

2018

# FINAL EXTERNAL EVALUATION REPORT DISASTER RESPONSE IN YEMEN

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## Abbreviations

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AMEU	Appraisal, Monitoring and Evaluation Unit
CHS	Core humanitarian standards
CRM	Complaints Response Mechanism
CSI	Coping Strategy Index
DEC	Disasters Emergency Committee
EECR	Emergency Employment and Economic Recovery Cluster
FGD	Focus Group Discussions
FSAC	Food Security and Agriculture Cluster
GARWSP	General Authority for Rural Water Supply Projects
HDDS	Households Dietary Diversity Score
HNO	Humanitarian Needs Overview
YER	Yemeni Rial
IDP	Internally Displaced Person
IPC	Integrated Food Phase Classification
KIIs	Key Informant Interviews
LWSC	Local Water and Sanitation Corporation
MOPIC	Office for the Coordination of Humanitarian Affairs
NAMCHA	National Authority for the Management and Coordination of Humanitarian Affairs and Disaster Recovery
NFI	Noon-food items
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
PLW	Pregnant and Lactating Women
WASH	Water, Sanitation, and Hygiene
WP	Water Point

## Executive Summary

In response to the growing needs and thanks to Disasters Emergency Committee (DEC) funding, Concern Worldwide and ACTED designed a programme that works through relevant coordination mechanisms and partnership to scale-up capacity in WASH, FSAC, and EECR, in order to support an integrated approach and prevent the situation from further deteriorating. Phase 1 of the programme ran from 20 January until 30th June 2017. Over 5.5 months, ACTED provided one-off cash transfers to 1,960 households in order to increase their ability to meet their immediate needs. This project reached 16,506 IDPs and host community individuals in four districts of Al Jawf governorate, within which people were facing dire needs due to the ongoing conflict in Yemen. Phase 2, that was implemented from August 1<sup>st</sup> 2017 until 31<sup>st</sup> of August 2018, has targeted the WASH needs of communities in Sa'ada and Hudaydah, this improved access to clean water for 202,720 individuals through rehabilitation of water points and training water points committees. This report presents the findings of the final evaluation conduct from September to October 2018. The final evaluation assesses the relevance, efficiency, effectiveness, impact, and sustainability of the implemented project, documenting quality results and lessons learned. A combined approach of quantitative and qualitative methods was adopted to gather the required information. This included an extensive desk review was conducted to review project documents, reports, and plans; a survey to collect the information from community members who benefit from ACTED interventions; Key Informant Interviews (KIIs) with targeted local authorities and ACTED team and lastly some Focus Group Discussions (FGDs) with beneficiaries and water points committee members. For this final evaluation assignment, **320 individuals were consulted**, 50% men and 50% women. The following summarises the main findings of this evaluation:

- Relevance

The project activities, both for phase 1 and 2, were considered to be of high relevance to targeted communities' need. Secondary data and the baseline study conducted for phase 1 confirmed the needs described in the proposal. For phase 2, the survey conducted by Solutions Consulting supported the data presented in the proposal and 90% of the beneficiaries interviewed perceived the project and its interventions as relevant to their needs and it considered the different groups in the community in particular poor and vulnerable. Using solar panels system have also addressed the main issue of the water supply associated with the lack of diesel.

- Efficiency

Phase 1 of the project used resources adequately and a favourable exchange rate made it possible to reached more beneficiaries than originally planned.

Phase 2 saw ACTED facing more difficulties in terms of efficiency. The budget for the additional water points did not cover the installation of solar panels, which limited the

expected outcome of the activity. Nevertheless, activities were overall appropriately budgeted.

In terms of structure and staffing, both phases were clearly and adequately planned from the proposal stage. The implementation of the planned structure ensure that implementation went as planned. Planning for more staff to follow up the project in the field would have however be very beneficial for phase 2 of the project.

### Effectiveness

Phase 1 showed good results in terms of effectiveness with more beneficiaries reached than what was originally planned. However, the effects on food security were not as positive as could be expected due to the variable exchange rate, the high number of household members in the targeted areas and the fact that beneficiaries were sharing the amount received with neighbours and family members.

Phase 2, despite the fact it was executed in conflict areas and war zones like Al- Hudaydah and Sa'ada, the project interventions have achieved its goal and objectives to ensure the long-term sustainability of access to clean water for catchment communities in both governorates. The project has established good relations with the different stakeholders in particular local authorities. The bad security situation has impeded the project team in Sa'ada and Al Hudaydah from a close monitoring in the field. The committee training and field presence were the only project setbacks. Training did not take place as planned and some committee members only had partial knowledge by the end of the project. In addition, beneficiaries in Sahar, Sa'ada expressed discontent with two water points which should have been followed up more closely by the program team in the field.

- Sustainability

Phase 1 was not supposed to result in long term impact and the ever-evolving context in Yemen did not allow for an exit strategy to be designed.

For phase 2, a majority of participants in the evaluation conducted by Solutions Consulting gave positive feedback on the sustainability of the project. Only a small portion of the respondents from Al- Hudaydah (Zabeed) and Sa'ada (Sahar), who think that the interventions outcome may not sustain. In Zabeed, participants claimed some technical faults with the solar panel in which the committee could not handle. While in Sahar beneficiaries think of the installed diesel generator will not resolve the issue, since fuel is chronic issues and expensive to make available.

- Impact

Phase 1, improved food security during the time of the project and provided emergency to families in need. However, no long-term impact was expected.

One of the main impacts of phase 2 is the increased amount of water to which beneficiaries in the targeted location had access. Results were also positive in terms of protection as women and children used to travel a long distance to get water. Thanks to the project, water is now more accessible and, in many cases, reach the beneficiaries house through the water pipe network. Around 86% of the interviewed beneficiaries believe that the project has a positive impact of them and their community.

#### Key recommendations:

##### Phase 1:

- Consider targeting communities instead of specific individuals or conduct an assessment to have a better idea of the caseload in the community before starting the selection. This would avoid beneficiaries sharing what they received with their neighbours or their family which reduces the impact of the activity.
- Combine emergency intervention such as cash distributions with livelihood activities to have a more sustainable outcome.

##### Phase 2:

- Due to the ongoing war, fuel shortage is becoming a prolonged issue that could affect the sustainability of water points that work with generators. Therefore, we recommend ACTED to install only solar pumps for any upcoming wells.
- Increasing field presence would improve ACTED's capacity to follow up and react in a timely manner to possible issues that may arise during activities. This is especially important for water points rehabilitation.
- Conducting the training of WASH committees' members through multiples sessions and on the job training instead of having one training session, to ensure that trainees have received all relevant and necessary information. Following up closely with committee' members during the rehabilitation would also help ensure that they feel involved and understand their tasks properly before the project is handed over to them.
- In addition to liaising with the local authorities, getting feedback from the community is crucial to guarantee the selecting of the water points is adequate. Solutions Consulting therefore recommends having a systematic community engagement in the next phase of the project or any upcoming project to avoid the community discontent or mis-selection of the interventions.

## 1. Background

### 1.1 Introduction

**Concern Worldwide** is a member agency of the DEC in the UK and funding is made available to member agencies by DEC to implement emergency programmes, following public fundraising campaigns organised in response to unfolding humanitarian situations. Within this framework, as Concern Worldwide did not yet have a presence in Yemen, the organization signed a memorandum of understanding with its Alliance 2015 partner, ACTED, to implement a two-phase emergency response programme. Concern worked with ACTED on the project design covering

both phase one and phase two and ACTED has provided Concern with periodic interim and final reports, covering both phases of the programme, in line with established schedules.

**ACTED** is a non-governmental organization with headquarters in Paris, founded in 1993. Independent, private and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency. ACTED endeavours to respond to humanitarian crises and build resilience; promote inclusive and sustainable growth; co-construct effective governance and support the building of civil society worldwide by investing in people and their potential.

ACTED's mission is to save lives and support people in meeting their needs in hard to reach areas. ACTED develops and implements programmes that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship. ACTED's approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development. ACTED is present in four continents and their teams intervene in 35 countries towards 11 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

ACTED has been present in Yemen since early 2012 and is working in various activities in 7 different governorates. The organization has been covering the full continuum of emergency, rehabilitation and development in Yemen. Emergency activities have focused in the sectors of Agriculture & Food Security (e.g. distribution of crop seeds, and livestock), Economic Recovery and Market Systems (e.g. income-generating activities such as cash for work), and WASH (e.g. rehabilitation of water supply facilities, hygiene promotion). In December 2016, the conflict in Yemen was approaching the two-year mark and the scale and intensity of the humanitarian crisis continued to increase. According to the 2017 Humanitarian Needs Overview, over 3.5 million people had been displaced while at least 18.8 million people, or 67% of the population, were in need of life-saving aid inside the country. This included 4.2 million women and 10.3 million girls and boys.

In response to the growing needs and thanks to DEC funding, Concern Worldwide and ACTED designed a programme that worked through relevant coordination mechanisms and partners to scale-up capacity in WASH, FSAC, and EECR, in order to support an integrated approach and prevent the situation from further deteriorating. WASH and FSAC programming remain particularly relevant as Cholera continues to spread and the country is on the brink of famine.

ACTED has focused on the northern governorates of Sa'ada and Al Jawf that have been especially affected, facing front lines in the conflict as well as significant population movements – both IDP and returnee – from neighboring governorates. Populations in both governorates have faced significant needs across the board, particularly in WASH and food security. For example, in Al Jawf, where households faced a dire situation across various sectors, there were an estimated 170,000 individuals, or 60% of the population, in need of food security, including 52,000 in acute need (HNO, 2017). Al Jawf was considered in "crisis" according to the June 2016 IPC classification and



has limited livelihoods support from the humanitarian sector. In Sa'ada, OCHA reported over 270,000 people in acute need of WASH support. Intense aerial bombardments in the governorate exacerbated problems with already struggling infrastructure (HNO 2017). WASH infrastructure had been further stressed by the large numbers of IDPs present in ACTED's districts of intervention.

### *1.2 Overview of the Project*

Phase 1 of the programme ran from 20<sup>th</sup> January until 30<sup>th</sup> June 2017. Over 5.5 months, ACTED provided one-off cash transfers to 1,960 households in order to increase their ability to meet their immediate needs. This project reached 16,506 IDPs and host community individuals in four districts of Al Jawf governorate, within which people were facing dire needs due to the ongoing conflict in Yemen.

Phase 2 ran from August 1<sup>st</sup> 2017 until 31<sup>th</sup> August 2018; this targeted the WASH needs of communities in Sa'ada and Hudaydah, its purpose was to ensure access to clean water for 202,720 individuals through rehabilitation of water points and training water points committees. ACTED rehabilitated water points with solar-powered water pumps to ensure long-term sustainability of access to clean water for catchment communities in both Hudaydah and Sa'ada Governorates. Further, ACTED established community maintenance committees to ensure the water points remain optimally operational beyond the involvement of ACTED.

#### **The main objectives of the project were:**

Phase 1

Vulnerable households in Al Jawf have increased ability to meet their immediate needs.

Phase 2:

Households in Hudaydah and Sa'ada have improved access to clean water.

### *1.3 Evaluation Objective*

#### **The objectives of the evaluation were the following:**

1. Assess the extent to which the project met planned outcomes as stipulated in the DEC Phase 1 and Phase 2 Outputs documents;
2. Assess the extent to which ACTED met key CHS commitments during implementation of the DEC project;
3. Evaluate the strengths and weaknesses of the partnership approach adopted by ACTED and Concern and its impact on programme effectiveness;
4. Highlight lessons learnt, and recommendations to feedback into current and future ACTED and Concern programming.

## 2. Methodology

This final evaluation applied mixed quantitative and qualitative methods to assess the project activities. Data collection took place between the 29<sup>th</sup> of September and 15<sup>th</sup> of October 2018.

