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Period: 1 January – 31 August 2022

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ACRONYMS

BARC	Business Advisory Resource Centers
CoC	Chambers of Commerce
CSOs	Civil Society Organizations
DCDP	District Capacity Development Plan
DCT	District Core Team
DFT	District Facilitation Team
ERRY	Enhanced Rural Resilience in Yemen
LA	Local Authority
LER	Local Economic Revitalization
L2RF	Local Resilience and Recovery Fund
MoPIC	Minister of Planning and International Cooperation
MoLA	Ministry of Local Administration
MSMEs	Micro, Small & Medium Enterprises
MFIs	Microfinance Institutions
NMO	Nahda Marker Organization
NFDHR	National Foundation for Development and Humanitarian Response
OESGY	Office of the Special Envoy of the Secretary-General for Yemen
OHS	Occupational Health Safety
UNDP	United Nations Development Programme
PEM	Public Expenditure Management
PWP	Public Works Project
RLGD	Rapid Local Governance Diagnostic
SCMCHA	Supreme Council for the Management and Coordination of Humanitarian Affairs
SDG	Sustainable Development Goal
SFD	Social Fund for Development
SMEs	Small & Medium Enterprises
SMEPS	The Small and Micro Enterprise Promotion Service
VCA	Value Chain Approach
YMN	Yemen Microfinance Network

PROJECT INFORMATION

Country	Yemen
Donor	European Union
Project title:	Strengthening Institutional and Economic Resilience in Yemen (SIERY)
EU Contribution Agreement:	MIDEAST/2020/416-174
UNDP Project ID	00122248
Impact	To ensure economic and social wellbeing for Yemeni, in particular for the poorest and most vulnerable
Outcomes	OUTCOME 1 -Increased institutional and socio-economic resilience in targeted districts in Yemen OUTCOME 2 -Improved business environment for economic recovery and employment opportunities
Outputs	Output 1.1: Strengthened Local authorities' capacities to respond to community needs for services in an inclusive and accountable manner. Output 1.2: Improved capacities of public services providers for scaling up the reach out to the most vulnerable. Output 1.3: Strengthened central-local and horizontal relations between local governance stakeholders. Output 2.1: Strengthened linkages/cooperation opportunities between MSMEs, private sector and MFIs involved in the value chains. Output 2.2.: Increased and de-risked access to financial services for economic agents in promising value chains.
Target governorates	Aden, Hodeidah, Hadramout, Hajjah, Ibb, Lahj, Marib, Sana'a, Taiz
Project Start Date	31 August 2020
Project End Date	30 August 2023
Total Budget	EUR 69,800,000.00 estimated at US\$ 81,966,140.00 ¹
Total delivery (expenditures & commitments)	US\$ 20,887,305.90
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Responsible Parties (RPs)	Nahda Marker Organization (NMO), National Foundation for Development and Humanitarian Response (NFDHR), Public Works Project (PWP), The Small and Micro Enterprise Promotion Service (SMEPS).

¹ As per EU's Info Euro rate of August 2020.

I. EXECUTIVE SUMMARY

The Strengthening Institutional and Economic Resilience in Yemen (SIERY) Project, with the support of the European Union (EU), in 2022 (from 1 January until 31 August) unfolded the full scope and scale of the Description of Action in what is *de facto* Year 2 of implementation.

This report presents a detailed summary of these Project's achievement in the period 1 January 2022 – 31 August 2022, including exact numbers of individuals and institutions supported, number of direct and indirect beneficiaries, etc., which will illustrate the points made above in more detail.

The report also touches upon challenges faced and lessons learned. Many of which, and the corresponding lessons and their adaptations, were discussed extensively in the Interim Narrative Progress Report 2021 (in lieu of an Inception Report) and in the recommendations of the EU's Results Oriented Monitoring (ROM) Review 2021. All of which gained new relevance and importance in 2022, first with the request by the EU Delegation to Yemen for an Action Plan to speed up implementation and then, after discussing the Action Plan, with the decision to submit a request for a No Cost Extension (NCE) of the implementation period along with the revision of the Description (and Budget) of the Action by February 2023.

SIERY consists of two main components, *nl.* the institutional resilience and the economic resilience component. The institutional resilience component focuses on strengthening the capacity of local authorities to provide responsive public services, while the economic resilience component supports the creation of jobs and livelihoods at the local level through capacity development, grants, and access to microfinance to micro, small and medium enterprises. The institutional resilience component contains two (unofficial) sub-components, *nl.* the educational resilience sub-component and the urban resilience sub-component. The emerging and expanding local economic resilience activities are deeply integrated in the two main components.

With regards to the **Institutional Resilience component**, a sustainable local governance capacity development infrastructure, including updated core training curricula, 'in-house' training capacity, a network of local training providers, and local authorities – local stakeholders (and, increasingly, private sector) collaboration platforms, was deepened and expanded. In 2022, this infrastructure, especially the District Facilitation Teams (DFTs) and District Core Teams (DCTs) was sufficiently rich and capable to feed into the Local Resilience and Recovery Planning (L2RP) processes. These DFTs and DCTs comprise a total number of 779 members (110 from the Governorate's Offices and 669 from the District Offices). Through intensive local review and validation sessions in 29 districts across 8 governorates project districts, district development priorities were selected in a participatory and collaborative manner. Over 40 of these local public service priorities, ranging from road rehabilitation, extension or rehabilitation of water infrastructure, educational and health facilities, and waste disposal facilities, have been selected for funding by the Project's Local Resilience and Recovery Fund (L2RF).

The pre-determined and specific support to educational facilities ('hardware' like renovation of school buildings and 'software' like technical support and capacity-buildings to teachers, as differentiated from L2RF support to local educational priorities), the Educational sub-component of the Institutional Resilience Component, is nearing completion in the areas under control of the International Recognized Government of Yemen (IRGY). Renovation of 36 schools (mainly girls') school buildings has almost been finalized in both regions i.e. in the areas under control of the De Facto Authorities – DFA – and those of the IRGY in the reporting period, sometimes with significant delays. In the IRGY areas, the Project has strengthened the capacities of local authorities for educational planning; conducted highly successful 'back-to-school' campaigns and strengthened the capacities of teachers to provide psycho-social support to children with special needs.

The **Economic Resilience Component**, after a slow start in Year 1 of the Project, is currently in full swing in the IRG area. In 2022, the extra efforts and investments made by the Project to stimulate close collaboration between the local authorities and the private sector, with specific roles and responsibilities for each partner along the value chain, paid off, in some cases quite spectacularly (see also below). Local Economic Resilience discussion and decision platforms, piloted by the Project, identified local economic growth and employment generating sectors in Hadramout (coastal and valley), Aden, Hodeidah and Sana'a (the latter two only to a very limited degree participatory). Necessary public infrastructure ('markets') were identified and readied for construction or renovation, to be funded by the Project (for three of those the process has started – Seiyun, Mukalla and Aden -, while two – In Hodeida and Manakhah – are still under discussion with relevant authorities), while small and medium enterprises (SMEs) in these sectors (clothing, dates, fish processing, henna, health, honey) were identified and capacitated in necessary business skills. The disbursement of small grants to the best business plans also started halfway the year. The last vital element of the Economic Resilience Component – Access to Microfinance – has seen the co-design and development of a highly innovative microfinance product², in collaboration with some selected microfinance banks, and will start to roll out by the end of 2022.

The deliberate and intensive interaction between the Institutional and Economic Resilience parts of the Project (beyond what was originally envisaged in the Description of Action), as requested by the local authorities and local private sector, has tapped into a rich vein of local economic development potential. Although the conflict and fragmentation has undoubtedly had a severe impact on the national economy of Yemen and the livelihoods of its people, new, more localised economic realities are sprouting up everywhere. The Project has started to leverage its activities and funds to support local authorities and private sector to promote and facilitate collaboration for local economic development, for example through the development of training courses for local authorities, discussions and decision platforms (soon to be converted to rudimentary Local Economic Resilience Councils), identification of public infrastructure for economic development and business support through Chamber of Commerce 'one-stop-shops' in District Offices in the IRGY areas.

'Gender' considerations were key in the Project's implementation in 2022. The Educational sub-component focused on girls' schools, getting girls back to school, and girls' (psycho-social) needs. The Institutional Resilience Component has dedicated gender courses for local authorities and the project supported the women units at the central, governorate and district levels. The Project trained women in Marib to prepare them for working at local authorities. Some women-specific priorities (women's rehabilitation and training center, health, water and sanitation) have been selected by the Project for L2RF funding (or supported to prepare for the next round). The dedicated gender activities led to the establishment of the Women's Business Forum in Hadramout. Economic growth sectors were selected with an eye on the employment opportunities for women they provide. Women entrepreneurs are explicitly targeted with capacity development and grants.

The report concludes with a financial analysis of the reporting period - by 31 August 2022, the project delivered US \$ 20,887,308.90 from a multi-year budget of US \$ 81,966,140, (26% delivery rate).

Note: *although significant progress is being made towards impact, outcomes, and outputs (and beyond), the cumulative effect of the many delays experienced will make it unfeasible to achieve everything within the current three-year project period. It is hoped and expected, however, that the richness, breadth and depth of the achievements described and illustrated in this report will demonstrate that the decision to invest so heavily in such an outspoken development project in Yemen at this moment in time was the right one and that, with extra time, the Project will not only achieve its stated aims but also fulfil an implied promise to prepare the ground for future strategic interventions.*

² The Microfinance Product, as originally outlined in the DoA, contains revolving funds. The Project is currently discussing with the EU Delegation to Yemen how to accounts for these funds.

II. BACKGROUND

The project, “Strengthening Institutional and Economic Resilience in Yemen” (SIERY) is a three-year initiative that aims to improve economic and social wellbeing for Yemen, in particular for the poorest and most vulnerable civilians (overall objective). SIERY responds to crucial development challenges and is fully aligned with the European Union’s (EU’s) Global Strategy, specifically building resilience by supporting good governance, strengthening the Humanitarian-Development Nexus and supporting the country’s Private Sector Development. The strategy pursued by SIERY rests upon two components:

The first component focuses upon **institutional resilience**, which caters for service delivery needs of local populations and considers the role that responsive and legitimate local governance can play in rebuilding peace and stability from below (specific objective 1). SIERY provided district authorities with technical support and discretionary funding to devise and implement, in partnership with communities, the private sector and local influential actors, recovery plans, including basic service delivery, and to fulfil their missions in a more participatory, inclusive and accountable manner. SIERY continued to foster the emergence of a nationwide compact for recovering the Yemeni local governance system in a way that can support peace-and state-building. In line with Agenda 2030, the imperative of leaving-no-one-behind, and in particular women, children and youth, by supporting innovative and effective approaches to address vulnerabilities in all aspects of local governance is inherent to the SIERY approach.

The second component focuses on **economic resilience** and aims to improve the business environment for economic recovery and employment opportunities (specific objective 2). This component empowers private sector players (SMEs and microfinance service providers), working on selected value chains, for skills development, capital support, job creation, and employment. SIERY is rehabilitating or reconstructing community-prioritised infrastructure, supporting small and medium enterprises for the expansion and scale-up of businesses. It is enabling and engaging microfinance service providers and networks, private sector or business associations and regulators to support producers, private sectors and local authorities to de-risk unstable market environment.

III. PROGRESS TOWARD PROJECT IMPACT, OUTCOMES AND OUTPUTS

This section presents the project’s result chain as outlined in the logical framework – impact, outcomes, and outputs with relevant activities. The progress report below needs to be put into context. The inception part of the Interim Narrative Progress Report of 2021 made clear, not only that the Covid-19 pandemic in 2020 and 2021 seriously hampered efforts to get the Project ‘off the ground’, but also that some redesign of Project activities and implementation modalities were necessary to account for the fragmentation and contextual diversity of ‘governance’ in Yemen and to integrate the Institutional and Economic Resilience Components. The EU’s ROM Review exercise in early 2021 accepted this need for ‘diversification’, especially in light of the significant challenges the Project faced in the DFA areas. As per the recommendations of the Rom Review exercise, the Project has already started a LogFrame and Result Framework (RFW) revision.

These initial delays were compounded in 2022 by the increasingly intransigent attitude of the DFA towards the Project (its Team, Responsible Parties, and activities) and a continuing reluctance to allow for actual implementation and access. In addition, the introduction of a much stricter quality assurance process for the completion of L2RF funded priorities has led to significant delays in the final handover of these projects (and the renovated schools of the Educational sub-component). The cumulative effect of these – sometimes necessary – delays - has led to the request in the second Quarter of 2022 by the EU Delegation to Yemen for SIERY to submit an Action Plan to speed up delivery. This Action Plan was submitted in June 2022.

In discussions with the EU Delegation to Yemen on the Action Plan, which consisted of several scenarios, it transpired that, although significant progress has been made towards achievements of the impact, outcomes and outputs, and that promising new paths had been opened up, too many of the issues were arising from the fluid and high-risk environment, especially in the areas under control of the DFA, and that the Project needed a) more time to fully achieve its results in the areas on control of the IRGY and b) that some components in some areas under control of the DFA should be scaled back. It has therefore been decided that the Project, UNDP and the EU Delegation to Yemen will work together on an Amendment to the original Description of Action, taking these constraints into account and apply for a no cost extension (NCE). This process will entail a (slightly) revised Theory of Change, an adapted LogFrame and Result Framework and a simplified budget.

3.1 Progress toward project impact³

Impact: to ensure economic and social wellbeing for Yemeni, in particular for the poorest and most vulnerable		
Indicators (incl. baseline)⁴	Year 2 targets	Summary of achievements
Indicator 1: Proportion of population below the international poverty line, disaggregated by sex, age, employment status and geographical location (urban/rural) - (SDG 1.1.1.) Baseline: 18.3 ⁵	18.3	The latest data available is from 2014 and updated data is not expected to be available during the project's lifespan
Indicator 2: Average annual household income, disaggregated by location (rural/urban), ethnicity Baseline: \$1,035 ⁶	\$1,045	No further updated or disaggregated data available. Latest GNI per capita data available for Yemen is 2020 – 1,045\$

3.2 Progress toward project outcomes⁷

SIERY contributed to the two outcomes as shown below:.

Outcome (specific objective) 1: Increased institutional and socio-economic resilience in targeted districts in Yemen			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 1.1: Proportion of population living in households with access to essential	61%	No survey has been done to ascertain status. SIERY can only alternatively report on number of indirect beneficiaries in the areas of intervention	Partially achieved

³ Missing targets have been established and some have changed as a result of the inception and assessment process. These are identified by striking through the entry as it appeared in the DoA as indicated in the 1st progress report.

⁴ For those indicators where baselines were not yet available at project design, these have been established during inception and based on assessments. The changes are identified by striking through the entry as it appeared in the DoA as indicated in the 1st progress report.

