effect on acute malnutrition.

#### **Additional causes**

- COVID-19 pandemic has caused a reduction in remittances.
- Economic shocks such as delayed salary payments.
- Escalating armed conflict.
- Natural disasters: flooding and desert locust
- Humanitarian food assistance programmes were halved in parts of the country because of funding cuts in April 2020.



ERRY III Project Document: [SUBMISSION DATE]

15.4 Annex. 4 Risks and Mitigation Measures

Threat Description	Type	Impact (Scale 1-5)	Risk Description Probability (Scale 1-5)	Risk (IxP) (Scale 5 - 25)	Mitigation Measures / Management Response
1. Implementation disrupted; inaccessibility due to ongoing conflict and military confrontation in Hodeida governorate	Political and security	Districts in the southern part of the Governorate (Beital Faqeeh, Zabeed, and Hayes), likely high impact due to limited access and movement due to landmines. Districts in the northern part of the governorates, are provide greater access.	4	4	<ul style="list-style-type: none"> <li>As districts in the south of Hodeida along the sea coast are not secure for implementation, thus ERRY II will target districts in the north of the governorate.</li> <li>If all districts in Hodeida governorate are inaccessible/insecure, the project will relocate its interventions to the relatively safer districts in Hajjah, Mahwit, or other governorates.</li> <li>Scenario-based implementation plans will be developed for Hodeida districts considering the ongoing conflict, which may impact access, movement and displacements due to landmines.</li> <li>Local implementing partners will conduct the interventions using local and remote mechanisms to ensure they are carried out.</li> <li>Conduct continued monitoring and assessment.</li> </ul>
			4	4	
2. Mass displacement due to conflict in Hodeida governorate	Political and security	Increased number of IDPs may put pressure on host communities and humanitarian aid. Internal displacement grows more protracted, disrupts livelihoods and increases humanitarian needs of both IDPs and host communities.	4	4	<ul style="list-style-type: none"> <li>The Programme will target districts with a high number of IDPs.</li> <li>As a vulnerable group, IDPs will be prioritised for emergency employment interventions.</li> <li>The Programme will support host communities to absorb IDPs by improving access to basic services, community micro-projects, negotiation process, and creating employment opportunities.</li> </ul>
			4	4	
3. Lack of legitimate and recognized authorities at the national level	Political	Limited central-level ownership of the Joint Programme.	4	5	<ul style="list-style-type: none"> <li>Use of Direct Implementation Modality</li> <li>Ensure ownership at community and district level to ensure sustainability</li> <li>Ensure representation of Government representatives in the Steering Committee and conduct outreach/introductory events on ERRY when applicable</li> </ul>
			4	20	
4. Ongoing war and conflicting parties control different	Political and security	Conflicting parties influence Programme interventions to benefit one or part of the parties	4	4	<ul style="list-style-type: none"> <li>Work with partners who know the politics/local context on the ground.</li> <li>Conduct conflict analysis to understand different parties and their interests.</li> </ul>
			4	16	

Threat Description	Type	Impact (Scale 1-5)	Risk Description Probability (Scale 1-5)	Risk (IxP) (Scale 5 - 25)	Mitigation Measures / Management Response
geographical areas					<ul style="list-style-type: none"> <li>• Clear communication on objectives of programme interventions; impartial approach.</li> <li>• Awareness creation to reduce attempts to influence interventions.</li> </ul>
5. Perception that international/UN interventions are not impartial	Political	Greater need for conflict-sensitive mechanisms as scrutiny of Programme activities builds			<ul style="list-style-type: none"> <li>• Continuous engagement and monitoring of perceptions at the community level.</li> <li>• Working through and with local, neutral and socially accepted partners.</li> <li>• Continuous sharing of local knowledge.</li> <li>• Careful selection of beneficiaries, with strong involvement of local partners and community members who have different affiliations.</li> <li>• Conduct conflict analysis to understand the consequences of UN interventions and partnership.</li> </ul>
		4	5	20	
6. Continued deterioration of the security situation	Security	Implementation constraints due to: i) agencies' limited access to target areas; ii) increased threat levels on international staff.			<ul style="list-style-type: none"> <li>• Undertake regular security assessments to continuously monitor security conditions and for remedial action as needed.</li> <li>• Use of implementation modalities that are less dependent on international staff and less likely to be impacted by security incidents e.g. partnerships with local entities, NGOs and private sector.</li> <li>• Third party monitoring.</li> <li>• Use short-term deployment of international experts to mitigate need for longer term in-country residence.</li> <li>• Capacity building of local staff and Yemeni NGOs to ensure continuation of project implementation if no international staff are allowed on the ground. Target low conflict intensity areas and use remote management modalities (e.g. for monitoring).</li> </ul>
		4	4	16	
7. Fraud and corruption		Risk of aid diversion, loss or corruption due to absence of government salary and if controlling mechanisms and monitoring system is weak.			<ul style="list-style-type: none"> <li>• Avoid implementation through local authorities</li> <li>• Establish strong controlling and monitoring mechanisms of UN and IPs</li> <li>• Spot check and verification with beneficiaries about IPs implementation in the field</li> </ul>
		1	2	2	