### 2.1 Evaluation Geographical Scope of Work

The fieldwork of phase 1 and 2 in this final evaluation took place in following locations:

Governorate	District	Activities
Al Hudaydah	• Zabeed	• WASH intervention (phase 2)
	• Al Mansuriyah	
	• Al Marawi'ah	
Sa'ada	• Sahar	• WASH intervention (phase 2)
	• Majz	
	• Kitaf	
	• Sa'ada City	
Al-Jawf	• Al Humaydat	• Cash Transfer (phase 1)
	• Kharab AlMarashi	
	• Bart Alanan	
	• Rajuzah	

### 2.2 Data Sources and Sample Design

The final evaluation tools were developed by Solution's team and led by the team leader. They were shared with ACTED for review and feedback. Upon receiving the approval from ACTED, the tools were dispatched to the field team and used to facilitate data collection. For phase 1, data collected by ACTED through the verification, baseline and PDM/endline survey were used. For phase 2, an electronic questionnaire was employed for grassroots community member interviews in Hudaydah and in Sa'ada, paper-based interviews were used for the other specialised interviews with local authorities, water point committee, and ACTED team.

Two sampling methods have been used: purposive sample and simple random sample. As for the purposive sample, this technique has been used to identify and interview the key informants of this final evaluation. The appropriate sample size was determined at confidence level of 95% and 5% margin of error for the quantitative sampling. The final evaluation target groups were as follow:

Stakeholders/Beneficiary	Location	Tool to use
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<b>Beneficiaries</b>	Al Hudaydah and Sa'ada	Questionnaire (structured interview) & FGD
<b>WASH Committees</b>	Al Hudaydah and Sa'ada	FGD
<b>Representatives of local authorities</b>	Al Hudaydah and Sa'ada	KII
<b>ACTED Project Team member</b>	Sana'a and Amman	KII

Further information and data on the tools, sample size, locations and target groups are provided below:

### Desk Review

Solutions reviewed all related documents of the project, including but not limited to the following:

- ✓ Project proposal and implementation plans,
- ✓ Project documents and progress reports,
- ✓ Monitoring and Evaluation reports,
- ✓ Phase 1 reports.

The desk review aided in the verification of the progress of activities in relation to the project plan.

### Questionnaire (Structured Survey)

The questionnaire assisted in verifying and quantifying the project relevance/appropriateness of activities, sustainability, effectiveness of interventions and measure the level of satisfaction and impact among the beneficiaries on the project interventions and outcomes. Details of the reach of the questionnaire can be found in the table below, disaggregated by governorate, district, and gender:

Governorate	District	Number of Questionnaires		Total
		Male	Female	
	Majz	20	20	40
	Sa'ada	20	20	40
	Sehar	30	30	60
	Kitaf	20	20	40
	Al-Murawaea	20	20	40
	Zabed	30	30	60
	Al-Mansuria	20	20	40
		320		320

### Key Informant Interviews

In-depth Key Informant Interviews have employed as a qualitative tool to gather more in-depth information about the project's relevance, effectiveness, efficiency, impact and sustainability. The KIIs helped us to obtain detailed information from key persons about different issues, challenges, success stories and the benefits of such interventions. Additionally, the KIIs explored

the main changes that happened within targeted communities. Details of the reach of the KIIs can be found in the table below, disaggregated by governorate, districts and number of interviews:

Governorate	District	Number of interviews
	Majz	1
	Sa'ada	1
	Sehar	1
	Kitaf	1
	Al Murawaea	1
	Zabed	1
	Al-Mansuria	1
<b>Total</b>		<b>7</b>

Three semi-structured interviews were conducted with ACTED's core team members. This was a good opportunity for the evaluators to ask general questions around staff's perception of the DEC intervention; involving ACTED' staff allowed to verify first field results and ask for some clarifications.

Target group	District	Number of interviews
<b>Project Manager</b>	Sana'a	1
<b>Governorate Coordinator</b>	Sana'a	1
<b>Appraisal Monitoring and Evaluation Manager</b>	Amman (Jordan)	1
<b>Total</b>		<b>3</b>

### Focus Group Discussions

FGDs were conducted in each targeted location to further obtain qualitative data. The FGDs helped to collect data and information to consolidate the data collected from both the questionnaires and KIIs on different criteria, mainly relevance, effectiveness, sustainability and main impact of the project interventions. WASH committee and beneficiaries were the main target groups for this tool. Details of the reach of the FGDs can be found in the table below, disaggregated by governorate and number of sessions:

Target group	Governorate	District	Beneficiaries		Number of Sessions	WASH committee
			Male	Female		
		Majz	-	8	1	
		Sa'ada	9	-	1	
		Sehar	9	8	2	
		Kitaf	7	-	1	

	Hudaydah	Al Murawaea	10		1	1
		Zabeed	9	10	2	
		Al-Mansuria		10	2	
<b>Total</b>			<b>80</b>		<b>11</b>	

### 2.3 Constraints and Limitations

- a. As Phase 1 was completed more than 1 year before the final external evaluation, it was agreed with ACTED that only a desk review would be conducted for this phase.
- b. Obtaining the fieldwork permission from the National Authority for the Management and Coordination of Humanitarian Affairs and Disaster (NAMCHA) was time-consuming and took more than three weeks. As such, the start of the data collection was delayed by almost a month.

The security situation in Kitaf district was a challenge for the final evaluation team as fighting was taking place at some part of the districts. The evaluation team had very limited access to the district. The security situation in Hudaydah was also challenging as all the targeted district are very close to the ongoing conflict in Al-Hudaydah governorate. Especially in Zabeed, due to the high conflict in there we had to coordinate with the authority there that took a longer time.

### 3. Evaluation Findings

#### 3.1 Relevance

This section discusses the extent to which the project was relevant to the priorities of the target community. The evaluation findings show that the project activities and interventions were timely and technically relevant to the communities' needs and existing humanitarian needs.

#### **To what extent were the interventions in the DEC project relevant to the needs of key stakeholders (affected vulnerable communities, local authorities, MoH )?**

Phase 1 of the project aimed at improving food security in four districts of Al Jawf governorate, namely Bart al Anan, Rajuzah, Kharab al Marashi, Al Humaidat. ACTED intended to distribute one round of cash to 1,960 households. The amount of cash to be distributed was calculated based on the Minimum Expenditure Basket as set by the food security cluster. The purpose of the intervention was to improve the food security situation of the targeted communities.

Based on the proposal, areas of intervention were chosen based on the fact that Al Jawf governorate had needs in terms of food security according to the available data at the time. Furthermore, the humanitarian assistance provided in the governorate was scarce.

Results of the June 2016 IPC classified Al Jawf as being in crisis, livelihood support from humanitarian actors limited. When the intervention was designed, main Social Protection programs such as the Social Welfare Fund and Social Fund for Development had been suspended leaving millions of people without any source of income<sup>1</sup>, whilst access to labor opportunities had been severely restricted due to displacement, damaged productive infrastructure, physical insecurity of markets, and the high cost of productive inputs and fuel. Given that Al Jawf governorate has a lower population if compared to others in Yemen and there are significant access constraints and the ongoing conflict in the area, there are fewer actors operating in the governorate. This was the case at the time of the intervention as well, as a few agencies were providing food assistance in the governorate; however, there were no other actors providing cash relief in the north-western districts where ACTED teams were active. Based on those facts, providing food security assistance in Al Jawf was particularly relevant as there was a proven need for it as well as a gap in the assistance provided.

Phase 2 focused on rehabilitating 11 water points in Saadah and Hudaydah. In Sa'ada the shifting frontlines caused significant civilian casualties and caused protracted suspension of activities. This was followed by significant movements of populations whose needs were left largely unmet due to severe access constraints. The fighting in Hudaydah also triggered displacement and disrupted access to basic services. In response to the growing WASH needs and the increasing vulnerability of the population, ACTED sought to strengthen communities' overall access to water in order to address the existing needs and alleviate the additional strain posed on host communities by IDP

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<sup>1</sup> Yemen Socio-Economic Update, October 2016

flows. The water points themselves were identified in coordination with local authorities and WASH cluster.

Modalities of both interventions appear to be appropriate. Cash distributions organized for phase 1 were the recommended modality according to the food security cluster and it appear to have been in line with the beneficiaries' needs at the time since their average income was not covering all food needs and was overall very unstable for most beneficiaries. The success of cash distributions activities also depends on the availability of items on the local markets and the accessibility of those markets. No data is available on the situation for either of these points. Nevertheless, 75% of beneficiaries stated during the endline that they spent most of the money on food items. The average amount of money spent by assisted families on food also increased of 2,719 YER between the baseline and the endline. This data, combined with the improvement of the food security situation, suggests that products were indeed available and the markets accessible, which confirms the right choice of the assistance.

Phase 2 of the project included WASH rehabilitations. The modality of assistance appears appropriate as a lack of available infrastructures was registered. In addition, the choice made by ACTED to install solar pumps goes toward the improvement of communities' resilience. The water points rehabilitation indeed took into account the difficulties of using diesel pumps which relies on the capacity of community to get fuel. Respondents from the three districts in Al-Hudaydah have confirmed that their accessibility to water has improved significantly clean water is now pumped through the water network constantly.

**To what extent did the DEC project take into account the needs of different groups (girls, boys, women, men, people with disabilities, Muhamasheen etc.)?**

Within phase 1 implementation, affected populations were key in site and beneficiary selection benefitted from the active involvement of local community committees. In fact, ACTED worked with the committees to cover the selection of beneficiaries according to the planned criteria.

Furthermore, as per the targeting criteria, ACTED strived to meet the needs of women, especially pregnant and lactating women (PLW), children (boys and girls), elderly, and people with disabilities throughout programming. This was facilitated through the community committees, which identified these individuals. Whenever possible, ACTED ensured that the distribution process catered to the individual vulnerabilities. There were 15 instances in which ACTED field staff and the committees did not distributed cash at the centralized distribution points, this was done to assist beneficiaries with limited mobility and ACTED travelled to the either their home.

Phase 2 activities were even more relevant for women and children as they are usually responsible for fetching water. This task requires long distance travel that can be risky due to protection and security issues. Respondents from Sa'ada, mainly from Kitaf district, have emphasised the importance of this point and stated that the rehabilitation has mitigated this burden.

**How satisfied are girls, boys, women and men for the assistance provided?**

Project's relevance was assessed also analysing beneficiaries' feedback. In phase 1 (cash transfer), 68% of beneficiaries said they were satisfied with the assistance received. Among the remaining 32% that were not satisfied, 92% said it was because the amount of money provided was not enough to cover all of their needs. Overall, these results collected through the endline survey reinforce the fact that the project purpose and modalities were relevant overall.

During phase 2, interventions were relevant from the beneficiaries' point of view. The results show that a vast majority of respondents found the project relevant as they believe the project addressed an essential need of the targeted communities. Nevertheless, beneficiaries that found the project interventions somehow relevant or irrelevant in both governorates attributed their answers to the fact that the project did not cover other areas in need such as farther areas from the main water points rehabilitated; in other cases some households complained about the fact that only beneficiaries with established water pipes to their house benefited the most.

Despite this overall positive feedback, there were some negative answers in Sa'ada. These results were mostly coming from 2 districts: Kitaf and Saharand from female beneficiaries. Despite the fact that FGD responses in these districts have stated that the project was of a great relevance to the needs of the communities, the main reason of discontent regarding the intervention was about the way these water points have been managed until the end of the project by the WASH committees. While ACTED cannot be held responsible for the actions of WASH committees' members after the end of the project, a better follow up would have improved the capacity of the committees to manage and maintain the water points properly. The issues faced and gaps in ACTED intervention regarding this particular point are described more in details in the section on effectiveness.

Local authorities on the other hand have declared that these interventions were very relevant to the community member's needs.

The baseline survey conducted for phase 1 of the project showed high level of food insecurity, this confirmed the relevance of the project. According to this survey, the minimum food expenditure basket was on average of 15,638 YER per month. This amount was significantly below the FSAC endorsed minimum survival food basket of 24,000 YER, which indicated that beneficiaries of this project were spending significantly less on food than was recommended. This number was confirmed by the fact that 93% of respondents indicated they didn't have enough food for everyone in the household to have 3 meals a day.

For Phase 2, ACTED considered irregular or lack of access to clean water, either due to damaged infrastructure or unsustainable infrastructure as main criteria for selecting the water points. Additional factors were also taken into consideration such as the density of the population and number of IDPs in targeted locations. These different factors led to the selection for the installation and rehabilitation of water points, in particular in Al-Hudaydah.