⁵ International poverty line for Yemen: 18.3 (data 2014). This is the latest data available from the World Bank

⁶ World Bank data shows that Low Income (LM) country like Yemen, the average annual GNI per capita) is \$ 1,035

⁷ Missing targets have been established and some have changed as a result of the inception and assessment process. These are identified by striking through the entry as it appeared in the DoA as indicated in the 1st progress report.

public services, disaggregated by sex, age, migration status, type of service (SDG 1.4.1) Baseline: 61%		<u>Education</u> (district sub-project): 121,038 (61,701 female, 59,337 male). <u>Energy:</u> 58,600 (29,311 female, 29,289 male) <u>Environment</u> (climate resilience): 335,778 (162,820 female, 172,958 male) <u>Health:</u> 360,615 (207,752 female, 152,863 male) <u>Local government Infrastructure:</u> 268,326 123,583 female, 144,743 male). <u>Market infrastructure:</u> 20,462 (8,070 female, 12,392 male). <u>Water:</u> 34,749 (17,043 female, 17,706 male).	
Indicator 1.2.: Number of districts with increase of investment budget (actual) per capita [or: proportion of total district spending on essential services (SDG 1.a.2)] Baseline: 0	30	Under L2RF ⁸ : <u>1st round of grants:</u> 24 districts (21 IRGY, 3 DFA) have received funding for governorate priorities <u>2nd round:</u> 29 districts (21 districts under IRGY region; 8 districts under DFA region) have gone through the participatory processes and prepared annual development plans and district priorities. 41 priorities are currently out for contracting thereby increasing the investment in the district	Achieved
Indicator 1.3: Primary school attendance rate, disaggregated by sex, age and migration status in target districts (overall) Baseline: 63%	64%	Currently there are no updated data on school attendance rate as this is not consistently recorded. The available data is enrolments rates for primary schools from public schools in IRGY region. For student year 2020/2021: 92.5%; 2021/2022: 93% ⁹ . 26 schools have been rehabilitated in 13 districts across 7 governorates benefiting 28,277 students (23,585 girls and 4,692 boys).	Partially achieved
Indicator 1.4: Level of public satisfaction with essential service delivery, disaggregated by identity group and region. Baseline: TBD	TBD	There is no data available yet. This indicator needs revision in the planned LogFrame and RFW revision	

⁸ By funding these priorities public investment per capita is increased, although it is not on budget.

⁹ The district education offices do not collect school attendance rate.

Outcome (specific objective) 2: Improved business environment for economy recovery and employment opportunities			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 2.1: Number of people benefiting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics (Governorates) Baseline: 4,930	20,000	The preparatory works have been initiated in 2022: business plans developed and earmarked for funding	Not achieved
Indicator 2.2: Number of crisis-affected districts where critical benchmarks for local economic revitalization (LER) are met (Districts) (in line with EU RF 2.12) Baseline: 0	16 districts	Eight districts across Aden and Hadramout governorates.	Partially achieved
Indicator 2.3: Proportion of women among beneficiaries of recovery programmes (Governorates) Baseline: 30% ¹⁰	30%	3% ¹¹ of women beneficiaries participated and/or benefited from economy recovery programmes.	Partially achieved
Indicator 2.4: Number of short-term employments created through the market infrastructure rehabilitation (skilled and unskilled and gender disaggregated). Baseline: 0	8600	Markets have been identified and contracting is underway. The construction will be carried out by local contractors starting in Q4 2022 and not cash for work short term employments This indicator needs revision in the planned LogFrame and RFW revision	Delayed
Indicator 2.5: Number of producers, retailers, buyers etc benefitted from the market infrastructure rehabilitation. Baseline: 0	8,000	Markets and sectors have been identified and contracting is underway	Delayed
Indicator 2.6: Number existing business associations with improved financial capacity at district level. Baseline: 0	3	The preparatory works have been initiated by engaging with 4 existing business associations commenced in Aden and Hadramout governorates	Partially achieved

¹⁰ reference point for the baseline is UNDP Yemen Integrated Results and Resource Framework updated on 1 January 2021.
This indicator is reported on an annual basis, not cumulative

¹¹ This result is only for the SIERY economic resilience component, not for overall UNDP recovery programmes

3.3 Progress toward project outputs ^{12,13}

Output 1.1: Strengthened local authorities' capacities to respond to community needs for services in an inclusive and accountable manner.			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 1.1.1: # of gender-responsive District Capacity Development Plans [developed/implemented] with support of District Facilitation Teams with support of the EU-funded intervention. Baseline: 0	30 districts	Specific assessment tool is under development, based on the collaboration with the Women's Affair Units and as outcomes of the Gender training.	Delayed
Indicator 1.1.2: # of Sub-District Committees (or equivalent) in target areas that are connected to district authorities through formal arrangements for managing service delivery and conflict resolution. Baseline: 0	47 Sub-District Committees (or equivalent)	In the IRGY area over 600 existing sub-committees have been identified across 21 districts. Amongst these a selection will be made for further implementation	Delayed
Indicator 1.1.3: Number variation of average attendance rate of staff working in district authority offices. Baseline: 0	0.25	No data is available as attendance is not recorded This indicator needs revision in the planned LogFrame and RFW revision	Not available
Indicator 1.1.4: % of women and youth [18-35] among participants of training activities of the project with increased knowledge/skills, disaggregated by sex, age. Baseline: 0	Women: 20% Youth: 20%	Women: 26% Youth: 7% The types of training activities are detailing below: Various training activities pertaining on educational component (e.g., Risk Mitigation and Management in School, Educational Planning, Back to School Campaign for Enrolment) (Women: 24%; Youth: 1%) <u>IRG:</u> Public Expenditure management (PEM) cycle training: a-six-day ToT for 60 District Facilitation Teams (DTFs)	Partially achieved

¹² Annex 3 provides a detailed overview of the changes in activity wording and some replacements that had been introduced in the last progress report and approved by the EU. This progress report is using the modified activities to report against.

¹³ Missing targets have been established and some have changed as a result of the inception and assessment process. These are identified by striking through the entry as it appeared in the DoA as indicated in the 1st progress report.

		in governorates: Aden, Hadramaut, Lajh, Marib and Taiz (southern part) (Women: 30%, Youth: 7%). DFA: 30 DFTs (Hajjah, Hodeidah, Ibb) (Women: 30%: Youth:34%)	
Indicator 1.1.5: % of District Authorities with fully functional Women's Affairs Units Baseline: 7%	40%	Preparatory work have been initiated through discussion with MoLA's Deputy Minister for Women Affairs on the type of intervention to be provided.	Delayed

Activity 1.1.1 Governorate authorities have the capacities, tools and incentives to provide better technical guidance and capacity development to district authorities.

The updated and customized training and coaching materials on Public Expenditure Management (PEM) cycle used in previous UNDP/MoLA Project has been made available and is utilized for training of District Facilitation Teams (DFTs) and District Core Team (DCTs) in 2022. The participatory reviewing process of the contents of training materials – to ensure local relevance in present circumstances - involved MoLA, the Local Authorities, the Responsible Parties (RPs), a national consultant as well as the UNDP team. The five training curricula include: (i) Participatory Planning Cycle; (ii) Training for Trainers Manual; (iii) Budgeting Cycle; (iv) Tender and Project Implementation; and (v) Project Cycle Management and M&E.

In addition to the existing DFTs in the IRGY regions, District Facilitation Teams (DFTs) have been established in five (5) governorates in the DFA region, consisting of 50 local authorities (14 women, 36 men). To date, 110 members of DFTs (33 women, 77 men) from nine (9) governorates are active and fully functioning as local interlocutors for project implementation. During the reporting period, the DFTs continued to develop their capacities in Integrative Participatory Planning, Budgeting and Training Preparation, and Tender and Project Implementation.

In the IRGY region, 60 DFT members (18 women, 42 men) from Aden, Lajh, Hadramaut, Marib and Taiz (southern part) governorates participated in the second round of Training of Trainers (ToT) on integrative participatory planning processes (e.g., preparing and educating local communities and social movements, community activation, community cooperation, design and development of the directorate plan, and preparing and developing the annual plan and linking it to the budget).

The development of specialized training resources on promoting participation of women and youth in decision-making is underway with expected finalization in mid-September 2022. Subsequently, the fifth ToT focusing on gender and youth sensitivity for the DFTs from all governorates will start end of September.

The Project has also initiated discussions on how the local authorities can engage directly with international humanitarian organisations and development partners. To this purpose, the Project has developed a manual for LAs (MoPIC) offices on how to manage and conduct collaboration meetings with developmental stakeholders.



The District Facilitation Team (DFT) of Aden participated in the second ToT organized by NMO with the supervision of the National Consultant on 19 March 2022 with focus on integrative participatory planning processes. Photo credit: UNDP/NMO/ 2022.

In the DFA region, 50 DFT members (15 women, 35 men) from Hajjah, Hodeidah, Ibb, Sana'a, and Taiz Governorates improved their capacity in Participatory Development Planning. The 10 DFTs members (3 women, 7 men) from Ibb proceeded to focus on Tender and Project Implementation, and Development Planning with a Project Cycle Approach. The remaining DFTs in the DFA region will continue with the next round of ToTs, subject to approvals and permits from the Supreme Council for the Management and Coordination of Humanitarian Affairs (SCMCHA) and national security.

"We are benefiting a lot of from Participatory Development Planning training. Gaining knowledge and skills on how to identify strengths, weaknesses, opportunities and threats; how to analyse problems and formulate development goals to address those problems; how to transform the opportunities and benefit from them. Assessing the situation of the local community, identifying needs and arranging priorities for development projects that target local communities, and work to improve the situation there."

Ms. Manal Hussein Faqerah, Member of DFTs, Director of the Department of Women's Development, Hodeidah Governorate.

Activity 1.1.2 Linkages between district authorities and communities are strengthened through the activation of representative Sub-District Committees.

The Project declined to establish new overlapping community structures, given the extensive work already done by other projects and donors. Instead, the Project has decided to build upon that previous work and has identified existing sub-district committees that will be included in participatory planning and service delivery monitoring.

Training materials for and Sub-district Committee CSOs on Yemeni local governance system, participation methods, vulnerability analysis and civil society roles in local governance (advocacy, watchdog, policy initiative) are finalized and gradually being rolled out.

Activity 1.1.3 District authorities are more capable of assessing needs, planning, implementing and reporting on their achievements in a participatory and inclusive manner.

A package for “Building Capacities of Local Authorities to Design & Implement Effective Capacity Assessments and Capacity Development Plans” has been developed. The package includes the development of assessment tools; a short training on how to use of the tools; field training, as well as; data collection and initial capacity assessment & capacity development planning actions. All activities are expected to be finalized by end of September 2022.

All nine (9) governorates have established District Core Teams (DCTs) with 438 members (120 women, 318 men): 208 DCTs members (59 women, 149 men) in IRG region; 230 members (61 women, 169 men). The DCTs supports the district authorities in performing regular public expenditure management functions in a participatory and transparent manner.

Discussion have been held between MoLA’s Deputy Minister for Women Affairs and the Project on the type of interventions and potential collaboration regarding the institutional and capacity development support to Women’s Affairs Units.

Activity 1.1.4 District authorities manage their human and financial resources more efficiently and accountably.

Yemeni Development Network for NGOs (YDN) has been selected for the implementation of the accountability component and will start in September 2022 with the diagnostics on public financial management and human resource management and local revenue diagnostics at the sub-national level.

Together with the Marib Girls’ Foundation SIERY is piloting the **Marib Women Fellowship Initiative** to increase the number of women employed at the local authorities in Marib. The Fellowship Initiative includes intensive training on personal and technical skills (e.g., computer, communication, leadership, reporting, local government structure, participatory planning, public budgeting, public procurement, project management, and other skills). Following the completion of the training, the participants will complete a 3-month internship at the local authorities’ offices. Marib governorate was selected for this pilot due to the relative – that is, in the context of Yemen, even greater – underrepresentation of women working at the local authorities and the personal support of the Governor for the initiative.

Output 1.2: Improved capacities of public services providers for scaling up the reach out to the most vulnerable.			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 1.2.1 % of women seating in representative structures (Sub-district Committees, District Recovery Platforms). Baseline: 0%	15%	27% women seating in District Core Committees across nine governorates.	Achieved
Indicator 1.2.2 # of gender-responsive recovery plans (a) for service delivery (district), (b) for local economy (governorate). Baseline: a) 8: b) 0	a) 30 b) 5	a) 29 b) 2	Partially achieved

Indicator 1.2.3 # of local authorities' representatives trained in capacity development and educational planning with increased capacities. Baseline: 0	200 local authorities' representative	203 educational staff from 23 districts (41 women, 162 men) trained on overall educational planning. 348 educational staff from various districts (97 women, 251 men) capacitated on the topic of <i>Back to School for Enrolment Campaign</i> . 100 participants (22 women or 22%, 78 men or 78%) trained in Safety, Risk Mitigation and Management in School.	Surpassed
Indicator 1.2.4 # of community-, district- and governorate-level projects funded via the LR2F. Baseline: 0	40	33 community-, district- and governorate-level projects funded (accumulative: 33)	Partially achieved

The project enabled close to 1,2 million Yemenis (610,280 or 51% women, 589,288 or 49% men) to have access to essential basic services ranging from education, renewable energy, health, water and sanitation among others.

Sector	#sub-project/priority	#Female beneficiaries	# Male Beneficiaries	Total
Education	6	61,701	59,337	121,038
Renewal Energy	3	29,311	29,289	58,600
Environment	3	162,820	172,958	335,778
Health	9	207,752	152,863	360,615
Local government Infrastructure	6	123,583	144,743	268,326
Market Infrastructure	2	8,070	12,392	20,462
Water	3	17,043	17,706	34,749
TOTAL	32	610,280	589,288	1,199,568

Activity 1.2.1. Pathways for resilience and recovery of basic and social services are identified by inclusive local platforms and reflected in annual plans.

The Project has opted for a phased approach to district development planning, thereby deviating from the original goal of the Description of Action, which specifies the immediate development of three-year District Resilience & Recovery Plan (see also paragraph **3.4: Changes introduced during the**

reporting period). The main reason for this change is that too many necessary institutional capacities to produce three-year development plan were lacking and it does take time to establish these.

Instead, this output is realised through a phased approach, where in Year 1 (2021) *annual* district development plans were discussed and evaluated from a professional (i.e. the elements of the PEM Cycle) perspective; in Year 2 (2022) similarly annual plans were formally reviewed with professional PEM Cycle criteria and validated with the participation of local community structures and other stakeholders, and; for Year 3 (2023) the full incorporation of lessons learned in the PEM Cycle training courses and full participation of community and other stakeholders (to be concluded by the end of 2022). At the beginning of 2023, the last year of the Project, three-year District Resilience & Recovery Plans will be produced.

The Project has completed the 2022 District Development Plan Review and Validation for 29 districts across 8 governorates. The participatory approach saw government officials from MOPIC, Ministry of Education (MoE), local authorities and district managers work together and engaged community structure (the mapped-out community-based organisations, CSOs, District Core Teams, and community influencers and leaders) to validate their annual plans collaboratively. For the districts in the IRG region, 589 individuals (165 women, 424 men) participated in the review workshops, in the DFA region, 190 individual (57 women, 133 men) from local authorities, community committee, DFTs, DCTs attended the review workshops.

Through this participatory process Local Authorities and the other stakeholders identified and prioritized activities and projects at the respective districts or governorates level based on a framework and criteria set up by the project team (see also under 1.2.3 L2RF).

Activity 1.2.2. Key sustainable development dimensions (local economy, resilient urbanization) are considered by local authorities and initial actions taken in line with the SDGs.

The local economic resilience/development sub-component has emerged as one of the most fruitful – and unexpected - areas of intervention of the Project. As explained in more detail in the Interim Narrative Progress Report 2021 and the Action Plan, in 2021 the Project put a lot of effort in thinking through – and discussing with local authorities and private sector organisations and representatives, who were both very keen on new opportunities for local economic growth and job creation – how it could best leverage the existing activities – and funds - of the Institutional and Economic Resilience parts.

