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Project Document

Republic of Yemen

Project Title: Yemen Emergency Crisis Response Project
Project Number: 00107273
Implementing Partner: UNDP
Start Date: 25 September 2017
End Date: 24 September 2018
PAC Meeting date: 25 October 2017
Brief Description: On page 2

Contributing Outcome (UNDAF/CPD, RPD or GPD): Outcome 6 (UNDP Strategic Plan): Early recovery and rapid return to sustainable development pathways are achieved in post-conflict situations. Indicative Outputs: Output 1: Access to school classrooms restored Output 2: Access to clean water and sanitation improved Output 3: PWP Operation cost Output 4: Project oversight, reporting and quality assurance ensured.	**Total resources required:**		USD 4,000,000
	Total resources allocated:		
		UNDP:	
		USAID	4,000,000
		Government:	
		In-Kind:	
	Unfunded:		0

Agreed by (signatures):

United Nations Development Programme

Print Name: Vakhtang Svanidze
UNDP Deputy Country Director

Date: 14 November 2017

Responsible Party – Public Works Project

Print Name: Saeed Abdo Ahmed,
Project/Managing Director

Date: 14 November 2017

UN prevailing rate of exchange at the time of signature USD 1.00 equivalent to YR 359.59 as of October 2017

Brief Description
The 34-month Yemen Emergency Crisis Response Project (YECRP) aims to mitigate the impact of the current crisis on local households and communities and assist their recovery from the bottom-up using local systems, capacities and institutions to progressively resume and scale-up service delivery. The project will achieve specific results in: 1) Increasing sustainable employment and livelihoods opportunities, including through local private contractors; 2) Improving delivery of basic services through enhancing access to clean drinking water and sanitation. As such, the project contributes to the livelihoods restoration and service delivery restoration components of UNDP's Yemen Resilience Programme. The Project's Theory of Change assumes that if income-generation, livelihoods opportunities and basic community infrastructure are increased for communities (including IDPs), Yemeni households and communities will be able to better cope with the impact of the current crisis and be strong drivers of the resilience-building and recovery efforts. The project has the following four components: **1: Access to school classrooms restored** **2: Access to clean water and sanitation improved** **3: PWP Operation cost** **4: Project oversight, reporting and quality assurance ensured.**

I. DEVELOPMENT CHALLENGE

Following the unification of Yemen in 1990, the Yemeni state struggled with establishing central authority in a country with complex regional and tribal constituencies. Trust in the evolving state was quickly eroded by deficiencies in equal opportunity, justice, and rule of law. Patronage networks divided the country, undermined inclusive sustainable development, and deepened distortions in the economy. Social, political and economic fragilities were exacerbated by grievances over corruption and growing sectarianism.

In early 2011, amidst popular movements across the Arab region, widespread protests in Yemen demanding better governance, jobs, and improved livelihoods provoked a violent clampdown and political crisis. An agreement was reached in November 2011 for a peaceful transfer of power from the Saleh Presidency to a power-sharing transitional government to avert the country from further violence and anarchy. Subsequently, the National Dialogue Conference (NDC) engaged Yemenis across the political spectrum to address ills and grievances in society. However, few steps were taken to implement the NDC outcomes and recommendations. The derailing of the Gulf Cooperation Council (GCC) Transitional Agreement by the Houthi takeover of Sana'a in September 2014 continued to unravel in 2015. Pursuant to the Peace and National Partnership Agreement (PNPA) signed by the Houthis and all political parties on 21 September 2014, Prime Minister Bahah's newly appointed technocrat government was embarking on a 100-day action plan to implement priorities from the NDC. The draft Constitution finalized by the Constitutional Drafting Committee was submitted to President Hadi. The kidnapping of the President's chief of staff by the Houthis, the inability of the government to implement its executive mandate under the tight control of the Houthis, and the latter's lack of adherence to the PNPA led to the resignation of Prime Minister Bahah and his Cabinet in January 2015. President Hadi also followed suit and the Houthis placed him, the Prime Minister and key cabinet ministers under house arrest.

On 6 February 2015, the Houthi/Ansar Allah unilaterally declared a new Constitutional decree establishing a Supreme Revolutionary Committee and dissolving Parliament. This triggered an exodus of the diplomatic corps and the suspension of the World Bank and other donor-funded programmes. President Hadi then escaped to Aden and announced Aden as temporary capital to restore the legitimate government. This provoked the entry of Houthi/Saleh forces into the South and intense ground fighting in Aden, forcing President Hadi and his government to seek temporary refuge in Riyadh. Finally, on 26 March 2015, a coalition of Arab countries led by Saudi Arabia launched a country-wide airstrike campaign in support of the legitimate government of President Hadi against Houthi/Saleh rebel forces, plunging Yemen into full civil war in the shadow of a regional proxy war.

Yemen's political transition tragically spiraled downwards into a full-scale war with little immediate prospect of a political solution. Widespread airstrikes, ground fighting and economic blockade have destroyed or damaged vital infrastructure, killed or injured thousands of civilians, cut off fuel and power, eroded public services and private economic activities and have plunged Yemen into a L3 humanitarian crisis. Over 22 million or 80 percent of the Yemeni population are in dire need of humanitarian assistance.

Adding to the airstrikes and ground fighting affecting many governorates, the Saudi-led coalition's economic blockade of commercial ships into Yemen's key ports to prevent the importation of arms also had a secondary effect of depriving Yemen's economy and people's livelihoods from fuel (that also generates power) and basic commodities. Yemeni citizens – men, women, children, young and old – bear the brunt of the casualties and suffering of war. The remarkable resilience of the Yemeni people that have endured decades of conflict, underdevelopment and various economic hardship is now being tested to its limits, as the prolonged war erodes all remaining coping mechanisms they have left, plunging them into vulnerability, poverty and insecurity on an unprecedented scale.

The economic impact of the crisis has been devastating for the Republic of Yemen, aggravating an already deteriorating pre-conflict economic performance. In 2015, according to the World Bank, the economy

contracted by about 28 percent of gross domestic product (GDP), while inflation has been estimated to have reached about 40 percent. Public finances are under severe stress. The fiscal deficit reached around 11 percent of GDP in 2015. The fiscal resources available in 2015 allowed only for financing basic salaries for public employees and rising interest payments; public investments in critical sectors such as health and education or other development policy programs were postponed. In a context of growing liquidity crisis in the country, President Hadi issued a decreed to replace the Central Bank Governor and move the Central Bank Headquarters from Sana'a to Aden. As a result of the liquidity crisis, the payment of salaries to civil servants has been disrupted.[1] At a time where major development partners suspended their engagements since earlier days of the military confrontation in March 2015 and transitioned their support to emergency and relief operations, the suspension of wage payments causes the crumbling of health and other basic services, putting additional pressure on the humanitarian response and resilience of the population.

About 14.4 million Yemenis are currently considered food insecure. The poor state of the health services is leading to a catastrophe in terms of excess mortality due to malnutrition and diseases. At present the Ministry of Health and international partners are also battling a cholera epidemic. Some 3 million children under five years and pregnant or lactating women require services to treat or prevent acute malnutrition; 1.3 million under-five children are malnourished, with 370,000 suffering from severe acute malnutrition, a doubling of pre-crisis levels. Preliminary estimates of the Nutrition Cluster in October 2016 indicate that 4.5 million children and pregnant and lactating women require malnutrition treatment or preventive services. The number of people in need of assistance increased by 148% compared to late 2014. Severe and Acute Malnutrition (SAM) blunts children intellect and makes them nine times more likely to die compared to their healthy peers. This poses a serious risk to the future of human development in Yemen.

Furthermore, it is estimated that approximately 19.4 million Yemenis lack access to clean drinking water and sanitation, and 14.1 million cannot access adequate health care. Children are facing significant psychological stress; an estimated 1.8 million children[2] are out of school because of fighting and insecurity. In excess of 2 million people have been displaced across 21 governorates; with the majority (50 percent) displaced in Hajjah, Taizz, Amanat Al Asimah and Sana'a, hosted by local communities. The Task Force on Population Movement (TFPM) has identified an estimated 956,076 returnees (159,346 households), who have returned from conflict driven displacement to their location of origin across 20 governorates; the majority, 71.4% (682,764 returnees), have returned to just four governorates; Aden (34.8% or 332,664 returnees); Amanat Al Asimah (19.5% or 186,168 returnees); Taizz (9.8% or 93,444 returnees); and Lahj (7.4% or 70,488 returnees).[3] The prospects for women-headed households, which represent more than 50 percent of the displaced community, are particularly challenging. Households, communities, and public and private institutions need support to cope and build resilience toward peace and recovery.

UN Security Council Resolution 2216 of 14 April 2015 demanded that all parties in the embattled country immediately and unconditionally end violence and refrain from further unilateral actions that threatened the political transition. The UN Security Council also demanded that the Houthis, withdraw from all areas seized during the latest conflict, relinquish arms seized from military and security institutions, cease all actions falling exclusively within the authority of the legitimate Government of Yemen and fully implement previous Council resolutions. Political talks among parties to the conflict have been ongoing with the mediation of the UN Special Envoy to the Secretary-General and support by the international community. As parties strive to find a political solution, conflict, insecurity and economic hardships continue for the population.

Against this backdrop, it is clear the ongoing conflict caused **increased income poverty and vulnerability and weakened the coping capacities and resilience of Yemeni households and communities.**

[1] The Prime Minister of Yemen announced in early November 2016 that the Central Bank in Aden started paying salaries in nine governorates. The same is happening in Sana'a where some employees started receiving partial salaries in a few areas.

[2] Not including the number of children that were out of school before the crisis which was estimated over 2 million.

[3] Task Force on Population Movement in Yemen: 16th Report (October 2017)

The project draws on assessment findings included in the Preliminary Damage Needs Assessment (DNA)[4].

Economic impact of war on communities and population

- **Lack of availability of staple food and basic goods**

Yemen has historically imported 90-95% of its staple foods, including 85% of cereals. Local production accounted for around 20-25% of overall food availability. The conflict, import restrictions and fuel shortages have affected agricultural production, food availability, market functioning, transportation and distribution. The national average price of fuel rose by nearly 250% from the pre-crisis period (while in Sana'a and Taizz by 400%). Shortage of fuel continues affecting livestock and poultry production, preventing transport to the markets and limiting the flow of traders to rural areas. The operation of water pumps for domestic water supply, sanitation and irrigation for agriculture is also affecting food production. Conflict-induced disruptions on commodity supply chains and the depreciation of the Yemeni Riyal are putting upward pressure on prices, despite the prevailing low levels of international prices. Inflation, especially in food, is expected to increase, further reducing the purchasing power of a large part of the population. Staple food prices have risen by 40-160%. The national monthly average cost of partial food basket in September was over 30% more than the pre-crisis level (55% in Hodeida and 50% in Aden). This adds more pressure on the vulnerable population who have already been struggling with eroded coping strategies. Moreover, the suspension of crucial social welfare/safety net programmes, including public works and budgetary support, previously supported by the World Bank and the Gulf Cooperation Council (GCC) countries, seriously affects millions of poor households.

- **Loss of livelihoods/income-generation opportunities**

Livelihoods have been negatively impacted by the crisis as income sources and levels have been reduced. The Preliminary estimates indicate that the loss of livelihoods amount to USD 3.9 trillion.[5] On average, about 41.3 percent of households in Sana'a, Taizz, Abyan, Sa'ada, Aden, and Hajjah governorates reported a change in income-generating activities with the highest percentage of households impacted in Sana'a (67 percent), such as a loss of job or change of profession, between June and September 2015. This also impacts urban areas more than rural ones (45 vs 36 percent).[6] The disruption of the markets has resulted in high prices of production commodities (i.e. fuel, fertilizers, seeds, pesticides, feed, medicines), rent of machinery or equipment and spare parts, as well as veterinary services and labour, or has significantly decreased their availability. As agriculture is an important livelihood activity for the majority of Yemen's population, this could reduce labour opportunities and incomes among poor households. The cessation of public servant salary payments and social benefits (conditional and unconditional cash transfers) directly reduced incomes for millions of families. Only 13 percent of households now receive international remittances, compared to 23 percent before March 2015. While pre-crisis data shows gender parity, after the crisis only 14 percent of individuals receiving international remittances are women. A similar trend is observed for the flow of domestic remittances before and after the crisis (38 percent of households before March 2015, 31 percent after).[7]

Prior to the conflict, agriculture was a key sector in the Yemeni economy, contributing to 17.5 percent of Yemen's GDP in 2010[8], and providing a main source of employment for 54 percent of the population, 74 percent of which resides in the rural area. However, the conflict, import restrictions, fuel and water shortages have affected agricultural production, food availability, market functioning, transportation and distribution. Inflation, especially in food, is expected to increase, further reducing the purchasing power of a large part of the population. Staple food prices have risen by 40-160 percent. This adds more pressure on

[4] The DNA was initiated in September 2015 by the World Bank in partnership with the Government of Yemen, UN, European Union, and the Islamic Development Bank.

[5] Damage Needs Assessment, Livelihoods, MMSMEs and Employment, 2015

[6] Yemen Resilience Monitor, March 2016 (based on the Integrated Rapid Needs Assessment in Yemen (June – September 2015).

[7] Damage Needs Assessment 2016, Livelihoods, Employment, and MMSME Chapter

[8] Yemen Central Statistics Office

the vulnerable population who have already been struggling with eroded coping strategies. The conflict has also disrupted a promising agricultural sector with high potential for growth as well as sustainable job creation for the long-term, especially for the vulnerable and women.

More than 1 million farmers and their 6 million dependents were deeply affected by the removal of fuel subsidy in 2015. The cost of farming has more than doubled. Fuel shortages aggravated the situation with loss of crops forcing many farmers to sell plots of land to survive, negatively affecting food security.

Impact of war on public services

- **Disruption of state and national institutions**

The war and political crisis between the parties to the conflict has contributed to the devastation of the economy and fragmentation of the Yemen's state institutions and public administration. Central-local relations have also been affected to varying degrees and characteristics depending on governorates. Despite the fragmentation across political lines, line ministries still bear the semblance of quasi-unified entity (for example, one minister per ministry) although operations and command lines are less coherent. The widespread suspension or withdrawal of development assistance by international partners in 2015 has also impacted technical and financial capacities of public institutions.

- **Lack of public financial resources and capacities for social safety nets and basic services**

In 2015, the economy contracted by about 34.6 percent (estimate)[9]. Inflation is on the rise and estimated to have reached over 30 percent in 2015. The fiscal space shrank by about 33 percent, reducing the state's share in the economy to below 20 percent. The Ministry of Finance reports that revenue collection at the local level has significantly dropped – in the month April 2015, no revenues were collected in Sa'ada, Taiz, Abyan and Aden. At the Central level, tax revenue collection was down 76 percent.[10] Even before the current crisis, basic services were in short supply in Yemen. Currently, the situation has worsened and service delivery has become more expensive. The institutions' already limited abilities to serve the people of Yemen have been further eroded, with a breakdown in cooperation between the centre and local levels, the destruction or damage of many government buildings, a security vacuum, and the cessation, delay or reduction in payment of salaries to public servants. This, coupled with rising inflation, scarcity of electricity, fuel and water, means that many government services have ground to a halt in conflict affected areas, and other informal actors have stepped in. The burden on informal actors in areas where they were already the primary providers of justice and security has also increased.

- **Lack of or disrupted access to basic services**

At least 20 percent of health facilities are either destroyed or damaged across all cities, with an attendant shortage of equipment, drugs and staff. Chronic drug shortages, unpaid salaries, and conflict-related destruction means that around 14 million Yemenis do not have sufficient access to healthcare services. Since March 2015, nearly 600 health facilities closed due to damages, shortages of critical supplies or lack of health workers.

To worsen the situation, Yemen is in the grip of a fast spreading Cholera outbreak of unprecedented scale since 27 April. As at June 13, more than 151,400 suspected cholera/Acute Watery Diarrhoea (AWD) cases were reported from 20 governorates, with 1,054 associated deaths[11]. At the time, 46 percent of the

[9] Ministry of Planning and International Cooperation, Yemen Socio-economic Update Issue No. 9 of November 2015

[10] Damage Needs Assessment 2016, Governance Sector

[11] These figures likely underrepresent the magnitude of the epidemic since only 45% of health facilities in Yemen are effectively functioning and surveillance systems, data collection and verification continues to be a challenge throughout the country

estimated 5,470 new daily cases of suspected cholera/acute watery diarrhoea (AWD) were children under 15 years[12]. Towards the end of October 2017, a total of 865,553 suspected Cholera cases and 2,180 associated deaths had been reported, with children under five comprising 27 percent of the total suspected cases[13].