### *3.2 Efficiency*

#### **Was the project managed efficiently, in terms of human capital, staff, financial and other resources versus the results?**

According to the final report submitted by ACTED, 73.38% of the DEC funding for phase 1 was dedicated directly to vouchers, 4.89% was dedicated to logistics, 18.75% to personnel working directly on the project, 2.98% for support personnel. Overall, the use of funds seems to be adequate as almost three quarters of the expenditure went directly to beneficiaries. In addition, it is worth noting that the budget originally submitted showed a very similar repartition, sign that budgeting was done appropriately.

The activities budgeted were conducted as planned and phase 1 reached even more beneficiaries than planned thanks to a favorable exchange rate and savings that allowed to assist more families. However, despite the cluster's recommendations on the value of the food basket, 29% of beneficiaries of phase 1 stated they were not satisfied with the project because the amount of money distributed was not enough to cover their needs.

Based on program staff's feedback collected when discussing around phase 2, it appears that the budget per water point was not enough to conduct a full rehabilitation. For example, a solar panel system was installed at Al Shaat Water point but the remaining pipeline system remained the same ; results would have been even better if ACTED had rehabilitated the water pump as well. ACTED prioritized the most urgent works for all water points but other minor rehabilitations, while less urgent, couldn't be conducted. While this allowed for more water points to become functional, additional rehabilitations could be useful for these water points.

Phase 2 received three top-ups from DEC and two Non-Cost Extensions. However, this cannot be attributed to a lack of planning or inadequate budgeting. ACTED faced access restrictions and delays on the ground because of the context; these modifications, on the contrary, made possible the rehabilitation of two additional water points. ACTED therefore finished all planned rehabilitations plus two additional one in the agreed-upon timeframe and budget.

#### **Were ACTED's implementation structures appropriate?**

For phase 1 and phase 2, ACTED had both central coordination at capital level and staff at provincial level (in the area of intervention), this allowed a close monitoring of activities. While this happened with no major constraints as planned for Phase 1, during Phase 2 and due to the security context, access to target areas was difficult. While this is an important challenge in terms of follow up and community acceptance, the difficult context does not necessarily make it possible. It is recommended that, for future and similar projects in the area, ACTED could develop community focal points to regularly check in on with the community.

#### **Were beneficiaries sufficiently involved in the project implementation? Was there feedback from beneficiaries to project implementers?**

The evaluation showed that the involvement of beneficiaries for Phase 2 could have been taken further. The involvement of the targeted communities in the design and implementation of the project was low, especially from women. This could be due to the social restrictions for females to engage in such activities. In Al-Hudaydah, less than half of the respondents (35% of women and 48% of men) stated they felt involved in the project' design and implementation. In Sa'ada, numbers goe down to 6% for women and 41% for men feeling involved in the project. While a good coordination with local authorities to ensure that the water points selected were adequate was noted, evaluators think that more community engagement could have prevented some issues faced during the course of the project. According to the beneficiaries, 2 water points were private ones and therefore not-accessible. However, ACTED choose these water points based on GARWSP (General Authority for Rural Water Supply Projects)'s recommendations. One of the water points in Sahar district was also private but the owner signed a waiver guaranteeing the access to the community after the rehabilitation. While the selection process was thorough and tried to mitigate as many risks as possible, a closer involvement of the communities during the implementation of the project and after completion of rehabilitation would have helped.

Feedback obtained through the survey also shows that communities were not necessarily well informed of the way water points were selected. Increasing communication on this subject at the beginning of the project would contribute to a better community-based control of the project implementation and increase the results. This was confirmed by FGD participants from Sahar, who emphasised the importance of consulting the local community prior to the interventions.

During the interviews and FGD with beneficiaries it was noticed that some beneficiaries did not know what was the mechanism for reporting a complaint; some of them, when they tried to complain to the WASH committee, they didn't receive any answer nor a follow-up was done.

**What were the external constraints to achieving better efficiency and how well were they mitigated?**

During the reporting period, ACTED worked extensively with the governor's office to explain the outcome and activities of this project to ensure their continued buy-in and access. There has been difficulty in explaining to the office the various components of the project in order to sign a sub-agreement, which would provide access and support. A sub-agreement was not signed during the reporting period due to bureaucratic obstacles, primarily because of the inconsistent communication with the governor's office and requests not compliant with ACTED's policies.

**Were synergies capitalized on with other actors (local and international) involved in similar projects?**

ACTED is an active member of the Cluster system at the national and sub-national level for coordination of all activities. Hence, the project- related challenges and lessons learnt were shared regularly with partners through relevant clusters.

During Phase 1, ACTED encountered difficulties in finalizing the sub-agreement with the governor's office. In order to resolve the issue, additional coordination with OCHA occurred at

national level. From this, ACTED discussed the issues with clusters and other partners implementing in Al Jawf, of whom might also have encountered similar coordination issues in the governorate, in order to share main challenges, gather suggestions and share steps taken to resolve them.

**What evidence is there (if any) that learning (M&E), from this project or previous projects, was incorporated into the project's implementation strategies?**

ACTED systematically records all lessons learned to increase quality, relevance and innovation in its interventions. ACTED's AMEU department also conducted regular internal evaluations during completion of actions and has thus significantly contributed to the compilation of ACTED's lessons learned. It was not possible to conduct an end line study due to access constraints in Sa'ada and security constraints in Hudaydah. However, the results of the external evaluation have been used to measure the impact of the rehabilitation.

**How has the relationship been between ACTED and local government authorities?**

During Phase 1, ACTED was severely delayed in the implementation of the project as it took extensive coordination to finalize and receive a signed sub-agreement between ACTED and the Al Jawf governor's office. Beneficiary selection could not begin until this document was signed, to ensure authority approval and unhampered access throughout implementation. Nevertheless, activities proceeded as planned.

For phase 2, ACTED liaised extensively with all relevant authorities, notably through MOPIC and national security focal points throughout the whole project in order to ensure access and support in implementation. Indeed, in Hudaydah, the regular coordination with MOPIC facilitated the obtaining of sub-agreements and contributed in getting the permits for the staff on the field to access the planned areas. Furthermore, ACTED team actively and regularly liaised with LWSC, handing over the operation and maintenance of the water points to them after the end of the project. In Sa'ada, access was slowed down by the local authorities, but thanks to an extensive sensitisation activity, the rehabilitation of water points was carried out within the project timeline framework.

Despite the fact that local authority coordination was time consuming, both project team and local authority respondents have claimed that their relation have improved during project implementation.

**How has the relationship been between ACTED and Concern and has the partnership approach had any impact on project efficiency?**

Concern and ACTED were in contact on a regular basis to make sure the most relevant information was available. Concern's Emergency Directorate senior staff visited Jordan and Yemen in April 2018 and during that trip a review of progress of DEC funded activities done. The ToR supporting the final evaluation process were shared with Concern and methodology agreed

### 3.3 Effectiveness

#### **To what extent did Phase 1 of project achieve its specific objective “Vulnerable households in Al Jawf have increased ability to meet their immediate needs”?**

As Yemen experienced a fast-spreading cholera outbreak and the threat of famine was prominent for almost half of all governorates in 2018, there were substantial unmet needs across all sectors. From this, Phase 1 was designed to be flexible in regards to what needs were met, allowing each targeted household to prioritize according to their compounded needs. While there were still substantial unmet needs in Al Jawf, the households that received cash transfers under this program have the increased ability to prioritize and meet their immediate needs.

A majority of beneficiaries reported to program teams a positive impact of the cash assistance and dialogue with community committees confirm that immediate needs of the selected beneficiaries were met and the overall project was perceived as a success.

According to ACTED endline survey, the cash distributed was used primarily used by beneficiaries to cover food needs, but it was also an opportunity for beneficiaries to pay back debts and buy non-food items (NFIs). 99% of beneficiaries spent money on food items. On average, 75% of the amount distributed was spent on food expenses. The food security situation of beneficiaries overall improved thanks to the project as shown by the 11% increase of the HDDS and the reduction of the Coping Strategy Index (CSI) (-18%). These improvements remain nevertheless small as 22% of targeted households stated during the endline survey that they were facing food shortages frequently (more than 10 times a month).

This mixed result can be explained by several factors: one of them is that ACTED had initially based the standard household size on the 2013 Yemen National Health and Demographic Survey, that indicates an average household size of 6.7, considered a standard among the humanitarian community. However, with further analysis of the actual household composition sourced during the beneficiary baseline, it was determined that the average household size was the following: 11.4 in Al Humaydat; 8.1 in Rajuzah; 8.1 in Marashi; and 6.2 in Bart Al Anan. From data collection it was determined that the number of individuals reached through the project was 16,506.

While considerations were given to whether or not the amount of money transferred should be altered in the districts with larger households, ACTED decided not to change the transferred amount for the following reasons: i) the project was informed by the MEB, which is set by FSAC and aligns food security interventions; ii) ACTED was already experiencing challenges of cohesion among the districts, and adhering to the MEB was a unifying factor for equal distributions among partners; iii) the financial and beneficiary commitments set during the project design phase prohibited drastic variations. Based on these reasons, the solution chosen by ACTED appear to have been the most adequate at the time.

The escalation of the conflict in the targeted areas during the course of the project can also explain the underachievement, as the beneficiaries' situation worsened overall. In addition, the end-line data indicated that 6% of the beneficiaries have shared the cash they received with other non-targeted families. While the project had a positive impact, this means the number of beneficiaries targeted didn't cover all families in need in the targeted area. Future projects should consider targeting a larger number of beneficiaries in the communities as this would potentially reduce community vulnerability and improve social cohesion within the communities as a whole.

Despite these gaps, Phase 1 went toward the achievement of the objective as it increased the ability of vulnerable households from Al Jawf to meet their immediate needs.

### **To what extent did Phase 2 of project achieve its specific objective "Households in Hudaydah and Sa'ada have improved access to clean water" ?**

Results of the final evaluation revealed that Phase 2 of the project intervention has met its objective, despite the difficulties associated with implementing activities in both Al-Hudaydah and Sa'ada as war and conflict zones.

The overall result is satisfactory to the majority of beneficiaries in both governorates. According to the different documents provided by ACTED, the following results support the conclusion that the project reached its stated objective that households in Al Hudaydah and Sa'ada have improved their access to clean water.

Compared to the baseline profiles, the observation conducted by Solutions Consulting showed that each rehabilitated water point ended up in a better condition. All rehabilitated water points were protected from possible pollution that guarantee the cleanliness of the water. In addition, all water points were functional at the moment of the final evaluation. The information provided in the tables gives an overall idea of the capacity of each water point to improve access to water in targeted communities. The first two tables present the well capacity (in m3/day) and the estimated number of beneficiaries benefitting from the water point for both Sa'ada and Al Hudaydah.

#### **Sa'ada**

**Table 3.3.1 - Well capacity and number of beneficiaries covered by the well (according to the technical assessment conducted by ACTED)**

District	Well Name	Well Capacity (m3/day)	No of Beneficiaries (HH)
Majz	Alfallah	46 – 50	1060
Kitaf	Alja'adeb	10 – 12	333
Sa'ada	Prison	10 – 12	1000 Ind
Sahar 1	Alkhodad	18 – 24	383
Sahar 2	Aal Homaidan	10 – 12	466
Sahar 3	Alshat	N/A	800
Sahar 4	Aal Alsaifi	N/A	250

## Al Hudaydah

District	Well Name	Well Capacity (m3/day)	No of Beneficiaries (HH)
Almarawa'ah	Well no.6	259	10000
Almansuriyah	Well no.2	250	2800
Zabeed 1	Well no.6	108	
Zabeed 2	Well no.7	108	

The following table shows the quantity of water available per person and per water point. This was calculated by taking the daily flow rate of the water point divided by the estimated number of beneficiaries:

Governorate	District	Well Name	Per Capita (l/d)*
	Majz	Alfallah	6.2 – 6.74 / Individual
	Kitaf	Alja'adeb	5 – 6 / Individual
	Sa'ada	Prison	5 – 6 / Individual
	Sahar 1	Alkhodad	7.83 – 10.44 / Individual
	Sahar 2	Aal Homaidan	3.57 – 4.29 / Individual
	Sahar 3	Alshat	N/A
	Sahar 4	Aal Alsaifi	N/A
	Almarawa'ah	Well no.6	16.19 / House Hold
	Almansuriyah	Well no.2	8456 / House Hold
	Zabeed 1	Well no.6	90 / House Hold
	Zabeed 2	Well no.7	90 / House Hold

\*  $1\text{m}^3 = 1000\text{l}$

While some of the water points do not provide enough water per person to meet SPHERE standards (15L/person/day), they provide a substantial increase of water availability for the selected household.