Threat Description	Type	Impact (Scale 1-5)	Risk Description Probability (Scale 1-5)	Risk (IxP) (Scale 5 - 25)	Mitigation Measures / Management Response
					<ul style="list-style-type: none"> <li>Use third party monitoring for independent verification and spot checking</li> <li>Capacity building of IPs and regular auditing of IPs transaction and expenditure</li> <li>Make complaint and feedback mechanisms operational and responsive.</li> </ul>
8. Lack of financial resources of local authorities	Financial	Programme impact not sustained despite improvement in capacity of local authorities. 3	4	12	<ul style="list-style-type: none"> <li>Capacity development of local authorities to support local level resource mobilization.</li> <li>Prioritize activities that do require local authorities' involvement but are implemented through communities.</li> </ul>
9. Limited capacity of implementing partners	Operational	Limited technical, managerial and/or financial expertise. 4	4	16	<ul style="list-style-type: none"> <li>Capacity development of local authorities to support local level resource mobilization.</li> <li>Prioritize activities that do require local authorities' involvement but are implemented through communities.</li> </ul>
10. Continued humanitarian crisis and food insecurity	Operational	Beneficiaries' immediate focus is on subsistence needs. Lack of capacity/space for mid-term investment and planning. Limited commitment/participation/engagement in Programme. Further deterioration of livelihood assets of targeted households, weakened savings and investment for resilience 4	4	16	<ul style="list-style-type: none"> <li>Interventions planned to meet both subsistence needs and to create space for future investment/planning.</li> <li>Communication to clarify advantages of interventions for resilience.</li> <li>Investing more in coping mechanisms and advocating for livelihoods and resilience investment.</li> <li>Coordination to ensure complementarity of humanitarian and resilience/food security interventions.</li> </ul>
11. Perception of inequity of benefits among regions, communities or target groups	Conflict	Resentment towards the UN/the Programme; increased security risks; ownership and support by local communities undermined. Creates tension within and among communities. 4	3	12	<ul style="list-style-type: none"> <li>Ensure geographical areas are selected on the basis of clear criteria, including levels of unemployment, poverty, food insecurity and vulnerability to tension or conflict.</li> <li>Community needs, and selection criteria are jointly determined through Community Development Committees (CDCs) or VCCs.</li> <li>CDCs/VCC are representative of different groups within the community.</li> </ul>

Threat Description	Type	Impact (Scale 1-5)	Risk Description Probability (Scale 1-5)	Risk (IxP) (Scale 5 - 25)	Mitigation Measures / Management Response
12. Possible facilitation or support to qat use and/or production	Socio-economic, environmental, political	Programme interventions could unintentionally contribute to the use or production of qat, for instance through efforts to increase access to water.	<p>3</p> <p>2</p> <p>6</p>		<ul style="list-style-type: none"> <li>Awareness raising, and communication campaigns delivered to mitigate risk.</li> <li>Qat issues are carefully analysed and used as a basis to identify Programme interventions and design. Continuous monitoring and lesson learning to guide changes in delivery in subsequent stages of the project if necessary.</li> <li>The Programme will provide strong advocacy campaigns and awareness raising at both national and community levels through CDCs as well as through liaison with anti-qat NGO's such as Generation without Qat and relevant government agencies, in an effort to change perceptions of qat use and raise awareness on available alternative livelihoods.</li> <li>Policy on use of qat during Programme activities: Programme beneficiaries will not be allowed to use qat during project activities, in line with current SFD policy.</li> <li>Anti-qat policy for implementing partners: The Programme will work only with implementing partners/NGOs that have an anti-qat policy.</li> <li>Avoiding qat areas in selection of regions: The Programme will aim to work outside intensive qat production areas, if possible in balance with other criteria like poverty and food security indicators.</li> <li>Promotion of alternative cash crops: The Programme will seek to introduce alternative opportunities for farmers and the promotion of other, more profitable cash crops such as coffee.</li> <li>Do no harm/risk mitigation: Anti-qat components will be mainstreamed across all outcomes. Programme activities will be carefully planned and monitored wherever possible to ensure to 'do no harm' by preventing any of the increased assets resulting from the Programme to benefit qat growers, e.g. that increased access to water or irrigation will not be used for qat production.</li> </ul>



