System Capacity Grant Completion Report Template

Status: Accepted

Country
Yemen, Republic of

Grant ID
GPE0000922

Grant Agent
United Nations Educational, Scientific and Cultural Organization

Grant Type
SCG

Grant Effectiveness / Start Date
05/30/2023

Grant Closing Date
05/31/2025

Grant Amount
766,944 (USD)

Date of Report Submission
11/30/2025

Area(s) and activity group(s) covered by grant (check all that apply):

Window 1: Strengthen gender-responsive planning and policy development for system-wide impact

- Gender-responsive sector planning, including operational planning and budgeting
- Strengthening evidence-based diagnosis of critical implementation bottlenecks and identifying potentially scalable, transformative solutions

Grant Implementation

Assessment of Grant Implementation: Relevance

Overall Relevance

Level of Overall Relevance 1
High

Detailed Description
The grant remained highly relevant throughout its lifecycle, responding directly to Yemen's pressing needs for stronger sector planning, evidence-based policymaking, and institutional capacity in a context of protracted fragility. Its focus on supporting the Ministry of Education (MoE) in the development of the Education Sector Plan (ESP) 2024–2030 ensured continuous alignment with national priorities and the evolving policy dialogue among partners. The grant's activities, particularly the education sector analysis, diagnostic work, identification of Priority Programmes (PP) and development of the multi-year operational plans (MYOP) all provided in the form of capacity building to the MoE technical team, were consistently adapted to the realities on the ground, maintaining their usefulness despite contextual constraints.

Importantly, the grant complemented and reinforced other capacity-related initiatives in the country, especially the Yemen Partnership Compact (PC). The ESP process played a pivotal role in informing the Compact. The dialogue and information-sharing within the Local Education Group (LEG) ensured that the ESP's long-term vision, transitioning from the Transitional Education Plan (TEP) 2019–2022/2023 toward a more systemic, development-oriented framework, directly shaped the focus and design of the Compact. Through this dynamic, the grant helped bridge the gap between short-term humanitarian responses and longer-term development planning, including considerations related to risks, resilience, and pathways toward sustainability.

The alignment between the grant-supported ESP and the PC was particularly strong in areas related to quality and foundational learning. The Compact's concentration on early grades (Grades 1–3, and KG where feasible) mirrors ESP Component 2, which prioritizes quality basic education and the acquisition of foundational and 21st-century skills. Similarly, the ESP's emphasis on placing learners and teachers at the center, strengthening learning environments, fostering community engagement, and improving the use of data and EMIS is echoed across the Compact's priorities. In this sense, the grant did not merely complement other initiatives; it provided the analytical and strategic backbone that allowed the Compact to be coherently anchored in national sector planning.

Finally, the ESP development process itself functioned as a sustained capacity-building mechanism for the MoE technical team. Through workshops, coaching sessions, and hands-on work on analysis and plan formulation, the grant strengthened national capacities in gender-responsive planning, coordinated action and financing, and the ability to design and implement reforms at scale. This ensured that the relevance and impact of the grant extended beyond the ESP document, contributing to a more empowered and skilled national team capable of leading and sustaining education sector improvements.

Beneficiaries' Views on Relevance

Detailed Description

Feedback from the main beneficiaries, including the MoE technical teams and members of the LEG, indicated that the grant's outputs were of high quality and met their core needs for system capacity strengthening. The development of the ESP 2024–2030 and its accompanying deliverables was particularly valued. Beneficiaries highlighted the quality and comprehensiveness of the ESP package, which included a full financial simulation model, evidence-based sector analyses, and costed multi-year operational plans. These tools provided the MoE and partners with a structured and forward-looking framework to guide policy decisions, resource allocation, and sector coordination.

The grant also played a significant role in strengthening the technical capacities of MoE staff. Through hands-on collaboration, training, and iterative review processes, MoE teams enhanced their skills in data collection, data analysis, educational planning, and the use of evidence for decision-making. Beneficiaries repeatedly underscored the value of this practical capacity development approach, noting that the skills gained are directly applicable to ongoing planning and monitoring processes within the ministry.