As a consequence, the Project in 2022 started a) to employ project components along specific value chains, from public infrastructure investments such as export markets to start-up grants to small and medium enterprises, and b) strengthen the skills and structures of local authorities and private sector organisations and representatives to collaborate on local economic planning, again from training in local economic development for LA to the establishment of collaborative Local Economic Development Councils. The ever-present gender imperative in all these activities has already led to promising spin off like establishment of the Women Business Forum in Hadramout.

The Project has adopted a similar thoughtful and adaptive approach to the 'resilient urbanization' sub-component. It proved very difficult to apply a generalized 'urban approach' to the main cities in Yemen: most of the urban centres are directly or indirectly affected by the war (e.g. Marib city Hodeidah and Taiz are only a few kilometres removed from a very hot frontline), while other are directly embroiled in the political turbulence that is affecting the whole country, for example Aden, Mukalla and Saiyun. All cities in Yemen are dealing with significant, sometimes massive numbers of Internally Displaced Persons (IDPs). All are suffering from the fragmentation of national economic structures and institutions, etcetera.

With so many 'known' and unknown unknowns', conventional urban planning tools lose much of their value. The Project, therefore, decided to adopt a more flexible approach and put the emphasis on peer-to-peer, South-South learning mechanisms, in other words, the teaming up of selected city authorities (Marib and Taiz for the IRGY region. No cities have been selected for the DFA areas, due to issues with the authorities in Sana'a) with cities in the global South which have gone through similar experiences. Tailor-made capacity development and development pathways will follow from these experiences.

The first of such exchange visits, of Marib City authorities to Kigali, Rwanda, is further discussed in this report under **Activity 1.3.3.: Platforms of local governance actors, including local authorities, are fostered, strengthened and connected to international peer support networks.** A similar exercise is currently being discussed with the city authorities of Taiz.

Activity 1.2.3: Multi-purpose local recovery funding supports the implementation of local priorities.

The Project has finalized a Process Flow outlining a transparent process and clear criteria which guide the implementation and disbursement of the L2RF. The Process Flow is intended to safeguard the neutrality of L2RF disbursement, to prevent the emergence of disruptive institutional dependencies and relationships, and to guarantee national coherence of public investment. The L2RF is managed by the UNDP Project Team.

During the reporting period a total 32 government priorities, identified in 2021 from existing district development plans, as per DoA, have been completed across 9 governorates, 22 districts addressing the most pressings basic service delivery needs (see Annex 1). Included are sub-projects related to provision of renewal energy sources for street lighting and running of health offices. Implementation of these 2021 priorities has spilled (far) into 2022, due to procurement issues (the stresses in the global supply chain had a significant impact on importing external goods to Yemen, which is not particular high up anybody's list of destinations), exploding fuel prices (which in the DFA areas led to temporary cessations of construction work), and persisting quality assurance matters.

For the second round of L2RF in Year 2 of the Project (2022), in the IRGY areas, over 100 districts priorities have been identified and proposed by the local authorities. By applying the relevant steps of the Process Flow, close to 30 priorities have been identified for funding by the L2RF. A similar process for districts in Hajjah, Hodeidah, Ibb and Sana'a is underway (40 district priorities identified so far, proposed by 8 districts).

Participation of women and youth in development planning and decision-making processes was ensured by their representation in the District Facility teams and District Core teams, which were also trained in gender and youth sensitive approaches. Through their participation, the needs of women, men, girls, and boys, have been identified and therefore inform the development plans and the selection of priorities. The district development plans of 2022 are giving evidence of this as specific priorities to address women needs, which are featuring prominently.

Street lighting with solar energy in Farsi area of Al-Burayqah district, Aden.



Situation before intervention. Photo credit: UNDP Yemen/2022

The Farsi area is not connected to the main grid and electricity has been limited for many years, leaving the area very dark. People and esp. children would not go out after dark as the darkness had provided cover for criminal activities like robbery and street gangs, and limited economic activities as small shops were also rarely open at night. With SIERY support more than **100** solar powered street light lamps are now illuminating the

areas and the people of Farsi can engage in social and economic activities even after dark as they feel safe and secure. The intervention has allowed Farsi to return to being a lively community of over 1,100 people (women: 577, men: 523).



Situation after intervention. Photo credit: UNDP Yemen/2022

Activity 1.2.4. Integrated support to restoring education services in affected communities helps restore livelihoods, stability and social cohesion.

The restoration of education services (the Educational Resilience sub-component) consists of two parts: 1) The 'soft' part refers to all non-rehabilitation works, such as curriculum development, teachers' training, back to school campaigns, etc.; 2) The 'hard' part refers to the rehabilitation of educational 'hardware' such as school buildings. The project works with two Responsible Parties on the implementation of this component: SOUL for Development and Public Works Project (PWP).

(1) The "soft" part of the Educational Development Package

The activities mentioned in this report covers the five targeted governorates in the IRGY region. For the DFA region, the activities are on-hold until further clearance is obtained, a process which has been dragging on for most of 2022. It remains uncertain how many of the activities can actually be implemented once clearance is obtained.

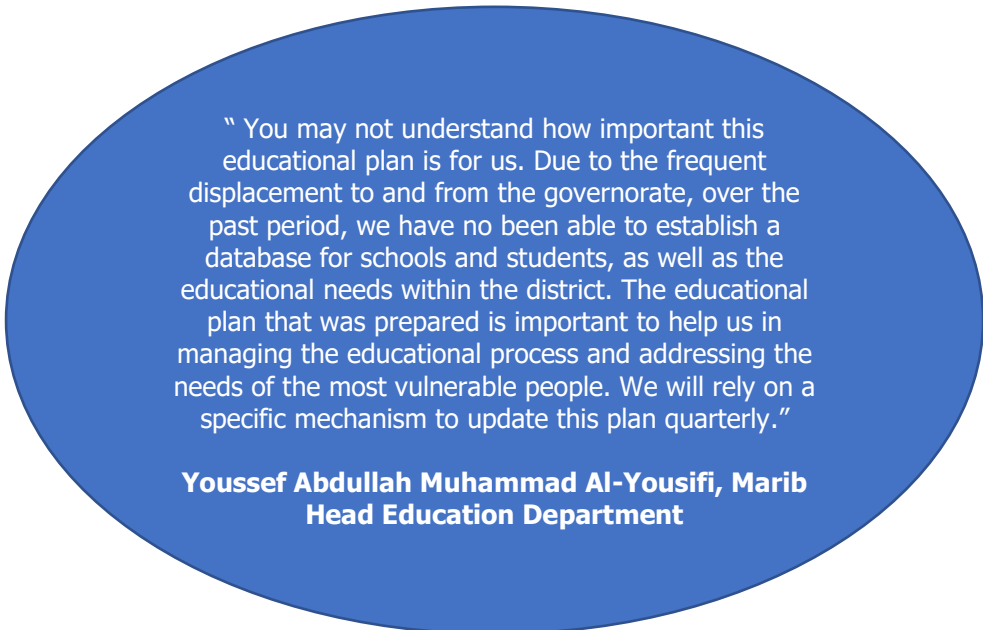
Good progress has been made to develop capacities on educational planning for local authorities. The emphasis was on collaborative planning, design and implementation with key local stakeholders of local education.

After intensive coordination and communication, the Project managed to obtain the endorsement from the Ministry of Education (MoE) to use the recently developed training manuals for education personnel both at governorate and district levels, including Psychosocial Support and Educational Planning.

In Aden, Lahj, Hadramout, Marib and Taiz (IRGY region), **Governorate Protection Core Teams** (GPCTs) have been established, totalling 47 (13 women, 34 men) members. They serve as a technical team for reviewing the educational plans of the districts and ensuring their quality and incorporation in the provincial and ministerial plans. All GPCT members have been trained in educational planning. The four-day ToT aimed to increase the knowledge on assessment and planning, with the purpose to improve the trainers' skills to support the educational planning team in the districts level on the

following: (i) collecting and analyzing data; (ii) preparing educational plan; (iii) writing the need assessment report and proposals to develop the educational sector in the district level.

As a result of the four-day ToT on education planning, the GPTCs were able to conduct training to 203 staff from District Education Offices (41 women, 162 men) on educational planning emphasizing the design and drafting of education sector diagnosis, operationalization of the plan's objectives into education sector programs and design an organizational framework for plan monitoring and evaluation among others.



" You may not understand how important this educational plan is for us. Due to the frequent displacement to and from the governorate, over the past period, we have not been able to establish a database for schools and students, as well as the educational needs within the district. The educational plan that was prepared is important to help us in managing the educational process and addressing the needs of the most vulnerable people. We will rely on a specific mechanism to update this plan quarterly."

**Youssef Abdullah Muhammad Al-Yousifi, Marib
Head Education Department**

Twenty-three District Educational Plans from the targeted governorates in the IRG side have been prepared and approved from the DEOs. The plans developed by each district education office are consolidated at Governorate level and serve as **Annual Governorate Capacity Development Plans** (GCDPs). It is worth mentioning that these plans will be shared with the education clusters and the DEOs to be available to the education partners, including education projects by other development partners, to construct their interventions. Moreover, Planning Teams, established at the Districts and Governorates level, will update these plans annually.

100 educational officers were trained on Safety, Risk Mitigation and Management in School in Aden, Lahj, Hadramout, Marib, Taiz. Following the training, the participants carried out field visits to the targeted districts to apply their newly acquired knowledge and skills including conducting awareness raising sessions among students on how to apply the risk mitigation plans. Following this five-day training, three-day workshops were conducted by the trainees who are part of Governorate Protection Core Teams (GPTCs). The workshops aimed to orient around 180 (77 women, 103 men) from school management and district education committees on the governorate-level context of the risk management framework and resulted in practical assessment of existing risks by trainees in order to develop the risk mitigation plan at the targeted districts including some schools.

Training in **Back to School (BTS) Campaign for Enrolment** trainings have been conducted for the District Education Officers and Schools' Managers in the targeted governorates totalling 348 participants (97 women, 251 men). An additional workshop at governorate level presented and consolidated all districts' plans in one Back to School for Enrolment Campaign's plan for Aden, Hadramout, Lahj, Marib and Taiz. Several schools in Hadramout have initiated additional activities within the campaign as results from "Back to School for Enrolment Campaign" trainings.

The Project provided necessary support for education offices in the governorates and districts as well as 230 schools for the actual implementation of the BTS campaigns. The support was mostly to produce

communication materials/awareness raising leaflets, distribution of COVID-19 preventive equipment/hygiene kits, integrated stationery kits and others.

"We are going to circulate a model for *Back-to-School Plan* to all schools in Seiyun district. We are confident that it will have a significant impact on improving back to schools, since Seiyun district has many displaced and marginalized children, and they are among the most vulnerable groups. At risk of not going back to school"

**Khaled Saleh Belfas, Director of the Education Office,
Seiyun District**

In order to start the work on restoring education services in affected communities, the Project undertook several activities. To research the importance of support structures and social skills for children, treatment of community stigmatization, inclusion of children with post-traumatic stress disorder and physically traumatized children, importance of marketable skills and technical/vocational knowledge, exploring the existence and/or creating economic opportunities, how education system can reduce tensions and increase community cohesion, etcetera, studies/assessments are collected to produce a report on how the Yemeni Education system needs to be supported to be efficient in restoring livelihoods, stability and social cohesion.

The report is expected to be finalized by end of October 2022. In parallel capacity needs assessments were carried out using primary and secondary data including interviews and educational statistics (such as available school buildings and classes, schools and DEOs' equipment & furniture, number of registered students at the schools). These assessments and a subsequent SWOT analysis fed into the educational plans.

While the assessments confirmed that the sector is suffering from a shortage of skilled personnel, it also pointed to a relatively new focus area that is currently underdeveloped, nl. crisis management. The project team reacted quickly to this emerging need by integrating "Crisis Management Trainings" in the 23 targeted districts, with 552 education personnel attended (171 women, 381 men).

Through a participatory and consultative process with various stakeholders, and taking into consideration each local context, guidelines and SOPs for integration of psychological support and inclusion of children into teaching approaches have been developed and are now approved to be used in teaching.

The GPTCs facilitated the knowledge and skills transfer on child protection in schools, including accountability to affected populations to a total of 827 educational personnel (364 women, 463 men) from different levels (i.e., district education offices, schools' managements and teachers) from five governorates. In addition, 114 (33 women, 81 men) selected education personnel¹⁴ from central, governorate, and district offices participated in a six-day training on psychological support & inclusion and data collection. The training improved the participant's skills and abilities to be expert trainers in psychosocial support in an emergency situation, and psychosocial support to children with disabilities

¹⁴ The education personnel were selected and nominated based on clear and transparent criteria. The criteria were developed to select the most qualified personnel to sharpen their skills and increase their experience because they were responsible for the following series of training.

and vulnerable children. Subsequently, these qualified education personnel conducted “peer trainings” to 183 participants (68 women, 115 men) in Aden, Hadramout, Lahj and Marib, Taiz. While trained social workers are responsible for providing psychosocial support to the students, it is worth mentioning that after providing the whole package of the psychological support training, some of the schools have established official psychological support centres inside the schools. SIERY is encouraging to activate these centres at governorate, district, and school levels and setting up a clear mechanism to lead the whole process.

As a follow-up to their training, the education personnel have facilitated child participation events to build school children’s skills in listening, problem-solving, and conflict resolution. SIERY provided recreational kits that can be utilized in participatory activities during the events. Eighty-three (83) events have taken place in three governorates (13 in Hadramout, 40 in Marib, and 30 in Taiz and 256 Recreational kits have been handed over to the Ministry of Education Offices in Aden, Hadramout Valley, Hadramout Coastal, Lahj, and Marib.

(2) The ‘hard’ part – rehabilitation

This “hard part” refers to rehabilitation of classrooms/schools, WASH facilities, and provision of school furniture, as well as equipping schools with solar energy.

During the reporting period, 26 additional schools were completed as can be seen from the matrix in Annex 2, bringing the total of completed schools to 34. This work commenced in 2021 and has been nearing completion in the current reporting period, with a few exceptions. These exceptions result from disagreements between the RP and individual contractors and needs some additional time to solve.

Below is an example of Al-Shaheed Albahr School in Taiz:

Al-Shaheed Albahr school for girls is in Mawiyah district of Taiz governorate and serves nearly 1,000 school children spread across seven villages. As the school building almost collapsed, nearly half of the school children studied from their homes. They attended the school only for final exams. Security and protection issues were the main reasons, as parents were not comfortable with sending their daughters to the collapsing school. Thanks to the SIERY intervention, the school was rehabilitated and is now providing a safe and decent place for learning and allowed the girls to re-join the school. The school manager indicated that the number of girls has increased to 1,200 girls. This increase beyond the original number can be attributed to the fact that with the restoration of the school the basis for negative campaigns about girls’ education has been eliminated. Furthermore, the intervention helped directly in reducing expenses of families who were compelled to register their daughters in private schools.



The conditions of Al-Shaheed Albahr school for girls after rehabilitation works. Photo credit: UNDP Yemen/2022.