ERRY III Project Document: [SUBMISSION DATE]

Threat Description	Type	Impact (Scale 1-5)	Risk Description Probability (Scale 1-5)	Risk (I*P) (Scale 5 - 25)	Mitigation Measures / Management Response
13. High Inflation	Economic	In 2020, rates in the informal market reached YER900 : \$1, the lowest exchange rate since the beginning of the conflict. Further depreciation of the rial to YER 1,000/USD and beyond in southern areas is likely, because of diminished sources and reserves of foreign currency. 5	5	25	<ul style="list-style-type: none"> <li>Regularly review contracts with IPs to accommodate changes; sign contracts in USD.</li> <li>Review and adjust the CFW rate to adjust the devaluation.</li> <li>Consider options to provide in-kind support when possible.</li> <li>Increase livelihoods/ resilience investment and employment opportunities to increase income of households to cope with inflation.</li> </ul>
14. Banking/financial system collapse	Economic and financial	Lack of liquidity in the country affects the import of commodities, availability of goods, limited availability of foreign currency, increased commodities price. 5	5	25	<ul style="list-style-type: none"> <li>Assess feasibility of using alternative (informal) financial providers such as micro-finance institutions, money changers / exchange offices.</li> <li>Consider in-kind support vs cash-based interventions.</li> <li>Minimize financial requirements to few weeks; prepare and implement proper projection of financial requirements.</li> <li>Minimize heavy investments.</li> </ul>
15. Lack of support from / blockages by authorities.	Operational	During implementation of ERRY II, local authorities did not allow implementation of some. 4	4	16	<ul style="list-style-type: none"> <li>Coordinate with authorities to remain current on restrictions.</li> <li>Incorporate flexibility to project and programme design to adapt to changing contexts / restrictions.</li> </ul>
16. Contracting delays	Operational	Authorities in both the north and south regions are increasingly scrutinizing implementing partners; this delays project initiation and implementation, and project and this impacts overall project timeline. 4	4	16	<ul style="list-style-type: none"> <li>Incorporate sufficiently into project planning.</li> <li>Share information with implementing partners.</li> <li>Support implementing partners in their interactions with authorities.</li> <li>Use political leverage and lobbying to minimise interference.</li> </ul>

5

2

19

5

**Addendum 2**  
**ANNEX III of contribution agreement NDICI ASIA/2021/428-650**  
**UNDG Budget All PUNOs ERRY III (Mar 2022- Feb 2025) USD**

UNDG Budget Summary	NON SCO COSTS		SCO COSTS	
	All-Year ERRY III Revised Budget		All-Year ERRY III Revised Budget	
	Y1	Y1	Y1	Y1
1. Staff and other personnel costs	\$ 1,317,903	\$ 4,744,506	\$ 1,294,083	\$ 4,694,843
2. Supplies, Commodities, Materials	\$ 2,209,158	\$ 12,465,583	\$ 2,209,158	\$ 12,465,583
3. Equipment, Vehicles and Furniture including Depreciation	\$ 66,657	\$ 381,245	\$ 66,657	\$ 381,245
4. Contractual Services	\$ 1,522,522	\$ 9,498,034	\$ 1,522,522	\$ 9,423,027
5. Travel	\$ 337,152	\$ 1,475,404	\$ 337,152	\$ 1,475,404
6. Transfers and Grants to Counterparts	\$ 1,582,831	\$ 13,477,497	\$ 1,582,831	\$ 13,477,497
7. Operating and Other Direct Costs	\$ 736,195	\$ 3,081,311	\$ 712,121	\$ 3,081,311
Total Programme cost [i]	\$ 7,772,417	\$ 45,123,678	\$ 7,724,524	\$ 44,998,908
8. Indirect Support Costs (7%)	\$ 527,149	\$ 3,108,734	\$ 523,796	\$ 3,100,007
TOTAL Pass-Through Amount Approved [ii]	\$ 8,299,566	\$ 48,232,313	\$ 8,248,321	\$ 48,098,916
TOTAL Co-Finances [iii]	\$ 140,565	\$ 1,145,687	\$ 140,565	\$ 1,145,687
GRAND TOTAL [iv]	\$ 8,440,131	\$ 49,378,000	\$ 8,388,885	\$ 49,244,603