The WASH and Health clusters developed an Integrated Cholera Response Plan to the significant upsurge, and issued an appeal requesting for US$ 66,741,164 million to contain the spread of cholera across the country. As at June 2017, only US$11,340,763 million (17% of requirements) had been received with a gap of US$ 55.4 million. The cholera outbreak is depleting aid resources, and it is becoming increasingly difficult for the UN and partners to provide critical support as the 2017 Yemen Humanitarian Response Plan (YHRP) is only 29% funded[14].

The outbreak is spreading against the backdrop of a major humanitarian crisis. The current upsurge of cholera cases is attributed to prevalence of risk factors including disruption of public health with less than 45 percent of the fully functioning facilities, and WASH services amidst increasingly collapsing basic services, displacement, and inadequate sanitation conditions. More than 14.5 million currently people lack access to safe drinking water and sanitation. The situation is particularly bad in more remote parts of the country with little or no access to health services.

More than 1.8 million children have been out of school since mid-March 2015, bringing the total number of children out of school to more than 3.4 million when combined with pre-crisis figures. Similarly, over 1,651 schools have been directly affected by the conflict. Out of these, 980 have been reported totally/partially damaged due to airstrikes or/and ground armed confrontations, 196 hosting IDPs and 23 occupied by armed groups.

Displaced boys and girls, including adolescents, desperately need access to education in a protective environment where life and cognitive skills can be developed to enable them to have any hope for the future.

Cross-cutting issues

Youth: Youth unemployment has been a serious concern and is tied to the economy, and a weak educational system prior to the current crisis which was further and is still exacerbated by the patronage system at play in the country. According to the Youth Employment Action Plan by the Government of Yemen for 2014-2016, youth in the age group of 15-29, represent 45 percent of the population. Unemployment rate among youth reached as high as 40% according to World Bank's estimates in 2013. A high share of Yemeni youth (48%) were neither in education, training or employment (NEET) was extremely high prior to the conflict. Nine out of 10 young women were absent from economic activity and participation in the labour market.[15] The Youth Employment Action Plan acknowledged that widespread youth unemployment fuelled the protests of the 2011 revolution. The lack of economic opportunities for youth exposes them to increased risks of recruitment by radical extremist groups.

Gender: Pervasive gender inequality has continued to remain of concern in Yemen as women face discrimination in both law and practice as a result of their sex as well as due to proscriptive gender constructs and norms. Yemen ranked last in the World Economic Forum's 2014 Gender Gap Report, out of 142 countries included in the report, and has consistently ranked last since 2007. Prior to the conflict women had limited access to political participation and representation, economic opportunities, educational opportunities, and access to healthcare. In addition, sexual violence and gender-based violence have been

[12] Save the Children Yemen. Press Release. June 2017.

[13] Yemen: Cholera Response, Emergency Operations Center, Situation Report No. 9, October 2017.

[14] OCHA. Yemen Humanitarian Response Plan. Funding Status as of June 2017.

[15] Yemen Youth Employment Action Plan 2014-2016

perpetrated in great numbers, particularly child, early, and forced marriage. The current conflict has had an adverse impact on women and girls, who were already vulnerable. As of mid-October, an estimated 52 per cent of IDPs were female (30 per cent women and 22 per cent girls), with approximately 30 percent of households in some areas being female-headed. Displaced women often bear the burden of supporting their families, despite challenges in accessing assistance, especially outside their communities. Women appear to be suffering from elevated levels of domestic violence. Despite uneven reporting, recorded Gender-Based Violence (GBV) incidents show a clear upward trend since March 2015, with 70 percent more incidents reported in September than March 2015. Overall, women are also more acutely affected by declines in living conditions and service availability. Social welfare transfers for females have fallen by 73.3 percent since mid-March versus only 60 percent for males. Approximately 522,000 pregnant women lack access to healthcare.[16] Women in rural areas are also disadvantaged by a lack of gender-sensitive health services. Female-headed households experience higher levels of food insecurity than male-headed households, with women more likely to reduce their meals to ensure that their children have enough to eat.[17]

Environment: As climate change and rapid population growth combined put more and more pressure on critical resources, especially water, Yemen's water availability per capita is the lowest in the world. Extraction of groundwater has exceeded the level of replenishment capacity, causing water depletion. Since Yemen over-extracts an estimated 0.9 billion cubic meter of water each year from its deep aquifers, groundwater aquifers are declining one to seven meters each year. It is anticipated that climate change combined with high population growth, inadequate agricultural development and policies, *qat* growth, and a lack of law enforcement to regulate water will put continuing pressure on Yemen's water resources and contribute to its water crisis. The over-exploitation of groundwater resources and the rising sea level due to climate change will result in increased salt-water intrusion, especially in coastal aquifers. Yemen ranks 165 out of 178 countries in the ND-GAIN index (2013), which is worse than in 2010 (rank 159). It ranks 16th on vulnerability and 158th on readiness – meaning that it is extremely vulnerable to, yet very unready to address climate change effects. Yemen is a disaster-prone country that faces a number of natural hazards every year with floods as the most important and recurring form of disaster. While regular flooding has historically been beneficial for agriculture in Yemen, high-magnitude flooding often leads to losses of cropland, uprooting of fruit trees, death of animals caught in high floodwater surges, and destruction of infrastructure, such as irrigation facilities and rural roads. The damages done by floods tend to be exacerbated by ongoing desertification processes and land degradation, partly caused by climate change. Rising sea levels are expected to accelerate coastal erosion, damage key infrastructure, force community relocations, and threaten marine eco-systems and low-lying coastal wetlands. Greater variability in rainfall patterns will reduce food security because of the increasing severity of droughts and floods.

[16] Our Country, Our Peace: Why Women Must Be Included in the Peace Process. OXFAM, Dec. 2016

[17] Yemen Humanitarian Needs Overview 2016

II. STRATEGY

The current conflict is rooted in competition over power and resources and grievances related to inequalities, poverty, corruption and democratic governance[18]. The conflict also has significant negative impact on the social fabric and social cohesion of the Yemeni society. The complexity of the conflict between the warring factions and shifting alliances have exacerbated social tensions. The remarkable resilience of the Yemeni society, which endured decades of underdevelopment, is now tested to its limits and will continue to deteriorate if left unaddressed. People face unprecedented challenges and hardships with increased vulnerability to poverty, diseases, physical insecurity and violation of human rights. As the conflict continues despite efforts to resolve it, past development gains are being erased or eroded.

Given this context, interventions in Yemen should cater on the one hand to addressing immediate needs – leveraging and enhancing endogenous support mechanisms to populations at-risk that can complement an insufficiently humanitarian response[19] – and on the other hand for the need to maintain the existing capacities and mechanisms at local and national level to maintain the foundation for future reconstruction and recovery. Recent experience in countries in the Arab region, such as Syria or Iraq, illustrates that resilience building activities are feasible and critical where conflict is protracted, in lieu of more conventional development pathways.

To respond to the conflict, UNDP developed the Yemen Resilience Programme (YRP) framework with the aim to build resilience from the bottom-up using local systems, capacities and institutions to progressively 1) restore livelihoods; 2) restore basic services, and 3) contribute to peace-building.

UNDP is implementing the Yemen Emergency Crisis Response Project (YECRP) with financial support from the World Bank and USAID to mitigate the impact of the current crisis on local households and communities and assist their recovery from the bottom-up using local systems, capacities and institutions to progressively resume and scale-up service delivery.

In November 2016, the United States Agency for International Development (USAID) provided funding to UNDP to implement activities in support of vulnerable communities in Yemen through the Social Fund for Development (SFD). As a component of the YECRP, the USAID funding aimed to achieve specific results in: 1) Increasing employment and livelihoods opportunities and strengthen service delivery in the health and education sector; 2) Addressing food insecurity and reviving key local agricultural sectors through support to value chains in coffee production and fisheries.

USAID will provide additional funding to enhance activities under YECRP through the Public Works Project (PWP). This new funding to UNDP for PWP activities will strengthen the Project approach that seeks to restore services to a population hit hard by the ongoing conflict and the ongoing Cholera crisis. It will contribute to improving critical community infrastructure through: 1) Rehabilitation of schools for IDPs and host communities; and 2) Water-And-Sanitation-for-Health (WASH) interventions for improved access to clean water and sanitation. These will act as entry points to strengthen confidence-building at the community and local level to build the foundation for longer-term peacebuilding. As such, the project contributes to the restoration of livelihoods and service delivery components of the YRP, and towards Outcome 6 of the UNDP Strategic Plan: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict situations.

Theory of Change

The Project Theory of Change assumes that if livelihoods opportunities are increased for vulnerable households (including IDPs), with essential service delivery restored, Yemeni households and communities

18 Conflict Development Analysis of the Republic of Yemen, June 2015, Alma Abdul Hadi Jadallah, Ph.D, commissioned by UN Country Team

19 As of October 2017, about 55 % of the 2017 YHRP (Yemen Humanitarian Response Plan) is currently funded (Source: OCHA, 2017).

will be able to effectively cope with the impact of the current crisis and be strong drivers of the resilience-building and recovery efforts.

The theory of change that underlies the Project rests on a number of interconnected assumptions, principles, and lessons learned from UNDP's global approach to fragile and conflict-affected settings and in its ongoing work in Yemen, as detailed below.

1) **Early economic revitalization through livelihoods opportunities, job creation and restoration of basic services are key to effectively stabilize communities and keeping peace immediately after conflict, thus facilitating confidence-building, early recovery and a move towards sustainable development, including those areas with potential, on-going or recurring violence.** Reconciliation and peacebuilding efforts will be hollow without economic opportunities and material well-being. Livelihoods restoration and support to employment opportunities are thus critical at this juncture to not only strengthen the self-reliance of the communities and coping strategies, but also builds the foundation for longer-term peacebuilding efforts.

   Work created through employment recovery projects and private sector revitalization can provide rapid improvements to community infrastructure and services, enabling access to markets and much needed basic and social services.

2) **Community infrastructure rehabilitation projects, if approached comprehensively, can support affected citizens to come together to rebuild their communities, strengthen partnerships with local authorities, reflect their own priorities in broader recovery and development planning and acquire new knowledge and skills that empowers them to expand their opportunities and choices.** Community infrastructure rehabilitation is an important entry point for mobilizing communities around initiatives that help restore access to markets and essential services for the entire community.

3) **Increasing the inclusiveness of local-level decision-making, from identifying problems to implementing responses, contributes to addressing horizontal inequalities and building more credible institutions**. Inclusiveness means in particular increasing the roles of women and youth in local decision-making and their access to services, protection and jobs. Youth engagement is critical in peacebuilding and recovery in their communities, and employment opportunities deter youth from taking up arms and prolonging the conflict. Countries with greater participation of women in public and economic spheres are known to witness lower vulnerability to conflict as well as lower levels of corruption. The active participation of women is aimed at a substantial strengthening of their role in political, social, economic and cultural life at the earliest stages of post-conflict recovery planning. It means also engaging with certain stakeholders that can act as spoilers (e.g. armed formations, tribal leaders) if not involved in important decisions affecting local affairs. Identifying the specific interests and incentive needs for constructive engagement for all local governance actors through political economy analysis is essential. A conscious approach that empowers community members to peacefully resolve local issues and conflict will help build social cohesion and peace bottom-up.

4) **Restoring and strengthening resilience in families, communities, and institutions is urgent and as essential as political dialogue and humanitarian relief and establishes key building blocks for future recovery and reconstruction.**[20] Resilience, defined by UNDP as an inherent and acquired condition achieved by managing risks over time in ways that minimize their negative impacts, build capacities to manage and sustain development momentum and maximize transformative potential.[21]

5) **Just as emergency relief activities are crucial to saving lives by responding to the most urgent human needs, integrating an early recovery approach within humanitarian operations is crucial to**

[20] http://www.undp.org/content/dam/undp/library/crisis%20prevention/Yemen%20Resilience%20Programme%20Summary%20Final_1Oct.pdf
[21] UNDP Strategic Plan 2014 – 2017, p.

the first efforts of a community to recover. There needs to be complementarity and continuity between the humanitarian response and the recovery effort and this needs to be planned. UNDP sees early recovery as a vital element of an effective humanitarian crisis response as a foundation for building resilience in post conflict settings. It enables humanitarian actors to focus limited resources to the most vulnerable populations and to minimize the population's need for urgent humanitarian assistance as conflict protracts. It prepares the ground for an effective 'exit strategy' for humanitarian actors and contributes to 'durable solutions' by establishing the base on which nationally-led development occurs after a crisis. An excellent example of transitioning to early recovery from a humanitarian assistance environment is health care service delivery. With the help of local human resources to rehabilitate and staff health facilities, post-conflict Yemen can begin to restore the supply of primary health care. Some of the most important considerations in **post-conflict settings** are security, access to basic human services and the availability of employment and livelihoods opportunities to help both civilian populations and ex-combatants start rebuilding their lives and begin to reap an early 'peace dividend'. This, in turn, stabilizes conditions necessary for peace processes and vital governance reforms to take root.

The success of the project also depends on a number of critical external factors:

- The impact of the overall conflict does not worsen security extensively, therefore, the majority of the targeted areas remain accessible;
- Community decision-making and implementation mechanisms are still operating;
- Donors and OSESG support is continuous and coordinated;
- The parties to the conflict are supportive of this project;
- Existing and newly built community infrastructures are not targeted by airstrikes or/and damaged through fighting on the ground.

Project Approach

The project will build on the well-established approaches of PWP and adapt them to the war context. This will contribute to stepping up the international community's current efforts to deliver critically needed support and services to a population hit hard by the ongoing conflict. The project will improve the resilience of participating communities and help IDP host communities cope with the economic and social pressures on the already scarce local resources.

Beneficiary communities are the most important constituency of the project. While confidence must be placed in the decision making procedures of key national partners, the project must assume heightened political and conflict sensitivities, demographic shifts due to IDP movements, psychological trauma, and the war affecting some communities more than others. The data upon which decisions for allocations were made prior to the onset of the war must be questioned. Choices of who will benefit from the current allocation of resources must pay particular attention to a new set of dynamics as forged by political and sectarian tensions, increased security concerns, fraying social fabric, the uneven impact of the war and generally a population who lives much closer to the edge of survival. Geographical balance of allocated resources within the context of the programme will be very important as a conflict mitigation measure.

Resilience-building of national institutions and in communities: The community-based approaches; and community and local private contracting methodologies the Project will use are an effective way for bottom-up capacity building towards future decentralization efforts and fostering social cohesion. The Project will thus work through key national institutions that also leverage a bottom-up approach through a community engagement modality to identify priority gaps and rehabilitation needs in service delivery (including community infrastructure) and addressing vulnerability.

All **state institutions** are experiencing political and operational pressures. One of the project's expected effects is to maintain and strengthen the capacity and functioning of the institutions that act as responsible

parties to the project. The injection of resources will most likely draw political attention raising the possibility of political preference overriding technical data and criteria. In spite of the relative independence of the two institutions neither will be immune to such pressures and leaning to favour a particular side. UNDP must work alongside its partners to support their endeavour to maintain the integrity of the project as a whole and more detail decisions of allocations.

Conflict-sensitivity and social cohesion: The project will mainstream conflict sensitivity through the transparent allocation of funds based on a distress index using national statistics and UN figures for district and governorate levels, in the selection and inclusion of the direct beneficiaries based on a transparent eligibility criteria and consultations with communities and leaders (i.e. poverty levels, marginalized, displacement status, etc.), prioritize youth-at-risk (including women), and in the selection and rehabilitation of key community assets that can offer an inclusive benefit to all population groups in the communities. The project will be implemented based on a contextual analysis to ensure that the interventions do not cause or escalate conflicts in the target areas with a close monitoring and planning to identify and mitigate possible conflicts and associated risks. The activities will be designed to contribute to the rebuilding and strengthening of the social fabric in the communities.

Youth: The project will contribute and actively engage youth in playing a key role in resilience-building in their own communities through social and community mobilization work that can translate into longer-term employment opportunities. The Project will give special attention to youth including young women as an important peace dividend and provide them with income and participation opportunities. In this sense, the project contributes to peacebuilding mechanisms by providing opportunities for jobs, facilitating community dialogue, having interventions that enhance equality and inclusion, and providing the space for citizen engagement and enabling a process of collaboration around the project's implementation and monitoring.

Gender-sensitivity: Active participation of women will be encouraged in sub-project identification and prioritization and oversight to ensure that the sub-project sites selection and implementation are done taking into gender considerations and sensitivity on gender-related needs. As much as possible, PWP will also encourage the engaged of women as labourers by contractors for appropriate tasks.

With regard to **sustainable environment,** UNDP will apply the Social and Environmental Screening Procedure (SESP) to ensure social and environmental impacts are properly identified and managed[22].

[22] UNDP Practice is to carry out environmental screening for all projects

III. RESULTS AND PARTNERSHIPS

Expected Results

In terms of expected results, the project focuses on four key results[23]:

1) Result 1: Access to school classrooms restored.