As presented above, rehabilitated water points have significantly increased beneficiaries' access to clean water. However, two of the rehabilitations did not deliver the intended result for the community in Sa'ada, due to conflict regarding the ownership of the water points.

Another major issue is that two water points, which rely on diesel generators, don't work permanently as the community don't have the necessary resources to buy fuel regularly. The decision to install diesel generators instead of solar panels for those two water points was made

due to budget constraints as solar panels were too expensive. While the rehabilitation still improved communities' access to water, results could have been more durable and put less strain on the community if solar panels had been installed. As such, in future projects, ACTED should carefully choose the sites to ensure that the available budget for rehabilitation will be enough to cover solar panels.

Due to the ongoing conflict in Yemen, conducting field work is challenging for the humanitarian actors. This has hampered ACTED's capacity of direct observation and communication with target communities during Phase 2, due to the the security situation on the ground and the limited numbers of travel permits received from the local authorities. As such, ACTED could not follow up on the rehabilitation of water points as closely as planned. Emerging issues related to project interventions in the communities could not be addressed as swiftly as they could have been with field presence.

Both phases of the project took place in conflict areas where either direct confrontation between the warring parties was taking place, while Sa'ada is a daily target of the Saudi led coalition bombardment. These factors made the day to day monitoring of the project activities difficult and risky for the project team. In addition, ACTED needed a continuous coordination with the local authorities, who are not fast responders and usually need time to approve papers and field work. ACTED coordinated with additional local authorities at district level, and raised coordination concerns with OCHA Yemen at the national level to facilitate the signature of any agreement needed. Following this additional coordination, ACTED got the sub-agreement for Phase 2 signed in April 2018, allowing for the immediate start of activity implementation.

#### **Were the expected results achieved for Phase 1?**

Phase 1 plan initially targeted 1,760 households in total (12,320 individuals). The initial plan was to target 440 households and reach 3,080 individuals in each of the 4 district. However, this was increased to 1,960 households (around 16,506 individuals) due to a favorable exchange rate at the time of implementation to reach 490 households in each district, for an estimated 3,430 individuals per district.

Due to delays in the signature of the sub-agreement with the local authorities, ACTED reported a 4 months' delay in the implementation. Once the sub-agreement was signed in early May 2017, ACTED simultaneously began establishing and sensitizing community committees while coordinating a signed sub-agreement. This enabled the project to be implemented and completed within the allotted timeframe. However, this was not accomplished without encountering major challenges due to Ramadan and following Eid holiday. Generally, extensive programme activities are not planned during Ramadan, as the time period always slows down implementation due to the fasting period. In the case of distributions, it took extensive work from ACTED field staff to plan, coordinate, and implement the cash distribution, whether that meant additional or extended field trips to ensure that activities proceeded.

#### **Were the expected results achieved for Phase 2?**

By the end of the project, ACTED had successfully completed all the activities, including the training of the local committees. Through an effective functioning of the water points, cost coverage achieved for operation and the existence of the water points committees, the beneficiaries now have improved access to clean water.

As the project was implemented in two different governorates, the assessment below is provided for the Hudaydah and Sa'ada bases.

#### *Al Hudaydah*

ACTED identified four sites for water points rehabilitations. Using additional funds and coordinating with relevant WASH stakeholders, ACTED has changed the location of one water point (from Bait Al Faqi to Al Maraiwi'ah) and added another water point in Zabid to better respond to the community needs. Contrary to what was foreseen in the initial project, and due to access restriction faced by ACTED team, the maintenance committees were trained during or after the rehabilitation of the water points. ACTED liaises closely with LWSC and signed with them a MoU in regard to the water points and, currently, all four water points are under LWSC ownership, operation, and maintenance.

The four water points were completed between April and May, all of them were equipped with a solar panel with protective steel netting. ACTED also trained three local maintenance committee composed of 3 members from LWSC and 2 community members. Due to the geographical proximity of two water points in Zabid, ACTED trained only one committee for both water points.

The maintenance committee for this water point is the same as the water point in Zaabid 1 as the two areas are geographically close and well connected.

By the end of the project, in Al Hudaydah governorate ACTED rehabilitated:

- One water point in Al Marawiyah;
- One water point in Al Mansuriyah; and
- Two water points in Zabeed.

#### *Sa'ada*

The beginning of the activities was delayed due to the access issues as it took extensive coordination to finalise and receive a signed sub-agreement between ACTED and the authorities. The access problems, together with the security concerns, further delayed the implementation. However, following the additional funds granted by DEC, ACTED targeted two additional water points, reaching a total of seven structures. The rehabilitations were finalised in July and August. All of them were equipped with a solar panel with a protective steel netting. ACTED trained the community maintenance committees, including 3 GAWRSP members (2 in Aal Al Sifi and Al Khodad) and 2 community members.

In Sa'ada governorate, ACTED rehabilitated:



- One water point in Majz;
- Two water points in Sahar;
- One water point in Kitaf wa al Boqe'e;
- One water point in prison in Sa'ada;
- One water point in Al Shat; and
- One water point in Aal Al Sifi.

The technical tasks in all wells planned to operate the wells mainly by solar energy in order to abandon as soon as possible the fuel-based process. The tables below summarize the major accomplished jobs and the conditions of the targeted wells:

Table 3.3.4 - Sa'ada

District	Well Name	Well Capacity (m <sup>3</sup> /day)	No of Beneficiaries (Individuals)	Main intervention	Cost of work (USD)
Majz	Alfallah	90 - 106	7420	Solar panels and accessories	58415
Kitaf	Alja'adeb	29	2000	Well reconditioning + Water tank + Solar panels and accessories + Water pump and auxiliaries	26825
Sa'ada	Prison	60 - 80	1000	Solar panels and accessories + Water pump and auxiliaries	36075
Sahar 1	Alkhodad	60 - 80	2300	Diesel generator + Water pump and auxiliaries + Inverter	29820
Sahar 2	Aal Homaidan	19 - 30	2800	Alternator + Inverter + Water pump and auxiliaries	17020
Sahar 3	Alshat	60 - 70	800 House Holds	Solar panels and accessories	43600
Sahar 4	Aal Alsaifi	45 - 60	250 House Holds	Diesel generator + Water pump and auxiliaries + Inverter	28425

Table 3.3.5 - Al Hudaydah Data

District	Well Name	Well Capacity (m <sup>3</sup> /day)	No of Beneficiaries (HH)	Main intervention	Cost of work (USD)
Almarawa'ah	Well no.6	N/A	N/A	Solar panels and accessories + Water pump and auxiliaries	45236.5
Almansuriyah	Well no.2	N/A	N/A	Solar panels and accessories	38445

Zabeed 1	Well no.6	N/A	N/A	Solar panels and accessories + Water pump and auxiliaries	35649
Zabeed 2	Well no.7	N/A	N/A	Solar panels and accessories	27270

All water points benefitted from rehabilitation including solar panels, except for 2 that are still operating with a diesel generator. As explained previously, it hindered the capacity of the project to reach its objective.

Overall, rehabilitations provided access to water to the estimated number of beneficiaries. Exact number of planned and achieved beneficiaries' numbers per water points are presented in the below table:

**Table 3.3.6**

Governorate	District	Village	Water Point name	Planned	Achieved
				HH	HH
Saada	Kitaf	Al- Aqlain	Al-Ja'adab's project	350	333
Saada	Sahar	Al-Khodad	Al-Khodad project	350	383
Saada	Majz	Fallah	Fallah Project	1060	1060
Saada	Sahar	Aal Homaidan	Aal Homaidan project	400	466
Saada	Saadah	Saadah city	The New prison project	1000	1000
Saada	Sahar	Alshat	Alshat project	1100	800
Saada	Sahar	Aal Assaifi	Aal Assaifi project	250	250
Al Hudaydah	Al Marawi'ah	-	-	10000	10000
Al Hudaydah	Al Mansuriyah	-	-	2800	2800
Al Hudaydah	Zabeed two points	-	-	12000	12000
Total				<b>29310</b>	<b>29092</b>

### Beneficiaries' satisfaction

Phase 1 of the project did not conduct an in-depth satisfaction survey regarding the project intervention.

Beneficiaries' satisfaction with Phase 2 of the project was generally positive, with some unsatisfactory results from Sa'ada. In Al-Hudaydah 72% of women and 65% of men were very satisfied, where 23% of women and 34% of men were somehow satisfied with the intervention. In Sa'ada, 62% of females and 51% of males were very satisfied, while 23% of females and 20% of males were somehow satisfied with the intervention.

The data collected in Sa'ada governorate shows that Sahar and Ketaf districts were the areas with the highest level of dissatisfaction. In Sahar, 13% of females and 38% of males were completely unsatisfied with the intervention. In Ketaf, 15% of females and 5% of males were somehow unsatisfied, in addition to 15% of males were completely unsatisfied with the intervention.

### *3.4 Sustainability*

Sustainability is measured by the degree to which the outcomes and benefits of project activities are predicted to continue after the life of the project. This section highlights the main points that reflect the sustainability of the project outcomes.

**To what extent were the risk mitigation and sustainability plans in the project proposal, in addition to unforeseen risks, addressed during project implementation? How realistic were these?**

For both phases, access was seen as a possible challenge as various national, governorate and even district level authorities had been making increasing demands for coordination and information from INGOs. Such bureaucracy was particularly prevalent for Al Jawf, which is historically highly decentralized and has been an active area of conflict. This had been resulting in regular changes in focal points as well as regular administrative obstacles. ACTED liaised closely with all relevant authorities and actors, notably through its identified MOPIC' structures and national security focal points. In addition, ACTED maintained regular communication with other INGOs to raise and discuss issues with others operating in the same areas. This mechanism was effectively put into effect during the course of the project when there were issues regarding the signature of the sub-agreement.

The primary challenge was ensuring sufficient YER supply to complete cash distributions in the local currency. ACTED monitored the monetary situation closely as well as completed in-depth reviews during the cash distribution agent selection process to confirm the ability of the suppliers to access and provide the necessary currency. This process ensured that the cash distribution could happen as planned.

While access was granted by the authorities for both phases, the degradation of the security situation didn't allow for field access in Phase 2. This was also a risk identified by ACTED since the project development phase. The mitigation measure planned by ACTED was to coordinate with local authorities as much as possible in order to ensure a sort direct monitoring; however, this measure could not be properly applied during Phase 2 as local authorities did not have the capacity to guarantee the security of ACTED staff during activities. Despite this issue was difficult to effectively mitigate, developing and maintaining a network of community focal points areas of intervention would be beneficial for future projects. It would indeed ensure that ACTED has immediate feedback on possible issues arising in the area of intervention and increase its ability to deal with these issues in a timely manner.

Overall, the risks identified by ACTED at the proposal stage were the ones that were faced during project implementation. Mitigation measures were as adequate as possible given the context. Nevertheless, some improvements could be made in future projects in order to ensure a better planning and follow up.

**What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?**

Regarding phase 1, as explained in the final report, due to the highly volatile context in the targeted areas as well as the humanitarian crisis faced by the country in general, no viable exit strategy was possible. The prominent challenge in Yemen was and still remains the worsening humanitarian context. The emergency context and inability to shift into and promote early recovery activities is apparent across all governorates, as early recovery activities are deprioritized. While a balance is required between early recovery and emergency support the widening gap between available funds and life-saving needs makes this challenging. By the end of the project, ACTED did not have the capacity to follow up with these beneficiaries and provide a second wave of assistance more focused on early recovery.