\* For the purpose of the JP Agreement, a "Category" is considered a "Budget Heading"

\*\* The indirect support costs will be applied to the parts of the contributions provided by donors. In case of the EU contribution, the remuneration will be 7% of the final amount of eligible direct costs of the action incurred by UNDP, FAO, ILO and 6.5% for WFP.

5

Addendum 1

ANNEX III of contribution agreement NDICI ASIA/2021/428-650  
UNDG Budget All PUNOs ERRY III (Mar 2022- Feb 2025) USD

UNDG Budget Summary	NON SCO COSTS			SCO COSTS		
	Y1	Y1	All-Year ERRY III Revised Budget	Y1	All-Year ERRY III Revised Budget	All-Year ERRY III Revised Budget
1. Staff and other personnel costs	\$ 1,435,360	\$ 1,411,540	\$ 4,769,106	\$ 23,820	\$ 4,711,666	\$ 57,440
2. Supplies, Commodities, Materials	\$ 3,742,835	\$ 3,742,835	\$ 14,293,939		\$ 14,293,939	
3. Equipment, Vehicles and Furniture including Depreciation	\$ 106,007	\$ 106,007	\$ 106,007		\$ 106,007	
4. Contractual Services	\$ 3,814,245	\$ 3,814,245	\$ 9,010,647		\$ 9,010,647	
5. Travel	\$ 444,415	\$ 444,415	\$ 1,559,103		\$ 1,559,103	
6. Transfers and Grants to Counterparts	\$ 2,624,364	\$ 2,624,364	\$ 12,557,812		\$ 12,557,812	
7. Operating and Other Direct Costs	\$ 794,839	\$ 770,766	\$ 2,826,965	\$ 24,073	\$ 2,740,301	\$ 86,664
<b>Total Programme cost [i]</b>	<b>\$ 12,962,065</b>	<b>\$ 12,914,172</b>	<b>\$ 45,123,579</b>	<b>\$ 47,893</b>	<b>\$ 44,979,475</b>	<b>\$ 144,104</b>
8. Indirect Support Costs (7%)	\$ 890,424	\$ 887,072	\$ 3,108,734	\$ 3,353	\$ 3,098,647	\$ 10,087
<b>TOTAL Pass-Through Amount Approved[ii]</b>	<b>\$ 13,852,489</b>	<b>\$ 13,801,244</b>	<b>\$ 48,232,313</b>	<b>\$ 51,245</b>	<b>\$ 48,078,122</b>	<b>\$ 154,191</b>
<b>TOTAL Co-Finances[iii]</b>	<b>\$ 252,277</b>	<b>\$ 252,277</b>	<b>\$ 1,145,687</b>		<b>\$ 1,145,687</b>	
<b>GRAND TOTAL[iv]</b>	<b>\$ 14,104,767</b>	<b>\$ 14,053,521</b>	<b>\$ 49,378,000</b>	<b>\$ 51,245</b>	<b>\$ 49,223,809</b>	<b>\$ 154,191</b>

\* For the purpose of the JP Agreement, a "Category" is considered a "Budget Heading"

\*\* The indirect support costs will be applied to the parts of the contributions provided by donors. In case of the EU contribution, the remuneration will be 7% of the final amount of eligible direct costs of the action incurred by UNDP, FAO, ILO and 6.5% for WFP.