Disruption of schooling, displacement, occupation and use of schools for shelter or military purposes as well as damage to schools have been on the rise due to the ongoing conflict. According to the Education Cluster Strategy 2016 – 2017: even prior to the most recent and fiercest wave of violence that began in March 2015, already over 500 schools had been in need of rehabilitation, reconstruction or repair to restore functionality and become safe and suitable for learning. According to an assessment report shared by the Ministry of Education (MoE) in April 2016, there are around 1,600 schools that are currently in need for reconstruction or rehabilitation to be reasonable for education. Of these schools, at least one third are in need of minor rehabilitation, while the remaining ones entail full or partial reconstruction. PWP will select schools in coordination with the local educational offices and authorities and will consider schools with minor rehabilitation needs that do not exceed US$ 50,000 per school. The target schools were affected due to their use as shelter for IDPs or occupation by military groups for a while or had pre-existing rehabilitation needs. Furthermore, schools that are operational, have larger number of classrooms and are located in safer areas will also be targeted. Related activities will include: Implementing minor rehabilitation including walls, floors, fences, yards, side-walks; Renewing bathrooms/adding bathrooms in girls' schools if needed and building rain water harvesting reservoirs; Fixing doors and windows as well as painting; Providing essential furniture (classrooms chairs and desks).

PWP will target the rehabilitation of additional schools to complement ongoing World Bank financed activities under the Output *'Communities benefit from restored socio-economic community assets'* of the broad YECRP. Through community consultation and participation, PWP will identify and rehabilitate 350 classrooms in two different categories as follows:

i. Target 100 classrooms in the eight districts in three governorates (Hadhramout, Al-Mahra and Lahj) that did not get adequate allocations to implement one single sub-project under the YECPR World Bank fund. These schools will be identified in consultation with the target communities and in coordination with the Education Cluster and the Ministry of Education. The following are the districts and estimated budgets:

Governorate & Districts	Distress Index	District Ranking	Proposed Budget (in US$)	
Hadhramut				Interventions will be limited to rehabilitation of schools to be identified with the communities
Ghayl Ban Yamn	0.85	25	65,000.00	
Thamood	0.83	28	65,000.00	
Ramah	0.58	29	50,000.00	
Alsoom	0.33	30	50,000.00	
Al-Mahra				
Qeshn	1.03	7	65,000.00	
Hasween	0.93	8	65,000.00	
Howf	0.63	9	50,000.00	

[23] As per instructions from HQ and GSSC Treasury, any financing from USAID is to be reflected in ATLAS under one output. Hence, the four outputs have been reflected as Key Activity Results.

Lahej				
Yahr	0.98	15	65,000.00	
Total			**475,000.00**	

ii. Target 250 classrooms in the ten districts with negative net allocations from the World Bank Additional Fund (AF). The allocation for each district was decided based on the Distress Index as follows:

District	Net Allocations from AF (WB)	Distress Index	District Ranking by governor-ate	Suggested Funds to be allocated from USAID (in US$)	
Taiz					Interventions will be limited to Rehabilitation of schools to be identified with the communities
Alshimayatein	-177,229	6.39	3	200,000	
Misrakh	-7,159	4.20	8	150,000	
Heifan	- 84,299	5.15	6	150,000	
Abyan					
Al Mahfad	-25,764	8.24	5	250,000	
Sada'a					
Razih	-4,981	6.38	7	200,000	
Ibb					
Alsebara	-24,607	4.46	13	150,000	
Al-Hodeida					
Dureihemi	-65,800	2.61	18	100,000	
Almeena	-11,953	1.75	24	50,000	
Hajja					
Alshaghadera	-28,648	3.16	12	100,000	
Kusher	-2,122	4.37	5	150,000	
Total				**1,500,000**	

Besides, PWP will provide essential furniture like school desks and chairs where there is a large need in some of the rehabilitated classrooms.

2) Result 2: Improved access to clean water and sanitation (WASH); and support for Cholera response provided

Yemen is in the grip of a fast spreading cholera outbreak of unprecedented scale. Health and WASH clusters have recently issued a revised appeal for US$ 254 million to implement an Integrated Cholera Response Plan to contain the spread of cholera in Yemen. By September 2017, only contributions of about US$50 million (around 19%) have been received with a gap of over US$ 200 million. PWP held discussions with UNDP, WASH & Health clusters to reach a consensus on appropriate responses to the Cholera Outbreak and to ensure the planning is done in a harmonized and coordinated manner with the response of other partners. As most of the emergency measures needed in the short-term - including software/operational activities (staffing, equipment, and medical supplies) - are not within the remit of PWP, it was finally settled that the most viable interventions are longer term preventive measures in high priority Cholera districts, leveraging PWP's knowledge and experience in WASH related infrastructure. The preventive measures related to water and sanitation will contribute to curbing the Cholera outbreak and other diseases in the future as an outcome of improved hygiene, clean and chlorinated drinking water sources and cleaner environments. PWP will use the Yemen WASH Cluster Procedures as guidelines for its activities particularly for drinking water supply projects.

Given the foregoing, additional funding from USAID will be timely and highly needed to support ongoing response and preventive activities. PWP will utilize the funds for:

i. Water supply networks in High Priority Districts. It is proposed to add a Chlorination Unit that is estimated to cost an additional US$ 5,000 per sub-project.

ii. Installation of public latrines and hand washing stations for public markets and toilets in Urban Centres.

All interventions will be accompanied by Awareness Campaigns for communities in accordance with the requirements/standards of the Yemen WASH Clusters Standard Operating Procedures (SOPs).

Since resources are limited and not likely to meet the huge demand, PWP will target districts with highest priority in need according to both the Distress Index pursued in the World Bank in the YECRP as well as according to the priority needs for Cholera response. The available budget will, therefore, target 10 districts in nine governorates as follows:

Governorate	District	Adjusted Population 2017	Distress Index	Proposed Budget (in US$)
Abyen	Khanfir	160,864	26.17	195,000
Damar	Utmah	240,946	13.96	130,000
Al_Dhale'a	Qa'atabah	144,952	9.33	75,000
Al_byada'a	Rada	77,738	8.49	75,000
Amaran	Khammer	132,907	6.67	70,000
Taiz	Maqbanah	272,738	5.97	70,000
Ibb	Ad dihar	219,166	5.18	70,000
Hajah	Aslm	97,650	4.46	65,000

Hajah	Kushar	131,367	4.37	63,704
Al_Hodydah	Al Hali	251,872	3.95	60,000
Total				**873,704**

3) Result 3: **PWP Operation Cost**

This component will facilitate project operations and implementation for PWP. It will enable the recruitment and retaining of consultants to design, plan, coordinate and supervise rehabilitation of classrooms, water supply points/reservoirs, chlorination units, and hand washing stations for markets and other public places. It will also support PWP outreach for WASH interventions through the conduct of public health awareness campaigns in support of ongoing integrated Cholera response activities.

Day-to-day project operations and other cost including human resource, procurement and maintenance of equipment, and monitoring and evaluation activities will be covered under this output. Because of the ongoing crisis and attendant impacts, PWP will engage more consultants to support activities in rural and hard-to-reach areas to ensure effective and timely implementation of planned activities. Moreover, the envisaged public health awareness campaigns will require extra resources – both human and financial – to ensure comprehensive coverage of priority Cholera affected communities.

4) Result 4: Project oversight, reporting and quality assurance of project ensured

UNDP has a dedicated project team in place for oversight and quality assurance to ensure timely delivery of results in accordance with the existing project document and agreement with USAID. The project team will also oversee the implementation and quality delivery of the additional USAID fund for SFD and for PWP. It will ensure the application of a conflict and gender sensitive approach for the project in the existing conflict and political context; and that risk mitigation measures are in place to create a maximum enabling environment for implementation of activities.

The project team will adhere to the monitoring and reporting requirements as per the agreement with USAID to ensure full transparency and compliance with fiduciary responsibilities. This includes third-party monitoring, evaluation and audits. The project team comprises staff that have been in post since the inception of the YECRP , EU as well as USAID (under SFD). USAID will co-fund the cost of the project team with the exception of the National Coordinator, which will be fully funded by USAID under the SFD Additional Finance budget. The UNDP Country Office will provide oversight and quality assurance of the project team and ensure institutional level coordination with USAID, as well as other donors including World Bank, EU, the Government of Yemen, UN system, local authorities, international partners and other relevant stakeholders with the view to enable coherence and collaboration of the project with broader initiatives. UNDP will also ensure that all project activities under the additional funding are closely coordinated and planned with the relevant UN clusters (Education and WASH).

The UNDP Country Office will also provide operational support services in relation to the Project that includes finance, procurement (contracting), administration, human resources, ICT and security risk management. UNDP Headquarters will provide corporate oversight and management support including finance, human resources, audit and investigations.

In achieving these outputs, the project expects to contribute to a development change which results in enabling **Yemeni communities to effectively cope with the impact of the crisis and to (re)build their resilience. At the same time, the project will strengthen confidence in and preserve and build** the institutional capacity of PWP to improve basic infrastructure and deliver service delivery to communities.

Resources Required to Achieve the Expected Results

USAID will make US$ 4 million available for a period of one year for the implementation of the project. UNDP has paid for the capacity assessment of PWP and committed other resources for the development of the project. UNDP will also provide in-kind inputs at the disposal of the project. In addition, UNDP will ensure dedicated management capacity in the Country Office to provide the required oversight and quality assurance. The UNDP Regional Hub in Amman Jordan will provide technical support when and where required.

Responsible Party – Public Works Project

The Public Works Project (PWP) is the designated responsible party for the implementation of the Project funded by USAID. An inherent objective of the assistance of USAID, through UNDP, is to further develop the capacities and services of the PWP.

PWP was established in 1996 as one of the main components of the Social Safety Net to mitigate the adverse impacts of implementing the Government's Financial and Economic Reform Program for poor communities.

Since then, PWP has managed to implement over 5,000 sub-projects in all the 22 governorates and 333 districts, that generated 1.874 million work months as temporary job opportunities mainly in the rural and remote areas. By 2015, PWP's total portfolio reached US$ 834 million, financed by 20 international donors including the Government of United States.

PWP's main objectives are to "contribute to poverty alleviation through creating temporary jobs for the poor segments mainly unskilled and semi-skilled labour, improve living conditions by providing access to basic infrastructure services especially for women and children, and contribute to the development of local contracting and consulting firms".

The conflict and political situation in the country have negatively impacted the funding and impact of these critical programmes at a time when their benefits and services are needed most, especially for the poor and vulnerable. The deterioration of the political and security situation in the country has negatively impacted all social safety net programmes. The PWP has also been affected through the decrease of funding due to the suspension of 70-80% of their donor-funded resources. Despite the significant worsening of the security situation and funding, PWP continues to operate. However, it faces challenges in maintaining its core staffing and is at high risk of losing staff and hence the capacity of the best service delivery instruments in the country.

In 2016, PWP was selected to be one of the Implementing Partners of the Yemen Emergency Crisis Response Project (YECRP) funded by the World Bank (WB). The Project Development Objective (PDO) of the YECRP is to provide short-term employment and access to select basic services to the most vulnerable; and preserve the implementation capacity of two service delivery programs namely the PWP and the Social Fund for Development (SFD). The project aims to contribute to improvement of resilience among participating households and communities; help IDP hosting communities cope with the economic and social pressures on already scarce local resources; and contribute to local area economies by supporting local communities and private sector contractors.

UNDP's partnerships with local institutions and programmes that are perceived as fair and impartial in delivering services to communities regardless of their political affiliation, is essential as a stabilizing force in the current context marked by armed conflict and other forms of political, social and economic grievances.

Partnerships

In implementing this project, UNDP will coordinate closely with other partners supporting PWP, including, the World Bank and the Islamic Development Bank. This will include information sharing, communication, coordination and other efforts aimed at ensuring that support to PWP is targeted, complementary and avoiding overlap and duplication of effort. Furthermore, UNDP will also coordinate closely UNICEF as both institutions will be implementing World Bank and USAID grants. Under funding from both donors, UNICEF and UNDP will work on the same thematic areas including education and WASH, which require close coordination and consultation. Finally, UNDP will ensure that there are synergies between World Bank and USAID funding streams to ensure complementarity between them. As such, and in relation to PWP, UNDP will link funding from the World Bank and USAID donors so that both upstream and downstream activities on overlapping areas, such as education, are covered.

Risks and Assumptions

Full details are in the risk log in the annex.

Political risks:

PWP is a national institution with a governing board chaired by the Government of Yemen. The risks of being impacted by the political fragmentation induced by the war is mitigated by their managerial independence stated in their respective laws.

The UN works within complex dynamics reflecting competing interests of political actors and member states, limitations of responding to the scale of needs, a society under pressure and trauma, and security and access constraints. The UN maintains its operational integrity through adherence to principles of impartiality, human rights and inclusive humanitarian/civilian assistance and engages stakeholders clearly communicating these principles. UNDP coordinates with the Office of the Special Envoy to the Secretary-General and is a member of the Humanitarian Country Team and UN Country Team to collectively address political risks.

To mitigate these risks, UNDP will put in place a communication strategy in cooperation with PWP and ensure regular Project monitoring, risk analysis and oversight. Grievances from beneficiaries and stakeholders will be channelled through mechanisms established within PWP, and UNDP. UNDP will inform MOPIC and other relevant authorities of project progress and issues and to support PWP in gaining acceptance of the strategies and principles of the project to create an enabling and conducive operating environment.

Operational risks:

Due to the ongoing conflict and related insecurity, the project will face some operational risks in relation to potential disruption in UNDP's business processes and project management services. UNDP has developed a Business Continuity Plan which ensures that the critical office functions can be performed from other locations if necessary. Outside Sana'a, UNDP plans to have staff presence in Aden, Ibb (also covering Taizz), Hodeidah, Hajjah and Sa'ada to interact with PWP sub-offices and monitor field activities. UNDP will also rely on a contracted Third Party Monitoring Agent to perform complementary monitoring of the project. The responsible party, PWP, also put in place a business continuity plan.

Financial/fiduciary risks:

The financial and fiduciary risks are defined by a number of factors, including hyper-inflation, fraud, and cash advance management. To avoid exchange rate losses and other negative effects of working in the national currency, UNDP will transfer advances in US dollars to the responsible party PWP, which also transacts most of its payments in US dollars. UNDP's anti-fraud policy, the annual audits, regular spot-checking by UNDP staff, and the Third Party Monitoring Agent are oversight measures over and above PWP internal procedures to mitigate the risk of fraud, misappropriation and diversion of funds. The Harmonised Approach to Cash Transfers (HACT) capacity assessment results will be used in strengthening the financial management capacities of the responsible parties. PWP will submit quarterly work plans with realistic budgets (cash forecasts) to UNDP to ensure that cash advances are cleared on a regular basis.

Programmatic risks:

The programmatic risks for PWP are associated with access and targeting due to security or conflict-related obstacles, although mitigated by their widespread network. UNDP level risks are associated with UNDP's potential inability to verify results on the ground in a timely manner, potential inability to recruit staff in a timely fashion to support Project implementation, and potential inability (or significant delays) to meet delivery expectation/targets. The mitigation measures that have been put in place include the contracting of a Third Party Monitoring Agent. In addition, UNDP will review the results of the HACT capacity assessment of PWP to ensure it has the requisite capacity to deliver the project results. A roll-out plan will be developed at the level of PWP to ensure rapid start-up and scale-up. UNDP will closely review PWP quarterly expenditure reports to monitor financial delivery of the project.

Social and environment risks:

The social and environmental risks of the project are related to potential adverse impacts to people and the environment. As per the corporate policy, UNDP will apply the Social and Economic Standards (SES) which comprise of the following standards:

- Biodiversity Conservation and Sustainable Natural Resource Management
- Climate Change Mitigation and Adaptation
- Community Health, Safety and Working Conditions
- Cultural Heritage
- Displacement and Resettlement
- Indigenous Peoples
- Pollution Prevention and Resource Efficiency

At the project level, the Standards are primarily applied through the Social and Environmental Screening Procedure (SESP), which is required for proposed or substantially revised projects. The SESP is an essential quality assurance and risk management tool that ensures the SES are translated into practice. Applied from the earliest stages of project preparation, the SESP guides UNDP and its Implementing Partners in designing projects and systems that ensure social and environmental impacts are properly identified and managed.

The Standards are underpinned by an Accountability Mechanism with two key functions: 1) A Stakeholder Response Mechanism (SRM); and 2) A Compliance Review Process.

The Stakeholder Response Mechanism offers locally affected people an opportunity to work with other stakeholders to resolve concerns about the social and environmental impacts of a UNDP project, supplementing the proactive stakeholder engagement that is required of UNDP and its Implementing Partners throughout the project cycle.