The demand-driven nature of the grant was further confirmed through the external ESP appraisal conducted at the end of the grant cycle. The appraisal found that both the process and the final ESP met the criteria outlined in the International Institute for Educational Planning (IIEP)– Global Partnership for Education (GPE) ESP appraisal guidance, demonstrating that the work was aligned with nationally identified priorities and adhered to internationally recognized standards. This validation reinforced the perception among beneficiaries that the grant was designed and implemented in direct response to their needs, with activities and outputs shaped by continuous engagement, feedback loops, and alignment with national planning cycles.

Overall, beneficiary feedback points to a strong alignment between grant activities and national demand, with high satisfaction regarding the quality, relevance, and utility of the deliverables produced.

Assessment of Grant Implementation: Efficacy

Overall Efficacy

Level of Overall Efficacy 2

High

Detailed Description

The project is assessed as having high efficacy, as it fully achieved all intended outcomes, particularly in strengthening national education planning and improving the MoE's capacity to address equity-related barriers. By supporting the development of an evidence-based ESP and building technical capacity within the MoE, the grant directly contributed to reducing structural obstacles that limit access and learning for

girls and for the most marginalized children in Yemen's complex context.

A key achievement was the grant's focus on improving data availability and analysis, which enabled the identification of gender disparities, geographic inequalities, and the specific vulnerabilities affecting children in conflict-affected or hard-to-reach areas. This improved evidence base has strengthened the Ministry's ability to design targeted strategies addressing barriers such as low female enrolment, safety concerns for girls, and the lack of inclusive services for displaced children, children with disabilities, and those living in impoverished or rural communities.

Furthermore, the capacity-building activities delivered through the grant helped institutionalize gender-responsive planning and equity-focused decision-making. Ministry staff acquired practical skills to integrate gender and vulnerability considerations into sector analyses, planning frameworks, and monitoring mechanisms. As a result, Yemen's emerging ESP places stronger emphasis on the needs of girls and marginalized learners, ensuring that future resource allocation, interventions, and reforms are more responsive and equitable.

Overall, the grant laid the foundation for more inclusive and gender-responsive education sector strategies, thereby contributing meaningfully to reducing the systemic barriers that have long constrained access and learning for Yemen's most vulnerable children.

Efficacy by capacity area window

Detailed Description

The ESP 2024–2030 development grant successfully delivered a comprehensive and nationally owned sector planning process, resulting in a fully drafted ESP and all its required technical annexes. The process began with an extensive desk review conducted by UNESCO and IIEP-UNESCO, during which education data and evidence were collected from multiple sources, including administrative records from the MoE, education cluster assessments, and reports from development partners. The data were cleaned, validated, and analyzed across key dimensions of access, quality, and governance, applying both gender-responsive and crisis-sensitive perspectives.

Based on this evidence base, a full Education Sector Analysis (ESA) was developed, providing an in-depth diagnosis of the education system from pre-primary to secondary education, as well as non-formal pathways. The ESA identified structural strengths, persistent bottlenecks, inequities, and emerging risks, forming the analytical foundation for policy dialogue. Insights from the ESA, combined with a review of the TEP 2019–2022/23, guided the formulation of policy priorities, objectives, and long-term strategies aligned with Yemen's educational needs and development aspirations.

The project then advanced into the development of PPs, each outlining clear objectives, expected outputs, key activities, and measurable indicators to track progress. MYOPs were subsequently drafted for each PP, translating strategic directions into realistic, phased implementation plans. In parallel, a financial simulation model was developed to assess financing scenarios, estimate the overall resource envelope required for ESP implementation, and identify the funding gap to be addressed through domestic financing efforts and external support from partners.

All these components were integrated into a consolidated draft of the ESP narrative, completed together with its annexes, including the ESA, MYOPs, and financial simulation model, resulting in a full planning package that meets international standards for credibility, feasibility, and gender responsiveness.

Throughout the entire process, capacity development remained a core feature. The work was conducted through technical sessions engaging the Ministry's Technical Working Groups (TWGs) inside Yemen and joint workshops with development partners outside the country. This participatory, "learning-by-doing" approach ensured strong national ownership while strengthening MoE capacities in data collection, statistical analysis, financial planning, and results-based sector planning.