The Project also provided furniture to the most in need schools such as al- Belgees secondary school for girls in Aden. It included classroom chairs, student' desks, writing boards for teachers, chairs and desks for teachers, cupboards, and first aid kit box. ***In addition, all 34 schools have completed the installation of solar panels.***

Output 1.3: Strengthened central-local and horizontal relations between local governance stakeholders.			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 1.3.1: % of Governorate Authorities satisfied with policy and technical support provided by central government. Baseline: 33%	50%	Nothing to report. This indicator needs revision in the planned logical framework revision	
Indicator 1.3.2: # of dialogue events between local and central authorities producing policy recommendations. Baseline: 0	2	Zero (0) dialogue event has been conducted. However several initial meetings have been undertaken involving MOLA, governorates and districts authorities.	Partially achieved
Indicator 1.3.3: # of women's affairs units in targeted central administrations producing gender mainstreaming strategy notes, guidelines facilitation/support or tools. Baseline: 1	2	The preparatory works have been initiated in 2022. Rapid assessments on the main needs of the women's affairs unit are underway to determine the specific support	Partially achieved
Indicator 1.3.4: % of Yemeni women among local governance representatives at international peer exchange events. Baseline: 0	20%	9% in the Yemeni women participated in South-South Exchange Visit to Rwanda.	Partially achieved

Activity 1.3.1. Regulatory and institutional measures needed to restore functional central-local relations are taken.

In 2022, the institutional environment in Yemen, and especially the relationship between the central government and the sub-national authorities, became more complex and fluid. The establishment of the Presidential Leadership Council has done little to clarify this situation and has been unable to stop the further regionalisation of an increasing number of state institutions. It remains to be seen how the

appointment of new Governors in Hadramout and Shabwa (and potentially Marib) can stop this further fragmentation, and where the current push of the STC to extend its influence further – especially in Hadramout and al Mahrah – will lead to.

In the DFA controlled areas, relations between the central authorities in Sana'a (and Sa'ada) and sub-national authorities are equally but less visibly complicated. These relations are heavily coloured by the war effort led by the Houthis (Governorates are seen as sources of revenue and recruits) and public service state functions are, apart from providing economic opportunities, considered less of a priority. 'Functional central-local relations', in this context, take on a very different meaning from the one originally described in the DoA.

Activity 1.3.1 is inevitably caught up in this political maelstrom, and Project ambitions need to be adjusted to be more realistic (in the IRGY areas), cautious (in the DFA region) and more focused on establishing informal relationships and ways of collaborating.

In the IRGY areas, MoLA has joined SIERY on field visits, allowing for coordination and dialogue. MoLA is also closely involved in preparing Project activities and this is clearly communicated as evidenced by the inclusion of the Government of Yemen logo on banners, project signposts and plates. The allocation and disbursement of L2RF is also communicated by MoLA on behalf of the Project. Some tentative discussions are held on the establishment of a digital communication system. In the DFA areas, MoLA and SCMCHA insist on joining field visits, while local SCMCHA branches need to be present in all visits and activities. The reason for their presence is to 'facilitate' discussion between local authorities and the Project, or, in some cases, to prevent direct contact.

Activity 1.3.2: Capacities of key central authorities to support the resilience of local governance system strengthened.

The preparatory works for capacity development of MoLA, MoPIC, MoF and COCA have been initiated, in close coordination with the local authorities. Several meetings were conducted with MoLA Aden and with Supreme National Authority for Combating Corruption in Sana'a to agree on best ways of conducting relevant trainings and capacity building. Initial agreements about the central entities that should be targeted has been agreed, and a Responsible Party has been contracted to continue the coordination with these entities and perform the required trainings in both IRG and DFA areas. Different modalities and approaches have been agreed upon that take into account the specific circumstances in each region.

Both MoLAs in the IRGY and DFA areas have been approached and several discussions have been held on types of Project support to the Women's Affairs Units in these ministries. MoLA in Aden, as a 'new ministry'¹⁵, is lacking a Women's Affairs Unit. The discussions with senior management of the ministry, including the Minister, led to the idea of establishing a unit and assigning a woman to manage this unit. Currently SIERY is working on rapid assessments on the main needs of this unit. Based on the outcomes of this assessment, specific support will be provided. In addition, after several discussions with DFA authorities represented by MoLA in Sana'a, who initially declined any direct support to the Women's Affairs Unit, an agreement has been reached to conduct an assessment and follow the same steps at the IRG areas. The outcome in the DFA areas of this activity is uncertain, especially given the DFA's hardening attitude towards women in general, and gender related activities of development partners specifically.

Regular coordination and engagement with central authorities continued to take place since the start of the project. The selection of governorates and districts was conducted in close coordination with

¹⁵ With the temporary establishment of the IRGY in Aden, a new machinery of government needed to be established as well, given the fact that this institutional infrastructure remained in Sana'a. The practical implications of that fact are hard to underestimate.

both MoLA in Aden and MoLA as well as SCMHCA in Sana'a. Within the implementation of the Project's activities, numerous meetings aimed to provide progress of the project took place at the governorate and district levels, joint field visits were conducted, and formal communication has been maintained.

The level of coordination and engagement with central authorities in Sana'a is significantly heavier than in Aden due to the centralization drive by the DFA and their reluctance to provide access to the international community. Contrary to the aim and approach of the Project, the central authorities in Sana'a prefer to speak on behalf of the local authorities and limit the communication and interaction between the Project and the local authorities to a minimum. The Project is in constant dialogue with these central authorities to persuade them that capacity development assessments need to be conducted with the target group, that public services priorities are only eligible for L2RF funding when identified in a professional and participatory process, as witnessed by the Project staff, and in general to remind them access to targeted Districts and Governorates was a key criterion of original selection.

Early 2022, the Project organised two Project Board Meetings in Aden and Sana'a, in which key beneficiaries, including the central and local authorities, could discuss progress of project implementation.

Activity 1.3.3: Platforms of local governance actors, including local authorities, are fostered, strengthened and connected to international peer support networks.

The platforms established for local governance actors aim to strengthen inter-district coordination and cooperation for service delivery and local economic development will commence after August 2022. It will also include supporting and training sub-regional / national platforms of local governance actors for sharing experience and building joint policy platforms.

SIERY partnered with Resonate! Yemen on a South-South Exchange Visit of Marib Local Authorities to Kigali, Rwanda, a country that has successfully transitioned into an effective post-conflict governance system.

The Exchange Visit took place from 20-27 August 2022 and 11 staff from different executive offices of Marib Local authorities participated in the visit (among them one female representing the women unit in Marib). The exchange visit provided an immersive learning experience for these senior leaders which is expected to translate into an expanded skill set, strategic recommendations and practical plans for improved responsive (basic) service delivery, stimulating local economic development, and resource base expansion in Marib city.



The participants of Exchange Visit visited water treatment plant on 26 August 2022. Photo credit: Resonate! Yemen/2022.

Output 2.1: Strengthened linkages/cooperation opportunities between SMEs, private sector and MFIs involved in the value chains.			
Indicators	2022 targets	Summary of achievements	Status
Indicator 2.1.1: # of persons with developed capacities on business and technical skills and applied skills for income generation and employment prospects. Baseline: zero (0)	1,500 (30% women and 10% youth)	938 (25 women or 3%, 913 men or 97%, 203 or 22% youth) with developed skills as per the following breakdown. 680 smallholders from Hadramaut (henna, dates, and vegetables sectors) capacitated with two set of skills: (1) technical training aimed to build skills on application of a modern agricultural techniques, (2) business skills training aimed to build smallholders' business skills to manage their businesses efficiently. Representatives of 258 SMEs and Business Associations (BAs) (25 women, 233 men) from Aden and Hadramaut were trained on business continuity management, building better their business and risk management skills to sustain business operations.	Partially achieved
Indicator 2.1.2: # of local MSMEs and producer groups in priority sectors, including # of new MSMEs established. Baseline: 0	1,500 (30% women and 10% youth)	11 value chain sectors identified in collaboration between the private sectors and local authorities. It has reached out 938 MSMEs in Aden and Hadramaut. #SMEs + Business Associations: 258 #Smallholders/Micro-producers: 680 No new SMEs have been established	Partially achieved
Indicator 2.1.3: # of long-term jobs and employment supported/sustained. Baseline: zero (0)	3,000 jobs and employments	With over 258 SMEs and business associations selected for intervention, it is expected to create approximately 2,600 jobs ¹⁶ and employment opportunities throughout the project.	Partially achieved
Indicator 2.1.4: # of business advisory support centre established generated income by supporting MSMEs. Baseline: 0	8	The preparatory works have been initiated through intensive engagement between the local authorities and chamber of commerce (CoC). The Project will support 4 districts in Hadramaut by establishing business centre	Not achieved

¹⁶ Reference made to the meeting between the Project team and Aden Chamber of Commerce indicated the classification of the enterprises based on the number of employees. The enterprises are classified as the following: (i) Micro enterprise: 1-2 employees; (ii) Small enterprise: 3-19 employees; (iii) Medium enterprise: 20-99 employees; (iv) Lead enterprise: more than 99 employees.

		serves as a one window system between the chamber of commerce and local authorities.	
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Activity 2.1.1: Enhanced business and technical skill development on value chain approach for medium and long terms income generation and employment prospects.

The value chain study reports of the economic sectors in Hadramout (dates, henna, fish processing, and wheat) have been finalized in both Arabic and English. For the value chain studies for livestock and poultry, the team continues to collect data for feasibility assessments to analyse the market's technical and financial capacity, risk management, capital, and operational costs in Aden, Lahj, and Sana'a.

Furthermore, value chain studies for Hodeidah and Sana'a governorates on fish processing, grapes and livestock are in the preparatory stages, pending approval from the national and local authorities for the field consultants to be deployed for field visits and introductory workshops in Hodeidah and Sana'a governorates. There is no clear indication when clearance will be issued, and whether that will result in actual and reasonably unrestricted access. Continuation of this Economic Resilience activity in the Northern Governorates will be evaluated in upcoming LogFrame and Results Framework revision for the no cost extension of the Project, as proposed in the Action Plan.

The findings of the value chain analysis is: (a) strengthening the value chain approach by empowering producers, private sectors and microfinance service providers for skill development, capital support, job creation, and employment; (b) recovering the market infrastructure, providing inputs and improving access to support small and medium enterprises for collective growth for the expansion and scale-up of businesses; (c) enabling and engaging micro finance service providers and network.

The selection of the sectors for Hadramout and Aden were done in collaborative workshops with the local authorities (district managers and executive offices), the private sector (Chamber of Commerce and businessmen) and the women sector (mainly businesswomen and women NGOs) in 2021. Further discussions and analysis, however, necessitated some changes, in line with further finetuning of the initial selection with the stated selection criteria of the Project, that is: (a) sectors that have the protentional to create job opportunities; (b) products that can have added value and competitive advantage in the markets; (c) new business lines that can produce new products to new markets for youth and women; (d) products that can have access to central markets as well as exports.

The below table shows the latest selection, with Sana'a and Hodeidah still under further review depending on the outcome of the studies.

Governorate	District	Targeted Sectors for the intervention
Hadramout	Al Qatn	Honey, Vegetables
	Ash Shihir	Fish processing, Wheat
	Ghayl Ba Wazir	Henna
	Tarim	Dates, Vegetables
Aden	Al Buraigah	Fish (SMEs & Associations)
	Al Mansura	Health (labs & specialist clinic (
	Ash Shaikh Outhman	Textile (lab for all type of clothes)
	Dar Sad	Textile (lab for all type of clothes)
Sana'a	Al Haymah Al Kharijiyah	Coffee
	Manakhah	Coffee
	Bani Hushaysh	Grape
	Jihanah	Poultry
Hodeidah	Al Hawak	fish processing: cooling, preservation, & transportation
	Al Munirah	fish processing: cooling, preservation, & transportation.
	As Sukhnah	Livestock
	Bayt Al Faqiah	Agriculture and livestock sector

Linked to the selected sectors, the need-based business skills capacity building for targeted individuals and SMEs through certified trainers has started in Aden and Hadramout.

680 smallholders from Hadramout (henna, dates, and vegetables sectors) have been trained in two sets of skills: (1) technical skills on the use of modern agricultural techniques, (2) smallholders' business skills to manage their businesses efficiently. The technical, financial and administrative aspects enable a better management and more sustainable businesses. In addition, the technical skills will assist the smallholder producers to improve production methods, reduce costs and enable them to boost their performance level¹⁷.

#	Governorate	District	Intervention Type	# Workshops	Members		Total
					Male	Female	
1	Hadramout	Tarim	Dates	6	135	0	135
2	Hadramout	Tarim	Vegetables	9	196	0	196
3	Hadramout	Al-Qatn	Vegetables	9	208	0	208
4	Hadramout	Ghayl Ba Wazir	Henna	6	141	0	141
Total				29	680	0¹⁸	680

Representatives of a total of 258 SMEs and Business Associations (25 women, 233 men) from Aden and Hadramout were trained in business continuity management, building their business and risk management skills to better sustain and develop their business operations. As a result, 240 out of 258 initial business plans were prepared by SMEs and BAs (195 from Aden and 45 from Hadramaut) and submitted to the SMEPS Advisory Committee for review and approval.

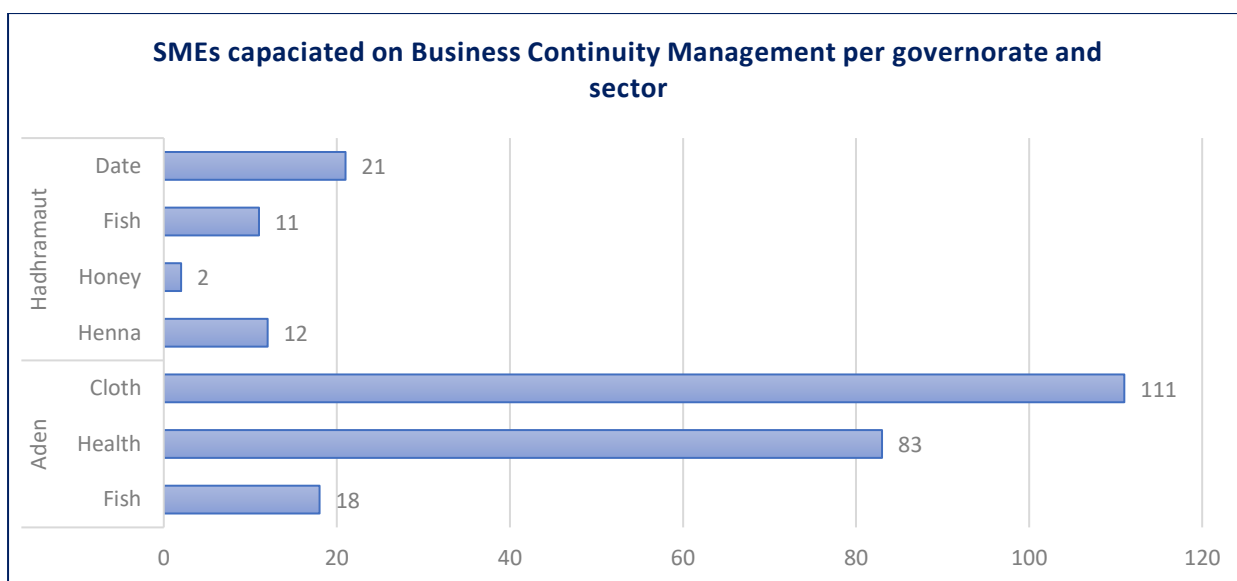


Training on Business Continuity Management, Marketing and Supply Chain training for Textile and Health Sector Business Owners from Aden, 5 June to 9 June 2022. Photo credit: SMEPS/2022.

