



- First year of CASH Project focused on two phases:
- Phase 1 – Conduct analyses of on-the-ground situation and identification of opportunities for pilot activities.
- Phase 2 – Design and implement pilot activities as proof-of-concept approaches to demonstrate sustainable enterprise models.



- Initial CASH Work Plan submitted May 29, 2014.
- Second draft submitted to USAID on July 3, 2014.
- Final update was submitted on November 27, 2014.
- Two scenarios of work plan – Scenario #1 and Scenario #2 – were submitted in March 2015.



## Phase 1 Analyses

(1) End Market Analyses;

(2) Access to Finance;

(3) Cost-Benefit Analyses

(4) Gender;

(5) Environment/Water  
Resource;

(6) Conflict Triggers;

(7) Household Nutrition and  
Income Use

Overview provided with recommendations for follow on activities – further analysis required.

Initial review – Field-based gender analysis required.

General summary of issues. Further work required in specific CASH project areas.

Framework Provided – Further Analysis Required

General report –no focus groups nor field interviews. Further work needed to establish nutrition monitoring system.



## Year One Work Plan

Pilot Activities - With the information from these studies and building on earlier experiences under CLP, pilot activities were able to be designed and implement initiated.

Assessment - Data will be collected from these pilot activities and assessed to determine how these enterprise models address issues impact agriculture productivity, marketing, access to credit, and rural employment (especially among women).

Scaled Up Activities - The activities with the greatest impact will be scaled up during years two through five and focused on target beneficiaries which include three groups: (1) commercial farmers; (2) smallholder farmers (less than five hectares); and (3) vulnerable households (typically female-headed households).



## End Market Analysis

Objective	Finding
Identify the end markets for Yemeni coffee, horticulture, livestock and honey.	Target Markets - <u>Coffee</u> – Domestic, Saudi Arabia and Japan. <u>Honey</u> – Domestic, Saudi Arabia. <u>Horticulture</u> – Domestic, Gulf Countries and Jordan. <u>Livestock</u> – Domestic.
Identify buyers – with names and addresses – to understand product volume, quality, grades and standards, packaging, and price requirements.	Historic information on exports but no specific buyers, no firm estimates of overall demand. Indication for further research in domestic, regional and international markets.
Map catchment areas for each value chain, analyze market size, buyers' willingness and ability to pay, risk management, financial services, humanitarian aid per governorate, infrastructure, and security concerns.	General discussion of production areas but no analysis of humanitarian assistance and the ability to link to ongoing \$60 to \$70 million humanitarian assistance programs. Little discussion of infrastructure and security as factors to guide end market decisions.
Identify the best partners and approaches to sustainably improve information flows on price and quality requirements within the target value chains	General discussion re partners and types of approaches to improve information flows on price and quality but lacks specifics. Further research required. Livestock sector described as having a value of \$1.8 million (it should be \$1.8 billion).



## Access to Credit Markets

Objective	Finding
Conduct a three-week study interviewing the major financial service institutions involved in agricultural credit in Yemen to assess their level of involvement, capacities, and their willingness to assist potential borrowers they do not typically serve, particularly women farmers.	The study is based on a review of “”over two dozen published reports” – however, no field interviews were conducted. Some phone interviews were conducted. Good information and a clear framework for continued analysis of the sector.
Work with the Value Chain Development Team to interview financial services providers in CASH’s value chains to gain a sense of demand for services and help determine which financial services institutions actually have the capacity and willingness to assist CASH beneficiaries.	The study provided a good desk review of the sector but to answer key questions further research is required. Suggested “next step” is to conduct field interviews – sample questionnaire and list of contacts is included as annex in the report.
Provide information on the level of internal value chain finance provision, such as in-kind credit from input providers and advance payments from wholesale buyers of agricultural products.	Overview was provided of informal credit mechanisms. Again, more research is needed and will be part of IESC Financial Advisor work objectives,



## Cost Benefit Analysis

Objective	Finding
Conduct a cost-benefit analysis (CBA) to ascertain quantitatively where USAID's investment will yield the greatest returns for all stakeholders, particularly smallholders and women	Cost and price data was not available to conduct a CBA on the value chains. The report provided a review of what is needed to conduct CBA based on field information gathered by the project.
For each opportunity identified in the end market analysis, the CBA will determine the investment required – both in physical infrastructure and labor cost – to scale up to meet market demand.	Good desk review information on the different value chains regarding overall cost and price structure. Interesting tables on constraints, findings and recommendations.
Access to finance analysis will identify the prospective investors' hurdle rate (return that the investors require) so that CASH can identify where external financing can best be applied (and thus, mitigate the direct cost to USAID). The CBA will enable us to compare interventions to facilitate disciplined decision-making.	Investment strategies and identifying financing requirements for different types of agriculture enterprises will depend on final CBA conducted with cost and price data collected by the project.