During implementation, the grant faced several operational and contextual challenges that resulted in delays and required adjustments to timelines and modalities. Early in the process, the late nomination of ESP TWG members and mid-cycle structural changes within the MoE's Technical Office slowed decision-making and delayed the start of key activities.

The grant also encountered significant constraints in applying a whole-of-Yemen approach. Political fragmentation and evolving dynamics between the Internationally Recognized Government (IRG) in Aden and the De Facto Authorities in Sana'a required ongoing adaptation. The original design, which envisioned joint technical meetings in a neutral setting, became unfeasible as the Sana'a delegation refused to travel or participate in activities involving the Aden team. In coordination with the DPG and LEG, the implementation modality was revised to hold separate but consecutive national workshops. While this required additional effort and further delayed the timeline, it ensured balanced participation, preserved the whole-of-Yemen principle, and maintained the quality of technical outputs.

Additional delays emerged when the MoE required that all meetings convened by development partners be held exclusively in Aden, preventing staff from travelling abroad. This temporarily halted preparations for the technical workshop on ESP multi-year operational plans, until an exception was finally granted in May 2024, allowing implementation to resume.

Given these cumulative delays, two No Cost Extensions were submitted to GPE to extend the grant, firstly to February 2025 and then to May 2025, ensuring adequate time to finalize all planned activities and deliver expected results.

Contribution to system capacity to deliver reforms

Detailed Description

The grant directly contributed to addressing high-priority enabling factors outlined in the Partnership Compact, particularly in the areas of data and evidence and gender-responsive sector planning and monitoring. Through the ESP development process, the grant enabled the MoE to strengthen institutional and technical capacities in domains explicitly identified as weak in the Compact.

On data and evidence, the grant supported a comprehensive diagnostic and planning process that established the foundations for a strengthened EMIS and a more coherent national data system. The ESP development process supported under the grant mobilized stakeholders to clarify EMIS priorities, reaffirm the need for harmonized questionnaires, establish common indicators, and define data governance and collection protocols. These contributions closely align with the Compact's priorities of (a) developing a national EMIS plan, (b) harmonizing data collection tools, (c) establishing EMIS procedures, and (d) building capacity at central and decentralized levels. By embedding these requirements into the ESP's operational framework and costing, the grant helped remediate the core system weaknesses related to fragmented data infrastructure, absence of regulatory frameworks, limited technical skills, and the weak use of evidence in policy and planning.

On gender-responsive planning, policy, and monitoring, the grant ensured that gender equality was systematically mainstreamed throughout the ESP. The involvement of a dedicated gender specialist directly addressed Compact concerns regarding the absence of gender-responsive planning, budgeting, and monitoring systems. By integrating gender analysis, identifying disparities, and articulating gender-responsive priorities within the ESP, the grant supported the Ministry in overcoming long-standing capacity gaps.

Overall, the ESP development process funded through the grant served as an instrument to operationalize the enabling factors defined in the Compact and translate them into actionable, costed strategies.

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Beyond the specific enabling factors, the grant's capacity-building activities reinforced system-wide planning, coordination, and evidence-based decision-making. The ESP process brought together MoE departments, technical entities, decentralized structures, and development partners in a sustained and structured dialogue. This strengthened institutional coordination, clarified roles between central and decentralized levels, and promoted a shared understanding of priorities.

The grant also introduced processes and tools that will remain within the system, such as standardized data templates, analytical methodologies, and cross-departmental mechanisms for consultation and validation. These elements contribute to the gradual institutionalization of improved planning and monitoring practices.