¹⁷ TPM Q2 2022 finding: "All interviewed project participants confirmed gaining new knowledge and skills from the training they participated. They mentioned learning planning business continuity and risk management, computing, plan writing, creative thinking, and presentation and delivery methods.

Additionally, 78 percent of them believed that this intervention has increased their work opportunities and is a real work chance for them hence they learned and acquired new skills and added to their business experience. The remaining 22 percent were not as sure.

¹⁸ During the workshops on the value chain selection in Hadramaut businesswomen were very engaged and there had been some expectation that they could be beneficiaries in the agriculture and the fishery sector. Unfortunately, upon further research and during the "sourcing" process it became clear that there are very few businesswomen in these sectors and they are also not farms owners. Moving forward and to increase women beneficiaries, additional emphasis will be put on the processing phase which will allow to reach more women in selected value chains and adding trainings on finance, marketing and management. The expectation is to reach 50 women.



“The training fulfilled my needs in the agricultural aspects and developed my skills in managing my farm financially and administratively”

Abdulaziz Bafadel, Tarim, Hadamout

Activity 2.1.2. Improved networks of producers (smallholders, SMEs), private sectors and microfinance institutions to strengthen the existing value chain association at district level.

Twenty-four (24) field consultants in Al-Qatn, Ghayl Ba Wazir and Tarim districts of Hadramout governorate are providing technical support to smallholders and small and medium enterprises (SMEs) in preparing business plans, identifying and prioritizing the business needs for sustainability and growth. 200 smallholder farmers (100 henna and 100 dates) have developed business plans and subsequently identified their needs (e.g., fertilizers, dryers, agricultural inputs, drip irrigation, water pipes and others). The business plans were submitted, reviewed, and approved by the Review Committee. The procurement process for agricultural inputs have commenced and grants distribution will start in September 2022.

In addition, the field consultants have started to enhance and develop the skills and knowledge of the smallholder farmers on the modern agricultural techniques by providing them with mentoring and technical assistance. Thus far, a total of 1,153 site visits to 457 smallholders were conducted by the field consultants (average visits: 2.5 to each beneficiary).

The engagement with existing business associations commenced in Aden and Hadramout governorates. These include Al-Qatn agriculture cooperative association, Saiyun agriculture cooperative association, Tarim agriculture cooperative association and Mukalla fisheries cooperative union. Technical support to the associations (training and consultancy support) and development of business proposal/ plans by the associations and provision of financial grants will be implemented in Q4 2022.

The initial discussions to identify the need and opportunity for exposure visits are currently underway. Most advanced is the conversation on an exposure visit for the hydroponic system potentially at the beginning of 2023.

Activity 2.1.3. Enhanced business advisory support and assistance to smallholders and SMEs to improve business continuity, risk management, marketing and expansion of business.

For Aden and Hadramout, 24 technical consultants/business advisors have been hired and deployed to support the development of business plans, to implement the plans in the next coming months, improving the business performance of SMEs and other relevant support.

Prior deployment to the targeted districts, 49 business advisors (21 women, 28 men) from Aden, Hadramout, Hodeidah and Sana'a have received an eight-day training on business continuity management and business analysis for allowing to analyze the business environment and subsequently to provide consulting services for the targeted beneficiaries.

Grouping or clustering of SMEs and allocation of business advisors as per the value chain sector for mentoring, coaching and technical assistance has been initiated in 2022.

The development business proposals or "business plans" by SMEs and Business Association (BAs) started after receiving business and technical skills trainings. A total of 240 business plans (195 from Aden and 45 from Hadramaut) were prepared and submitted by the 258 SMEs and BAs trained thus far. As part of providing technical support on the development of business plans, the Business Advisors also conducted several field visits to the SMEs and BAs, provided all necessary consultancy services and guidance to enhance their businesses performance. The Business Advisors analyzed the internal environment of enterprises including clarify of the priorities, description of activities, responses to potential risks, understand the needs, enterprise capabilities (financial and human capabilities).

After checking and analysing the internal environment of enterprises, the business plans of SMEs and BAs were verified and reviewed by the Business Advisors and SMEPs' Team before presenting to the Advisory Committee for discussion, assessment and verification and then approval. In addition, the Advisory Committee analysed the enterprise income, sustainability and its eligibility as per project selection criteria. A total 147 business plans approved and proceed with procurement process of business assets.

The project has started exploring the possibility to establish Business Advisory Support Center (BASC) and will start with four districts in Hadramaut where the business center will serve as a one window system ('one-stop-shops') combining the red tape requirements of the Chambers of Commerce (CoCs) and local authorities (LAs). For the other 12 districts in Aden, Sana'a and Hodeidah the communication will start early September with the CoCs and LAs to see if this modality will be adopted or not.

Output 2.2: Increased and de-risked access to financial services for economic agents in promising value chains.			
Indicators	Year 2 targets	Summary of achievements	Status
Indicator 2.2.1: # of gender sensitive market facilities or infrastructures improved/rehabilitated. Baseline: 0	40	No market facilities have been rehabilitated yet. However, 6 central market infrastructures have been identified for construction in Aden, Hadramout, Hodeidah and Sana'a.	Not achieved
Indicator 2.2.2: # of beneficiaries with access to financial services (firms & individuals). Baseline: 0	500 SMEs	Zero (0) loans have been paid	Not achieved

Indicator 2.2.3: # of MSMEs/business associations receiving credit. Baseline: 0	5 Business Associations	Zero (0) business association received credit	Not achieved
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Activity 2.2.1. Construction of market facilities and infrastructures have improved access and services for smallholders, SMEs and private sectors to improve productivity.

This Activity has been incorporated in 'whole of the value chain' approach, in which the separate activities of the Institutional and Economic Resilience Components are leveraged to create an integrated approach towards local economic resilience. The construction of market facilities etcetera thereby becomes an investment in public infrastructure for local economic growth, the 'public' part of the value chain, and a key element in the collaboration between the private sector and local authorities.

The main criterium for market infrastructure (construction) is for the markets to complement the value chain support for the production, processing, and trade phases. Since these will be central markets, assembly markets and/or export markets, this support goes beyond the borders of the targeted districts to cover neighbouring districts and the whole productive area ('Districts', of course, are administrative divisions which do not always neatly correspond with *productive* areas).

The designs of the markets in Hadramout are finalized. The local authorities have provided the approvals of the lands that will be allocated to these markets. In addition, the assessment to prepare the bill of quantity (BoQs) for tendering process is completed, a responsible party for implementation has been identified and a Letter of Agreement, including a new extensive paragraph on quality assurance, is in the works. Social and environmental assessments will be done next, to be followed by a tendering process for local contractors.

Capacity building of private sectors and SMEs on Occupational Health and Safety (OHS) to ensure mitigation of any potential hazard incidence is on one hand included in the ToR for the implementation of the market construction, and on the other hand it will be included in the development of market operational manuals.

Activity 2.2.2. Improved access to microfinance services (capital and grant) for the recovery of smallholders, small and medium enterprises with good potential for job creation and income generation.

The Project has hired a consultant to design the most suitable microfinance modality for the micro finance beneficiaries in the 16 districts. Through workshops with potential partners a shared understanding and agreement on the best modalities will be established and it is expected that by end of September a concrete product for the beneficiaries is agreed upon and the loan facility can be established before the end of the year.

Through the work under output 2.1. already 676 Smallholders and 200 SMEs have been identified as potential beneficiaries of loans. These are the smallholders and SMEs who have participated and benefitted from the trainings but who did not receive grants. They will be the first to qualify for financial services under the loan facility.

3.4 Changes introduced during the reporting period

In 2022, the Project introduced changes in how it approached the realisation of specific outputs and outcomes. Some of these changes were necessary adaptations to the rapidly changing circumstances in Yemen or, equally important, changing attitudes by important actors to unchanged circumstances. Other changes were necessitated by implementation realities on the ground. Lastly, some changes were

introduced as new, previously unforeseen opportunities emerged because of the implementation of Project activities. Most of these changes have already been discussed in this Progress Report under the specific Activity heading. What follows is a recapitulation of the main changes.

1. The Project has opted for a phased approach to district development planning, thereby deviating from the original goal of the Description of Action, which specifies the immediate development of three-year District Resilience & Recovery Plan (see also paragraph **3.4: Changes introduced during the reporting period**). The main reason for this change is that too many necessary institutional capacities to produce three-year development plan were lacking and it does take time to establish these. Instead, this output is realised through a phased approach, where in Year 1 (2021) *annual* district development plans were discussed and evaluated from a professional (i.e. the elements of the PEM Cycle) perspective; in Year 2 (2022) similarly annual plans were formally reviewed with professional PEM Cycle criteria and validated with the participation of local community structures and other stakeholders, and; for Year 3 (2023) the full incorporation of lessons learned in the PEM Cycle training courses and full participation of community and other stakeholders (to be concluded by the end of 2022. At the beginning of 2023, the last year of the Project, three-year District Resilience & Recovery Plans will be produced.
2. The Project has adopted an adaptive approach to the **Resilient Urbanization** sub-component. It proved very difficult to apply a generalized 'urban approach' to the main cities in Yemen: most of the urban centres are directly or indirectly affected by the war, while other are directly embroiled in the political turbulence that is affecting the whole country, for example Aden, Mukalla and Saiyun. All cities in Yemen are dealing with significant, sometimes massive numbers of Internally Displaced Persons (IDPs). All are suffering from the fragmentation of national economic structures and institutions, etcetera. In these circumstances, conventional urban planning tools lose much of their value. The Project, therefore, decided to adopt a more flexible approach and put the emphasis on peer-to-peer, South-South learning mechanisms, in other words, the teaming up of selected city authorities with cities in the global South which have gone through similar experiences. Tailor-made capacity development and development pathways will follow from these experiences.
3. In what is not so much a change as a scaling back of ambition and a corresponding reduction in (the intensity and/or number of) relevant activities, the Project decided that now is not the time to formalize the (broken or otherwise damaged) functional relationships between the central and sub-national authorities through regulatory and institutional measures. As always, this decision is informed by different reasons in the IRGY and DFA regions. In the IRGY area, the reporting period witnessed a sharpening of conflict between the central and sub-national authorities (or, in many cases, between different political factions operating from different geographical bases) and a steadily deepening of political (and economic) fragmentation, notwithstanding the establishment of the Presidential Leadership Council. In these dynamics, there are no neutral technical point to start from without quickly getting embroiled in all kinds of politicking. In the DFA region, a very different dynamic is at work. A heavy centralization process, with the single-minded purpose of supporting the war effort, is potentially detrimental to a well-functioning, capable and service oriented sub-national government. Therefore, the Project has decided to take a more realistic (in the IRGY areas) and cautious (in the DFA areas) approach and focus on the establishment of informal relations that support local authorities to deliver much needed services.
4. A change already decided upon in 2021 came into full effect in 2022: in order to avoid overlap with interventions by other development partners and not to add to the growing ecosystem of donor-driven community structures, the Project declined to establish a new range of community structures and instead connected with those already present on the ground, in addition to other, more or less formal, civil society organisations and other stakeholders. This existing 'community network' plays an important role in the formulation of D2RPs and setting of priorities for L2RF funding.

5. As explained in detail earlier in this Report, the integration of some of the activities and outputs of the Institutional and Economic Resilience Components along the lines of a 'whole of value chain' approach and the new role of Local Authorities to promote local economic resilience, has also led to a re-evaluation of the approach to local market infrastructure. Now embedded in the value chain as the public infrastructure contribution, it was decided to drop the focus on 'rehabilitation' (which might have become obsolete anyway due to the emergence of new economic realities on the ground) and pivot towards the construction of new infrastructure, in line with economic growth sectors identified collaboratively by local authorities and private sector organisations and representatives (including women entrepreneurs). As an unintended consequence, the idea, first floated in 2021, of the establishment of specific 'women markets' have been dropped as well, given its small-scale impact (market infrastructure now identified serves much more people, including more women).

3.5 Factors affecting the attainment of results and mitigation measures

The Action Plan, submitted to the EU Delegation to Yemen in June 2022, provides the most detailed description of the factors affecting the attainment of results. Some of these, like the effect of the Covid 19 pandemic on the startup of the Project and the longer than expected Inception Phase for the finetuning of the Project's activities, are only relevant for 2022 in as far as they have a compounded effect upon delays in the reporting period. In other words, the Project entered 2022 behind schedule, in some cases significantly so, and this delay was made worse by some factors specific to this period (see below). In addition, the integration of the two main components of the Project, which created a new and more productive approach to local economic resilience, has led to delays in the main indicators of the Economic Resilience Component. However, the implementation of these activities has significantly accelerated.

However, the two other main factors that affected implementation and the attainment of results, as mentioned in the Action Plan, have lost none of their relevance and potency.

1. **The Deep(ening) fragmentation and fracturing of Yemen state structures.** The ongoing fragmentation and fracturing of Yemen state structures and its consequences for the implementation of the Project has been touched upon several times in this report. In general, the Project, focusing on local *governance* and local *economic* development, with all the public funds, resources and revenues associated with it, is inevitably caught up in these wildly fluctuating dynamics, making careful planning almost surreal. Given the volatile environment, and the very concrete impacts on implementation, the Project has still succeeded in gaining a foothold, accelerating implementation in the IRGY area, and opening up new opportunities.
2. **Resistance by DFA:** The issues in the DFA areas, however, have proven much tougher to deal with. Implementation in those areas has hardly picked up and is tenuous at best. While there are some areas where progress has been made, most notably in Hajjah and Ibb, in others, such as Hodeidah and Taiz, it is much harder to gain a foothold, while in Sana'a Governorate it is hard to predict how things will develop. In general, it can be said that any progress is little guarantee for future attainment of stated results.
 - i. **Access:** The attitude of the DFA to the Project is at best ambivalent. Many issues in 2022 revolved around gaining access to Project areas, by the Project Team and selected Responsible Parties.¹⁹ It is important to note that access was one of the conditions of

¹⁹ SCMCHA has a standardised process where all local organisations contracted/subcontracted by the United Nations or international humanitarian agencies, need to sign a Memorandum of Understanding (MoU) and be registered with SCMCHA. Some of the conditions of some of these MoU appear to be in breach with the Direct

selection of targeted Districts and that by proposing a list of 23 Districts, MoLA and SCMCHA indirectly agreed (a point which was discussed). Permission was granted several times, only to be withdrawn at the very last hour. Only in August 2022, the Project Team was allowed to visit Ibb, Taiz, Hodeidah and Hajjah (which in Taiz and Hodeidah led to security issues with the local representatives of SCMCHA and National Security), after strenuous intervention by senior management of the Country Office. In many Districts it has until now proven impossible to witness the PEM Cycle training and the priority selection process, making the latter ineligible for L2RF funding.

- ii. **Interference:** Responsible Parties are facing many obstacles in the implementation of their activities. Although registered, licensed and signatories to the required MoU with SCMCHA, they are regularly forbidden to implement the activities agreed on, are forced to changes contrary to the DoA, or are sometimes 'persuaded' to employ sub-contractors or individuals selected by MoLA or SCMCHA.
- iii. **Multiple interlocutors:** It is often difficult to know exactly who to engage with. Although SCMCHA is the officially designated organization each development partner and project must engage with (as the Project, the Portfolio and senior management of the Country Office regularly do), it seems that there are other groups and individuals which also have a say over permissions etcetera. There are signs that these groups compete with each other. It is worth mentioning that all this not only occurs in Sana's with the central authorities; it is replicated all over again at the Governorate level and sometimes below.