For Phase 2, aside from the physical long-term-use outcomes that the project has generated through its interventions, the project intended to instigate a long-term technical influence by entrenching new skills to the WASH committee. The establishment of the WASH committee was therefore supposed to ensure an exit strategy for sustaining the project interventions. Their purpose was indeed to play a key role in sites maintenance, follow up with local authority and line of communication between ACTED and beneficiaries during the project. As explained several times in the above sections, there were important gaps regarding the roles of the committees.

This external evaluation indeed showed that the training conducted by ACTED was not sufficient to properly sensitize the committees to their role and ensure they were actually fulfilling their role. This can be explained in part by the access issues ACTED had to face. It indeed limited ACTED's capacity to follow up with committees and make sure they were conducting their tasks as planned. As explained above regarding risk mitigation, it was not possible for ACTED to improve this situation by much. It is also worth mentioning that the behaviour of the committees' members, especially after the project finishes, cannot be controlled by ACTED even if closer follow up could mitigate possible issues.

Regarding the water points themselves, the quality of the materials used in rehabilitating the water points means that the project impact can be sustainable despite the gaps mentioned regarding the role of the WASH committees. Beneficiaries had a positive opinion of the sustainability of the project, especially women. In Al Hudaydah 68% of females and 54% of males believe that the project impact will be sustainable while 42% of males and 1% of females think it won't; 30% of females and 4% of males are not sure on this regard.

Results differ depending on the specific situations and how the project went. For example, in Zabeed district in Al Hudaydah, 94% of men and 62% of women said that, in their opinion, the

project would not be sustainable. This result is associated with a failure faced by the solar panel system after its installation. Both beneficiaries and committee members confirm that there are some defects in the system they reported to the project engineer and the company who installed them but with no response. For this reason, beneficiaries in Zabeed think that the project may not sustain.

These doubts regarding the project sustainability can mostly be attributed to two main factors:

In both governorates, KII and FGD respondents have stressed out on the importance of the regular maintenance for the sites and the solar panels. WASH committees were in charge of the maintenance of the site and therefore received one theoretical and two practical training sessions on how to operate and maintain the solar-powered pumps. Interviewed WASH committees' members in Al Hudaydah and Sa'ada stated they didn't receive the training as planned and that it was not adequate to properly maintain and manage the solar panels system. In Al Hudaydah, one of the committee's member clarified that the time allocated for the training was not sufficient and that follow up sessions would have been needed.

However, despite these issues, all rehabilitated water points are still functional at the time of the external evaluation visit and a majority of beneficiaries think that the project is sustainable. This suggests that the training was adequate for most WASH committees. It is nevertheless important for ACTED to work on improving this type of training so that committees can conduct their tasks as well as possible.

The choice of a diesel generator for two of the sites was an inadequate solution given the fuel shortage and increasing prices that will negatively affect the sustainability of the project impact. ACTED could not follow up these rehabilitations by another project with the installation of solar panels due to the lack of funding.

### **Possibility of replication**

Overall, both phases brought positive results even if there is room for improvement on some specific aspects. Activities are appropriate and in line with the needs of the beneficiaries. As such, replication of this type of project would be relevant to address the current needs of the population.

Regarding cash distributions, current FSAC cluster recommendations suggest 3 rounds of distributions for emergency intervention and 6 rounds for longer term impact.

### *3.5 Impact*

This section captures the impact of the project and its activities beyond the physical outputs

**What were, if any, the innovative and successful approaches that are of relevance to other actors active in the WASH and Cash sector in Yemen?**

While Phase 1 of the project was very standard, Phase 2 of the project showed that the rehabilitation of water points and the installation of a solar panel system has the potential to be sustainable. In addition, it greatly improved communities' resilience to shocks by providing them with a long-term access to water at minimum cost for communities thanks to the solar panels.

Current emergency planning could benefit from including similar activities in future programming. Access to water is an issue not only for rural communities in Saadah and Hudaydah but all over the country, especially in conflict areas: water points' rehabilitation can be a good way to assist vulnerable host communities as well as displaced populations or marginalized groups in the area. The solar panels component was crucial for the success of the intervention

**What, if any, were the unintended impacts of the project intervention, both positive and negative?**

During Phase 1, based on community feedback as well as endline results, the project had an impact on the social relationship between beneficiaries and non-beneficiaries. Specifically, some beneficiaries who received assistance shared their cash distributions with non-targeted vulnerable neighbours. While this was not reported as a negative impact as such, it shows that the needs in targeted areas were higher than expected and that the project only addressed them partially. This affected the expected impact of the cash transfer negatively for the beneficiaries as assisted families did not use the full amount transferred for their own household. On the other side, we can assume the project had somehow a positive impact on more families than what was actually planned.

For Phase 2, in Zabeed district in Al Hudaydah, part of the beneficiaries starts to breed animals such as sheep and goats as a result of the availability of water. Before the project interventions, some beneficiaries stated that they were not able to breeding animals because of the extra burden to provide these animals with water, hard to get at that time.

**Are the apparent impacts attributable to the project's interventions?**

Regarding Phase 1, the improvement of the food security at the time of the endline survey can be attributed to the project. Indeed, data collected during the endline showed that a substantial amount of money was dedicated to buying food items. However, the final report as well as the conclusion of the endline report make it clear that there is no long-term impact of the project beyond the emergency assistance provided.

The project had a positive impact on the community according to beneficiaries' response especially in Al-Hudaydah with 99% of females and 97% of males interviewed saying that the project had positive effect on their community, which shows there was an important need in terms of access to water in Al-Hudaydah. On the other hand, in Sa'ada, the 88% of males and 68% of females stated that the project had a positive effect on their community; moreover, a smaller group of people responded that the project is of no effect on their community (26% women, 4% men); only a small number of people responded the project has a negative effect on their community (6% females, 7% males)..

Nevertheless, when taking a closer look at the negative feedback received in Sa'ada, most of the respondents were from Sahar district, with 16% of females and 12% of males in this district stating that the project had a negative effect on their community, and 61% of females and 12% of males responding that the project had no effect on their community. As previously mentioned, this can be explained by the fact that one of farmer took back control of well after the rehabilitation despite having signed a waiver. Additionally, one of the wells is run by a diesel generator which is expansive and hard to sustain during the current situation.

#### 4. Conclusion & Recommendations

This evaluation report concludes that both Phase 1 and Phase 2 of the project achieved their goal and objectives as stated in the project log-frame. Both projects have shown great relevance to the targeted community's needs and overall show positive results.

Nevertheless, phase 1 would have been even more beneficial if it had been followed or accompanied by livelihood activities that would have ensured a more sustainable outcome to the project. Even if this was not the purpose of this project, it would be something to consider for future projects.

Phase 2, while overall achieved its objectives, faced several issues that somewhat limited the outcome. The project has adopted an exit strategy by handing over the rehabilitated water points to a local WASH committee, which will be responsible of management and maintained. Providing the rehabilitated water points with solar panels has also ensured the sustainability of providing water to beneficiaries the longest time possible. This was not the case with all water points because of the shortage or increasing in fuel price Yemen. In addition, there were tensions related to the ownership of one of the water points which meant that the community couldn't access the newly rehabilitated water point. Even though MoUs were signed with the WASH committees, They didn't ensure timely maintenance all the time.

The following recommendations were prepared based on the main findings of the final evaluation:

##### Phase 1:

- Consider targeting communities instead of specific individuals, or conduct an assessment to have a better idea of the caseload in the community before starting the selection. This would avoid beneficiaries sharing what they received with their neighbours or their families, which reduces the impact of the activity.
- Combine emergency intervention (such as cash distributions) with livelihood activities to have a more sustainable outcome.

##### Phase 2:

- Due to the ongoing war, fuel shortage is becoming a prolonged issue that could affect the sustainability of water points that work with generators. Therefore, we recommend ACTED installing only solar pumps for any upcoming wells.

- Increasing field presence would improve ACTED's capacity to follow up and react in a timely manner to possible issues that may arise during activities. This is especially important for water points rehabilitation.
- Conducting the training of WASH committees' members through multiples sessions and on-the-job training instead of having a one-off training session, to ensure that trainees have received all relevant and necessary information. Following up closely with committee' members during the rehabilitation would also help ensure that they feel involved and understand their tasks properly before the project is handed over to them.
- In addition to liaising with the local authorities, getting feedback from the community is crucial to guarantee the selecting of the water points is adequate. Solutions Consulting, therefore, recommends having a systematic community engagement in the next phase of the project or any upcoming project to avoid the community discontent or mis-selection of the interventions.



## 5. Annex I Data Collection Tools, Evaluation Criteria and Charts

### Beneficiaries

survey		Time of Starting the Interview	Time of Finishing the interview
Name of Interviewer:			
Interviewee Name			
Interview Place			
	Male		Female
Age	1 Less than 18	3 29 – 24	5 41 - 36
	2 23 – 18	4 35 – 30	6 More than 41
Governorate	Gov	Sa'adah	Gov Hudaydah
		Majz	Al Murawaea
		Sa'adah	Zabed
		Sehar	ALMansuria
		Kitaf	
Phone Number			

### Questions

1. Do you know who implemented the ..... (water project)?

Yes

No

2. Was the selected water point accessible to you?

Accessible	Somewhat Accessible	Not Accessible at all

3. Were beneficiaries part of the intervention design and implementation?

Yes

No

4. To what extent were the project intervention (water point) relevant to your needs?

Very relevant	Somewhat relevant	somewhat irrelevant	Totally Irrelevant

5. To what extent did the project intervention (water point) take into account the accessibility of different groups (girls, boys, women, men, people with disabilities, Muhamasheen, IDPs etc.)?

Great Consideration	Moderate Consideration	Little Consideration	No Consideration

6. What was the impact on your communities (positive or negative)?

- Positive  
 Negative  
 There is no effect

7. Were you able to get information about the project and what they intend to deliver?

- Yes  
 No

8. How satisfied are you with the project intervention (water point)?

Totally satisfied	Satisfied to some extent	Neutral	Dissatisfied to some extent	Totally Dissatisfied

9. Were there ways for people to provide feedback and/or lodge complaints?

- Yes
  - Via phone
  - Via project team
  - Via WASH committee
  - Other No (skip next question)

10. If so, did ACTED respond in a timely, fair and appropriate manner that prioritizes the safety of the complainant at all stages?

Response quality:

Very good	Good	Satisfactory	No response

11. How would you rate the effectiveness of the WASH committee to manage the water point?

Effective	Neutral	Not Effective

12. Do you think the project intervention and/or results will be sustained after the project ends?

- Yes  
 No  
 Not sure

**Representatives of local authorities**

Date of Interview	Day of Interview	Time of Starting the Interview	Time of Finishing the interview	
Name of Interviewer:				
Interviewee Name				
Interview Place				
	Male			
	Female			
Governorate	<b>Gov</b>	<b>Sa'adah</b>	<b>Gov</b>	<b>Hudaydah</b>
		Majz		Al Murawaea
		Sa'adah		Zabeed
		Sehar		ALMansuria
		Kitaf		
Job/ Capacity				
Phone Number				

**Questions**

1. Was the selection of target water point/ areas appropriate for reaching the most in-need of assistance?
2. To what extent did the project interventions comply with the targeted community needs and existing issues?
3. Do you consider the project activities and interventions carried out by ACTED useful and beneficial to your community? Explain how?
4. What was the role of the local authority in this project?
5. In your opinion, in what way did the project and its activities and interventions has affected the targeted communities (positively or negatively)? Explain how?
6. In your opinion will the interventions (water points) sustainable after the end of the project? Explain?
7. In your opinion, what could be done differently to have better outcomes?
8. How would you describe the relation between local authority and ACTED?
9. In your opinion, what were/are the major achievements of the project?