Conditions which Affected the Grant

Detailed Description

Internal and external conditions both facilitated and hindered the grant's design and implementation. On the inhibiting side, the project operated in a highly complex political and institutional environment that significantly affected timelines and processes. As detailed above, delays in nominating members of the ESP TWGs and structural changes within the MoE's Technical Office slowed early decision-making and impeded the smooth launch of activities. Externally, deep political fragmentation between the IRG in Aden and the De Facto Authorities in Sana'a posed persistent challenges to implementing a whole-of-Yemen approach. The deteriorating political dynamics, shifting security conditions, and restrictions on staff movement, particularly the Sana'a team's refusal to travel and the MoE's later directive restricting participation in meetings abroad, required continuous adaptation of implementation modalities. These factors led to repeated delays, forced redesigning workshop formats, and ultimately necessitated No Cost Extensions to safeguard the quality and completeness of grant outputs.

Despite these constraints, several internal and external conditions strongly facilitated progress toward achieving the grant's objectives. Foremost among them was the robust sector coordination architecture, particularly the active engagement of the LEG and the DPG. Both platforms played a central role throughout the grant cycle, from validating the design, monitoring progress, and navigating political sensitivities, to jointly finding solutions during implementation challenges. Regular consultations with the LEG and DPG ensured transparency, alignment of expectations, and swift consensus on revised modalities when the original joint-team approach became unfeasible. Their constructive engagement enabled the adoption of alternative arrangements (such as consecutive national workshops) that maintained inclusiveness, preserved technical integrity, and upheld the whole-of-Yemen principle.

Additionally, sustained collaboration with MoE technical departments and the effective supervision structure within UNESCO facilitated timely decision-making where possible, ensured adherence to international standards, and strengthened ownership of the ESP development process. These conditions helped maintain momentum even in a volatile and unpredictable context.

Overall, while the implementation environment presented substantial obstacles, strong sector coordination and adaptive management were critical in mitigating risks and enabling the successful continuation of grant activities.

In hindsight, the risks identified during the grant development stage were largely accurate, and the mitigation measures proposed were relevant and appropriate. Many of the anticipated risks, particularly those related to slow decision-making, internal disagreements within the MoE, and instability affecting implementation modalities, did materialize during the grant period and contributed to the delays already described above.

The project design accurately predicted the risk of limited responsiveness in decision-making and fragmented internal coordination within the MoE, which indeed affected the timely validation of outputs and the launch of activities. Mitigation measures, such as establishing a Steering Committee, escalating key decisions to senior leadership, and organizing ad hoc meetings with higher-level officials, proved essential in maintaining momentum and ensuring ownership of deliverables. These mechanisms helped navigate bottlenecks related to the late nomination of TWG members and the restructuring of the Technical Office, both of which had hindered early implementation.

Similarly, the risk of unclear or conflicting technical inputs due to internal disagreements and capacity gaps was correctly identified. Measures focused on technical capacity-building, continuous consultation, and close guidance by UNESCO experts helped ensure that the ESP products were harmonized, technically sound, and ultimately endorsed by the MoE despite the challenging institutional environment.

The risk of security and political developments affecting the feasibility of planned meeting modalities was also correctly anticipated, although the specific political developments experienced, particularly the deterioration of relations between Aden and Sana'a and the resulting restrictions on staff movement, were more acute and complex than initially expected. The planned flexibility in implementation modalities (including the option of holding meetings in-country, online, or abroad) enabled the project to adapt effectively. This flexibility became crucial when the original joint-team approach became unfeasible, necessitating the shift to consecutive national workshops and later requiring negotiation of exceptions to MoE travel restrictions.

On the procurement side, no major unforeseen risks emerged, and early preparation of procurement documentation, as foreseen in the mitigation plan, helped avoid delays.

Overall, while the risk identification process was largely accurate, the scale and persistence of political fragmentation represented the main unforeseen dimension, requiring additional coordination with the LEG and DPG and significant adjustments to the implementation strategy. The project's built-in flexibility, strong stakeholder coordination, and proactive problem-solving approach were critical in managing these evolving risks and safeguarding the achievement of grant objectives.

Lessons and recommendations, successful practices and innovative interventions

Detailed Description

The following lessons were previously highlighted in the grant implementation progress report and remain highly relevant. They offer important insights for future grant planning cycles and reflect both successful practices and areas that enabled the project to navigate a complex operating environment.

• Strategic organizational structure.