The Action Plan provided some suggestions on the way forward in the DFA areas, which will be shortly touched upon in **Chapter VI Way Forward** of this Progress Report.

3. **Limited local implementation capacity:** The last main factor impacting the attainment of timely results in 2022 were issues around quality assurance of the main Responsible Party for the implementation of the 2021 L2RF funded priorities and the rehabilitation of education infrastructure, nl. PWP. The Project insisted on a thorough quality assurance process before projects would be handed over to local authorities, something PWP was apparently unused to. The Project temporarily hired independent engineers, who often produced significantly divergent quality reports than PWP. This has led to significant delays in the handover, and therefore final payments, of many projects. The Project will mitigate this situation in the next round of L2RF funded projects by thoroughly diversifying the selection of Responsible Parties in addition to PWP.

Overview

No	Challenges	Responses
1	Authorities' instability and frequent changes among the representatives in both south and north.	- Regular meetings at central level and field level to ensure that the project is abreast any new developments that might come with new authorities as well as informing them about the project and its approach
2	Context instability and fluidity which remains unpredictable	- Adaptive workplan within the tolerances of the agreement. Adjustments within workplans of the RPs are made in a quick and unbureaucratic manner. Adjust and updates of risk logs done if needed.

Implementation Modality all UN organisations follow. A special case is SMEPS, one of SIERY's Responsible Parties for the Economic Resilience Component. SMEPS (as part of SFD) is a semi-governmental agency and there is disagreement in the DFA whether they are subject to the same rules.

3	Delay in approval of permits for RPs to work in the DFA and obstacles for certain activities despite permit	- Regular meetings with SCMCHA, UNDP and RPs - Exploring alternative activities and approaches
4	Fuel crisis affecting progress	- Several meetings were held by the RPs to come up with contingency plan and/or alternative solutions
6	Lengthy process and uncertainty of authorisation for travel in DFA areas	- Dedicated meeting with SCMCHA on the issue, who reassured support. The implementation of that remains to be seen.
7	Reliance on one RP for infrastructure components and significant need for UNDP oversight.	- Independent engineers were hired to speed up the quality assurance and finalisation of projects for hand-over - New potential RPs for infrastructure and service delivery have been added to the roster and will be included in call for proposals for the next round of L2RF priorities
8	Extensive exchanges with LAs, location selection and provision of official document of these land, design and related BoQ of planned markets by LA delayed the finalization of the market decision.	- For Hadramout this preparatory work with the LAs will allow for a shorter implementation period by the RP - For Aden the process has been revisited and the work will be included in the ToR for the potential RP
9	Delays in the registration of SMEs for the economic component as many of them were not registered or had expired registrations which hampered the verification process regarding their eligibility for participation in the project.	- Extensive collaboration with Chamber of Commerce offices to facilitate the registration for these SMEs

3.6 Communication and Visibility

The SIERY Project has been using various types of media platforms to communicate the progress of the project and promote the visibility of results achieved with the support of the EU.

In 2022 the Project increased substantially the use of social media platforms. Tweets and Facebook posts were published regularly in both English and Arabic to highlight the EU-SIERY interventions, achievements and impacts in Yemen. As per reporting period, this including 13 Facebook posts, 17 Twitter posts, and 12 snap posts.



In addition, given Yemen's complex political environment and the potential sensitivity of work such as local level strengthening of institutional resilience, the Project has been tailoring messages to suitable target audience. The Country Office Communication and Advocacy Team continued to provide support in conducting national and local media monitoring. The SIERY team makes use of this information to track and monitor the SIERY related messages circulated in Yemen. So far nearly 40 articles by national and local media outlets have been published highlighting SIERY activities.

2022 International Days: With the support of the Communication Unit SIERY contributed to messaging on selected International Days that match the projects thematic areas.

World Day of Social Justice (20 February)



Micro, Small and Medium-sized Enterprises Day (MSMEs) Day (27 June)



All SIERY communication materials were used by UNDP and the responsible parties to extensively promote the contribution of the EU to the project throughout the project implementation. Promotional and visibility items were produced and used at meeting and events such as banners, notepads, mugs, caps, T-shirts, pens, and other items. SIERY also developed “project’s identity or branding” including logo, QR code, roll-up-banner, and other items. In addition, each infrastructure site has a sign post during the implementation clearly indicating the EU and a “marble plate” is installed when the sites are handed over.



SIERY online visibility was enhanced through a dedicated [project page on UNDP's website](#). The Project Page was used to provide updated project information, such as project summary, objectives, and achievements. The project page continues to serve as an online reference for all SIERY communication products. A Fact sheet is currently under review with the Communications team and videos are going to be produced before the end of the year.

Human Interest Story

Helping Yemeni Children and Youth Access Better Education²⁰

Universal and equitable access to quality education is a human right and is key towards sustainable development. Proper education facilities lay the foundation for the desired quality education and pave the way toward sustainable development.



Students in Idrees Hanbala School and Ikhlas, the principal. | Photo credit: UNDP Yemen / 2022

Less than a year ago, the Idrees Hanbala Primary School in the Mansoura district in Aden was in a state of disarray. The aging buildings had not been serviced and kept up and had outdated school furniture used by the students and teachers.

But now Ikhlas — the principal of Idress Hanbala School — and over 1,370 girl and boys and their 82 teachers are enjoying a newly-renovated building in a healthier, more encouraging location.

Let's explore how this happened.

²⁰ <https://www.ye.undp.org/content/yemen/en/home/stories/>
<https://medium.com/@UNDPinYemen/helping-yemeni-children-and-youth-access-better-education-bb6ded4db03f>



Teacher and students in Idrees Hanbala school. | Photo credit: UNDP Yemen / 2022

The Will to Win!

"Since its 1991 construction, the school buildings were rehabilitated only a couple of times and this was long before the conflict in Yemen," says Ikhlas. She added: "The conflict made our dreams to rehabilitate the school extremely difficult."

Over the last 20 plus years, Ikhlas held many positions within the same school. Within the last six years, Ikhlas landed a well-deserved promotion to the most important position in the school — the school principal.

As a wife and a mother of four, she realizes the importance of helping build a strong new generation by providing proper education. "These children are our hope and future as a people. Despite the hard economic conditions for all the teachers — even those on temporary appointments and volunteers — we struggle to keep the education's wheel rolling."

Despite difficulties to change the situation, Ikhlas believed that there must be a light at the end of the tunnel. She started to use her personal and professional networks to seek support from the government, national, and international non-governmental organizations.

"Being the head of school made me more responsible to provide better education for the students," she points out.

Ikhlas began writing letters to the local authorities and the Ministry of Education. She was able to have some minor rehabilitation works and essential equipment such as desks and chairs to continue the education. However, these were only very basic interventions and did not address the essence of need for a holistic change in the school's environment and structure.

"The heavy rain during the 2020 rainy season destroyed hundreds of the students' personal files in the school's archive because the water was leaking from the roof," says Ikhlas. She continues, "In general, the school was in a very bad condition with the walls and roofs cracked, doors and windows broken, and outdated furniture."



Ikhlas organizing students' files saved from rainwater during rainy season in 2020. | Photo credit: UNDP Yemen / 2022

With funding to the *Strengthening Institutional and Economic Resilience in Yemen (SIERY)* from the European Union (EU), the United Nations Development Programme's (UNDP) project identified the Idrees Hanbala School and 35 other schools as community priority projects and rehabilitating them through the Public Works Project. Identified by districts officials in collaboration with the communities, these projects were funded by SIERY's Local Resilience and Recovery Fund.

For the Idrees Hanbala School, the interventions included fixing the roof, walls, doors, windows, sanitation facilities, painting the school, providing new whiteboards, and electrical connections among others.



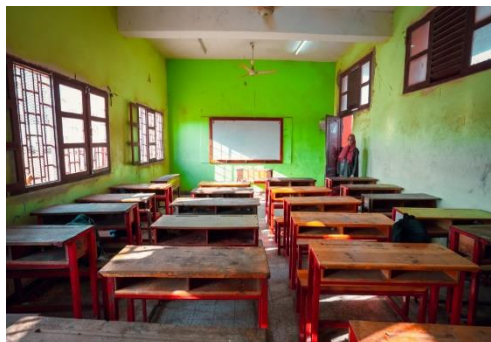
A classroom in Idrees Hanbala school after the rehabilitation works. | Photo credit: UNDP Yemen / 2022

"Instead of two toilets, now we have five for the students and three for the teachers and no more rainwater is leaking from the roofs."



Toilets and taps rehabilitated and put into use after the rehabilitation. | Photo credit: UNDP Yemen / 2022

In an upcoming intervention targeting the school, UNDP will provide essential equipment including desks, chairs, cabinets, and shelves for student files and the library.



A classroom before and after the intervention. | Photo credit: UNDP Yemen / 2022

Wearing Its Beautiful Dress

"The Idrees Hanbala School has been able to put on its beautiful dress again after a period of long suffering," says Sheikh Mahfouz, a member of the Parents' Committee in the school.

"There were not enough toilets and hence the first-grade students were sharing the same toilet with those in the ninth grade. The situation is completely different now. We are truly blessed!"



Idrees Hanbala school. | Photo credit: UNDP Yemen / 2022

Omar, the school's Social Supervisor, commented saying that both the students and teachers are now happy when they see the school clean and organized. "The EU and UNDP have salvaged the remains of this school!"

On the other hand, Nageeb, the head of the Parents' Committee in the school, said that despite the general challenges Yemen has, "We managed to have better school buildings for better educational outputs."

Dedication Brings About Victory

"When I was first appointed as the school principal, I made a promise to do all my best to change the bad situation and stereotypes people had about this school, despite the fact that we have judges, doctors, and important social figures who studied at this very school," Ikhlas says.

"Thanks to the EU and UNDP, I can say that with this intervention I managed to reach 80 per cent of achieving what I first planned. I had the belief and will, and the dream has nearly completely come true."



From left: Nageeb, Omar, and Sheikh Mahfouz in Idrees Hanbala School. | Photo credit: UNDP Yemen / 2022

IV. CROSS-CUTTING ISSUES

4.1 Gender results

With the support of the project's Gender Analyst the projects come up with a strategy on how to further strengthen the implementation of the already streamlined gender aspects across the SIERY project components.

Throughout the Local Authority capacity development component and especially the district development planning process, Yemeni women have been actively participating as members of District Facility and District Core teams, which allowed them to influence the priorities reflected in the district development plans²¹ and ensure that they take the needs of women and youth into consideration.

Already in the first round of L2RF allocation, gender had been a key allocation criterion and with the completion of many of these sub-projects, quite remarkable results esp. on gender responsive basic service delivery have been achieved. For example, over 20,000 girls were provided with access to education under the "hard" education component and the governorate priorities. The project continued to promote the prioritisation of gender responsive sub-projects in the local government plans, as reflected in the recent selection of the priorities such as rehabilitating of additional girls' schools, Maternity and Childhood Hospitals, vocational centres for women, rehabilitation of the Technical Institutes for youth and sanitation/water improvements.

Promoting gender equality and promoting the role men and women play in this is also integral to all interventions in the "soft" education component. Unfortunately, the project still faces challenges to engage the envisaged 30% of women in, it continues to advocate for their selection and involvement.

A positive development has been noticed in the cooperation with PWP, which has included female engineers in the team of supervisors and quality assurers and has engaged women from the communities around the schools to be involved in the rehabilitation of schools such as clearing the sites, planting and watering plants and trees.

In addition, the project has come up with several new initiatives to be embedded within the existing DoA and budget, such as a fellowship programme, support for Women Business Associations, and research on the role of women in local governance. The results of these initiatives will bear fruits in the coming months.

4.2 Partnership

The partnership with the EU continues to be fruitful and productive. Regular meetings are held virtually, and staff (Chief Technical Advisor/Project Manager, National Coordinators and the Senior Project Management Specialist) have also visited their counterparts in the EU Delegation in Amman for face-to-face meetings.

The project maintains its good partnerships with the local authorities and chambers of commerce in the IRG governorates/districts as well as with the MoLA. The presence of the Field Coordinators is especially important for this relationship. It has enabled the project to not only quickly pick up on changes within the governorates and potential implications for the project, but also ensured that any issues arising, were addressed in a timely and direct manner.

²¹ A finding from Third Party Monitoring (TPM) showed that **53** percent of interviewed project participants said women's level of participation in developing project plans has been high, saying that women participated in preparing studies, planning, training, and conducting meetings. In addition, **61** percent the interviewed project participants said women's needs were highly reflected in the project plans as gender was considered in all projects.

The partnership with the central authorities in the North remains more challenging especially related to decision making and approvals. Regular meetings with SCMCHA are held to address recurring and new issues seeking for support for UNDP as well as the Responsible Parties. The main argument used is the progress already made in those areas that seem to be less contentious, such as the education infrastructure and initial round of governorate priorities, and the positive responses and impact that can be seen. However, while in those meetings a lot is promised, action that needs to follow remains sketchy.

The project continues with its monthly coordination meetings between all RPs and UNDP (also at field level through focal point system). These meetings have proven very beneficial for all involved to not only understand the overall picture of the project and its approach, but also to exchange lessons learned, discuss issues faced and come up with joint solutions and identification of synergies.

In addition to past and ongoing projects which have not only informed implementation but also where communication has been on-going, SIERY has also communicated and discussed with new and upcoming UNDP projects such as Sustainable FISH to ensure that there is complementarity and no overlap in the initiatives.

4.3 Environmental Consideration

Environmental sustainability is very relevant to the projects' outputs and outcomes. The rehabilitation of basic service infrastructures such as market facilities, schools, health facilities is taking into consideration the provision and use of alternative and sustainable energy such as solar systems.

In addition, UNDP ensures that the partners implementing rehabilitation work put into practice Environmental & Social Safeguards including Occupational Health Safety (OHS), conduct Social & Environmental Screening (SES), conduct public consultation/ stakeholder engagement and ensure Environmental and Social Management Plan (ESMP) mitigation measures and OHS are taken into consideration in the preparation of BoQ and technical specifications.

The project also explored options to reduce its carbon footprint through improved efficiency in the use of resources to minimise wastage (i.e., using electronic signature and electronic documents, re-use of paper, replacement of paper cups and cutlery) and is also promoting with the Responsible Parties the production of generic and multipurpose banners that can be used throughout the project cycle.

V. LESSONS LEARNED

Ensuring efficiency and speed of implementation. The SIERY Project is currently working with five RPs on the ground. Almost halfway through the project duration, the progress and achievements made remain limited. The Project has experienced delays in the implementation of activities, in many cases due to contextual issues, and in others, for operational reasons. In 2022, the Project continued to map out the potential partners and expand the project activities to wider partners to speed up the project implementation through a call for proposals. Additional resources, attention and support to RPs are necessary.

The need for a strict *Project quality assurance process*: A need for emphasis on regular checking of the quality was raised for attention in 2022, and dedicated independent engineers have been hired, who, with the support of the UNDP Engineering Team and Project Team, are monitoring quality of the rehabilitation works.

The importance of 'boots on the ground': the relative success and speed of implementation in the IRGY areas is partly due to the Project's intensive interaction and growing network with local authorities, communities, private sectors, and other stakeholders at the governorate level, and its ability to coordinate the different Responsible Parties *in situ*. In those areas of the region under control of the DFA where the Project has made (tentative) progress, in Hajjah, Ibb and to a certain degree Sana'a, this has been mainly due to the establishment of direct contact with local authorities at the Governorate level. The Project's Field Coordinators play a crucial role in these contacts. In the coming period, the Project will further strengthen and deepen these interactions.