5

UNDG Budget Summary	FAD			ILO			UNDP			WFP		
	Approved Budget	Revised Budget	% Variance	Approved Budget	Revised Budget	% Variance	Approved Budget	Revised Budget	% Variance	Approved Budget	Revised Budget	% Variance
1. Staff and other personnel costs	\$ 231,500.00	\$ 179,207.66	▼22.59%	\$ 1,254,087.25	\$ 1,321,779.60	▲5.40%	\$ 2,867,509.07	\$ 2,847,509.07	▼1.39%	\$ 396,009.35	\$ 396,009.35	▲0.00%
2. Supplies, Commodities, Materials	\$ 5,126,250.00	\$ 4,272,844.46	▼16.65%	\$ 12,400.00	\$ 12,781.95	▲3.08%	\$ 3,963,232.93	\$ 2,987,900.00	▼24.61%	\$ 5,192,056.21	\$ 5,192,056.21	▲0.00%
3. Equipment, Vehicles and Furniture including Depre	\$ 37,500.00	\$ 300,000.02	▲700.00%	\$ 10,800.70	\$ 8,538.63	▼20.94%	\$ 44,500.00	\$ 59,500.00	▲33.71%	\$ 13,205.95	\$ 13,205.95	▲0.00%
4. Contractual Services	\$ 1,793,488.00	\$ 2,350,499.56	▲31.06%	\$ 2,326,841.80	\$ 2,326,841.80	▼0.00%	\$ 4,575,068.21	\$ 4,505,443.15	▼1.52%	\$ 315,249.41	\$ 315,249.41	▲0.00%
5. Travel	\$ 497,922.00	\$ 415,179.00	▼16.62%	\$ 134,010.00	\$ 133,053.89	▼0.71%	\$ 565,634.50	\$ 565,634.27	▼0.00%	\$ 361,536.69	\$ 361,536.69	▲0.00%
6. Transfers and Grants to Counterparts	\$ 1,361,042.59	\$ 1,305,770.00	▼4.06%	\$ -	\$ -	#DIV/0!	\$ 7,517,569.16	\$ 8,492,527.16	▲12.97%	\$ 3,679,200.00	\$ 3,679,200.00	▲0.00%
7. Operating and Other Direct Costs	\$ 660,159.38	\$ 884,361.27	▲33.96%	\$ 404,461.77	\$ 339,605.57	▼16.04%	\$ 1,736,343.80	\$ 1,831,343.80	▲5.47%	\$ 26,000.00	\$ 26,000.00	▲0.00%
Total Programme cost [I]	\$ 9,707,861.97	\$ 9,707,861.37	▲0.00%	\$ 4,142,601.52	\$ 4,142,601.44	▼0.00%	\$ 21,289,857.67	\$ 21,289,857.45	▼0.00%	\$ 9,983,257.61	\$ 9,983,257.61	▲0.00%
8. Indirect Support Costs (7%)	\$ 679,550.34	\$ 679,550.34	▲0.00%	\$ 289,982.11	\$ 289,982.11	▼0.00%	\$ 1,490,290.04	\$ 1,490,290.02	▼0.00%	\$ 648,911.74	\$ 648,911.74	▲0.00%
TOTAL Pass-Through Amount Approved[II]	\$ 10,387,412.30	\$ 10,387,412.31	▲0.00%	\$ 4,432,583.63	\$ 4,432,583.54	▼0.00%	\$ 22,780,147.71	\$ 22,780,147.47	▼0.00%	\$ 10,632,169.35	\$ 10,632,169.35	▲0.00%
TOTAL Co-Finances[III]	\$ 245,958.56	\$ 245,958.56	▲0.00%	\$ 85,996.42	\$ 85,996.42	▼0.00%	\$ 554,056.76	\$ 554,057.00	▲0.00%	\$ 259,675.04	\$ 259,675.04	▲0.00%
GRAND TOTAL[IV]	\$ 10,633,370.87	\$ 10,633,370.88	▲0.00%	\$ 4,518,580.05	\$ 4,518,579.96	▼0.00%	\$ 23,334,204.47	\$ 23,334,204.47	▲0.00%	\$ 10,891,844.39	\$ 10,891,844.39	▲0.00%