The Social and Environmental Compliance Unit investigates allegations that UNDP's Standards, screening procedure or other UNDP social and environmental commitments are not being implemented adequately, and that harm may result to people or the environment.

Security risks:

The ongoing protracted conflict continues to pose significant security risks to the implementation of the project in the form of (petty) crime, air strikes, landmines and UXO, terrorist attacks, and ground combat, arbitrary arrests and detentions. This situation compounded by the breakdown of law and order and rise of crime and general insecurity. UNDP intends to mitigate these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to UN security procedures. Staff training on conflict-sensitive communications and risk management will continue. A Third Party Monitoring Agent will be contracted to conduct the monitoring of the implementation of the project in hard-to-reach areas. The Responsible Party PWP faces similar risks with the regard to their staff and implementation of activities. The Responsible Party has developed their own risk management policies and practices based on over 20 years of experience in Yemen as well as working under the current circumstances of conflict.

Reputational risks:

In view of the scale and importance, the project also carries a reputational risk for UNDP as well as PWP. It may be subject to politically motivated defamation and it may be perceived as partial and biased vis-à-vis one or more parties to the conflict. UNDP's reputation as a reliable partner may be affected by issues arising from the project. To mitigate these risks, UNDP will put in place a communication strategy, strengthen Project oversight and quality assurance with documentation of issues, and work very closely with the responsible party PWP. Grievances from beneficiaries and stakeholders will be channelled through mechanisms established within PWP and UNDP.

Stakeholder Engagement

Targeting

The project will target about 4,200 direct beneficiaries of income. It will be implemented in select districts across Yemen where the security situation allows the responsible party and the third party monitoring agent to operate. The selection of geographical areas will take into consideration an area distress index, which is comprised of indicators related to poverty, food (in)security, concentration of IDPs, and impact of the conflict of community infrastructures. Higher weight will be given to communities with higher concentration of IDPs. Currently, it is estimated that between 60-70 percent of Yemen's 333 districts are accessible.

Within each of the main indicators, numbers of affected people as well as the percentage of the total population in each government will be equally considered. Within allocated funds for each Governorate, the project will focus on the most affected districts and areas within each district.

The focus will be on rural areas due to the massive urban to rural migration caused by the lack of security in towns and cities. It placed a heavy burden on rural households/communities, including pressure on basic services and natural resources. The following governorate and districts that have been suggested by PWP and accepted by USAID to be priority areas for this interventions.

Governorate	Proposed Districts per Output (component)	
	Education (School Rehab')	WASH
Hadhramut	- Ghayl Ban Yamn - Thamood - Ramah - Alsoom	
Al-Mahra	- Qeshn - Hasween - Howf	
Lahej	- Yahr	
Taiz	- Alshimayatein - Misrakh - Heifan	- Maqbanah
Abyan	- Al Mahfad	- Khanfir
Sada'a	- Razih	
Ibb	- Alsebara	- Ad dihar
Al-Hodeida	- Dureihemi - Almeena	- Al Hali
Hajja	- Alshaghadera - Kusher	- Aslm - Kushar
Damar		- Utmah
Al_Dhale'a		- Qa'atabah
Al-byada'a		- Rada
Amaran		- Khammer

The targeting approach will focus on reaching beneficiaries through active participation of various segments within the community. The methodology includes developing a combined fund allocation index from the available data set at the governorate and district level. Food Insecurity indicators, poverty and displacement[24] will be considered as an expression of the war impact on affected people. The most recent data on food insecurity (issued by the Yemen Integrated Food Security Classification Technical Working

[24] Since no comprehensive damages assessment survey is currently available, displacement is suggested here to express the war impact on people. However, severity of impact can not only be reflected by the number of IDPs but may also be complemented with the percentage of IDP's in a given governorate \area to its total population; hence, the number and percentage of displaced people will have a weight in the combined index.

Group (IPC TWG) in March 2017) will be used at the governorate level. There are two additional indicators that will be used at the governorate level: Population Movement[25] and People in Needs[26].

At the district level two indicators will be considered, the population movement and the poverty indicator extracted from the 2005-06 Yemen Household Budget Survey[27].

Women's participation: The targeting unit is the community then household/groups. Within the household/groups, women will be encouraged to participate in the implementation of community infrastructure sub-projects, most appropriate to their abilities, in communities as feasible. Women will also benefit from community services and facilities that are restored by the project. For example, women are expected to benefit the most from water interventions as they reduce time and labour in fetching water, a task women are traditionally responsible for.

Confidence-building: support to increased livelihoods can also represent an important conduit to improve confidence-building between different actors at the local level. Literature and other comparable country experiences have demonstrated that providing alternative source of income for vulnerable groups can positively contribute towards social cohesion at the community level and conflict prevention.

Grievances

PWP has a grievance mechanism in place based on their long experience of work in Yemen and guided by World Bank rules and regulations. It is generally referred to as the Complaints Handling Mechanism (CHM).

A complaint is considered an expression of dissatisfaction about the standard or quality of the Responsible Party's activities, or the actions or lack of actions taken by Responsible Party or its partners that directly or indirectly cause distress to the affected beneficiary or other party. In general, a formal CHM is required for those occasions when complaints cannot be resolved informally and an individual or organization wishes to put their complaint on record and to receive a formal response.

The objectives of CHM are as follows:

1. Improve accountability to PWP partners and beneficiaries;
2. Increase the level of beneficiaries' satisfaction with the delivery of services and enhance the relationship between beneficiaries and PWP;
3. Provide an efficient, fair and accessible mechanism for resolving beneficiaries' and partners' complaints;
4. Guide PWP staff in handling complaints;
5. Allow to rectify mistakes, raise alertness to problems, and continuously learn and improve.

The CHM has a number of important principles:

1. **Protect beneficiaries' and** partners' **rights** to comment and complain.
2. **Neutrality and equity** while handling complaints
3. **Timing**: short cycle, quick response to the critical complaints.
4. **Transparency**: Partners will be aware of the procedures; understand its purpose, have sufficient information on how to access it and understand how it works.

[25] Task Force on Population Movement, 16th Report. October 2017 issued by IOM and the UN OCHA

[26] 2016 Humanitarian Needs Overview. UNOCHA

[27] The governorates and districts have already been identified, based on this methodology, as indicated in the preceding table.

5. **Confidentiality**: Create an environment in which people feel comfortable to raise concerns and grievances or stand in witness. Confidentiality assures that any information given is restricted to a limited number of people and that it is not disseminated widely, therefore offering an element of protection and security to the complainant.

6. **Accessibility**: The CHM will be easily accessed by as many people as possible within any stakeholder in the place where projects are being implemented

UNDP's corporate Stakeholder Response Mechanism (SRM) is intended to supplement the CHM of the Responsible Parties throughout the project cycle. The SRM provides an additional, formal avenue for stakeholders to engage with UNDP when they believe that the project may have adverse social or environmental impacts on them; they have raised their concerns with the Responsible Parties and they have not been satisfied with the response through the CHM process. The SRM provides a way for UNDP to address these situations systematically, predictably and transparently.

UNDP's SRM is intended to:

- Improve environmental and social outcomes for local communities and other stakeholders affected by UNDP projects;
- Enhance UNDP's ability to manage risks related to its Social and Environmental Standards, in order to avoid or mitigate social and environmental impacts.
- Ensure that UNDP responds to the concerns of project stakeholders with regards to social and environmental risks and impacts;
- Ensure feedback and operational learning from the SRM, by integrating SRM requests, responses and results into UNDP's results-based management, quality assurance processes.
- Reflect and advance best practices among development institutions, whose stakeholders (including governments, civil society, indigenous peoples, and international partner agencies) increasingly expect social and environmental grievance resolution processes to be a regular, integrated part of project management.

Sustainability and Scaling Up

PWP is a well-established and credible national institution that has delivered community development in Yemen for two decades. By helping to reactivate their operations that were suspended or disrupted by the war and all its consequences, this project will contribute to the preservation and sustainability of their **implementation capacity** of much needed service delivery programs. The nationwide coverage of PWP will enable scale-up but their wide network of non-state partners like CBOs, NGOs and private sector (e.g. contractors) will also extend the outreach. At the community level, the project is expected to pave way for a more inclusive future in Yemen by actively seeking to build social cohesion, empower communities and foster a role for non-state actors. PWP has a strong partnership and donor support which will increase as the conflict winds down. This project will act as a catalyst for attracting additional support from interested donors. Furthermore, the project team will provide ongoing advice, including support on financial capacity building of PWP. For example, and as a follow up on the recommendations of 2013 Capacity Assessment of SFD that was commissioned by USAID, UNDP is working with SFD to separate direct and indirect costs in its programme implementation costings.

Ownership and Self Reliance: The use of community-based and foster social inclusion while promoting community self-reliance. Project activities will mobilize and empower a wide network of non-state partners including CBOs, NGOs, and private sector, also fostering civic engagement of the youth.

Social cohesion and Peace-Building: By providing income and job opportunities, facilitating community dialogue, promoting equality and inclusion, and providing the space for inclusive citizen engagement, the project will also support confidence-building at the community level, and thus contribute to social cohesion and peace building efforts.

IV. PROJECT MANAGEMENT

The project will be implemented through the UNDP Direct Implementation Modality (DIM) with a responsible party: PWP which is responsible for the delivery of the Outputs (Components) of 1, 2, 3 and UNDP for Output (Component) 4 respectively.

In the context of the project, the Responsible Party is defined as an entity that has been selected on the basis of their comparative advantage to deliver outputs on the basis of a written Letter of Agreement (LoA) with UNDP. The Responsible Party is directly accountable to UNDP in accordance with the terms of their LoA. With regard to the Responsible Party, UNDP uses a partner-based risk management approach in line with the UN Harmonized Approach Cash Transfers policy. As such, UNDP conducted a micro assessment to determine areas in which the IP needs strengthening to ensure compliance with UN(DP) requirements. PWP is a semi-autonomous government entity with a recognised track record of effective management of development funds, and with whom UNDP has been partnering with since the outbreak of the crisis in 2015 on a number of livelihoods support, community infrastructure and resilience-building initiatives. As of September 2017, PWP's capacity to formulate, sign, and manage projects continues. PWP already manages a number of funds from the World Bank, the Islamic Development Bank and other donors and has demonstrated readiness to scale up their interventions with increased donor resources in the past as a response to the 2011 crisis. PWP has maintained a neutral image throughout the conflict, providing assistance to the Yemeni population as a vital life line.

Effective management of the Project will be critical, given its importance and complexity. To this end, UNDP will reinforce the project management systems and capacities of PWP and ensure risk management and project approaches sensitive to the conflict and political environment in Yemen. UNDP will closely coordinate with USAID to provide needed information and to enable smooth and speedy financial and operational transactions to facilitate timely implementation at the level of the responsible parties. UNDP will maintain regular interactions with PWP and with UNDP staff presence in Sana'a, Hodeidah, Sa'adah, Ibb and Aden for monitoring, quality assurance and as needed, grievance management. Third party monitoring will also feed into UNDP's monitoring work. UNDP will prepare bi-annual narrative and financial reports and end of project reports consolidating inputs from the responsible party as well as to convene project board meetings and undertake audits and evaluations[28]. UNDP will coordinate with the Government of Yemen, international partners and UN agencies to enable a conducive and coherent supporting environment for PWP.

UNDP value-added: UNDP, which is on the ground and working in Yemen, will directly manage the project outputs and ensure quality as well as oversight over the achievement of results. UNDP has successfully designed and implemented development projects related to sustainable livelihoods and employment creation since 1970s in Yemen building the capacities of national institutions to improve their results. Quality assurance will be provided for instance on the selection of local consultants, training content for business and life skills development and share strategies for the effective inclusion of women and youth. UNDP will also offer technical policy advice to seek the sustainability, replication and scalability of the USAID-supported interventions. The technical support will extend to ensuring stronger alignment and harmonization with the ongoing support under the HRP under the relevant clusters. Technical and financial coordination will be offered by UNDP to facilitate local level coordination of activities with authorities and other partners, seeking programmatic synergies where possible, and financially to promote bridges between different funding streams to complement planned activities. Technical assistance will also be extended on project and risk management including financial management to address observations stemming from recent capacity assessments conducted on PWP. Linkages will be developed to ensure that interventions will contribute to an enabling environment for the private sector for economic recovery and

[28] Where available and feasible, UNDP will cooperate with other international donor partners for joint reviews and external audits (as in the case of PWP).

peacebuilding/stabilisation initiatives and overall, ensuring the humanitarian, peace, and development nexus. UNDP provides technical quality assurance to the Third Party Monitoring, through the development of survey tools and methodology. Finally, UNDP will endeavour to harmonise the efforts and interests of all development partners (USAID, and the World Bank) who are supporting PWP.

Project Management Team

The main roles and responsibilities of UNDP's proposed core implementation team members are set out below. The team structure is cost-shared by other funding streams hence a lower contribution from USAID for actual time-allocation of technical expertise and support staff will be required.

International Project Manager (PM): The PM will lead the overall Project team and be accountable to the Project Board for the successful implementation of the Project for the USAID-funded component of YECRP including SFD and PWP. The PM's role will focus on ensuring that the Project as a whole remains on course to achieve its proposed outputs. The other Project members will report to the PM who will also establish and maintain close relationships with all key national and international counterparts, including the World Bank. The PM will ensure appropriate resourcing, on time delivery of financial and key milestone reports to the USAID and counterparts as well as the timely completion of the key activities and the delivery of the outputs. In addition, the PM will be responsible for team adherence to security and other UNDP procedures. The PM will organise the provision of logistical, administrative and other support for every Project Board. The PM will establish an effective financial and operational framework for the Project. Working closely with national partners and the Project team, the PM will ensure compliance with operational policies pertaining to Project implementation and management. The PM will also ensure effective and accurate financial resources management, including monitoring of financial delivery by PWP and SFD against work plans and preparation of relevant periodic reports. The PM will also ensure efficient human resource management and general administration of the Project.

The PM, based in Sana'a, will oversee the implementation of the USAID component of the project. The PM post will be co-funded by the USAID during the project duration, and an additional six months to facilitate project closure.

National Coordinator: A full time National Coordinator will support the PM and Project team on the USAID component of the YCRP including the additional funded activities for SFD and for PWP. S/he will engage with PWP and SFD, and other national stakeholders, as appropriate. The Coordinator will support the PM in project management and delivery of all outputs, and in maintaining close relationships with key Yemen partners of PWP and SFD. The Coordinator will keep appraised of all political and economic developments and advise the team on their impact in relation to the Project. The Coordinator will also oversee the administrative and logistical support by other national staff and report to the PM. This post will be fully funded by USAID under the SFD budget[29] which will also support PWP activities.

Monitoring and Evaluation Specialist (International): The Monitoring and Evaluation (M&E) Specialist will develop and institutionalise the Project M&E framework. The Specialist will advise PWP, SFD and UNDP on good monitoring practices, and designing and maintaining the Project monitoring systems. The Specialist will also ensure timely submission of progress reports to UNDP by PWP and SFD and timely finalisation of UNDP's progress reports to USAID. The M&E Specialist will report to the PM. USAID will contribute to the funding of this post for a period of 18 months.

[29] The USAID Additional Funding to SFD covers the full cost of a National Coordinator to support the Project Manager in overseeing USAID activities implemented by SFD and PWP.

The project team is complemented by a **Grievance Redress/Communication Officer**, **Finance Officer** and **Project Assistant** whose costs are partially covered by USAID for 18 months; and an **Information Management Officer** and **Driver**.

UNDP Country Office Oversight and Quality Assurance

Team Leader (Economic Resilience & Recovery Unit) Under the guidance of the Country Director, and direct supervision of the Deputy Country Director, the Team Leader will provide general oversight and quality assurance over the Project Management Team, and ensure higher-level relationship with the partners (PWP as well as SFD) for the USAID support. The Team Leader will ensure coordination with operational units in UNDP to enable smooth and speedy financial and operational services to the project. The Team Leader will ensure that high quality of all deliverables when reporting to USAID. The Team Leader and UNDP Senior Management will maintain regular institutional level coordination with the USAID, Government of Yemen and other partners (international and national) to foster an enabling environment for the project. They will also coordinate with UNDP HQ for corporate level support to the project.

Other Country Office staff will also provide support to the implementation of the Project which is costed in the table below.