Promoting the role of women in Local Authorities structures and processes: there is a dearth in detailed research on the employment of women in Local Governance structures and participation of women in Local Authorities decision-making processes. The Project has therefore initiated research in both topics. The Project has also learned the value of opportunistically leveraging local women initiatives that emerge out of its activities, such as the Women's Business Forum in Hadramout and the training of potential local authorities' female staff by the Marib Girls Foundation. Therefore, the Project has initiated a process through which to identify and promote emerging gender and local governance/economic resilience activities.

Applying a 'local' lens to formerly 'national' challenges and policies: the initial success of the Project's activities aimed at supporting the 'localization' of economic development is potentially instructive for a range of other, formerly nationally designed and implemented development challenges. Many of the governorates are suffering from seasonal floods, exacerbated by climate change. Therefore, the Project will start to strengthen their abilities to manage and mitigate climate induced disasters. The recently conducted additional capacity needs assessment has provided additional entry points.

VI. Way forward

The growing results of the Project, especially the tangible and visible improvements in public service delivery by the local authorities in targeted areas, together with the opening up of new ground with the local economic resilience sub-component and the fledgling collaboration between local authorities and private sector organisations and representatives for local economic growth and employment creation, as described in this Progress Report, demonstrates that the Project is well on its way to achieving the planned results, but that it needs more time.

The case for a no-cost extension will be accompanied by a reworking of the Theory of Change, LogFrame, Activity Plan and Results Framework, as already suggested by the EU's ROM Review exercise at the end of 2021, to primarily take into account the need for additional implementation time and the need to scale down ambitions in the DFA region. Some of the changes and lessons learned discussed above will also be incorporated. The Project aims to submit a draft of the revised Description and Budget of Action, including the Theory of Change, LogFrame, Activity Plan and Results Framework, to the EU Delegation to Yemen in mid-December and employ the services of the LogFrame team from the EU Brussels in the second half of January 2023. The whole package will then be submitted to the EU Brussels in February 2023.

In the meantime, the Project will continue to be implemented according to the existing Activity Plan and Results Framework insofar as is feasible and with the changes and tweaks discussed previously. It will start to implement the eligible and selected priorities for 2022 which have received L2RF funding. In the last months of 2023, it will support the local authorities and local communities to draw up annual plans for 2023. It will start working on the Accountability Standards wherever possible. The Project will keep a close eye on the Women Fellowship pilot in Marib as well as the Women Business Forum in

Hadramout. The exchange study tour of the Marib City Authorities will form the template for similar work with Taiz city. The Education sub-component will be wrapped up in the coming months.

The Economic Resilience Component will focus on the construction of the markets in Saiyun, Mukalla and Aden and the grants disbursement to SMEs of targeted value chains. Much energy will be spend on the rolling out of the new Microfinance product for SMEs in collaboration with local microfinance banks. The establishment of 'one-stop-service windows' for SMEs will be piloted in Hadramout and, if possible, rolled out in Aden. A similar approach is projected for the establishment of Local Economic Development Councils.

In terms of communication, visibility and advocacy, the Project will leverage the handover of priority projects to start a campaign on the importance of supporting local authorities in improving public service delivery and local economic growth and employment. If feasible, it will organise a conference on the topic for interested donors and development partners in Amman.

VII. List of Annexes

Annex 1a: List of governorate and district level priorities (22 districts, 9 governorates) 2021

No	Project	Sector	Governorate	District	# Female Beneficiaries	# Male Beneficiaries	Total Beneficiaries
1	Building three rooms for the Othman Code area Medical Complex and installing electrics in al-Maharreq	Health	Aden	Ash Shaikh Outhman	12,418	13,481	25,899
2	Building the fence of the Hashed and Cairo Medical Complex	Health	Aden	Al-Mansura	12,724	12,701	25,425
3	Rehabilitation of the health unit in Assalam area (Alluhoom Alsharqia)	Health	Aden	Dar Saad	6,546	8,754	15,300
4	Solar Street lighting Farsi area	Energy	Aden	Al-Buraiqah	577	523	1,100
5	Solar Street lighting in Al-Buraiqa area	Energy	Aden	Al-Buraiqah	14,255	11,245	25,500
6	Providing solar panels and batteries for the Health Office, Cairo Complex and Hashed	Energy	Aden	Al-Mansura	14,479	17,521	32,000
7	Rehabilitation of the operation theatre	Health	Hadramout	Ghail Bawazir	37,990	40,297	78,287
8	Rehabilitation and equipping of the health institute building	Health	Hadramout	Tarim	28,296	30,493	58,789
9	Water line improvement project for the Al-Shiqaq area	Water	Hadramout	Al-Shihir	2,895	3,214	6,109
10	Removal of Saisbantrees from torrential streams Al-Atfa area to Al-Akkad	Environment	Hadramout	Al-Qatn	4,548	7,452	12,000
11	Ma'yan Dhahban project to drill a well	Water	Hadramout	Ghail Bawazir	12,454	12,636	25,090
12	Rehabilitation and equipping the operating theatre	Health	Hadramout	Ghail Bawazir	37,990	40,297	78,287
13	Rehabilitation and furnishing the meeting hall of the local council office	Local government Infrastructure	Hadramout	Seiyun	10,000	30,000	40,000
14	Furnishing and equipping 4 schools (chairs, tables, computers, blackboards, etc.)	Education	Hadramout	Al-Mukalla	36,943	33,929	70,872
15	Supplying furniture and administrative items for schools' management (teachers' office desks, printers, computers, and others)	Education	Hadramout	Seiyun	20,683	21,736	42,419

16	Furnishing and equipping the local authority and executive organs offices in Seiyun District with administrative items	Local government Infrastructure	Hadramout	Seiyun	400	-	400
17	The equipment and furniture of the Vocational & Technical Institute	Education	Hadramout	Seiyun	-	447	447
18	Furnishing and equipping the local authority and executive organs offices in Al-Qatn District with administrative items	Local government Infrastructure	Hadramout	Al-Qatn	4,548	7,452	12,000
19	Furnishing and equipping the local authority and executive organs offices in Tarim District with administrative items	Local government Infrastructure	Hadramout	Tarim	89,725	95,365	185,090
20	Rehabilitation of Ibn Sina School for Basic Education in the district center	Education	Lahj	Habil Jabr	-	693	693
21	Construct fence of Abi Zar Al-Ghofari School	Education	Lahj	Al Madaribah Wa Al Arah	902	1,380	2,282
22	Paving Al-Salam Souq (Market)	Market Infrastructure	Lahj	Yafea	6,200	10,800	17,000
23	Digging a water well	Water	Marib	Marib	1,694	1,856	3,550
24	Addition of 3 classrooms + teachers' housing in Balqis Elementary Secondary School for Girls + toilets	Education	Marib	Harib	3,173	1,152	4,325
25	Supply medical equipment to Marib Public Hospital	Health	Marib	Marib city	3,960	6,840	10,800
26	Supply Rubbish bins to the city of Marib	Environment	Marib	Marib city	42,840	41,160	84,000
27	Implementation of a campaign to remove deformations and remnants of dust and stones from Al-Shamasi Square, Al-Ashbat and Al-Daran	Environment	Taiz	Salah	115,432	124,346	239,778
28	Restoration of the building of the General Administration of Agriculture Office - Asafra area	Local government Infrastructure	Taiz	Governorate	72	314	386
29	Installing concrete slabs to the most damaged part in the main street of Sharman Market in Gamaearah Sub district	Market Infrastructure	Taiz	Mawiyah	1,870	1,592	3,462
30	Supporting and furnishing the local authority building of the district (desk, chairs, printers, computers, and others)	Local government Infrastructure	Taiz	Al-Qahira	18,838	11,612	30,450

31	Providing Medical devices and equipment plus furniture for Al-Rahmah health center for mothers and children, Aldarbah area	Health	Taiz	Al-Mudhaffar	33,013	-	33,013
32	Providing Medical devices and equipment for Alluqaiah health center for mothers and children, Sinia area	Health	Taiz	Al-Mudhaffar	34,815	-	34,815
					610,280	589,288	1,199,568

Annex 1b: List of selected L2RF priorities for Y2 (IRG area)

No	Name of priority	Sector	Governorate	District
1	Paving 3 km from the directorate's streets in the following neighborhoods (Thabat Street - Hassanat Street - Al-Harazia Street - Cultural Center Street - Jahmaliya Street - Al-Ashbat Street).	Public Works and Roads	Taiz	Salah
2	Lighting the district's streets with solar energy.	Electricity	Taiz	Al-Mudhaffar
3	Rehabilitation of the sewage network for the following neighborhood (Al-Dar Street - Najd Al-Askar Street to Al-Thalathin Street).	Sanitation	Taiz	Al-Mudhaffar
4	Providing equipment, transportation, hygiene tools and extractor hoods to deal with sewage overflow	Sanitation	Taiz	Al-Qahira
5	Furnishing and providing chairs and laboratories for the directorate schools	Education	Taiz	Al-Qahira
6	Rehabilitation of Al-Mazara water station, which was damaged as a result of the conflict	Water	Aden	Al-Buraiqah
7	Rehabilitation of the decrepit sewage network and supplying it with pumps	Sanitation	Aden	Al-Buraiqah
8	Rehabilitation of the current water networks to cover the existing deficit due to increased population density and displaced persons	Water	Aden	Al-Mansura
9	Providing 14 schools, the MoE district office in the district with a solar energy system as an alternative to successive power cuts.	Education	Aden	Dar Saad
10	Provide health equipment and furniture for Al-Luhoom health center - Dar Sad district	Health	Aden	Dar Saad
11	Rehabilitate the Old Fish Market	Economic Development	Lajh	Al-Hawtah
12	Rehabilitating the water network in the Khor Amira and Al-badw Alruhl area.	Water	Lajh	Al-Madhariba
13	Rehabilitation of Asphalt Road and maintenance of bridges in Khor Amira and Al Shatt Bridge	Public Works and Roads	Lajh	Al-Madhariba
14	Paving the road of Al-Jami and Al-Hamishi neighborhood	Public Works and Roads	Lajh	Habil Jabar
15	Building a water dam in the Al-Khali Hassi area	Water	Lajh	Habil Jabar
16	Rehabilitation of a sewage network in the Beit Ayyad neighborhood	Sanitation	Lajh	Tuban
17	Paving and expansion of Aqabat Dhisra neighborhood	Public Works and Roads	Lajh	Yafa'a

18	Providing equipment to the Works Office in Mukalah district for removing rains and flood waste works	Public Works and Roads	Hadramout Coastal	Al-Mukalla
19	Completion of the solar energy project for 5 boys' high schools and 12 girls' schools in basic education	Education	Hadramout Coastal	Al-Mukalla
20	Furnishing and equipping the executive offices in the district	Local Authority	Hadramout Coastal	Ghail Bawazeer
21	Supplying the wells in the Al-Udhaiba area with the solar energy system Solar panels, pumps, submersibles, electrical wires, transformers	Water	Hadramout Coastal	Ghail Bawazeer
22	Changing the sewage line of the zone of 180 apartments to the sewage of the Ahmed bin Hanbal zone with maintenance of inspection rooms for the surrounding area.	Sanitation	Hadramout Coastal	Ash Shihr
23	Rehabilitating the water network of Madodahand Al-Ghurfah Replacing the dilapidated network with a new one	Water	Hadramout Valley	Seiyun
24	Building and rehabilitating the rain drains to reduce future disasters.	Public Works and Roads	Hadramout Valley	Tarim
25	Connecting the sewage of Al-Qatn General Hospital with the local sewage	Sanitation	Hadramout Valley	Al-Qtan
26	Supplying and installing a computer lab for the academic complex + furnishing the academic complex to improve capacities.	Education	Hadramout Valley	Al-Qtan
27	Providing tanks for collecting and disposing of liquid waste from residential neighbourhoods and IDP sites in the district. Garbage trucks to collect solid waste and residues and transfer them to the dump (central landfill) Equipment support to the central maintenance unit	Sanitation	Marib	Marib City
28	Building Women's Rehabilitation and Training Center.	Women empowerment	Marib	Marib City
29	Rehabilitation of Al-Wadi Technical Institute.	Education	Marib	Marib District (Wadi)

Annex 2: List of rehabilitated schools (36 schools in **19** districts, **9** governorates)

No	School's name	# Girls	#Boys	Governorate	District	Remarks
1	Belgees secondary school	1,447	0	Aden	Ash Shaikh Outhman	Completed in 2021
2	Khaled Hayder school	667	384	Aden	Ash Shaikh Outhman	Completed in 2021
3	Edrees Hanbelah school Aden	485	988	Aden	Al Mansura	Completed in 2021
4	Bin Zaidoun School for Girls	2,430	0	Aden	Al Mansura	Completed in 2021
5	Al-Zahraa School for Girls	875	0	Lahj	Al Hawtah	Completed in 2021
6	Khadijah school for girls	992	0	Lahj	Al Hawtah	Completed in 2021
7	Mohammed Addora school	204	232	Lahj	Tuban	Completed in 2021
8	Omer bin Abdulazeez school	533	295	Lahj	Tuban	Completed in 2021
9	Arwa school for girls	820	0	Ibb	Jiblah	Completed in 2022
10	Al-Thawra school	1,452	491	Ibb	Al Mashannah	Completed in 2022
11	Khadijah school for girls	1,195	0	Ibb	Al Mashannah	Completed in 2022
12	Alnagah school	502	494	Ibb	Jiblah	Completed in 2022
13	Osama Bin Zaid Ghaleel School	2,061	0	Hodeideh	Bayt Al Faqiah	Completed in 2022
14	22 May Basic school	185	635	Hodeideh	Bayt Al Faqiah	80% completion
15	Al-Wadi School in Kuwai Al-Sharqiya	100	300	Hodeideh	Bayt Al Faqiah	Completed in 2022
16	Khawleh bin Alzwer school for girls	2,400	0	Hodeideh	Al Hawak	Completed in 2022
17	Boor school of Seiyun	315	0	Hadramaut	Seiyun	Completed in 2022
18	Alfageed Faisel school	207	261	Hadramaut	Tarim	Completed in 2022
19	Al-Tawon school for girls	874	0	Hadramaut	Seiyun	Completed in 2022
20	22 May School for Basic Education - Al-Hawi for Girls	1,008	0	Hadramaut	Tarim	Completed in 2022
21	Fatimah Alzahraa basic school for girls	899	0	Hajjah	Hajjah City	62% of completion
22	22 May Basic school-Hajjah city	160	215	Hajjah	Hajjah City	Completed in 2022
23	Al-Fawz School, Al-Mughrabi House	193	142	Hajjah	Al Mahabishah	Completed in 2022
24	22 May School for Girls	550	0	Hajjah	Al Mahabishah	Completed in 2022
25	Ali bin Abi Taleb school	392	402	Marib	Marib City	Completed in 2022
26	Al-Sedeg school in Alhozmeh	578	532	Marib	Al-Wadi	Completed in 2022
27	Al-Khansaa school for girls	817	0	Marib	Marib district	Completed in 2022
28	Al-Shaheed Mohammed Hayal school for girls	2,870	0	Marib	Marib city	Completed in 2022