## Gender Analysis

Objective	Finding
<p>CASH will draft a gender analysis specific to the activities and geographic are envisioned in this Program Description. This analysis will detail the context-specific program-level gender issues that may affect program implementation, beneficiary participation and outcomes. The analysis will provide a deeper understanding of gender issues at the community and household levels in CASH target areas and in Yemen as a whole.</p>	<p>This study was an initial review of gender issues in Yemen. It identified general constraints, recommended follow up actions, and provides a framework for CASH to use in developing a gender monitoring and evaluation program.</p> <p>Discussion provided of community and household issues facing women.</p> <p>SWOT analysis provided for each value chain and a discussion of opportunities and constraints on female participation.</p>
<p>The project <u>will</u> examine how cultural practices (e.g., restrictions on women’s mobility), verbal and psychological abuse, gender-based violence, and early marriages affect women’s ability to contribute to household decisions, make autonomous choices and manage assets.</p>	<p>Discussion providing on potential strategies and specific value chains to address cultural practices limited female participation in agriculture production decision-making and access to resources.</p>
<p>CASH will produce a gender action plan as part of the gender analysis final report; this plan will guide implementation during Phases 2 and 3</p>	<p>The general report makes recommendations for follow on actions. Annex 11 provides a strategic framework recommending actions to improve gender equity under the CASH project activities.</p>





## Environmental Analysis/Water Resource Study

Objective	Finding
<p>Assess water use across value chains and governorates. The project will also coordinate closely with USAID funded <u>FewsNet</u> program on developing a water balance framework to assess the water productivity in agriculture.</p>	<p>Good overview of water sector, history, issues and major constraints. Three objectives were covered in a general sense: (1) investigate water availability in CASH governorates; (2) recommend CASH interventions to increase water use efficiency; and (3) provide an analysis of the laws relating to water management in Yemen.</p>
<p>CASH will also identify opportunities to influence behavior change, establishing the mindset that water is a key valuable input, and that using it properly can yield higher profits and better livelihoods.</p>	<p>List of recommendations was provided for the types of value chains and interventions needed to improve water use efficiency.</p> <p>Specific interventions are going to have to be designed based on local context and opportunities.</p>



## Conflict Triggers

Objective	Finding
<p>CASH will also conduct a conflict triggers analysis, by examining the external political factors that may impact the project and the potential conflicts that could be triggered by CASH's bolstering of value chains – particularly those that cross tribal lines or rely on inter-tribal cooperation.</p>	<p>Overview provided and a list of (1) general conflict areas (9 areas – financial, natural resources, economy, politics, corruption, tribes, revenge killings, population movements, and justice mechanisms), and (2) gender areas (female involvement with outside organizations and people, increased women's access to resources, and increased female opportunity in traditionally male areas.</p>
<p>After the end market analysis details where the markets are located, the catchment areas for each value chain, and the infrastructure investment required, CASH will model potential conflict triggers in these locations, assess power dynamics between tribes regarding whether a demonstrated income increase in one area will lead to conflict with others.</p>	<p>Catchment areas and specific locations have not been identified. As the end market analysis continues and areas are identified the conflict analysis will have to be done on these specific locations.</p> <p>Note: There is the potential for using satellite imagery to identify fallow agriculture areas which is an indicator of on-going conflict. See work by Henry Thompson (<a href="mailto:oxania@gmail.com">oxania@gmail.com</a>).</p>
<p>Other factors will be assessed such as how the pending increase in returnees from Saudi Arabia will impact stability, whether increased empowerment of women risks gender-based domestic violence or backlash from religious fundamentalists, and other factors.</p>	<p>The study provides guidance on working with women that is derived from the IFAD experience in working with female extension programs.</p> <p>As recommended in the study, all activities are going to need to be context specific – depending on local conditions and existing power structures.</p>



## Household Nutrition & Income Use Analysis

<p>CASH will analyze household nutrition and how household income is allocated in the seven target governorates. For quantitative data, the project will use random sampling to set a nutritional baseline among project participants and non-participants. CASH will consider average household income, employment status, food accessibility, and receipt of humanitarian assistance (if any).</p>	<p>This was a desk review – no focus groups or field interviews.</p> <p>Study provided information from 2012 WFP Comprehensive Food Security Survey regarding household nutrition. Additional work will have to be done under CASH to establish nutritional baseline among project participants.</p>
<p>CASH will also conduct semi-structured interviews, with either individuals or focus groups, and combine these with observations such as transect walks and visualization techniques such as mapping, seasonal calendars, ranking exercises, time charts and Venn diagrams. This will enable the project to understand people’s food habits and related beliefs, food entitlements and existing constraints, and the role that different family members make regarding nutrition (household food security, water, health and care).</p>	<p>This activity will be done in follow on work under CASH project.</p>
<p>CASH will identify food insecure groups in the target governorates, describe the nutritional status of girls/women and children younger than five, and compare the nutritional status of these groups to the non-target population. After the baseline, the project will develop a set of trigger data points and levels that will help us monitor if household nutrition level targets are changing. Our mitigation and monitoring plan will measure the impact of CASH objectives in all three value chains and participating groups, as well as model how these groups would have fared if no activities had been implemented. Finally, CASH will develop a nutritional impact assessment toolkit to monitor progress during Phases 2 and 3.</p>	<p>There was a discussion of the food insecure but the development of baseline, trigger data points and an overall monitoring system will be done after CASH catchment areas and specific value chains are identified.</p> <p>System to provide measurement of impact across all three value chains will be established under CASH project.</p>