Item	Unit Cost (US$)	Quantity	Total Costs (US$)	Notes
Staff				
Deputy CD P/O - P5 (5%)	26,218	15 months	**19,663**	The Deputy Country Director P/O oversees the operations and programme teams on the implementation of the USAID-funded ECRP. Together with The Country Director and the Team Leader, the Deputy Country Director P/O will maintain regular institutional level coordination with the USAID, the Government of Yemen, and other international partners to foster an enabling environment for the project and ensuring that the USAID-funded interventions remain relevant in the current crisis context and maintain neutrality and objectivity in the Yemen political context. The Deputy CD P/O will ensure relevant and timely HQ support for the project.
Deputy TL (MSU) - NOB (5%)	8,618	18 months	**7,756**	MSU reviews and monitors all related financial flows and clearances, and ensure proper reviews including annual auditing. Captures results of the projects and report as per UNDP corporate requirements. Assesses and analyses the progress of work and achievements of targets. Reviews, processes and broadcasting of all communication materials, as well as providing support for crafting success stories and dissimilation in all UNDP media outlets in the country, regional and globally
M&E/Reporting (MSU) - NOB (5%)	8,618	18 months	**7,756**	
Communication Specialist - P4 (2.5%)	23,507	15 months	**8,815**	
Team Leader, ERRU - P4 (5%)	23,507	15 months	**17,631**	Under the guidance of the Country Director, and direct supervision of the Deputy Country Director, the TL for Economic Resilience and Recovery (ERRU) provides overall technical quality assurance over the Project Team and results. She ensures that the key overall technical aspects of the project, including the design and implementation, are strategically relevant, keeping in mind the coherence of ongoing interventions funded by other donors' interventions.
Team Leader, Gov. - P4 (2.5%)	23,507	15 months	**8,815**	The Team Leader for Governance and Peacebuilding will ensure the relevant interventions on education and health sector are closely coordinated within the overall support under local level service delivery and capacities working closely with relevant Ministries and district authorities
Programme Officer, ERRU - NOB (5%)	8,618	18 months	**7,756**	The Programme Officer will ensure the oversight and quality assurance of the Project Team and results,

				including the financial and operational aspects of the project (including project closure) The Programme Officer will report to the TL of ERRU. She will work with relevant operational and programme units in UNDP to enable smooth and speedy financial and operational services to the project
Programme Assistant, ERRU - G5 (5%)	4,724	18 months	**4,252**	The Programme Assistant supports the Project Team in the financial oversight and quality assurance, including the requests for payments sent to CO Finance Unit and review of financial reporting related to the overall project (including project closure)
Security Specialist – P3 (10%)	20,628	15 months	**30,943**	The Security Specialist is responsible for the overall security of the UNDP staff including project staff
Procurement Analyst – NOA (2.5%)	7,003	15 months	**2,626**	The Procurement Analyst reviews and processes requests for payments for procurement of goods and services for the project
Travel Admin. Assistant – G5 (2.5%)	4,724	15 months	**1,772**	S/he will provide the necessary travel support for the project personnel
Finance Associate (Finance Unit) – G7 (2.5%)	6,386	18 months	**2,874**	The Finance Associate reviews and approves requests for payments and affects advances for the project
ICT Associate – G7 (2.5%)	6,386	15 months	**2,395**	The ICT associate provides ICT services for the project (staff - email, IT support etc.) and for the implementation of communication/visibility plan - development and publication of web-based materials
Sub-total			**123,054**	

Project Monitoring

The monitoring of project outputs will be undertaken at multiple levels. PWP has an internal mechanism that will provide the first line of monitoring. UNDP will carry out regular monitoring through review of mandatory quarterly reports for quality assurance and verifications. As part of the risk mitigation measures, UNDP will contract a Third Party Monitoring Agent (TPMA) for the sole purpose of monitoring the implementation of the project. The TOR of the TPMA is in the Annexes.

The TPMA is expected to contribute to improving the development effectiveness and efficiency of the project through reviewing its performance, and using evidence to propose adjustments to its programming for optimal results achievement.

The TPMA is expected to: (1) Track performance through the collection of appropriate and credible data and other evidence; (2) Analyse evidence to inform UNDP management and Project Board decision-making, recommend improvement of effectiveness and efficiency as necessary; and (3) Report on performance and lessons to facilitate learning and support accountability.

Details on monitoring and evaluation are captured in section VI of the Project Document.

Project Audit arrangements

The Responsible Parties (i.e. Public Works Project) will be audited in accordance with UNDP policy, including the UN Harmonized Approach to Cash Transfers policy. PWP will furnish annual audit reports to UNDP, including audited financial statements, in connection with the project. Such audit reports shall be issued by an independent external auditor approved by UNDP.

In view of the selected implementation modality, namely the Direct Implementation Modality (DIM), UNDP's Office of Audit and Investigation (OAI) may decide, based on standard set of criteria, to carry out an audit in accordance with the standard TOR of DIM audits. In this case, UNDP will procure an independent audit firm to conduct an audit in accordance with International Standards of Auditing. The purpose of the

audit will be to determine the regularity of the receipt, custody, expenditure, and accounting of UNDP resources and assess the overall operational and internal control system for management of the project.

The scope of the DIM audit normally covers all activities of the project during the audit period and includes the following areas:

(i) **Organization and Staffing:** Assess the organization structure of the project in terms of its effectiveness and efficiency for the management of the project, taking into account the framework of authorities, workflows, staffing levels and necessary internal controls including the different levels of delegated authority for different operational functions and distribution of project management responsibilities to achieve project goals while ensuring appropriate segregation of duties in general so as to minimize risks.

(ii) **Programme and project management**: Assess the management aspects in terms of project approvals including incorporating Local Project Appraisal Committee recommendations into the project document), work plans, budget formulation, project resources, monitoring and evaluation of implementation towards achievement of project objectives including constitution and functioning of Project Board, field visits, review meetings and the coordination and consultation mechanisms with the stakeholders, and periodic project progress reporting against planned objectives and work plans. In addition, it also assesses (i) The areas of coverage of such authorization; (ii) business unit capacity assessment for implementation of DIM projects; (iii) Exit strategy and national capacity building; and (iv) Identification and recovery of costs attributable to implementing the project.

(iii) **Human Resources:** Assess timeliness of recruitment of competent personnel for clearly defined tasks and responsibilities through a competitive and transparent process and the continued management of project personnel including review of their performance, and the payment of salaries and allowances in accordance with UNDP HR policies. In respect of casual or other staff not subject to UNDP HR policies and who are temporarily loaned or seconded from the local authorities for engagement at the field level, control of their assignments and the appropriateness of the salary, allowances and benefits paid.

(iv) **Finance:** Assess the adequacy of the accounting and reporting systems used for the management of project resources; and the adequacy of internal controls for compliance with UNDP policies with respect to the safe custody and adequate management of cash, commitment of expenditures against approved budget, disbursement or payments against liabilities and cash advances to field offices, project staff, etc.

(v) **Procurement:** Assess whether goods (supplies, equipment) and services for the project are procured competitively and in a transparent manner in accordance with UNDP policies and procedures[30]; and these are of a quality and quantity that are actually required for the projects. The review shall cover the integrity of the entire procurement process from the initial identification of needs, the formulation of specifications, solicitation of bids/tenders/proposals from vendors, evaluation of vendor offers in response to solicitations, the award of contracts, the appropriate assessment of goods or services delivered and the payment for received goods or services and monitoring performance of the contractors.

(vi) **Asset Management:** Assess whether project assets are adequately recorded, safeguarded, monitored, including periodic physical verification of their use and existence, and controlled to

[30] Since capacity assessment of PWP was acknowledged by BOM/HQ, all procurement of services and goods will follow SFP rules and procedures.

ensure that the assets are adequately used and only for project purposes. Assets are defined as all items with an acquisition value exceeding $1,000 (such as vehicles and office equipment), or, for attractive items, exceeding $40031, the costs of which are charged to the project expenditure or which are received in kind as donations from third parties.

(vii) **Cash Management**: Review the safeguarding of all cash (including bank accounts) held separately for the purposes of the project either in the UNDP country office or at the project field offices, including cash held as advances or imprest in any sub-office or field office, where applicable.

(viii) **Information Systems:** Assess the efficiency and security of the information systems established and maintained from project funds and their adequacy to meet the management and reporting requirements of the project.

(ix) **General Administration:** These include areas of operations not specifically covered above and for which expenditures are charged to the project covering such areas as: travel of project staff, use and maintenance of project vehicles, shipping services, lease and maintenance of office premises and facilities, communications, and records maintenance.

(x) **Follow up on previous audits**: Assess the status of implementation of the previous DIM audits' recommendations done within the last three years, if any.

HACT implementation

The UN Harmonized Approach to Cash Transfers (HACT) framework represents a common operational (harmonized) framework for transferring cash to government and non-governmental implementing partners, irrespective of whether these partners work with one or multiple United Nations agencies. The objective of the HACT framework is to support a closer alignment of development aid with national priorities and to strengthen national capacities for management and accountability, with the ultimate objective of gradually shifting to national systems. It is understood that 'harmonized' in the context of the HACT framework refers to agencies implementing a common operational framework using the same, consistent, standardized approach and tools.

The HACT framework represents a shift from assurance for cash transfers derived from project level controls and audits towards a method of assurance derived from risk/system-based assessments and audits.

Capacity development is a central part of the HACT vision and is a core component of managing risk, rather than just assessing it. Identification of capacity gaps in implementing partners (or Responsible Party in this case) and plans to address them must be an element of implementation. To this end, UNDP commissioned a capacity assessment of PWP with a view to determine the risk rating as well as any capacity gaps. The assigned risk rating (low, moderate, significant or high) and identified capacity gaps will determine the appropriate type and frequency of UNDP's assurance activities.

The HACT framework provides the following three mechanisms to obtain assurance of transferred funds to PWP:

- Spot checks (periodic on-site reviews) of PWP's financial records of cash transfers. In this case, the spot checks will be performed by UNDP staff.
- Programmatic monitoring of activities supported by cash transfers, which provides evidence regarding the state of Project implementation and use of agency resources; which will be performed by the Third Party Monitoring Agent

[31] Refer to UNDP policies and procedures for more clarification and details

- Scheduled (annual) audits (and special audits in case of detected irregularities during the spot checks) of PWP's financial records and financial management systems of internal controls related to the Project in accordance with the standard TOR for DIM audits.

In line with UNDP's Financial regulations and rules, PWP must open a dedicated project account with a commercial bank for the purposes of bank reconciliation and audit. As mentioned in the risk mitigation measures, the dedicated bank account must be in US Dollars with a commercial bank which will be used only for this project. The bank account will only be under the control of PWP which will have the sole custody and access to resources and signing authority. In addition, all new project activities under this project will be approved by the internal steering committee and not the project board of PWP.

Procurement

Consistent with numerous United Nations Security Council resolutions, including:

S/RES/1269 (1999) (http://www.undemocracy.com/S-RES-1269(1999).pdf),

S/RES/1368 (2001) (http://www.undemocracy.com/S-RES-1368(2001).pdf), and S/RES/1373 (2001) (http://www.undemocracy.com/S-RES- 1373(2001).pdf), both USAID and UNDP are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. UNDP understands, that it is the policy of USAID to seek to ensure that none of its funds are used, directly or indirectly, to provide support to individuals or entities associated with terrorism. In accordance with this policy, UNDP undertakes to use reasonable efforts to ensure that none of the USAID funds provided under this award are used to provide support to individuals or entities associated with terrorism.

V. RESULTS FRAMEWORK[32]

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: **YEM_OUTCOME25**: By 2015, coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas.
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: - Level of income level of direct project beneficiaries (average income of the total beneficiaries; data: number of beneficiaries, female, IDPs/returnees, youth) - Number of people provided with access to basic services - Perception of the communities regarding social cohesion - Percentage of (monetary equivalent) benefits from temporary employment/ productive livelihoods options in the context of early economic recovery programmes received by women and girls (UNSC 1325 – Led by UNDP & UN Women)
Applicable Output(s) from the UNDP Strategic Plan: **Output 6.1.** From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women.
Project Title and Atlas Project Number: Yemen Emergency Crisis Response Project (YECRP); 00107273

[32] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS[33]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
			Value	Year	Total	
Output transversal indicator	1. Number of direct beneficiaries of wage employment (disaggregated by gender, youth, IDPs/returnees)	**PWP**	0	2017	4,000[34]	Direct count of beneficiaries (wage employment) by the IP.
	2. Number of working days created (disaggregated by gender 30%: Youth 35%; IDPs/Returnees: 20%)	**PWP**	0	2017	58,000[35]	Count of working days per beneficiaries of PWP interventions.
	3. Number of indirect beneficiaries from emergency jobs and other livelihoods in crisis or post-crisis settings (IDPs/Returnees, etc.) (**IRRF 6.1.1**.)	**PWP**	0	2017	24,000	Direct count of family members (6 individuals per household) from direct beneficiaries by the IP.
	4. Number of community people benefitting from improved community infrastructure, disaggregated by sex and other status (IDPs/Returnees, etc.)	**PWP**	0	2017	45,000[36]	Beneficiaries received benefit/services from project supported community infrastructure (schools, water supply network, and public health awareness campaigns) by the IP
	5. Extent to which critical benchmarks are identified and actions implemented for local economic revitalization within 18 months after the start of crisis and/or UNDP intervention (**IRRF 6.1.2**)	**UNDP**	1 (Not Achieved)	2016	4 (Fully Achieved)	UNDP assessment based on recommendation from IRRF methodological note.

[33] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

[34] Number of direct beneficiaries of wage employment = Number of working days created/average working days per beneficiary (58,000/14.5 = 4000)

[35] Number of Working days = Total labor cost/average rate of daily wages. For school rehabilitation: US$ 680,000/15 = 45,000; For water supply schemes: US$ 200000/15 = 13,000. Total working days created: 45,000+13,000 = 58,000

[36] Total beneficiaries from school rehabilitation = Average number of students per class x total number of rehabilitated classrooms. (40 x 350 = 14,000 students); Total beneficiaries from water supply networks: Average number of people (approximately) benefits from per meters of water supply networks x total length of rehabilitated water supply networks (2.58 x 12000 = 31000)(Data Source: PWP)

	6. Extent to which national and/or sub-national institutions have improved capacities to lead and coordinate the early recovery process within 18 months of start of crisis and/or UNDP interventions. (**IRRF 6.2.1.**)	**UNDP**	Physical infra: 1 Equipment vehicle: 2 HR: 2 Leadership: 2 Institutional arrangement: 1	2016	Physical infra: 2 Equipment vehicle: 2 HR: 2 Leadership: 2 Institutional arrangement: 3	UNDP assessment based on recommendation from IRRF methodological note.
	7. Percentage of grievances registered related to delivery of project benefits that are actually addressed	**PWP**	0%	2017	90%	Comparison of number of grievance received within the Grievance mechanism with number addressed.
<u>Output 1</u>: Three hundred and fifty class-rooms in priority districts rehabilitated	1.1: Number of infrastructure (classrooms) rehabilitated	**PWP**	0	2017	350	Direct count of the quantity of infrastructure from the IP.
	1.2: Number of students enrolled in targeted schools	**PWP**	0	2017	14,000	IP assessment of number of people potentially benefitting from each community asset.
	1.3: Number of direct beneficiaries of wage employment through private contractors (IDPs/Returnees: 30%)	**PWP**	0	2017	2,600	Direct count of beneficiaries by IPs.
	1.4: Number of indirect beneficiaries from the income support (Family members of households).	**PWP**	0	2017	15,600	Direct count of beneficiaries by IPs.
<u>Output 2</u>: Improved access to	2.1: Length of meters of water supply networks constructed/rehabilitated	**PWP**	0	2017	12,000	Length of the network constructed or rehabilitated from the IP.

clean water and sanitation (WASH); and support for Cholera response provided	2.2: Number of community members benefitting from improved water supply network.	**PWP**	0	2017	31,000	Direct count of beneficiaries by IP.
	2.3: Number of public latrines installed for community/public use	**PWP**	0	2017	4	Direct count of the quantity of infrastructure from the IP.
	2.4: Number of direct beneficiaries of wage employment through private contractors (IDPs/Returnees: 30%)	**PWP**	0	2017	1,400	Direct count of beneficiaries by IPs.
	2.5: Number of indirect beneficiaries from the income support (Family members of households).	**PWP**	0	2017	15,600	Direct count of beneficiaries by IPs.
<u>Output 3:</u> Operation cost and consultancy	3.1 Percentage of allocated budget disbursed by IPs	**PWP**	0	2017	100%	Direct disbursement calculation by IPs
<u>Output 4:</u> Oversight, reporting and quality assurance of project ensured	4.1. Project Management Unit (PMU) established	**UNDP**	0	2017	Fully achieved	Establishment of a fully functioning PME on time
	4.2. Communication Plan developed and rolled-out	**UNDP**	0	2017	Fully achieved	Finalization of a one-year Communication Plan approved by Project Board and roll out with periodic achievement of key milestones
	4.3. M&E Plan (including TPM and Final Evaluation) developed and rolled-out (including Final Evaluation)	**UNDP**	0	2017	Fully achieved	Recruitment of the TPMA and finalization of the M&E Plan (including direct and indirect costs) approved by Project Board and roll out with periodic achievement of key milestones