### **WASH Committees/ Group Discussion**

#### **Questions**

10. Was the selection of target areas appropriate for reaching the most vulnerable in need of assistance? Explain.
11. To what extent do you think this project is relevant to your community needs? Why/why not? How can you explain.
- 12.
13. How would you assess the interventions and activities carried out by ACTED?
14. The training for the WASH committee
15. How relevant and effective were the trainings received (Management, Operation and Maintenance) to your needs and capacities in regard to serving the community? Why/why not ? Please explain?
16. The effectiveness of the implementation
17. Were there any delays? If yes what are the reasons?
18. Dealing with complains and issues
19. How would you assess the complains mechanism of ACTED during this project?
20. How do you assess their response to your and communities' feedback?
- 21.
22. Is/ are there any local or international actor in the same sector? If yes, was there any form of coordination?
- 23.
24. What was the impact of the project interventions (the rehabilitation of water point) on the affected communities (positive or negative)?
25. Was the project able to monitor, mitigate and respond to any unintended negative effects?
26. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
27. How likely are the interventions going to continue following the end of the project? Explain?
28. What factors influenced or undermined program quality?
29. What could be done differently to ensure that such programs are of high quality in the future?
30. In your opinion , what were the major achievements of the project?
31. Were there any aspects of the project you were not completely satisfied with?
32. How can the project team improve future and similar interventions?
33. Can you share any specific stories you know about significant changes that occurred as a result of the project?

#### **Beneficiaries/ FGD**

## Questions

34. Can you explain how accessible clean water today then it was before the project interventions?
35. Can you explain if there are people in your community who did not benefit from this intervention (rehabilitation of water point)? If yes, who are they and why?
36. In your opinion, what were the major achievements of the project?
  - a. Were there any aspects of the project you were not completely satisfied with?
  - b. How can the project team improve future and similar interventions?
  - c. What is/are the impact on your communities (positive or negative) because of this project?
37. How would you describe the effectiveness of the WASH committee to manage the water point? Explain?
38. Were there ways for people to provide feedback and/or lodge complaints?
  - a. Who used it?
  - b. What was the method
  - c. How do you assess the response of Acted
39. What are the factors that will support the sustainable function of the project (water point) after the project ends? Explain?

## 6. Annex II Terms of Reference

### Terms of reference

#### Final External Evaluation

Donor:	DEC
Partners:	Concern Worldwide & ACTED
Project Title:	<b>Phase 1:</b> DEC-funded response in Yemen <b>Phase 2:</b> DEC-Funded Response in Yemen (DEC Phase 2)
Project Duration:	<b>Phase 1:</b> 20/01/17-30/06/17 (5 months) <b>Phase 2:</b> 01/08/2017-31/08/2018 (13 months)
Project Locations:	<b>Phase 1:</b> Al Jawf Governate (4 districts) <b>Phase 2:</b> Hudaydah and Sa'ada Governorates
Main Project Objective:	Phase 1: Vulnerable households in Al Jawf have increased ability to meet their immediate needs  Phase 2: Households in Hudaydah and Sa'ada have improved access to clean water

<p>Objective of the Evaluation:</p>	<ul style="list-style-type: none"> <li>- Assess the extent to which the project met planned outcomes as stipulated in the DEC Phase 1 and Phase 2 Outputs documents;</li> <li>- Assess the extent to which ACTED met key CHS commitments during implementation of the DEC project;</li> <li>- Evaluate the strengths and weaknesses of the partnership approach adopted by ACTED and Concern and its impact on programme effectiveness</li> <li>- Highlight lessons learnt, and recommendations to feedback into current and future ACTED and Concern programming;</li> </ul>
<p>Final product and intended use</p>	<p>The final Evaluation Report including lessons learned, recommendations and best practice is:</p> <ul style="list-style-type: none"> <li>- To be shared internally within ACTED and Concern and externally with other DEC members to help shape current and future emergency response programming in the same sectoral areas and using similar approaches to meeting their objectives.</li> <li>- To be shared with the relevant cluster stakeholders to support the development of guidelines and priorities in the target area, as well as the types of activities to conduct and good practice.</li> <li>- To be used by DEC to support a broader evaluation of the emergency response in Yemen and the effectiveness of the partnership approach</li> </ul>
<p>Methodology</p>	<p>The survey should be conducted mainly through focus group discussions with members of communities where water points have been rehabilitated. Direct observations of the water points will also be conducted. In addition, the consultant should conduct key informant interviews and surveys with a broad range of project stakeholders to obtain the necessary qualitative and quantitative data that provides evidence of the impact of the emergency response.</p> <p>For activities conducted under Phase 1 of the project, ACTED recommends that the consultant does not conduct data collection directly by surveying beneficiaries, as the project ended a year prior to this external evaluation. An internal evaluation of the project was conducted by ACTED at the end of Phase 1 and results and databases will be made available to the consultant for the purpose of the external evaluation of the project. The consultant can collect additional data as necessary, if the existing data is deemed insufficient.</p> <p>Keeping in mind the above initial recommendations, the consultant can however present suitable alternative methodology at the inception phase for the consideration and approval of ACTED and Concern</p>
<p>Period of field assessment:</p>	<p>21 days</p>
<p>Expected completion date:</p>	<p>August 31<sup>st</sup> 2018 (final report)</p>

**Background**

Concern Worldwide is a member agency of the Disasters Emergency Committee (DEC) in the UK and is allocated funding by DEC to implement emergency programmes, following public fundraising campaigns organised in response to unfolding humanitarian situations. Within this framework, as Concern Worldwide did not yet have a presence in Yemen, the organization signed a memorandum of understanding with its partner, ACTED to implement a two phase emergency response programme. Concern worked with ACTED on the proposal design and ACTED has consulted Concern on programmatic decisions throughout the programme.

#### ACTED

ACTED is a non-governmental organization with headquarters in Paris, founded in 1993. Independent, private and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency.

ACTED endeavors to respond to humanitarian crises and build resilience; promote inclusive and sustainable growth; co-construct effective governance and support the building of civil society worldwide by investing in people and their potential.

ACTED's mission is to save lives and support people in meeting their needs in hard to reach areas. ACTED develops and implements programmes that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship.

ACTED's approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development.

ACTED is present in four continents and our teams intervene in 35 countries towards 11 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

ACTED has been present in Yemen since early 2012 and is working in various activities in 7 different governorates. The organization has been covering the full continuum of emergency, rehabilitation and development in Yemen. Emergency activities have focused in the sectors of Agriculture & Food Security (e.g. distribution of crop seeds, and livestock), Economic Recovery and Market Systems (e.g. income-generating activities such as cash for work), and WASH (e.g. rehabilitation of water supply facilities, hygiene promotion).

In December 2016, the conflict in Yemen was approaching the two-year mark and the scale and intensity of the humanitarian crisis continued to increase. According to the 2017 Humanitarian Needs Overview, over 3.5 million people had been displaced while at least 18.8 million people, or 67% of the population, were in need of life-saving aid inside the country. This included 4.2 million women and 10.3 million girls and boys.

In response to the growing needs and thanks to DEC funding, Concern Worldwide and ACTED designed a programme that works through relevant coordination mechanisms and partners to scale-up capacity in WASH, FSAC, and EECR, in order to support an integrated approach and prevent the situation from further deteriorating. WASH and FSAC programming remain particularly relevant as Cholera continues to spread and the country is on the brink of famine.

ACTED has focused on the northern governorates of Sa'ada and Al Jawf that have been especially affected, facing front lines in the conflict as well as significant population movements – both IDP and returnee – from neighboring governorates. Populations in both governorates have faced significant needs across the board, particularly in WASH and food security. For example, in Al Jawf, where households faced a dire situation across various sectors, there were an estimated 170,000 individuals, or 60% of the population, in need of food security, including 52,000 in acute need (HNO, 2017). Al Jawf was considered in “crisis” according to the June 2016 IPC classification and has limited livelihoods support from the humanitarian sector. In Sa'ada, OCHA reported over 270,000 people in acute need of WASH support. Intense aerial bombardments in the governorate exacerbated problems with already struggling infrastructure (HNO 2017). WASH infrastructure had been further stressed by the large numbers of IDPs present in ACTED's districts of intervention.

Phase 1 of the programme ran from 20th January until 30th June 2017. Over 5.5 months, ACTED provided one-off cash transfers to 1,960 households in order to increase their ability to meet their immediate needs. This project reached 16,506 IDPs and host community individuals in four districts of Al Jawf governorate, within which people were facing dire needs due to the ongoing conflict in Yemen.

Phase 2 has targeted the WASH needs of communities in Sa'ada and Hudaydah, its purpose to ensure access to clean water for 81,879 individuals through rehabilitation of water points and training water points committees. Phase 2 runs from August 1<sup>st</sup> 2017 until 30<sup>th</sup> June 2018.

### **Activities**

#### Phase 1

- Cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) for 440 households (3,080 people) in Al Humaydat district
- Cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) 440 households (3,080 people) in Bart Al Anan district
- Cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) 440 households (3,080 people) in Kharab Al Marashi district
- Cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) 440 households (3,080 people) in Rajuzah district

#### Phase 2

- Rehabilitation of 4 Water points in Al Hudaydah
- Rehabilitation of 7 water points in Sa'ada
- WASH committees are established for the rehabilitated water points

### **Key Stakeholders**

#### **Phase 1:**

**Local authorities** of the 4 districts targeted in Al Jawf were closely involved in the project since they were in charge of sensitizing communities to the project (activities, purpose of the project, etc).



**Al Jawf Governor's office** has been a key actor and ACTED signed a sub agreement with Al Jawf governor's office to implement activities in the targeted districts.

**Community Committees** were created to select beneficiaries for Phase 1 of the project. ACTED established committees that represented all areas of the district and were representative of different social groups. The selection criteria were explained and the committee drew up a list of pre-selected beneficiaries. ACTED's AME unit then did a verification of a sample of this list to ensure the selected households were indeed eligible to assistance under this project.

**OCHA Yemen** was involved in the project in regards to coordination, especially for the signature of the sub-agreement with Al Jawf governor's office.

**Phase 2:**

**Sa'ada and Hudaydah governor's office** with which ACTED signed sub agreement in order to intervene in the targeted areas.

**Contractors/Suppliers** were selected by ACTED for the rehabilitation of water points. Since it is the main activity of the project they have a crucial role to play.

**WASH committees** were created and trained by ACTED to manage the rehabilitated water points.

## **Objectives of the evaluation**

The objectives of the evaluation will be to:

1. Assess the extent to which the project met planned outcomes as stipulated in the DEC Phase 1 and Phase 2 Outputs documents;
2. Assess the extent to which ACTED met key CHS commitments during implementation of the DEC project;
3. Evaluate the strengths and weaknesses of the partnership approach adopted by ACTED and Concern and its impact on programme effectiveness
4. Highlight lessons learnt, and recommendations to feedback into current and future ACTED and Concern programming;

## **Scope and purpose of the evaluation**

The main objective of this evaluation is to provide ACTED and the Concern with an assessment of the project, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. The evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both ACTED and Concern.

The evaluation shall follow the following criteria:

1. **Relevance:** The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.

The following questions should be answered:

Was the selection of target areas appropriate for reaching the most vulnerable in need of assistance?

Were the project interventions (methodologies and activities) relevant to achieve the project objectives?

Did the project adequately adjust to changing situations or contexts?

2. **Efficiency:** The fact that the project results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into activities, in terms of quality, quantity and time, and the quality of the results achieved. This requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.

The following questions should be answered:

- Was the project managed efficiently, in terms of human capital, staff, financial and other resources versus the results?
- Were ACTED's implementation structures appropriate?
- Were beneficiaries sufficiently involved in the project implementation? Was there feedback from beneficiaries to project implementers?
- What were the external constraints to achieving better efficiency and how well were they mitigated?
- Were synergies capitalized on with other actors (local and international) involved in similar projects?
- What evidence is there (if any) that learning (M&E), from this project or previous projects, were incorporated into the project's implementation strategies?
- How has the relationship been between ACTED and local government authorities?
- How has the relationship been between ACTED and Concern and has the partnership approach had any impact on project efficiency?

3. **Effectiveness:** An assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups.