Developing clear Terms of Reference for the technical structures supporting the ESP 2024–2030 proved essential. The structured delineation of roles and responsibilities enhanced accountability, streamlined coordination, and ensured that the Technical Working Group composition reflected the required technical expertise. This significantly strengthened the overall quality and coherence of the ESP development process.

• Capacity building and consultative design.

Anchoring grant activities in workshops, consultations, and targeted capacity-building for MoE teams generated high levels of ownership and improved the technical quality of outputs. This approach fostered a collaborative working culture, strengthened analytical capacity, and encouraged continuous improvement across participating teams.

• Strong stakeholder engagement.
Sustained engagement with key stakeholders, particularly through integrating activities within the LEG framework and ensuring active contributions from the DPG, was a major success factor. Transparent dialogue, collective problem-solving, and shared responsibility helped overcome political and operational challenges and ensured alignment across partners throughout the project cycle.

• Resilience and flexibility in implementation.
Given Yemen's volatile context, adaptive management was indispensable. The willingness to adjust implementation modalities, reorganize workshops, and explore alternative approaches allowed the grant to maintain momentum despite frequent disruptions. This flexibility was critical to navigating bottlenecks and safeguarding progress toward grant objectives.

Impact stories

Detailed Description

Other Effects

Detailed Description

Tangible outputs and knowledge products

#	File Name	Document Type	Description
1	Yemen ESP 2024-2030 ENG.pdf	Knowledge Product	Yemen Education Sector Plan 2024-2030
2	Yemen ESP 2024-2030 Appraisal Final Report ENG.pdf	Evaluation Report	ENG Yemen Education Sector Plan 2024-2030 External Appraisal Report
2	Yemen ESP 2024-2030 AR.pdf	Knowledge Product	Yemen Education Sector Plan 2024-2030 in Arabic
2	Yemen ESP 2024-2030 Appraisal Final Report AR.pdf	Evaluation Report	AR Yemen Education Sector Plan 2024-2030 External Appriasal Report

The documents listed were submitted with the progress report. If you'd like access to them, please contact the grant operations officer for your country.

Efficiency, Sustainability and Grant Management

Assessment of Project Implementation: Efficiency

Overall Efficiency

Level of Overall Efficiency 3

Substantial

Detailed Description

The overall efficiency of the grant is assessed as substantial, reflecting strong progress in delivering high-quality outputs while acknowledging the delays that necessitated two No Cost extensions. The grant succeeded in implementing a comprehensive and technically rigorous ESP development process, mobilizing national counterparts and partners in a complex operational context marked by institutional fragmentation, security constraints, and logistical challenges. Despite these external factors, the resources allocated were used prudently, and activities were carried out in a cost-effective manner, ensuring value for money.

However, the implementation timeline was affected by several factors beyond the control of the Grant Agent. These included delays in securing timely feedback from different entities and the need to conduct consultations across multiple locations. These contextual challenges extended the duration of some activities and ultimately led to the request for two No cost extension to finalize the ESP and its endorsement.

In this light, the rating of substantial efficiency reflects a balanced view: while timelines had to be adjusted, the grant made efficient use of available resources and delivered results that are both substantive and durable. The extension ensured that the outputs met the expected standards without compromising quality, demonstrating responsible and results-oriented management.

Timeliness

Detailed Description

The time between GPE approval and the actual start of activities was longer than anticipated. As noted earlier in the report, the grant launch was delayed primarily due to the late nomination of the ESP TWG members and internal structural changes within the MoE's Technical Office. These factors slowed early decision-making and postponed the initiation of key preparatory tasks, pushing the project beyond the originally planned start date.

These challenges were largely mitigated through intensified coordination with MoE leadership, targeted engagement of the Steering Committee, and continuous follow-up with technical departments. While they resulted in an initial shift in the timeline, the remedial actions proved effective in establishing the necessary governance arrangements and enabling activities to move forward with clarity and ownership.

Detailed Description

As detailed earlier in the report, several activities under the planned capacity areas were delayed due to political fragmentation, restrictions on staff movement, and the inability to convene joint technical meetings between Aden and Sana'a. Although substantial progress was made across all capacity areas, the cumulative delays affected the sequencing of workshops, consultations, and finalization of certain technical outputs.