	4.4. Percentage of bi-annual financial reports submitted on time	**TPM/UNDP**	0	2017	75%	Number of bi-annual Independent Verification Reports submitted to USAID within 45 days of the end of the six months period
	4.5. Percentage of bi-annual M&E reports submitted on time	**TPM/UNDP**	0	2017	75%	Number of bi-annual Independent Verification Reports submitted to USAID within 45 days of the end of the six months period

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. The quarterly reports will be considered as independent verification reports.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	TPMA	TBD
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	TPMA and UNDP	TBD
Learn	Knowledge, good practice and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	TPMA and UNDP	TBD
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	TBD
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the	UNDP	TBD

			Project Board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	UNDP will present bi-annual progress reports to the Project Board	UNDP	TBD
Project Review (Project Board)	The project's governance mechanism (i.e., Project Board) will hold regular project reviews to assess the performance of the project and review the Annual Work Plan to ensure realistic budgeting over the life of the project. The Project Board shall also hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annually	Any quality concerns or slower than expected progress should be discussed by the Project Board and management actions agreed to address the issues identified.		TBD

Evaluation Plan[37]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	USAID/World Bank			24 September 2018	Government of Yemen, PWP, UNDP, USAID, World Bank, other donors	US$ 50,000 Project Budget

[37] Optional, if needed

VII. ANNUAL WORK PLAN (SEPT. 2017 – SEPT. 2018)

Expected Outputs		Planned Budget by Quarter (2017 – 2018)								
	Planned Activities	**Q1**	**Q2**	**Q3**	**Q4**	**Total**	**Responsible Party**	**Funding Source**	**Budget Description**	**Amount**
Activity 1	Civil Work		700,000	670,000	605,000	1,975,000	PWP	USAID	72100	**1,975,000**
School Rehabilitation	Goods (school furniture)	-	-	30,000	20,000	50,000	PWP	USAID	72300	**50,000**
Sub-Total			**700,000**	**700,000**	**625,000**	**2,025,000**				**2,025,000**
Activity 2	Civil Work		300,000	400,000	173,704	873,704	PWP	USAID	72100	**873,704**
Preventive Cholera Response & WASH	Consultancy[38]	50,000	28,000	45,000	10,647	133,647	PWP	USAID	71300	**133,647**
Sub-Total		**50,000**	**328,000**	**445,000**	**184,351**	**1,007,351**				**1,007,351**
Activity 3: **PWP Operation cost**	Operating Expenses	20,000	40,000	60,000	30,000	150,000	PWP	USAID	74599	**150,000**
Sub-Total		**20,000**	**40,000**	**60,000**	**30,000**	**150,000**				**150,000**
Output 1 – 3 Sub-Total		**70,000**	**1,068,000**	**1,205,000**	**839,351**	**3,182,351**				**3,182,351**
Output 4: **Project Management**	Project Staff	57078	57,078	57,078	57,077.70	228,312	UNDP	USAID		**228,312**
	Operating Expenses	58,385	58,385	58,385	58,385	233,541	UNDP	USAID		**233,541**
	M&E and Audit		13,000	13,000	13,000	39,000	UNDP	USAID		**39,000**
	Communication & Visibility		7,000	5,500	8,000	20,500	UNDP	USAID		**20,500**
Sub-Total		**115,463**	**135,463**	**133,963**	**136,463**	**521,353**				**521,353**
Output 1 – 4 Sub-Total		**185,463**	**1,203,463**	**1,338,963**	**975,814**	**3,703,704**				**3,703,704**
Total GMS (8%)		**14837**	**96277**	**107117**	**78065**	**296296**				**296,296.30**
Grand Total		**200,300**	**1,299,740**	**1,446,080**	**1,053,879**	**4,000,000**				**4,000,000**

[38] This line will cover all consultancy activities in Output 1 and Output 2.

The breakdown of the cost of output 4 (UNDP) are as follows:

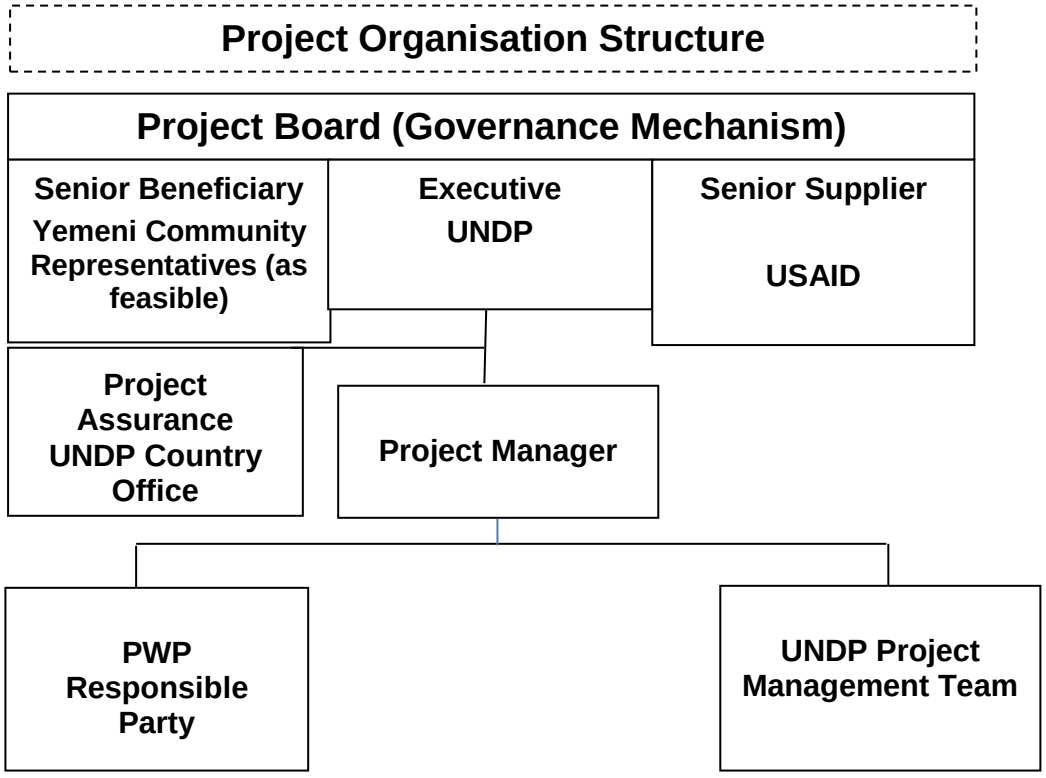
Description	Detailed Budget Description	Total Cost
Strategic Guidance & Technical/Financial Quality Assurance and Oversight	Deputy CP P/O - P5 (5%)	19,663
	Deputy TL (MSU) - NOB (5%)	7,756
	M&E/Reporting (MSU) - NOB (5%)	7,756
	Communication Specialist - P4 (2.5%)	8,815
	Team Leader, ERRU - P4 (5%)	17,631
	Team Leader, Gov. - P4 (2.5%)	8,815
	Programme Officer, ERRU - NOB (5%)	7,756
	Programme Assistant, ERRU - G5 (5%)	4,252
	Sub-Total	**82,444**
Project Implementation	ECRP Project Manager - P4 (12.5%)	52,891.77
	ECRP M&E Specialist - P3 (10%)	37,001.51
	Grievances/Communication Officer - SB4 (10%)	6123.60
	Project Assistant - SB3/2 (10%)	4,621.35
	Finance Assistant - SB3/2 (10%)	4,621.35
	Sub-Total	**105,260**
Security	Security Specialist - P3 (10%)	30,943
	Sub-Total	**30,943**
Operational Support (Procurement, Travel, Finance and HR)	Procurement Analysist - NOA (2.5%)	2,626
	Travel Admin Assistant - G5 (2.5%)	1,772
	Finance Associate (Finance Unit) - G7 (2.5%)	2,874
	ICT - G7 (2.5%)	2,395
	Sub-Total	**9,666**
Sub-Total Project Team Staffing Costs		**228,312**
Project Operation Costs	Office Space, Accommodation, Transportation, Dispensary, Furniture and IT equipment, Progress Review and Board Meetings	233,541
	Sub-Total	**233,541**
M&E	Third Party Monitoring	24000
	Field Monitoring by Project Team (DSA, Car Fuel, etc.) - Travel	15,000
	Sub-Total for M&E	**39,000**
Communication and Visibility	Communication and Visibility	20,500
		20,500
Sub-Total for M&E and Communication and Visibility		**59,500**
Sub-Total for Project Management and Operations Costs		**521,353**
	GMS (8%)	**296,296**
	Total	817,649

Grand Total US$ 4,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish a Project Board as oversight and advisory authority, representing the highest body for coordination, strategic guidance, and oversight and quality assurance for the entire project (including activities implemented by both SFD and PWP). The body will facilitate collaboration between UNDP, the responsible party (PWP), USAID, and other stakeholders for the implementation of the Project. The Project Board will review and endorse the Annual Work Plans (AWPs), provide strategic direction and oversight, review implementation progress, and review narrative and financial progress reports. A comprehensive Terms of Reference of the Project Board is attached in the annexes.

The Project Board will be convened by UNDP and meet at least every six months. The Project Board will include senior programme managers from UNDP, PWP and SFD, and USAID. UNDP will also consult the Government of Yemen and other interested stakeholders in relation to Project Board meetings. This may include civil society organizations, private sector institutions and a number of international developments who are closely working with SFD and PWP, including the Islamic Development Bank and others. The Project Board will be chaired by the UNDP Country Director.



IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Yemen and UNDP, signed on 11 April 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Consistent with UNDP's Programme and Operations Policies and Procedures (POPP), social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The partnership between the USAID and UNDP is based on the World Bank and UN Fiduciary Principles Accord for Crisis and Emergency Situations. The United Nations Fiduciary Principles Accord (FPA) includes UNDP. Under the FPA, all funds transferred by the World Bank to UNDP will be received, administered, managed, expended, reported, and audited exclusively in accordance with the regulations, rules, policies and procedures of UNDP. As such, UNDP will serve as the implementing partner (FPA: grant recipient) for the project. The partnership is also based on the track record of UNDP in terms of project delivery through partnership with local institutions and stakeholders, including SFD, especially at the community level.

UNDP anti-fraud policy

The Responsible Party has a general accountability for fiduciary management of funds put at their disposal by UNDP. In this regard, the Responsible Party will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, and responsible parties in implementing the programme/project or

using the UNDP funds. The Responsible Party will ensure that appropriate financial management, anti-corruption and anti-fraud policies are put in place and are enforced for all funding received from or through UNDP.

The Responsible Parties shall comply with and be subject to the requirements of the following documents then in force at the time of signature of the Project Document:

(a) UNDP Policy on Fraud and other Corrupt Practices ("UNDP Anti-Fraud Policy");

(b) UNDP Office of Audit and Investigations (OAI) Investigation Guidelines; and,

(c) UNDP Social and Environmental Standards (SES), including the related Accountability Mechanism.

The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this project document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the right to conduct investigations relating to any aspect of UNDP Projects, as per its mandate. The Responsible Party shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Responsible Party's (and its consultants', contractors and subcontractor') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a problem in exercising this right, UNDP shall consult with the Responsible Party to find a solution in the best interest of both parties.

The Signatories to this Project Document will promptly inform each other in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentially.

Where the Responsible Party becomes aware that UNDP has funded or is funding, in whole or in part, an activity that is the focus of investigation for alleged fraud/corruption, the implementing partner will inform the UNDP Country Director, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Responsible Party shall provide regular updates to the UNDP Country Director and OAI of the status of, and actions relating to such investigation.

With regard to the restitution of funds misused, including fraud or corruption, UNDP's anti-fraud policy includes 3 options, one of which must be selected.

Option 1 - UNDP shall be entitled to a refund from the Responsible Party of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Option 2 - The Responsible Party agrees that, where applicable, donors to UNDP whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, shall have recourse to the Responsible Party for the recovery of any funds determined by UNDP to have been used inappropriately, including fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3 - UNDP shall be entitled to a refund from the Responsible Party of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Responsible Party under this or any other agreement.

Where such funds have not been refunded to UNDP, the Responsible Party agrees that donors to UNDP whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, shall have recourse to the Responsible Party for the recovery of any funds determined by UNDP to have been used inappropriately, including fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

The Responsible Party shall ensure that the above provisions are included in all sub-contracts or sub-agreements entered into in connection with the project or programme.

Each contract issued by the Responsible Party in connection with the Project shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Responsible Party shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action for any alleged wrongdoing relating to the project or programme, the relevant national authorities shall actively investigate the same and prosecute all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

X. ANNEXES

1. **Project Quality Assurance Report**

2. **Social and Environmental Screening Template,** including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis**. Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

4. **Project Board Terms of Reference and TORs of key management positions**

Yemeni households and communities are able to effectively cope with the impact of the crisis and are strong drivers of the resilience-building and recovery efforts
RESULTS AND IMPACTS
The communities are able to effectively address the service delivery needs of its population, including the displaced
Basic services and short-term income and livelihoods opportunities are accessible to all irrespective of gender, age, and displacement status
Youth play a key role in social service delivery and social cohesion in their communities and have improved prospects for sustainable employment opportunities
Local MSMEs and small farmers/producer are effectively engaged in addressing resilience-building and recovery needs and creating employment opportunities
SHIFTING CAPACITIES AND CONDITIONS
Income-generation and Livelihoods
Increased income-generation and livelihoods including access to productive assets for households
Local Private Sector
Enhanced resilience and recovery of financial service providers and MSMEs (including agriculture-based MSMEs)
Social Service Delivery Capacities of Youth
Increased skills and job opportunities for youth in social mobilization
Community assets
Key socio-economic community infrastructure restored and functional
INTERVENTIONS
Short-term income-generation through CfW
1) Labor intensive Cash for Work
2) Community infrastructure rehabilitation
Youth mobilization social services
• On-the Job skill training
• Income generation through Cash for Services
for
Institutions (SFD & PWP)
Communities
Vulnerable groups (IPDs, youth/women, marginalized, WHH etc.)
MSMEs
Farmers/Producer Groups
Community assets
Community infrastructure rehabilitation
Recovery of MSMEs
Access to finance •
MFI operations •
Lack of availability of staple food and basic goods
Loss of productive assets and savings
Lack of /disrupted access to basic services
Loss of livelihoods/income-generation opportunities
Lack of public budget and capacities for SSN and basic services
Damaged infrastructure for service delivery

Annex 1: Project Quality Assurance Report

To be inserted after approval

Annex 2. Revised SES Screening Template[39]

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Yemen Emergency Crisis Response Project (YECRP)
2. Project Number	00107273
3. Location (Global/Region/Country)	Sana'a, Republic of Yemen

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
The project upholds the principles of accountability and the rule of law, participation and inclusion, and equality and non-discrimination based on gender, age, religion, political views or affiliation to parties to the current conflict, social or geographical origin, birth or other status. UNDP will also ensure the meaningful, effective and informed participation of stakeholders in the formulation, implementation, monitoring and evaluation of the YECRP. The project also establishes a dedicated grievance mechanism and capacity to ensure that the duty-bearers are accountable to the rights-holders for the actions undertaken in the course of the project.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
The project recognizes that in the midst of the current crisis in Yemen, women are adversely affected and at the same time asked to take on new and additional roles as heads of households or income-earners. The project will encourage private contractors hired various activities to recruit women[40] as a way supporting their income-generation opportunities and contribute to the delivery of community service and livelihood assets through support to improved water and sanitation services to help combat the spread of Cholera and other hygiene-rated diseases. The rehabilitation of schools and water supply point/reservoirs will contribute to more girls (including IDPs) attending schools in locations near their homes, and provide regular clean water respectively; both of which enhance gender equality and women's empowerment.
Briefly describe in the space below how the Project mainstreams environmental sustainability

[39] The approved and signed SES Template will be uploaded in the intranet

[40] PWP civil works are implemented through private contractors who consider skill and costs, and in most cases prefer to employ because of the nature of tasks involved in civil works. Participation of women in such activities is also affected by cultural attitudes that discourage women from engaging in tasks outside the homestead.

The Public Works Project (PWP), which is the Project Implementing Partner has developed social and environmental sustainability standards to help mitigate potentially high adverse environmental and social impacts in the selection, prioritization and implementation of sub-projects at community level. Additionally, UNDP will closely monitor any negative environmental and social impact and ensure compliance with the safeguards through Third Party Monitoring.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
There is a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals	I = 3 P = 4	**Moderate**	CO will monitor the situation closely and on a systematic manner in order to make sure the project achieves its goals within the agreed timeline	The conflict context may produce social tensions during project implementation, concerning prioritization of sub-projects, locations, and selection of participants. Measures to be undertaken include a clear definition of targeting and selection criteria based on data provided by the UN Clusters; participatory preparation and implementation of sub-projects by communities and relevant stakeholders; frequent communication with communities and local stakeholders; grievance redress/stakeholder response mechanism procedures to ensure timely handling of grievance redress; and public disclosure of the reasons for the rejection of sub-projects, if any, to increase transparency. In addition, the project will have a communication strategy which will include consultations with government counterparts, citizen engagement and public outreach. The project is implemented by PWP which is operating relatively independently from the government.