- To what extent did phase 1 of project achieve its specific objective "Vulnerable households in Al Jawf have increased ability to meet their immediate needs"
- To what extent did phase 2 of project achieve its specific objective "Households in Hudaydah and Sa'ada have improved access to clean water"
- Were the expected results in the following sub-components realised:
  - a. 440 households (3080 people) received a cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) in Al Humaydat district
  - b. 440 households (3080 people) received a cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) in Bart Al Anan district
  - c. 440 households (3080 people) received a cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) in Kharab Al Marashi district

- d. 440 households (3080 people) received a cash transfer of 108 USD (according to the latest Minimum Expenditure Basket) in Rajuzah district
- e. 10000 Households (70000 individuals) in Al Marawa'ah can access clean water (1 water point to be rehabilitated)
- f. 2,800 Households (19600 individuals) in Al Mansuriyah can access clean water (1 water point to be rehabilitated)
- g. 12000 Households for both of water points in Zabeed (84000 individuals) in Zabeed can access clean water (2 water points to be rehabilitated)
- h. 1,060 Households (7420 individuals) in Majz can access clean water (1 water point to be rehabilitated)
- i. 2100 Households (14,700 individuals) in Sejar can access clean water (4 water points to be rehabilitated)
- j. 860 Households (6020 individuals) in Kitaf wa Al Boqe'e can access clean water (1 water point to be rehabilitated)
- k. 1000 individuals in Saadah City Prison can access clean water (1 water point to be rehabilitated)
- l. WASH committees are established

4. **Impact:** The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives (as summarized in the project's overall objective). In particular, the evaluation of impact should address the following key elements:

- Policy level impact;
- Social level impact;
- Economic level impact;
- Technical level impact.

The following questions should be answered:

- What were, if any, the innovative and successful approaches that are of relevance to other actors active in the WASH and Cash sector in Yemen?
- What, if any, were the unintended impacts of the project intervention, both positive and negative?
- What were the external constraints to achieving better effectiveness and how well were they mitigated?
- Are the apparent impacts attributable to the project's interventions?

5. **Sustainability:** An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to the following factors:

- Financial sustainability;
- Institutional sustainability;
- Policy level sustainability.

This will apply only to phase 2 of the project as phase 1 was an emergency intervention.

The following questions should be answered:

- To what extent were the risk mitigation and sustainability plans in the project proposal, in addition to unforeseen risks, addressed during project implementation? How realistic were these?
- What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- What are the possibilities for replication and extension of the project's outcomes?

## **Evaluation questions**

The draft evaluation questions are outlined below. The consultant will be able to review and revise the questions in consultation with ACTED Yemen country office AME team.

### **1/ Communities and people affected by crisis receive assistance appropriate and relevant to their needs**

Key questions will include:

- To what extent were the interventions in the DEC project relevant to the needs of key stakeholders (local authorities/MoH and affected communities)?
- To what extent did the DEC project take into account the needs of different groups (girls, boys, women, men, people with disabilities, Muhamasheen etc.)?
- How satisfied are girls, boys, women and men with the DEC project and ACTED?
- Are we responding in the most affected/most vulnerable geographic areas (taking into account needs and gaps)?
- Are the activities and outputs of the programme consistent with the overall mission and goals of ACTED?

### **2/ Communities and people affected by crisis have access to the humanitarian assistance they need at the right time and the response is effective**

- To what extent were targets met as set in the log frame?
- Were activities delivered according to the implementation plan? If not, what caused delays/changes in the implementation plan? And how did the team address them?
- What were the major factors influencing the achievement or non-achievement of set objectives?
- What factors influenced or undermined program quality? What could we do differently in the future to ensure our programs are of high quality?
- To what extent were interventions integrated across themes (health, nutrition and WASH)?
- To what extent various cross cutting issues mainstreamed into the interventions such as protection and inclusion of marginalized groups - especially children & women?
- Communities and people affected by crisis are not negatively affected and are more prepared, resilient, and less at-risk as a result of humanitarian action
- To what extent does the DEC project build on local capacities and how does the response work with the local community, local partners and government authorities?
- What was the impact of the DEC project on the affected communities (positive or negative)? Was the project able to monitor, mitigate and respond to any unintended negative effects?

### **3/ Communities and people affected by crisis are not negatively affected and are more prepared, resilient, and less at-risk as a result of humanitarian action**

- a) To what extent does the DEC project build on local capacities and how does the response work with the local community, local partners and government authorities?

- b) How has the DEC project affected communities (positively or negatively)? Was the project able to monitor, mitigate and respond to any unintended negative effects?

**4/ Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them**

- During the DEC project how well did ACTED provide information to communities and people affected by crisis about the organization, the principles it adheres to, how it expects its staff to behave, the DEC project and what they intend to deliver?
- How is information sharing mechanisms /channels identified and how is accessibility and cultural appropriateness considered? How is information sharing planned as part of programme activities?
- Were beneficiaries /communities including children engaged/able to participate in various stages of programming in the DEC project: design, implementation, monitoring? How are gender, age and diversity considered? What works well and how improvements could be made?
- How are we using feedback from children and communities in our programming? Is beneficiary feedback influencing our future programming?

**5/ Communities and people affected by crisis have access to safe and responsive mechanisms to relay complaints**

- Are there ways for affected people to provide feedback and/or lodge complaints? How well does ACTED manage and document complaints from affected people? Does ACTED do so in a timely, fair and appropriate manner that prioritizes the safety of the complainant and those affected at all stages?
- What was the response rate and quality of response to complaints and suggestions from stakeholders?

**6/ Communities and people affected by crisis receive coordinated, complementary assistance**

- To what extent did ACTED coordinate with all stakeholders (e.g. local authorities at national and sub-national level, communities and other actors) during the DEC project and what effect has such coordination made to the project?
- Communities and people affected by crisis can expect delivery of improved assistance as organizations learn from experience and reflection

**7/ Communities and people affected by crisis can expect delivery of improved assistance as organisations learn from experience and reflection**

- How is learning from evaluations and reviews of similar programmes consulted and incorporated when appropriate in programme design? What processes and good practices are in place? What can be improved and how?
- How is learning shared and disseminated with relevant stakeholders? What good practices exist? What can be improved and how?

**8/ Communities and people affected by crisis receive the assistance they require from competent and well-managed staff**

- To what extent were staff at various levels and locations trained and supported to apply technical approaches, standards relevant to their work and management competencies to fulfil their role during the DEC project? What are good practices? Are there any major gaps? How can improvements be made?
- To what extent was the project conducted remotely? Which mechanisms were put in place to guarantee an adequate remote management? How did remote management impact the results of the project and why?
- Communities and people affected by crisis can expect that the organizations assisting them are managing resources effectively, efficiently and ethically

**9/ Communities and people affected by crisis can expect that the organisations assisting them are managing resources effectively, efficiently and ethically**

- Are there any measures to ensure resources are well used balancing quality, cost and timeliness within the DEC project? What processes and good practices are in place? What needs to be improved and how?

## **Evaluation methodology**

- While ACTED and Concern suggest consideration of the following methodology in order to collect the relevant data, the consultant will determine the final methodological approach for presentation and approval during the inception phase. Final approval will be made by ACTED's AME Manager.
- The evaluation should be based on the findings and factual statements identified from review of relevant documents including the project document (English), ad-hoc and interim report to the donor (English), monthly Program Manager reports (English), in addition to the technical reports (English) produced by the project, the AME surveys (report and database) produced for phase 1 and 2 of the project. A list of the above documents will be shared with the evaluator at the beginning of the evaluation exercise.
- For activities conducted under Phase 1 of the project, ACTED recommends that the consultant does not conduct data collection directly by surveying beneficiaries, as the project ended a year prior to this external evaluation. An internal evaluation of the project was conducted by ACTED at the end of Phase 1 and results and databases will be made available to the consultant for the purpose of the external evaluation of the project. The consultant can collect additional data as necessary, if the existing data is deemed insufficient.
- For phase 2, the consultant is expected to undertake field visits and interview the stakeholders including the target beneficiaries, government officials, etc. Participation of stakeholders in the evaluation should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives. With this mind, the evaluation should be primarily conducted in 3 governorates: Sa'ada and Al Hudaydah. As access is likely to an issue it is the responsibility of the consultant to plan ahead in order to be granted access and meet the deadlines.

The following persons should be visited and interviewed:

## ACTED YEMEN

In Sanaa:

6. The Area Coordinator and the Project Manager (for all projects on this base) for Hudaydah and Sa'ada who will give an overview of the project, progress, successes and challenges encountered, and the partnership with Concern Worldwide. This will also include the Area Coordinator and Project Manager for Sa'ada, but may be moved to Amman in the case of being unable to travel to Sanaa at that particular time.

In Amman:

7. The Appraisal Monitoring and Evaluation manager for feedback on the monitoring process and lessons learnt from the project.

In Hudaydah and Sa'ada

8. ACTED Project Team members interviewed for a detailed overview about the project progress, successes and challenges encountered;
9. Liaison Officer interviewed for a detailed overview of the challenges in working within the targeted communities, suggestions and recommendations for future steps.
10. ACTED WASH engineer interviewed to give an overview on the technical component of the project and his feedback on the progress and challenges encountered

In Hudaydah and Sa'ada:

11. **Group discussions with at least half of the members of WASH committees** for all water points to have their feedback on the way they were selected, the training conducted by ACTED, how they understand their tasks, what difficulties they already had to face or anticipate and what their recommendations would be for the project to be sustainable.
12. **Focus group discussions with members of the communities** where water points were rehabilitated. The focus groups should include between 7 and 15 people from the community. Specific focus groups should be organized for minorities groups such as IDPs, women, muhamasheens, etc. The purpose of these focus groups is to collect feedback from the communities on the rehabilitation of the water point, their access to water in general and their recommendations regarding the sustainability of the project.
13. **Representatives of local authorities** for each district of intervention interviewed for their feedback on their collaboration with ACTED, their recommendations and lessons learned.

In Dublin (via Skype)

14. **Concern Worldwide** International Programmes staff who will provide an overview of the partnership approach in the context of a DEC emergency response.

This above-described methodology is indicative, the consultant is expected to provide a detailed methodology and action plan. He/she will also be free to collect additional data in order to reply to all the research questions.

### Detailed Outputs of the Assignment/Deliverables

The evaluator shall provide ACTED's representative office in Amman (temporary relocation from Yemen) with the following deliverables:

1. **Inception Report** in the English language outlining:
  - Review design and methodology (review tools, data collection, organization and data analysis etc.)
  - A detailed plan activity
2. **Final report** in the English language including the following elements

<b>Executive Summary</b>	It should be tightly drafted, and usable as a free-standing document. It should be short, not more than five pages. It should focus on the main analytical points, indicate the main conclusions, lessons learned and specific recommendations. Cross-references should be made to the corresponding page or paragraph numbers in the main text that follows.
<b>Methodology</b>	The methodology section should detail the tools used in the evaluation, the locations, the sampling size and methodology, the dates, the team composition, limitation faced and other pertinent facts.
<b>Findings</b>	The findings section should present the results of the evaluation in an objective and non-judgmental way that gives an honest portrayal of the project as a whole. Included in the findings should be a discussion of how well the project achieved each of the five DAC criteria: relevance, effectiveness, efficiency, impact, and sustainability and the Core Humanitarian Standards commitments
<b>Conclusions, Lessons Learned, Best Practices, and Recommendations</b>	<p>These should be presented as a separate final chapter. Wherever possible and relevant, for each key conclusion there should be a corresponding recommendation.</p> <p>Recommendations should be as realistic, operational and pragmatic as possible and addressed to Concern, its partner ACTED and the humanitarian community in Yemen in general.</p> <p>Through conclusions, lessons learned, best practices and recommendation, the evaluation will generate knowledge and support accountability to beneficiaries and stakeholders for</p>



	Concern and its partner ACTED. It will provide information on the processes or activities that Concern and ACTED implemented to develop insights, knowledge, and lessons from past experiences so as to improve current and future performance.
<b>Annexes</b>	<ul style="list-style-type: none"> <li>• Terms of Reference of the evaluation</li> <li>• Names of the evaluators and their companies</li> <li>• Logical Framework matrices (original and improved/updated)</li> <li>• Map of project area, if relevant</li> <li>• List of persons (job titles only, no names)/organizations consulted</li> <li>• Literature and documentation consulted</li> <li>• Other technical annexes (e.g. statistical analyses)</li> </ul>

Please note that both inception and final reports are subject to Concern and ACTED's approval before they are considered as final deliverables. All their comments should be considered by the consultant before the two reports are considered completed. DEC will review the final report as well and the consultant can be asked to modified the report if the comments required it.