These delays were primarily linked to external factors, including the deteriorating political dynamics between the two authorities and MoE directives limiting travel to meetings abroad. While they did not significantly affect direct beneficiaries, given that the grant focused on system-level planning, they required substantial adjustments to the implementation modality. The shift to consecutive national workshops and the negotiated exception for the final technical workshop effectively mitigated disruptions, allowing activities to resume and ensuring inclusive participation. Nonetheless, the overall timeline was extended, necessitating No Cost Extension to safeguard the quality and completeness of the remaining deliverables.

Grant costs

Detailed Description

The unit costs of delivering key outputs, primarily technical support and the logistical costs associated with consultation workshops and related activities, remained broadly consistent with what was anticipated during the grant design. While formal cost benchmarks for Yemen are limited due to the country's complex operating environment, the overall expenditures were in line with comparable technical assistance processes in fragile contexts, where additional logistical and security considerations often increase costs. In this grant, the balanced use of remote engagement, hybrid workshops, and regionally based expertise helped maintain reasonable unit costs and ensured value for money.

Although some budget lines required minor adjustments, particularly when activities had to be implemented twice consecutively, these did not result in major overruns. The increased logistical costs associated with consecutive events were largely offset by savings generated from Sana'a staff not travelling abroad. As a result, the grant remained within its approved budget envelope, with no notable deviations between the planned and actual unit costs.

Partnerships and Inclusive Dialogue

Detailed Description

Throughout the life of the grant, strong and effective partnerships played a central role in supporting implementation and ensuring the quality and relevance of outputs. The grant successfully leveraged in-kind and technical contributions from development partners, UN agencies, and national institutions, particularly through their active participation in consultations, reviews, and technical working groups. These partnerships enriched the ESP development process by bringing diverse expertise and comparative perspectives, which strengthened both the analytical rigor and the credibility of the outputs. While the operating environment in Yemen posed challenges, especially in maintaining consistent engagement across fragmented structures, partners demonstrated strong commitment, flexibility, and continued support, which contributed significantly to the grant's progress.

Sector dialogue remained highly inclusive and consistently aligned with established coordination mechanisms, particularly the LEG and the DPG. These platforms ensured synchronized actions among actors, open communication, and joint decision-making at critical moments, including during re-planning and adjustments to address delays or operational constraints. The involvement of the MoE at all stages further reinforced ownership and ensured that dialogue remained grounded in national priorities and realities. The inclusive nature of these mechanisms also enabled constructive debate, shared problem-solving, and validation of key deliverables.

Overall, the grant benefited from a sector environment characterized by strong coordination, transparent exchanges, and shared commitment to system strengthening. The experience highlighted the value of structured multi-partner engagement, as well as the importance of maintaining regular dialogue even in challenging contexts. Key lessons include the need to continue investing in coordination platforms, ensure clarity of roles across partners, and sustain joint review processes that keep all actors aligned and accountable throughout implementation.

Use of data and Evidence for Improvement

Detailed Description

Throughout its implementation, the grant made consistent and effective use of monitoring data and available evidence to guide decision-making, improve delivery, and ensure continued progress toward intended results. Regular reviews of activity-level data, supported by technical analyses, consultations, and feedback loops with the MoE teams, allowed the project to identify bottlenecks early and adjust modalities when needed. Evidence generated through the various diagnostics and workshops also directly informed refinements to timelines, sequencing, and the technical focus of activities, contributing to stronger quality assurance and more coherent alignment with ESP development requirements.

Joint problem-solving exercises with national stakeholders, the LEG, the Development Partners Group, and the GPE Secretariat played an essential role in strengthening grant performance. These engagements, whether through virtual follow-ups, in-person workshops, or technical review meetings, provided platforms for transparent dialogue, timely troubleshooting, and collective validation of emerging

evidence. They were particularly useful in maintaining momentum during periods of operational difficulty, ensuring that decisions remained evidence-based and grounded in shared understanding. Coordination between partners also helped ensure coherence between the grant's outputs, national priorities, and broader sector coordination mechanisms.