The Project involves significant extraction, diversion or containment of surface or ground water (TBC) *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	I = 1 P = 1	**Low**	The project rehabilitates existing water supply infrastructure at a small-scale and will not create new extraction points or new infrastructure for containment or diversion of water.	The project aims to rehabilitate or construct a total of 12,000 meters of water supply networks (including water catchments, reservoirs and maintenance of clean water supply etc.), which are relatively small-scale. Overall the associated risks are low.
Elements of Project construction, operation, or decommissioning pose potential safety risks to local communities	I = 2 P = 2	**Low**	The project works through PWP which will implement infrastructure rehabilitation projects (small-scale) according to the Operational Manual vetted by UNDP BMS which includes safety standards. UNDP will carefully monitor the implementation through TPM and regular consultations with PWP.	Potential minor environmental impacts may include insufficient safety standards used in construction/ rehabilitation of small-scale infrastructure; dust and noise during construction/ rehabilitation; and/or insufficient removal of construction waste after project completion. These are mitigated, however, by the 20-years of experience of PWP in managing project impacts successfully according to their Operational Manual (endorsed/approved by UNDP BMS) that lay out clear criteria for small-scale infrastructure rehabilitation to identify, eliminate and address potential safety risks; and UNDP field monitoring including TPM.
Failure of structural elements of the Project poses risks to communities (e.g. collapse of buildings or infrastructure)	I = 2 P = 2	**Low**	The project works through PWP, which will implement infrastructure rehabilitation projects (small-scale) according to the Operational Manual vetted by UNDP BMS, which includes safety standards. UNDP will carefully monitor the implementation through TPM and regular consultations with PWP.	The project aims to support the rehabilitation/reconstruction of community infrastructure (i.e. damaged classrooms, small-scale infrastructure for flood prevention etc.). These will be mitigated by the 20-years of experience of PWP in managing project impacts successfully according to their Operational Manual (endorsed/approved by UNDP BMS) that lay out clear criteria for small-scale infrastructure rehabilitation to identify, eliminate and address potential safety risks; and UNDP field monitoring including TPM.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk	■	**The overall risk for the project has been identified as low with one moderate risk that will be carefully monitored through regular updates and consultations with the Responsible Party (PWP) and key stakeholders, with the relevant mitigation measures in place.**
	Moderate Risk	□	

	High Risk	☐	
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	■	
	Principle 2: Gender Equality and Women's Empowerment	☐	
	1. Biodiversity Conservation and Natural Resource Management	■	
	2. Climate Change Mitigation and Adaptation	☐	
	3. Community Health, Safety and Working Conditions	■	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [41]	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being*	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

[41] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	Yes
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? *For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.*	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[42] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No

[42] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions?[43]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.*	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No

[43] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol*	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Analysis

OFFLINE RISK LOG

(See Deliverable Description for the Risk Log regarding its purpose and use)

Project Title: Yemen Emergency Crisis Response Project	Award ID: 00106645	Date:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Enter a brief description of the risk *(In Atlas, use the Description field. **Note: This field cannot be modified after first data entry)***	When was the risk first identified *(In Atlas, select date. Note: date cannot be modified after initial entry)*	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) *(In Atlas, select from list)*	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I = *(in Atlas, use the Management Response box. Check "critical" if the impact and probability are high)*	What actions have been taken/will be taken to counter this risk *(in Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)*	Who has been appointed to keep an eye on this risk *(in Atlas, use the Management Response box)*	Who submitted the risk *(In Atlas, automatically recorded)*	When was the status of the risk last checked *(In Atlas, automatically recorded)*	e.g. dead, reducing, increasing, no change *(in Atlas, use the Management Response box)*
1	Undue influence, control, and/or obstruction from political & terrorist forces on the management		Political	Excessive influence will stall the implementation of the project and affect its perceived neutrality and impartiality in the conflict P = 2 I = 5	This risk is mitigated through the implementation modality and strategy. UNDP will implement the project through a responsible party: PWP which is				

	and delivery of the project.				operating relatively independently from the government. In addition, the project will have a communication strategy which will include government consultations, citizen engagement and public outreach.				
2	Potential disruption in UNDP's business processes and project management services due to conflict		Operational	Attacks on UNDP's premise and staff will further reduce business operations in country P = 3 I = 3	UNDP has developed a Business Continuity Plan which ensures that the critical office functions can be performed from other locations if necessary. Similarly, the responsible party, PWP, has a business continuity plan in place. UNDP will also rely on a contracted Third Party Monitoring Agent to perform the monitoring function of the project				
3	hyper-inflation, fraud, and cash advance management		Financial	Financial irregularities and losses will have a negative impact on delivery, credibility, and trust of the stakeholders of the project P = 1 I = 4	To avoid exchange rate losses and other negative effects of working in the national currency, UNDP will transfer advances in US$ to PWP. UNDP's robust anti-fraud policy, the				

					annual audits, regular spot-checking by UNDP staff, and the Third Party Monitoring Agent are mitigating measures to avoid fraud, misappropriation and diversion of funds. The HACT capacity assessment results will be used in strengthening the financial management capacities of the responsible party. UNDP will demand quarterly work plans with realistic budgets (cash forecasts) to ensure the responsible party will be able to clear outstanding advances on a regular basis.				
4	Inability to verify results on the ground in a timely manner, potential inability to recruit staff in a timely fashion to support Project implementation, and potential		Organizational	Delays on the part of UNDP will affect negatively the speed of implementation which is crucial to the impact of the project. P = 2 I = 3	The mitigation measures that have been put in place include the contracting of a Third Party Monitoring Agent. In addition, UNDP will review the results of the HACT capacity assessment of the responsible party to ensure it has				

	inability (or significant delays) to meet delivery expectation/targets				the requisite capacity to deliver project results. UNDP will closely review the quarterly expenditure reports of the responsible party to monitor financial delivery of the project.				
5	UNDP's activities directly impacted by potential air strikes, landmines and UXO, terrorist attacks, and ground combat.		Security	UNDP's business operations, and access/reach may be adversely affected. P = 3 I = 3	UNDP intends to mitigate these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to the MOSS and MORSS standards. A Third Party Monitoring Agent will be contracted to conduct the monitoring of the implementation of the project.				
6	UNDP may subject to politically motivated defamation, and may be perceived as		Organizational	UNDP's image may be tarnished and project implementation be compromised P = 1 I = 3	To mitigate these risks, UNDP will put in place a robust communication strategy, strengthen Project oversight and quality assurance in				

	partial and biased vis-à-vis one or more parties to the conflict				the Country Office, and work very closely with PWP, and support the development of grievance redress mechanisms at PWP and UNDP.				

Annex 4: Project Board Terms of Reference and TORs of key management positions

Project Board Terms of Reference (Generic UNDP Policy)

Overall responsibilities[2]**:** The Project Board is the group responsible for making, by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Responsible Party approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards[3] that shall ensure best value for money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Project Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved Annual Work Plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

1) **An Executive:** Individual representing the project ownership to chair the group.
2) **Senior Supplier:** Individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3) **Senior Beneficiary:** Individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC[4] meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the Local Project Appraisal Committee).

[2] Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

[3] UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

[4] Depending on its composition, the Outcome Board can fulfill the function of the Local Project Appraisal Committee (LPAC)

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and Annual Work Plan (AWP), including internal reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

TERMS OF REFERENCE

Request for Proposal – Third Party Monitoring Agent

A. Project Title: Yemen Emergency Crisis Response Project

B. Project Description

The Yemen Emergency Crisis Response Project (YECRP) aims to ease the significant impact of the ongoing impact of the conflict in Yemen on communities and assist to restore local capacity for service delivery.

In doing so, the project focuses on two programmatic pillars:

1) **Rehabilitation of classrooms in top priority districts** – through targeting schools affected due to use as shelter for IDPs; occupation by military groups; had pre-existing rehabilitation needs; or operational schools with large number of classrooms and are located in safer areas. This rehabilitation of community social infrastructure will be done through local contracting leading to increased income-generation and livelihoods including access to productive assets for communities. The end result will be that Yemeni communities benefit from improved public assets, social service delivery, and social cohesion in their communities and have improved prospects for employment opportunities.

2) **Access to water and sanitation services** – through preventive measures in high priority Cholera districts, leveraging the knowledge and experience in WASH related infrastructure of the Public Works Project (PWP). This will contribute to curbing Cholera outbreaks and other diseases in future as an outcome of improved hygiene and access to clean drinking water sources and cleaner environments.

The PWP/USAID Component of the YECRP is a US$ 4 million project funded by USAID; and is a 12-month project. The starting date of the project is estimated to be 25 September 2017. A Responsible Party, the Public Works Project (PWP) has been identified to deliver the outputs outlined above.

Objectives:

This Request for Proposals (RFP) is for the provision of third-party monitoring services of the YECRP as part of the UNDP assurances activities under the Harmonized Approach to Cash Transfers (HACT), including:

1) Asset verification: existence of assets, quality validation of the implemented activities at their different stages;
2) Fiduciary aspects of the implemented activities;
3) Assessment through various procedures including interviews and survey with beneficiaries of the project and reporting on the impact of the work on the targeted communities.

To address these challenges and strengthen project monitoring, UNDP seeks to contract a Third Party Monitoring Agent (TPMA) which will assist UNDP in accurately capturing, verifying, and cataloguing data on the implemented activities. In particular, the TPMA will be an essential assurance activity to strengthen UNDP's project management tasks of activities implemented in the field where UNDP's reach is limited due to security constraints. The TPMA will support the UNDP project management team to provide the Project Board and other stakeholders with better means for learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results.

Scope of Services, Expected Outputs and Target Completion

This RFP encompasses project monitoring as part of UNDP's HACT assurance activities. Prior to the start of third-party monitoring activities, the contractor will closely collaborate with UNDP Yemen. UNDP Yemen will provide the contractor with relevant documentation, including project documents, the responsible party's capacity assessment,

and other relevant monitoring or evaluation information. The TPMA is expected to conduct a quantitative and qualitative analysis of the project documentation prior to undertaking field-level activities. All documentation shared with the contractor is considered confidential and is not for wider dissemination or sharing with counterparts.

It should be noted that the procurement of a TPMA is not expected to replace the full HACT assurance activities undertaken by UNDP, nor is it expected to replace UNDP's own internal monitoring systems. The TPMA is expected to provide an independent perspective and extend the reach of UNDP in the field.

The TPMA will have to monitor activities of the identified responsible party (PWP) financed by the project. The project is implemented in target districts across Yemen where the security situation allows for access. Currently, it is estimated that 70% of the Yemen's districts are accessible. Annex 1 details the expected geographical areas where the activities will be implemented. The TPMA is expected to visit project sites quarterly based on a sampling methodology.

UNDP has defined a set of indicators to measure the project implementation and the progress toward the expected results. For each indicator, specific data will have to be collected. Some data will directly be collected by the UNDP implementing partner (PWP) but a few additionally data will have to be collected by the TPMA. This will include direct information on the project activities as well as light qualitative assessments to be conducted in a sample of project implementation sites.

The TPMA will report directly to UNDP but will work closely with the Responsible Party (PWP) responsible for project implementation. It is not the role of the TPMA to carry out on-site project management; rather it is to help UNDP to oversee the work of PWP and ensure it is carried out in line with the terms of the YECRP Project Document.

Specific outputs are:

- Develop a monitoring plan including specific parameters for site visits, asset verification, and data collection for the selected project activities and sites;
- Implement the monitoring plan through a schedule of visits, including to capture and analyse data in a timely and accurate manner and to conduct some qualitative assessment on a sample of sites;
- Provide timely, relevant, and verified project level information to UNDP and the Project Board.

C. Deliverables/reporting requirements

During the course of the field level data collection, the contractor is expected to provide UNDP with timely feedback, notably in instances where immediate attention or action is warranted. At the outset of the contract, the contractor is expected to provide an inception report within 30 days with a detailed Annual Work Plan, final concept of the methodology, and the list of data to be collected.

The contractor is expected to provide UNDP a full report, on a quarterly basis, with the following components:

- Explanation of the field methodology used
- Source consulted. All reports submitted by the contractor are expected to be sourced, with an assessment of the reliability of the source, and the credibility of the specific content.
- Key findings from the field, fully addressing the questions contained in the original information request
- Quotes from key beneficiaries and partners
- Detailed set of actionable recommendations for UNDP Yemen management and the responsible partner, linked to the findings in the field.
- GPS coordinates of project implementation sites
- Geo-tagged photos and short videos will be required as evidence with the reports.

For some tasks, specific templates will be developed and agreed to between UNDP and the contractor, upon signing of the contract. It is expected that the reports provided by the TPMA will adhere to the agreed upon templates. For all remaining tasks, general approaches will be developed and agreed to between UNDP and the contractor, upon signing of the contract.

All data and information will have to be provide in soft and hard copy. Soft copy should be provided in excel format, specific format will be agreed with UNDP at the beginning of the contract.

In addition to the report submitted to UNDP, the contractor may be requested to provide briefings to relevant UNDP staff to further explain findings and make recommendations for management's consideration.

E. Institutional Arrangement

The TPMA will report directly to the UNDP Project Manager, and work in close collaboration with the Project M&E Specialist and the identified Responsible Party (PWP) for project implementation. The TPMA will support the UNDP project management team to provide the Project Board and other stakeholders with better means for learning from field experience, improving service delivery to community, planning and allocating resources, and demonstrating results.

D. Duration of Work

The project duration is set at 12 months: 25 September 2017 – 24 September 2018. It is expected the TPMA will provide third-party monitoring services throughout the project implementation period. The TPMA is required to provide quarterly reports to UNDP within 14 days of the end of the quarter.

UNDP will review the reports for the purposes of oversight and quality assurance within five working days. The quarterly reports will be approved by the Project Board.

Delays in quarterly reporting will have serious consequences for project delivery and may have further consequences in terms of future disbursements of the project's donors.

E. Location of Work

The approach of the project is to reach as many beneficiaries as possible within the current budgetary envelope. In this regard, it is expected that activities will be implemented by the identified responsible party in target districts across Yemen in areas which are relatively secure. It is estimated that currently approximately 70% of districts are accessible. The contractor will be required to report back to UNDP on a quarterly basis as well as to immediately report access and other issues that may require urgent attention from UNDP management.

H. Qualifications of the Successful Service Provider at Various Levels

1. Demonstrated monitoring expertise: It is required that qualified firms will be able to verifiably demonstrate that they have extensive recent experience in undertaking large scale multi-sectoral program monitoring and quality assurance across Yemen, including infrastructure and community based development projects.
2. The focus of the assignment will be on asset verification and monitoring, including technical quality assurance in accordance with established and agreed upon standards. The selected firm will conduct site identification, review the quality of the work (buildings, water and sanitation, etc.) to ensure they are constructed in accordance with agreements. The selected firm should be able to showcase a solid experience within this area.
3. In addition to demonstrating its experience with large scale program monitoring, it will be important for the successful firm to attest that a previous or existing client has found its work within this particular area satisfying.
4. The selected firm should be able to clearly demonstrate their familiarity with working in Yemen, including both a solid understanding of the context as well as a well-established capacity to operate efficiently in the current conflict environment.
5. Ability to mobilize rapidly a project team with appropriate qualifications: Qualified firms must be able to verifiably demonstrate an ability to rapidly begin high-quality monitoring in Yemen. To this end qualified firms must have in place on the ground in Yemen an established program of activities and a project team that would be capable of starting work immediately on the UNDP project.

6. In addition to a solid management team, the selected firm should have in place or be able to rapidly draw on a network of staff, preferably local, that can quickly be mobilized to perform project site visits simultaneously across Yemen to be able to cover the number of project sites within the project period. Qualified personnel should have demonstrated skills and experience within the areas of project site visits and asset verification. Qualified personnel should have established experience in performing site visits and asset verification in remote and insecure areas in a manner that takes the security constraints into consideration. The team shall also include social staff with social/ communication skills to be able to get feedback from the beneficiaries.
7. Security: The successful firm should be able to demonstrate experience managing the security environment in Yemen. Moreover, the selected firm should have a clear strategy in place for how to send staff to the field to monitor projects in both remote and insecure areas in a manner that minimizes the risk to the staff. It is key that firms demonstrate a solid understanding of the realities on the ground in Yemen and how to operate within the security constraints, mitigating the inherent risks.
8. As parts of the region in which the assignment is to be carried out are in insecure areas, and there is a need for Consultants to respect the travel advisories, if any, issued by their home governments and restrictions imposed by the Government of Yemen's security agencies, the Consultants should include a statement of how they would work around these limitations specifically for foreign nationals on the team who shall and must visit sites where project components are being implemented.
9. Database & mapping capabilities: Firms will have experience and in-house expertise in using geo-spatial databases that can help to map the scope of ongoing PWP activities. Other critical IT capacities include the use of GPS-enabled cameras. How such use of technology, to monitor activities, will be used should be included in the methodology part of the proposal.
10. The collected data should be gathered and populated in an easily accessible, user-friendly and secure database to be shared with the UNDP for monitoring and planning purposes.