### **Transportation, access permits and accommodation on the field are the sole responsibility of the evaluator.**

Due to the specific situation in Hudaydah at the moment, specific security considerations must be taken regarding the evaluation of the 4 (four) sites in Hudaydah and decisions to cancel some sites will be taken in agreement between the external evaluation company, ACTED and Concern Worldwide.

### **Expertise requirements**

The consultant should have the following background:

- Experience in project Monitoring and Evaluation, in particular livelihood/vocational skill development projects
- Experience of conducting Evaluation and Monitoring activities in insecure contexts is required
- (Post)- graduate qualifications in development studies or relevant area;
- Excellent knowledge of the Yemeni context, especially in terms of security, and culture is required
- Strong knowledge and/or demonstrated experience in designing evaluation methodology and conducting similar evaluations in insecure contexts
- Strong knowledge of Core Humanitarian Standards
- Strong analytical skills and ability to clearly synthesize and present findings;
- Excellent written and oral English essential;
- Excellent written and oral Arabic
- Good knowledge of the agricultural context of the area is an advantage.

### **Application Process**

Leading consultant is requested to include the following in the application:

- CV(s) of the personnel deployed (including field team)
- Organogram of the team structure
- Sample from previous work (10-20 pages) from at least 2 separate projects
- Past experience including description of the project, area of intervention, and total budget
- Technical Proposal including a detailed Methodology/Work plan
- Financial Proposal

Any missing document will lead to the direct disqualification of the applicant. Delayed applications will be automatically rejected.

Please note that the consultancy firm will have to comply with all government rules and will be responsible for government taxes.

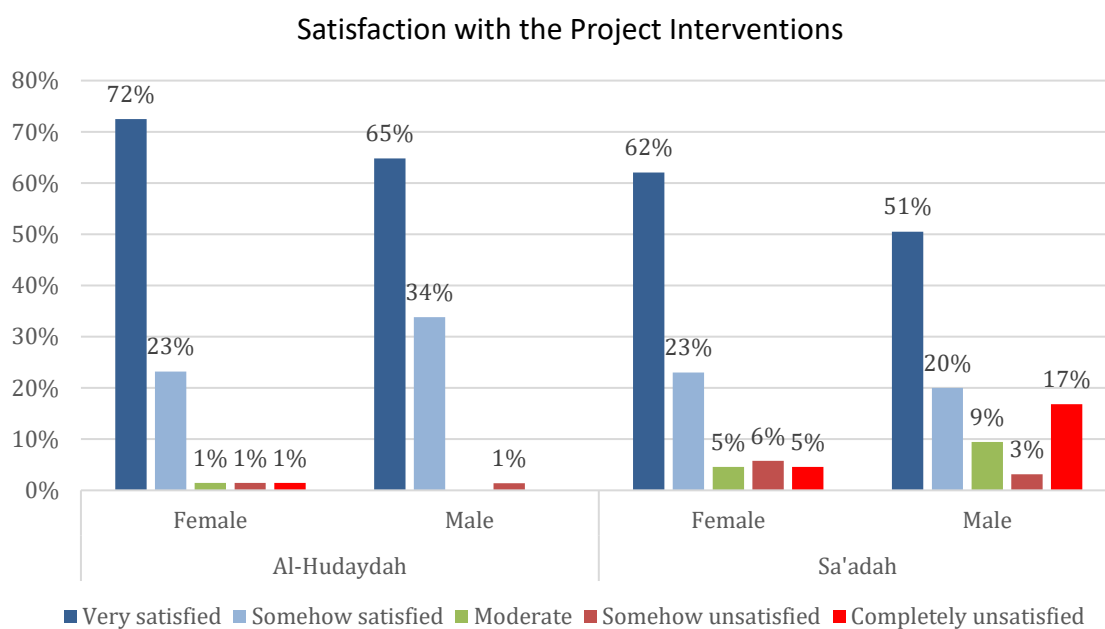
### **Applications' scoring**

Applications will be scored on the following criteria:

I. Technical Proposal		70 %
a.	Personnel deployed (CVs, Organogram)	15 %
b.	Experience in conducting similar evaluations (similarity to the project and covered area will be scored equally)	20 %
c.	Context specificity /relevance of Methodology and work plan	25 %
d.	Sample from previous work	10 %
II. Financial Proposal		30 %

## 7. Annex III: Charts

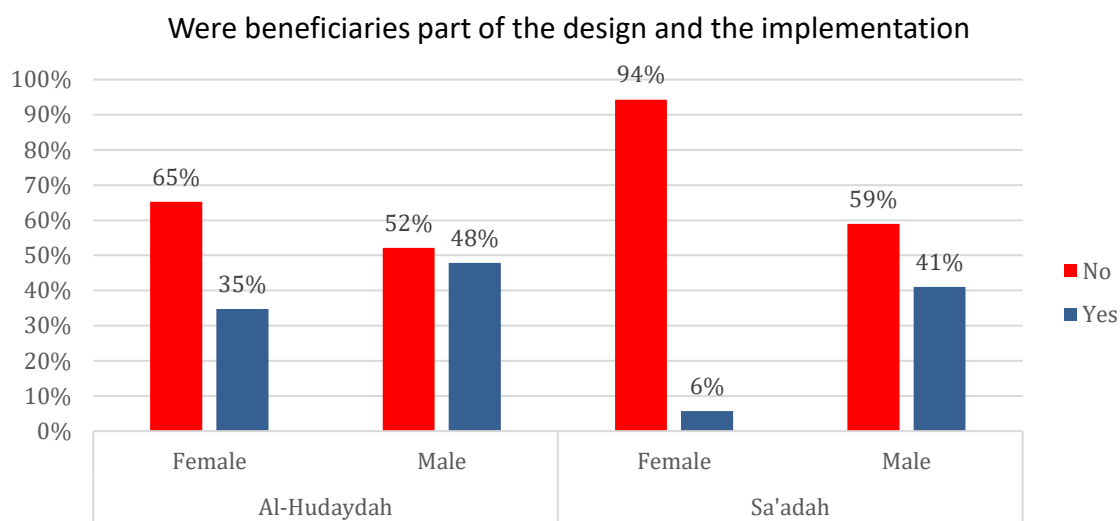
### Relevance



### Effectiveness & Efficiency

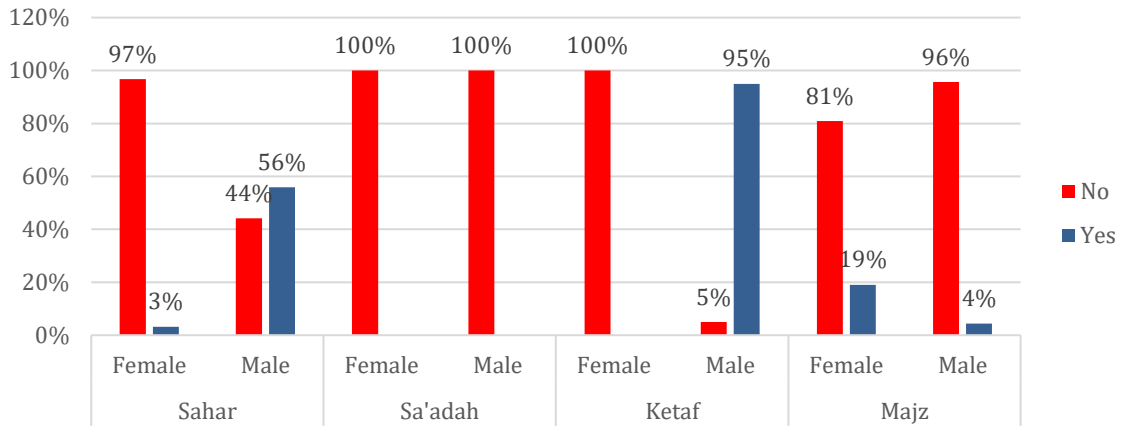
Governorate	District	Village	Water Point name	Planned	Achieved
				HH	HH
Saada	Kitaf	Al- Aqlain	Al-Ja'adab's project	350	333
Saada	Sahar	Al-Khodad	Al-Khodad project	350	383
Saada	Majz	Fallah	Fallah Project	1060	1060
Saada	Sahar	Aal Homaidan	Aal Homaidan project	400	466

Saada	Saadah	Saadah city	The New prison project	1000	1000
Saada	Sahar	Alshat	Alshat project	1100	800
Saada	Sahar	Aal Assaifi	Aal Assaifi project	250	250
Al Hodaydah	Al Marawi'ah	-	-	10000	10000
Al Hodaydah	Al Mansuriyah	-	-	2800	2800
Al Hodaydah	Zabeed two points	-	-	12000	12000
<b>Total</b>				<b>29310</b>	<b>29092</b>



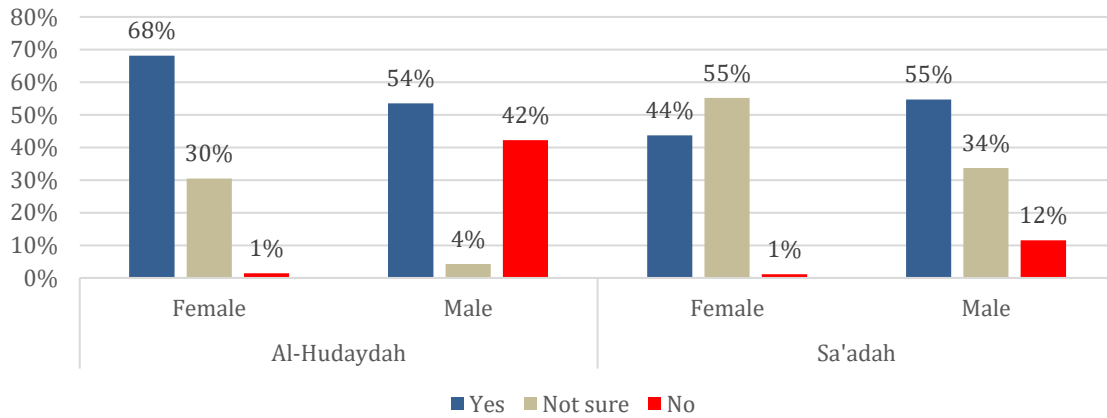
Beneficiaries involvement in Al-Hudaydah's districts

Beneficiaries involvement in Sa'adah's districts

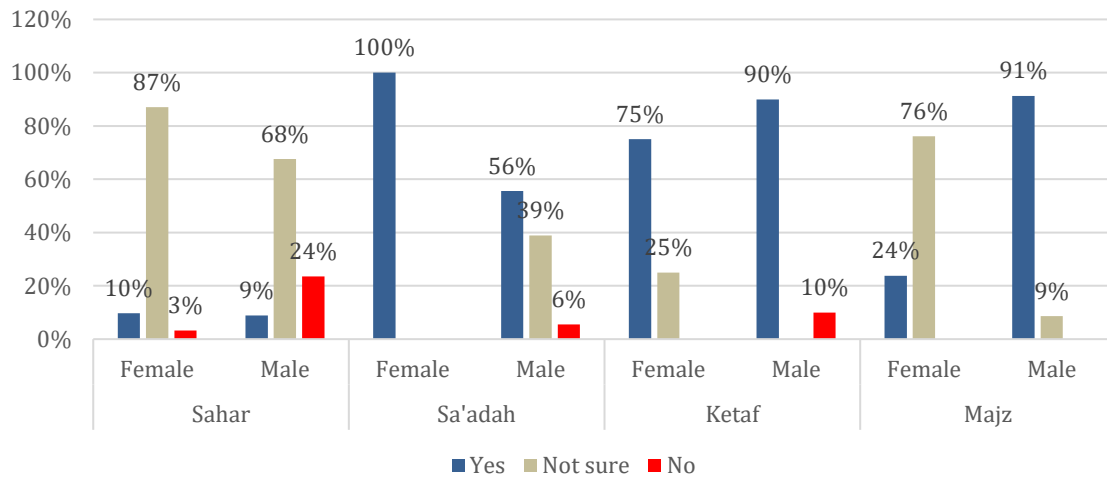


Sustainability

Beneficiaries' Perception About the Project Interventions Sustainability



### Project sustainability perception in Sa'adah



### The Impact

#### Project Impact on The Community