Use of GPE Processes

Detailed Description

The GPE processes largely facilitated the smooth design and implementation of the grant by providing a clear and structured framework that supported quality assurance, alignment, and coordinated action among all actors. The grant's activities were consistently reflected in partner discussions within the LEG and DPG, ensuring visibility and alignment with national priorities. Regular reporting requirements and GPE's quality assurance stages helped maintain rigor and coherence throughout the process, despite the complexity of the operating environment.

Joint engagement among the Grant Agent, government counterparts, and development partners significantly contributed to maintaining momentum. Coordination mechanisms, including regular LEG meetings, TWG sessions, and bilateral consultations, enabled joint monitoring of activities and timely troubleshooting when challenges emerged. These collaborative processes reduced duplication, strengthened harmonization, and ensured that analytical work, capacity development, and consultative processes were mutually reinforcing.

While the overall transaction costs were reasonable, the context-specific constraints required additional time and coordination efforts. However, strong collaboration between the Grant Agent, MoE teams, and partners helped mitigate these challenges, ensuring that the grant processes remained efficient and oriented toward achieving high-quality outputs within the available timeframe.

Sustainability

Detailed Description

The grant has generated several results with strong potential for continuity beyond its closing date, most notably the development of the ESP 2024–2030, which now serves as the national framework guiding planning, coordination, and investment in the education sector in Yemen. The consultative processes, harmonized tools, and strengthened technical and analytical capacities established through the TWGs are expected to continue informing MoE planning and monitoring practices. These gains, combined with the high degree of national ownership fostered through joint planning and implementation, position the system well for sustaining and scaling key elements introduced under the grant.

The system weaknesses addressed, particularly in data and evidence, gender-responsive planning, and coordination, have a credible potential to be durably remediated, as many of the corresponding capacity-strengthening measures are embedded within the ESP's results framework. Strong sector coordination through the LEG and DPG further reinforces sustainability, with several partners expressing readiness to fund priority areas of the ESP. However, continuity will depend on mitigating contextual risks such as political fragmentation and resource constraints, which may affect implementation across Aden and Sana'a and limit the pace or scale of follow-up interventions.

The grant's exit and sustainability strategy, focused on national ownership, high-level engagement, capacity transfer, and strong partnerships, has been effectively realized, ensuring that a critical mass of MoE staff can carry forward the work initiated. The ESP provides a solid and partner-endorsed instrument for mobilizing resources and sustaining reforms to 2030. Promising practices introduced through the grant, including the consultative and capacity-building model and reinforced sector coordination, are well positioned for scale-up as partners align their support to ESP implementation.

Grant Management and Use of Funds

Unspent Funds

Amount of funds that were not spent by grant closing

292.86

Detailed Description

Total Expenditure as percentage of the budget is 99.96%.

Management Performance

Level of Management Performance 4

Highly Satisfactory (HS)

Detailed Description

The overall management and implementation arrangements of the grant had a strongly positive effect on the achievement of results, which supports the “highly satisfactory” rating. Robust financial management and timely procurement processes ensured that all planned technical assistance, workshops, and consultations were delivered without disruption caused by administrative bottlenecks. Clear implementation arrangements, combined with UNESCO’s established safeguards and oversight mechanisms, provided a stable operational foundation that was particularly important in Yemen’s volatile environment. These measures helped maintain continuity and accountability even when external conditions became challenging.

Monitoring and evaluation mechanisms, together with strong coordination across technical teams, the Steering Committee, the LEG, and the DPG, enabled proactive problem-solving and timely adjustments in response to evolving risks. While political and contextual factors created delays, as detailed earlier in the report, the sound management systems in place allowed the grant agent to adapt rapidly, revise modalities, and safeguard the quality and inclusiveness of the ESP development process. Taken together, these arrangements strengthened implementation effectiveness, preserved technical rigor, and ensured that the grant achieved its intended outcomes despite an exceptionally complex operating context.