I. Scope of Proposal Price and Schedule of Payments

The TPMA will be contracted on the basis of a fixed output-based priced based on a 12-month assignment.

The TPMA shall provide all the resources, facilities, equipment, vehicles and everything else necessary to carry out the tasks required under these services and to satisfactorily achieve the objectives of these services. The cost of providing all such facilities, resources, vehicles and equipment etc. shall be identified individually in the Consultant's Financial Proposal.

Payment schedule[44]

Approval inception report	10%
Approval 1st and 2nd quarterly report	20%
Approval 3rd and 4th quarterly report	20%
Approval 5th and 6th quarterly report	20%
Approval 7th and 8th quarterly report	20%
Approval final report	10%

J. Recommended Presentation of Proposal

[44] This is subject to change as a result of the agreed monitoring plan with the third party entity

UNDP recommends to structure the proposal as follows:

A) <u>Narrative proposal</u>

1) Organizational profile
- Description organization
- Financial capacity
- Quality assurance procedures
2) Capability statement
- Technical capability
- Field level network and capacity
3) Previous relevant monitoring services
4) Management, delivery, and proposed methodology
- Understanding of the assignment
- Management and delivery
- Proposed approaches and methodology
5) Key personnel and roles
6) Proposed organogram
7) Proposed broad work plan

B) <u>Financial proposal (separate)</u>

K. Criteria for Selecting the Best Offer

UNDP will use the Combined Scoring method – where the qualifications and methodology will be weighted a maximum of 70%, and combined with the price offer which will be weighted a maximum of 30%.

Summary of Technical Proposal Evaluation Forms		**Score Weight**	**Points Obtainable**
1.	Expertise of Firm / Organization	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	40%	400
3.	Management Structure and Key Personnel	30%	300
	Total		**1000**

Technical Proposal Evaluation **Form 1**		**Points obtainable**
Expertise of the Firm/Organization		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	General Organizational Capability which is likely to affect implementation - Financial stability - loose consortium, holding company or one firm - age/size of the firm - strength of project management support - project financing capacity - project management controls	90
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialised skills.)	15
1.4	Quality assurance procedures, warranty	25
1.5	Relevance of: - Specialised Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region Work for UNDP/ major multilateral/ or bilateral programmes	120
		300

Technical Proposal Evaluation **Form 2**		**Points Obtainable**
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
		400

Technical Proposal Evaluation **Form 3**				**Points Obtainable**
Management Structure and Key Personnel				
3.1	Task Manager			140
			Sub-Score	
	General Qualification		120	
	Suitability for the Project			
	- International Experience	25		
	- Training Experience	20		
	- Professional Experience in the area of specialisation	45		
	- Knowledge of the region and of Yemen	30		
	- Language Qualifications		20	
			140	
3.2	Senior Expert			120
			Sub-Score	
	General Qualification		100	
	Suitability for the Project			
	- International Experience	15		
	- Training Experience	15		
	- Professional Experience in the area of specialisation	45		
	- Knowledge of the region	25		
	- Language Qualifications		20	
			120	
3.3	Junior Expert			40
			Sub-Score	

	General Qualification		30	
	Suitability for the Project			
	- International Experience	5		
	- Training Experience	5		
	- Professional Experience in the area of specialisation	10		
	- Knowledge of the region	10		
	- Language Qualification		10	
			40	
	Total Part 3			300

UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION

I. Position Information	
Job Code Title: Yemen Emergency Crisis Response Project (ECRP)-Project Manager Position Number: Department: Economic Self Resilience & Recovery Unit Reports to: **Team Leader** Position Status: Non-Rotational	Current Grade: Fixed Term Appointment (FTA) Approved Grade: **P4** Position Classified by: Classification Approved by:

II. ORGANIZATIONAL CONTEXT

The ongoing conflict in Yemen has resulted in a catastrophic humanitarian emergency with an increasing toll of civilian deaths and casualties across the country. Over 80 percent of Yemen's population is estimated to be in need of humanitarian assistance and more than 2.5 million Yemenis have become IDPs.

The ongoing conflict has destroyed much of the institutional ability of key ministries, governorates and local authorities to deliver essential social services to citizens. Public service restoration is also essential for a smooth transition to recovery, as a political agreement is being negotiated. Combining communities' own efforts with whatever limited state institutional capacity remains are needed to both curtail further humanitarian deterioration and the political ramifications of total state collapse.

In this context, UNDP, in partnership with the World Bank, developed a project to step up current efforts of the international community to deliver critically needed livelihood support and service delivery to a population hit hard by the conflict. The Yemen Emergency Crisis Response Project (ECRP) contributes to improving the resilience of participating households and communities and helps host communities of IDPs to cope with the economic and social pressures on the already scarce resources. It contributes to local area economies by supporting local communities, private sector contractors, SMEs, and improving the purchasing power of benefitting communities.

The ECRP is a US$ 300 million project funded by World Bank and implemented UNDP with a duration of 34 months. The starting date of the project is estimated to be 1 July 2016. Two Responsible Parties, Social Fund for Development (SFD) and the Public Works Project (PWP) have been identified to deliver the outputs outlined below:

1) **Short-term income-generation** – through labour-intensive Cash for Work schemes and small-scale community infrastructure rehabilitation leading to increased income-generation and livelihoods including access to productive assets for households. The end result will be that Yemeni households benefit from short-term income and livelihoods opportunities irrespective of gender, age, and displacement status.
2) **Recovery of SMEs** – through improvement of access to finance and MFI operations leading to enhanced resilience and recovery of financial service providers and SMEs (including agriculture-based SMEs). The end result will be that financial service providers and SMEs are able to sustain and scale up their business operations creating additional employment.
3) **Increasing community assets** – through reconstruction and rehabilitation of community infrastructures leading to functional key socio-economic community infrastructures. The end result will be that the communities benefit from restored socio-economic community assets through extended basic service delivery.

In delivering these outputs, UNDP will be able to ensure that Yemeni households and communities are able to effectively cope with the impact of the crisis and to enhance resilience-building and early recovery efforts.

As such, the project contributes towards Outcome 6 of the UNDP corporate Strategic Plan: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict situations.

UNDP Yemen now seeks to hire a Project Manager to provide results-based project management for the project.

III. FUNCTIONS / KEY RESULTS EXPECTED

Under the guidance and direct supervision of the Team Leader Economic Self Resilience & Recovery Unit, the Project Manager will be responsible for day-to-day management and will be based in the UNDP Country Office in Sana'a.

Summary of Key Functions:

1. Ensure project Management, implementation and coordination;
2. Financial Management and Reporting;
3. Building strategic partnerships and resources mobilization
4. Results based management monitoring and evaluation and reporting;
5. Ensure Knowledge Building and management

IV. Key results expected

1. **Ensure Project Management, Implementation and Coordination**

- Establish the work plan, activities, targets, budget, standards for measuring progress and results and determine the processes, tools and methodologies to be used to ensure effective and efficient project implementation and operations
- The management and recruitment of project staff in accordance with UNDP guidelines
- Supervise and guide the Third Party Monitoring Agent to undertake monitoring visits to project sites and report on project progress and constraints;
- Ensure the achievement of outputs in line with the approved Annual Work Plan through the day-to-day planning, management and implementation of activities;
- Ensure full coordination and communication between the contracted Responsible Parties for coherent design and complementary execution of projects at the community level.

2. **Financial Management and Reporting**

- Ensure accountability for, and efficient use of project funds;
- Manage and monitor requests for financial resources and ensure accuracy and reliability of financial reports;
- Supervise requisitions, purchase orders and payment requests in ATLAS, and ensure monthly delivery updates to the Programme Officer on financial delivery performance;
- Provide leadership in overseeing of effective provision of services to counterparts including fair and transparent procurement process, efficient logistics and sound financial management;
- Liaise with the Responsible Parties and other UNDP project staff on financial management of the project activities, including monitoring project financial expenditures and transactions;
- Ensure the integrity of financial system and, overseeing the administrative, financial and budgetary aspects of the project activities;
- Ensure smooth audit of national partner institutions;
- Ensure integrity of financial systems and consistent application of UNDP Internal Control Framework (ICF), rules and regulations

3. **Building Strategic Partnerships and Resources Mobilization**

- Engage in a constructive dialogue with partners in Yemen, the World Bank, and other stakeholders, especially to maximize consistency and synergy between the various support components, as informed by the priorities of the project document.
- Establish and maintain dialogue with government officials, both local and national, civil society, partners, donors and communities to provide knowledge and understanding while ensuring accurate interpretation of the project objectives
- Provide professional opinions in areas of expertise to promote linkages, synergistic, relationships, networking and teamwork between counterparts, donor community and UN system;
- Create tools and communications materials to promote project objectives, establish contact as a focal person for project in support to the UNDP CO cooperation with the World Bank and other donors;
- Catalyse mobilization of resources from other donors to widen the support base to the project;
- Maintain relationships between the project and the donors through the Project Board and present a clear analysis of how their financial support has contributed to the results they requested, and promote the institutional development efforts to new donors.

4. **Results based management, monitoring and evaluation and reporting**

- Lead and provide support to the project team and the Responsible Parties on the achievement of specific results of the project as per the AWP;
- Coordinate the preparation of concept notes, project proposals, work plans, regular donor progress and impact reports for the project;
- Participate in all internal and external (coordination) meetings representing the project;
- Manage and monitor identified project risks and issues and update the status of these risks and issue in ATLAS;

- Plan and prioritize work activities to meet organizational goals; and organize and oversee work processes efficiently to achieve quality results;
- Ensure proper monitoring and evaluation procedures are instituted in all project activities and proper monitoring of project progress against annual and quarterly work plans and budgets;
- Facilitate proper monitoring of project inventory, attendance records, filing system.
- Undertake any other duties as may be required by counterparts and UNDP

5. **Knowledge building and management**

- Promote cross-unit teamwork and skills development for the project team members through coaching and mentoring;
- Capture and disseminate lesson's learned and best practices to contribute to learning on the project
- Participate in international knowledge networks and other fora to draw on best practice and lessons learned in other similar contexts to apply to Yemen;
- Coordinate project strategies and activities with other UNDP projects to ensure the effective implementation of the Yemen Resilience Programme.

V. IMPACT OF RESULT

The results of the work of the Project Manager will help strengthen UNDP's delivery of the YECRP to delivery critically needed livelihood support and service delivery to the Yemeni population which has been hit hard by the conflict. The Project Manager manages a budgetary envelop of US$ 4 million which has to be delivered in 12 months. The project increases the visibility and contribution of UNDP in the area of restoration of livelihoods, critical small infrastructure and Early Recovery in general. The Project Manager is responsible for daily contact with the national Responsible Party and for recommendations to the Team Leader Economic Self Resilience & Recovery Unit when necessary and in response to the changes in the local context in relation to security, access, and project priorities.

VI. Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Ability to work with a multi-cultural and diverse team

Functional Competencies:

Advocacy/Advancing A Policy-Oriented Agenda:

- Advocates for the inclusion of UNDP's focus areas in the public policy agenda;
- Brings visibility and sensitizes decision makers to relevant emerging issues;
- Builds consensus concerning UNDP's strategic agenda with partners on joint initiatives;
- Leverages UNDP's multidisciplinary expertise to influence the shape of policies and programmes;
- Demonstrates political/cultural acumen in proposing technically sound, fact based approaches/solutions;
- Develops internal organizational policies promoting strategic approaches to UNDP's focus areas (HQ);
- Dialogues with national counterparts and other stakeholders to strengthen advocacy efforts, incorporating country, regional and global perspectives;
- Demonstrates cultural sensitivity, political savvy and intellectual capacity in handling disagreements with UNDP's policy agenda in order to promote and position UNDP in complex environments.

Results-Based Programme Development and Management:

- Identifies country needs and strategies using a fact-based approach;
- Sets performance standards, monitors progress and intervenes at an early stage to ensure results are in accordance with agreed-upon quality and timeframes and reports on it;
- Makes use of a variety of resources within UNDP to achieve results, such as cross-functional teams, secondment and developmental assignments, and collaborative funding approaches;
- Oversees and documents the process of strategy formulation for programmes at country level;
- Ensures the integration of UNDP's strategic concern in interagency, other multilateral initiatives and multi-sectoral development frameworks;
- Ensures the full implementation of country programme and Financial Resources to obtain results;
- Ability to lead strategic planning, results-based management and reporting;
- Ability to go beyond established procedures and models, propose new approaches which expand the range of programmes
- Ability to work with minimal supervision

Technical Expertise:

- Knowledge in the area of livelihoods and small scale infrastructure with in-depth expertise in issues relating to Early Recovery and Post-Conflict Recovery.
- Strong understanding of political dynamics in government, civil society and the donor community in a conflict context
- Demonstrates expert knowledge of the current programme guidelines and project management tools and manages the use of these regularly in work assignments.
- Keeps abreast of new developments in area of professional discipline and job knowledge and seeks to develop him/herself personally;

Knowledge Management and Learning:

- Shares knowledge and experience and works towards personal learning and development
- Ability to provide top quality policy advice services on security and disarmament issues
- In-depth practical knowledge of inter-disciplinary development issues

Building Strategic Partnerships:

- Identifies and prioritizes opportunities and obstacles in the political environment to advance UNDP's agenda; identifies common interests and goals and carries out joint initiatives with partners;

- Makes effective use of UNDP's resources and comparative advantage to strengthen partnerships;
- Builds partnerships with non-traditional sectors by translating UNDP's agenda into messages that reflect the pertinence of their values and interests;
- Creates networks and promotes initiatives with partner organizations;
- Leverages the resources of governments and other development partners.

Innovation and Marketing New Approaches:

- Influences and coaches others inside and outside UNDP in developing and implementing innovative approaches;
- Creates an environment that fosters innovation and innovative thinking;
- Conceptualizes more effective approaches to programme development and implementation and to mobilizing and using resources;
- Leverages resources in support of new approaches;
- Facilitates change and influences senior decision makers to implement change strategies.

Management and Leadership:

- Focuses on impact and result for the client and responds positively to critical feed back
- Encourages risk taking in the pursuit of creativity and innovation
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong writing, facilitation, and presentation skills
- Builds strong relationships and nets with clients and external actors
- Negotiation skills: capacity to work with diverse partners including Government, donors and civil society;
- Remains calm, in control and good humoured even under pressure

VII. Recruitment Qualifications	
Education:	• Advanced University degree (Masters or equivalent) in relevant areas such as Public Administration, Public Policy, Development Studies, Conflict Management, or related Social Science fields
Experience:	• At least **Seven (7) years** relevant working experience in project management with at **least F1ve (5)** years working experience on project development and management in a post-conflict setting, with emphasis on livelihoods, employment/job creation, conflict management and development support to conflict war-affected populations; • Demonstrated strong understanding of diplomatic practices; planning and consensus building, strong analytical skills combined with good judgment, • Discretion and sound reasoning in dealing w1th sensitive matters; ability to independently solve complex and challenging problems; • Strong planning and organizational skills; ability to handle planning and budgeting or multiple concurrent projects/activities; • Demonstrated financial management and accountability skills; • Good understanding of operational management; • Proven experience in partnership building and networking; • Excellent interpersonal skills; ability to establish and maintain effective working relations with sensitivity and respect for div • Ability to work under pressure and meet deadlines • Sound understanding of developmental strategies - particularly focusing on community empowerment and participation; • Experience with (or understanding of) peace support operations, particularly large scale and the ability to manage the safety and security of staff in diverse security environments. • Experience of conflict sensitivity analysis and arms control issues in the Yemen context. • Proficient computer skills and use of relevant software and other applications; • Knowledge of UNDP programme management procedures and policies, including experience with Atlas (Resource Management System) is an asset
Language Requirements:	Excellent knowledge of English and ability to communicate clearly in written and spoken English. Knowledge of Arabic is an asset.

VII. Signatures- Post Description Certification

Supervisor, **Team Leader, Service Restoration and Peacebuilding** Signature	Date
Deputy Country Director (Programme) Signature	Date
Chief Division/Section **Country Director** Signature	Date