4

UNDG Budget Summary	All PUNOS			Justifications	OO Calculation
	Approved Budget	Revised Budget	% Variance		
1. Staff and other personnel costs	\$ 4,769,106	\$ 4,744,506	▼ 0.52%	Moved to equipment Category 2 for beneficiaries and other direct cost in Category 7	
2. Supplies, Commodities, Materials	\$ 14,293,939	\$ 12,465,583	▼ 12.79%	Some budget will be transferred from this category to Category 3 (to buy irrigation water pumping system and seed processing Equipment for beneficiaries by FAO) and transferred to category 6 by UNDP for implementation of solar activities through NGO.	
3. Equipment, Vehicles and Furniture including Depreciation	\$ 106,007	\$ 381,245	▲ 259.64%	The primary reason for the increase of budget within this category is that FAO will be purchasing 12 water pumping systems and machinery for four seed banks. These items will be transferred to beneficiaries. The budget has been transferred from category 2, 'Supplies, Commodities, Materials'.	
4. Contractual Services	\$ 9,010,647	\$ 9,498,034	▲ 5.41%	FAO reallocated budget from category 2, 'Supplies, Commodities, Materials' to this category (4, 'Contractual Services') to increase the budget for construction works related contracts.	
5. Travel	\$ 1,559,103	\$ 1,475,404	▼ 5.37%	Moved to Category 7	
6. Transfers and Grants to Counterparts	\$ 12,557,812	\$ 13,477,497	▲ 7.32%	UNDP reallocated some budget from category 2 to this category to provide solar grants to communities through NGO	
7. Operating and Other Direct Costs	\$ 2,826,965	\$ 3,081,311	▲ 9.00%	Some budget reallocated from Travel category 5 to this category to cover some operating cost and provide training to beneficiaries	
Total Programme cost [i]	\$ 45,123,579	\$ 45,123,578	▼ 0.00%		\$ 45,123,578
8. Indirect Support Costs (7%)	\$ 3,108,734	\$ 3,108,734	▼ 0.00%		\$ 3,108,734.21
TOTAL Pass-Through Amount Approved [ii]	\$ 48,232,313	\$ 48,232,313	▼ 0.00%		\$ 48,232,313
TOTAL Co-Finances [iii]	\$ 1,145,687	\$ 1,145,687	▲ 0.00%		\$ 1,145,687
GRAND TOTAL [iv]	\$ 49,378,000	\$ 49,378,000	▼ 0.00%		\$ 49,378,000

Admin Cost  
6,8893787%

S

9



**Addendum 2**

**ANNEX III of contribution agreement NDICI ASIA/2021/428-650  
UNDG Budget All PUNOs ERRY III (Mar 2022- Feb 2025) USD**

UNDG Budget Summary	Y1	All-Year ERRY III Revised Budget	NON SCO COSTS		SCO COSTS	
			Y1	All-Year ERRY III Revised Budget	Y1	All-Year ERRY III Revised Budget
1. Staff and other personnel costs	\$ 1,317,903	\$ 4,744,506	\$ 1,294,083	\$ 4,694,843	\$ 23,820	\$ 49,663
2. Supplies, Commodities, Materials	\$ 2,209,158	\$ 12,465,583	\$ 2,209,158	\$ 12,465,583		
3. Equipment, Vehicles and Furniture including Depreciation	\$ 66,657	\$ 381,245	\$ 66,657	\$ 381,245		
4. Contractual Services	\$ 1,522,522	\$ 9,498,034	\$ 1,522,522	\$ 9,423,027		\$ 75,007
5. Travel	\$ 337,152	\$ 1,475,404	\$ 337,152	\$ 1,475,404		
6. Transfers and Grants to Counterparts	\$ 1,582,831	\$ 13,477,497	\$ 1,582,831	\$ 13,477,497		
7. Operating and Other Direct Costs	\$ 736,195	\$ 3,081,311	\$ 712,121	\$ 3,081,311	\$ 24,073	
<b>Total Programme cost [i]</b>	\$ 7,772,417	\$ 45,123,578	\$ 7,724,524	\$ 44,998,908	\$ 47,893	\$ 124,670
8. Indirect Support Costs (7%)	\$ 527,149	\$ 3,108,734	\$ 523,796	\$ 3,100,007	\$ 3,353	\$ 8,727
<b>TOTAL Pass-Through Amount Approved[ii]</b>	\$ 8,299,566	\$ 48,232,313	\$ 8,248,321	\$ 48,098,916	\$ 51,245	\$ 133,397
<b>TOTAL Co-Finances[iii]</b>	\$ 140,565	\$ 1,145,687	\$ 140,565	\$ 1,145,687		
<b>GRAND TOTAL[iv]</b>	\$ 8,440,131	\$ 49,378,000	\$ 8,388,885	\$ 49,244,603	\$ 51,245	\$ 133,397

\* For the purpose of the JP Agreement, a "Category" is considered a "Budget Heading"

\*\* The indirect support costs will be applied to the parts of the contributions provided by donors. In case of the EU contribution, the remuneration will be 7% of the final amount of eligible direct costs of the action incurred by UNDP, FAO, ILO and 6.5% for WFP.

1