Annexes

Annex 1: List of Acronyms

Acronym	Description
ESP	Education Sector Plan
UNESCO	United Nations Educational, Scientific and Cultural Organization
IIEP	International Institute for Educational Planning
MoE	Ministry of Education
ESA	Education Sector Analysis

TEP	Transitional Education Plan
PP	Priority Programme
PC	Partnership Compact
TWG	Technical Working Group
DP	Development Partner
IRG	Internationally Recognized Government
DPG	Development Partners Group
LEG	Local Education Group
GPE	Global Partnership for Education
MYOP	Multi-year Operational Plan

Annex 2: Efficacy by Grant Window

Capacity Area Window
Window 1: Strengthen gender-responsive planning and policy development for system-wide impact

Level of Achievement at End of Grant
High

Detailed Description:
The performance under the window “Strengthen gender-responsive planning and policy development for system-wide impact” is rated High, as the grant successfully embedded gender equality and the needs of the most vulnerable children throughout the ESP development process. The results chain proved reliable, with key activities, such as comprehensive data analysis, gender-focused diagnostics, and extensive stakeholder consultations, directly informing the formulation of gender-responsive priorities and strategies in the ESP. The inputs mobilized translated into concrete outputs such as the integration of gender considerations across subsectors, improved identification of gender disparities, and the articulation of targeted interventions to address barriers faced by girls and other marginalized learners. These achievements reinforced the system’s capacity to plan more inclusively and to prioritize equity in future sector investments.

While contextual challenges, such as limited disaggregated data in certain areas and fragmented institutional structures, posed constraints, these were mitigated through iterative reviews, tailored technical backstopping, and adaptations in the analytical approach. Because of these measures, no major deviations from the original design were required, and the integrity of the gender-responsive focus was maintained throughout the process.

Overall, the window’s interventions contributed meaningfully to system-level strengthening by building national capacities to identify, analyze, and respond to gender and vulnerability-related disparities. The ESP now provides a robust framework that guides future policies, budgeting, and implementation through a gender lens, thereby benefiting girls and the most vulnerable learners in a sustained and scalable manner.

1 High - There were no shortcomings or at most minor shortcomings in the continued alignment between grant activities and the capacity needs/priorities. The grant provided clear evidence of such alignment. If

circumstances changed, the objectives were changed accordingly to keep objectives fully relevant. Substantial - There were moderate shortcomings in the continued alignment between grant activities and the capacity needs/priorities. The grant provided limited information on such alignment. If circumstances changed, the objectives were changed accordingly to keep objectives fully relevant. Modest - There were significant shortcomings in the continued alignment between grant activities and the capacity needs/priorities. The project provided limited information on such alignment. If circumstances changed, the objectives were not changed accordingly to keep objectives fully relevant. Negligible - There were severe shortcomings in the continued alignment between grant activities and the capacity needs/priorities. The grant differed from those current needs or did not provide information to assess such alignment. If circumstances changed, the objectives were not changed accordingly to keep objectives fully relevant.

2 High-The project exceeded or fully achieved its objectives (intended outcomes) or is likely to do so. Substantial -The project almost fully achieved its objectives (intended outcomes) or is likely to do so. Modest- The project partly achieved (or is expected to partly achieve) its objectives (intended outcomes). Negligible-The project barely achieved or did not achieve (minimal achievement, if any) its objectives (intended outcomes).

3 High-Efficiency exceeded expectations. Substantial-Efficiency was what would be expected in the sector.Modest-Efficiency was below expectations in the sector. Negligible- Efficiency was very low compared to both the benefits (if any) and recognized norms in the sector.

4 Highly Unsatisfactory – Overall grant management performance prevented the achievement of one or more outputs. Unsatisfactory – Overall grant management performance limited or jeopardized the achievement of one or more outputs. Moderately Unsatisfactory – Overall grant management performance delayed the achievement of one or more outputs, but issues were resolved during the grant life cycle. Moderately Satisfactory – Overall grant management performance supported the grant to achieve most of its major outputs efficiently with moderate shortcomings. Satisfactory – Overall grant management performance supported the grant to achieve almost all of its major outputs efficiently with only minor shortcomings. Highly Satisfactory – Overall grant management performance supported the grant to achieve or exceed all of the major outputs efficiently without significant shortcomings.