29	Al-Shaheed Albahr for girls' school	1,621	0	Taiz	Mawiyah	Completed in 2022
30	Aleiman school	400	431	Taiz	Mawiyah	Completed in 2022
31	Aiesha school for girls	2,750	150	Taiz	Al Mudhaffar	Completed in 2022
32	Alhagrey school for girls	1,408	0	Taiz	Al Mudhaffar	Completed in 2022
33	Alshaheed Sakhr Ezaddein school	190	275	Sanaa	Jihanah	Completed in 2022
34	Alemam Zaid school	91	187	Sanaa	Al Haymah Al Kharijiyah	Completed in 2022
35	22 May school, bait hasbeh	148	302	Sanaa	Al Haymah Al Kharijiyah	Completed in 2022
36	Khawla and 21 September schools	483	510	Sanaa	Jihanah	Completed in 2022
	TOTAL	32,302	7,226			

Annex 3: Adjustment and consolidation of Activities in line with article 11.3 of the General Conditions as per the past report and approved by the EU

Original Activity	Modification	Comment
Budget Heading/Output 1.1. Strengthened Local authorities' capacities to respond to community needs for services in an inclusive and accountable manner		
Activity 1.1.1 Governorate authorities have the capacities, tools and incentives to provide better technical guidance and capacity development to district authorities	No Modifications	N/A
1.1.1.1 Update and customize training and coaching materials on public expenditure management (from DSDLP)	No Modifications	N/A
1.1.1.2 Establish and train District Facilitation Teams (4 TOTs per gov * 5 days each * 10 pax)		
1.1.1.3 DFT training on gender-sensitive and youth-sensitive approaches (1 TOT 3 days for 10 pax per hub * 4 hubs)		
1.1.1.4 Specialized curricula resources on promoting women and youth roles in decision-making		
Activity 1.1.2: Linkages between district authorities and communities are strengthened through the activation of representative Sub-District Committees.	No Modifications	N/A
1.1.2.1 Establish and train Sub-District Committees (district-level training for 2 days * 1 workshops for 50 people + SD level training for 10 people for 2 days)	No Modifications	N/A
1.1.2.2 Train local CSOs on local governance system (1 workshop per district for 30 pax * 4 days)		
1.1.2.3 Training local actors on conflict-sensitive local governance (2 workshops per district for 20 pax * 3 days)		
1.1.2.4 Conduct participatory conflict scans (where not yet done)		
Activity 1.1.3: District authorities are more capable of assessing needs, planning, implementing and reporting on their achievements in a participatory and inclusive manner	No Modifications	N/A
1.1.3.1 District-level capacity assessments by DFTs and production of District Capacity Development Plans (CDPs)	No Modifications	N/A
1.1.3.2 Establish and train District Core Teams (2 TOTs per DCTs * 10 pax*3 days, training by DFTs)		

1.1.3.3 Implementation of DCDPs (training, mentoring) by DFTs and DCTs (3 workshops per district for 20 pax *2d + DFT/DCT incentives 10\$/day*10pax*30 days).		
1.1.3.4 Strengthening of data management systems (incl. ICT) in district authorities.		
1.1.3.5 Support (technical, financial) to CSOs to pilot social accountability initiatives in 24 districts on service delivery and revenue management (3 CSO per governorate * 7000 \$)		
1.1.3.6 Institutional and capacity-building support to Women's Affairs Units and women staff in district Diwans (1 WS for 50 pax per gov*3 d + equipment + coaching)		
Activity 1.1.4: District authorities manage their human and financial resources more efficiently and accountably.	No Modifications	N/A
1.1.4.1 Support HNEC in the implementation of the election operational plan at the field level	1.1.4.1 Support HNEC in the implementation of the election operational plan at the field level Diagnostics on public financial management and human resource management in district authorities.	Alignment of activity formulation in line with the Annex I-DoA. The text in Annex 3 - BoA was incorrectly incorporated from a different project document. Based on implementation costs of other activities, the budget of the budget categories were reassessed and shifted within the subactivity. No impact on overall budget of the sub-activity
1.1.4.2 Implementation of District Accountability Improvement Plans (DAIPs) (coaching)	No modification	N/A
1.1.4.3 Assessment of local revenue potential		
1.1.4.4 Training and mentoring for higher collection rate, transparency and acceptance of revenue collection, by DFTs & DCTs		
1.1.4.5 Technical / logistical support to Project Units @ governorate level to enhance project technical design and costing.		
1.1.4.6 Support governorate-based COCA branches to conduct regular audits of district accounts.		
Heading 1.2: Improved capacities of public services providers for scaling up the reach out to the most vulnerable.		
Activity 1.2.1: Pathways for resilience and recovery of basic and social services are identified by inclusive local platforms and reflected in annual plans	No Modification	N/A

1.2.1.1 Establishing and training District Recovery Platforms (DRPs) with 20 pax each	No modification	N/A
1.2.1.2 District service delivery audits for key sector areas with the participation of DRPs (6 sectors)		
1.2.1.3 Planning for 3-year District Resilience & Recovery Plans (D2RPs)		
1.2.1.4 Technical support to regular district annual planning and budgeting aligned with D2RPs.		
1.2.1.5 Leadership and communications training for women & youth members of DRPs (1 event*3 days*gov*30 pax)		
Activity 1.2.2: Key sustainable development dimensions (local economy, resilient urbanization) are considered by local authorities and initial actions taken in line with the SDGs.	No modification	N/A
1.2.2.1 Raise awareness on SDG localization and pilot in 4 governorates (2 events per gov*20 pax*3 days + international consultant)	No modification	N/A
1.2.2.2 LER: Establish & train Governorate Economic Recovery Committees (GERCs) (2 workshops * 4 days * 10 pax)	1.2.2.2 LER: Establish & train Governorate Economic Recovery Committees (GERCs) (2 workshops * 4 days * 10 pax) mentor Collaboration Platform for Local Economic Recovery (CP4LER) between Governorate Office and Private Sector	The project wants to highlight the collaborative nature of the work and the continuous nature of the support over a period.
1.2.2.3 LER: Diagnostics on local economy, business environment and productive sectors (in partnership with Pillar 3).	No modification	N/A
1.2.2.4 LER: Support GERC to adopt LER Action Plan and select priority projects (3 meetings * 10 pax)	1.2.2.4 LER: Support GERC to adopt LER Action Plan and select priority projects (3 meetings * 10 pax) CP4LER to identify and formulate LER strategy and select and propose priority projects for funding by L2RF	The project is focussing on a strategy that provides a sustainable basis for further planning of actions
1.2.2.5 RU: Establish & train Urban Planning & Management Committees (UPMCs) (2 events * 4 days * 10 pax)	1.2.2.5 RU: Establish & train mentor Urban Planning & Management Committees Teams (UPMTs) (UPMCs) (2 events * 4 days * 10 pax)	Committee is referring to a certain established concept and the project wants to differentiate
1.2.2.6 RU: Conduct City Profiles in 3 cities	No modification	N/A
1.2.2.7 RU: Support UPMCs to prepare Resilient Urbanization Action Plans and select priority projects for funding.	1.2.2.7 RU: Support UPMTEs to prepare Resilient Urbanization Action Plans Strategy and select and propose priority projects for funding by L2RF	The project is focussing on a strategy that provides a sustainable basis for further planning of actions

1.2.2.8 RU: Technical support to long-term urban planning	1.2.2.8 RU: Technical support to long-term middle-term urban planning	To be more specific and actionable in the view of the project period, mid-term planning is more realistic
Activity 1.2.3: Multi-purpose local recovery funding supports the implementation of local priorities.	No modification	N/A
1.2.3.1 Establish L2RF and finalize SOPs & allocation formulas with the Project Board	1.2.3.1 Establish L2RF and finalize SOPs & allocation criteria formulas with the Project Board	This is a technical matter which lies within the project team's mandate. The criteria have been presented to the Board in the last meeting
1.2.3.2 District block grants – Community Solutions window	1.2.3.2 District block grants – Community Solutions window 1.2.3.3 District block grants – District Services window 1.2.3.4 District Authority Logistics Grant 1.2.3.5 Governorate Authority Logistics Grant 1.2.3.6 LER Governorate grants 1.2.3.7 Urbanization grants 1.2.3.2 Release funds under L2RF funding window	The original strict division of the L2RF in different funding windows, with fixed amounts for each window, does not reflect reality sufficiently to be practical. Firstly, the consequences and impact of the principal point of performance-based disbursement, as discussed above, inevitably extends to the different layers/types of local authorities/actors the Fund supports. Guaranteeing a fixed amount of L2RF for each window implicitly creates an entitlement and thereby undermines performance. Moreover, in reality there is significant overlap, for example, between selected 'Districts' and 'Urban Centers', Governorates and Urban Centers' and 'District and Community Priorities', making an unambiguous distinction very difficult, if not impossible. In this context, adhering to the strict 'funding-windows' modality runs the risk that in the case of 'complete overlap' (Governorate-District-Urban-Community), the Project is unable to prevent potentially gross unbalance in L2RF allocation. Therefore, the windows are consolidated into one.
1.2.3.3 District block grants – District Services window		
1.2.3.4 District Authority Logistics Grant		
1.2.3.5 Governorate Authority Logistics Grant		
1.2.3.6 LER Governorate grants		
1.2.3.7 Urbanization grants		

Activity 1.2.4: Integrated support to restoring education services in affected communities helps restore livelihoods, stability and social cohesion	No modification	N/A
1.2.4.1 Develop capacities on educational planning for local authorities	No modification	N/A
1.2.4.2 Provide integrated support to restoring education services in affected communities		
1.2.4.3. Rehabilitate classrooms, WASH facilities, school furniture, distribution of school supplies, training of school personnel on safety and risk management, and back-to-school campaigns for enrolment	1.2.4.3.1 Distribution of school supplies, training of school personnel on safety and risk management, and back-to-school campaigns for enrolment 1.2.4.3.2 Rehabilitate classrooms, WASH facilities, school furniture	The way the activity was formulated is combining distinctly different aspects under the two separate streams of the education component: "hard" - infrastructure/rehabilitation and "soft" capacity development. The identified activities have to be supported through different responsible parties and therefore this specific sub-activity which combined the two components was split.
1.2.4.4 Support school children well-being through teacher training, child protection activities, psycho-social and rehabilitative support to children with special needs	No modification	N/A
1.2.4.5 Support the education system: capacity building for local and national education stakeholders		
Heading 1.3: Strengthened central-local and horizontal relations between local governance stakeholders.		
Activity 1.3.1: Regulatory and institutional measures needed to restore functional central-local relations are taken.	No modification	N/A
1.3.1.1 In-depth diagnostic on inter-governmental relations	No modification	
1.3.1.2 Support central - local dialogue (Y1: 2 events per region North - South*20 pax*3 days)	1.3.1.2 Support central - local dialogue (Y1: 2 events per region North - South*20 pax*3 days)	This was not feasible earlier
1.3.1.3 e-solutions for central - local communications	No modification	N/A
Activity 1.3.2: Capacities of key central authorities to support the resilience of local governance system strengthened.	No modification	N/A
1.3.2.1 Capacity development of MoLA, MoPIC & MoF + COCA (3 workshops * 4 ministries for 20 pax each in-country)	1.3.2.1 Capacity development of MoLA, MoPIC & MoF + COCA (3 workshops * 4 ministries for 20 pax each in-country)	The number and participants are based on the outcome of the preparatory work
1.3.2.2 Support to women's affairs units in key ministries (4 workshops for 20 pax)	1.3.2.2 Support to women's affairs units in key ministries (4 workshops for 20 pax)	The number and participants are based on the outcome of the preparatory work

1.3.2.3 Support to discussing decentralization in the context of the peace process (Yearly event in Amman for 30 pax*3 days + international consultant)	No modification	N/A
	1.3.2.4 Coordination and engagement with central authorities	This activity was added based on the proposals received by the two Responsible Parties for these components who see it as an important addition to allow for effective implementation
Activity 1.3.3: Platforms of local governance actors, including local authorities, are fostered, strengthened and connected to international peer support networks	No modification	N/A
1.3.3.1 Establishing and training sub-regional platforms (Y1: 1 platform, Y2: 2 platforms, Y3: 3)	No modification	N/A
1.3.3.2 Cooperation with ULCG-MEWA (Y2-Y3: participation in 2 regional events in MENA * 10 pax each)		
1.3.3.3 South-South exchanges (1 study visit per year – 15 pax 1 week)		
Heading 2.1: Strengthened linkages/cooperation opportunities between smallholders, MSMEs, private sector and MFIs involved in the value chains		
Activity 2.1.1: Enhanced business and technical skill development on value chain approach for medium and long terms income generation and employment prospects	No modification	N/A
2.1.1.1 Review and update value chain analysis of promising sectors (honey, fisheries, livestock, coffee, horticulture and waste to energy).	2.1.1.1 Review and update value chain analysis of promising sectors (honey, fisheries, livestock, coffee, horticulture and waste to energy).	The mention of specific sectors was taken out as the workshops for selection were non-prescriptive
2.1.1.2 Identification of maximum three promising sectors for interventions.	2.1.1.2 Identification of maximum three promising sectors for interventions.	The number of sectors was not limited to 3 in the selection process and varies from governorate to governorate
2.1.1.3 Need based business skills capacity building by SMEPs for targeted individuals through certified trainers	2.1.1.3 Need based business skills capacity building by SMEPs for targeted individuals and SME through certified trainers, with specific promotion of women and youth, including networking	The capacity development activities are for smallholders as well as SMEs and includes the focus on women and youth
2.1.1.4 Promotion of women and youth’s engagement in the capacity development of business skills.	2.1.1.4 Promotion of women and youth’s engagement in the capacity development of business skills.	This is not done as a separate activity but integral part of 2.1.1.3 and 2.1.2.3. Gender and age are used as criteria of exercise of identifying the beneficiaries

		under 2.1.1.3 and as a result also for the selection of who will receive grants and support directly under 2.1.2.3 or indirectly through connection with MFIs under 2.2.2
Activity 2.1.2 Improved networks of producers (MSMEs), private sectors and microfinance institutions to strengthen the existing value chain association at district level.	Activity 2.1.2 Improved networks of producers (smallholders , M MSMEs), private sectors and microfinance institutions to strengthen the existing value chain association at district level.	As per discussion with and request by the EU, the focus is moved away from micro enterprises
2.1.2.1 Selection of existing business associations.	No modification	N/A
2.1.2.2 Technical support to the associations (training and consultancy support) and development of business proposal/ plans by the associations.		
2.1.2.3 Provision of financial grants through financial service providers to the business advisors (BAs)	2.1.2.3 Provision of financial grants and technical support (incl. networking) to smallholders , SMEs and through financial service providers to the business advisors (BAs), incl. to business associations	As per discussion with and request by the EU, the focus is moved away from micro enterprises
2.1.2.4 Networking events for business associations for the income generation activities.	2.1.2.4 Networking events for smallholders , SMEs and business associations for the income generation activities.	
2.1.2.5 Organization of exposure visits for cross exchange and learning for MSMEs, MFIs and private sectors	2.1.2.5 Organization of exposure visits for cross exchange and learning for M MSMEs, MFIs and private sectors	
Activity 2.1.3 Enhanced business advisory support and assistance to MSMEs to improve business continuity, risk management, marketing and expansion of business	Activity 2.1.3 Enhanced business advisory support and assistance to smallholders and M MSMEs to improve business continuity, risk management, marketing and expansion of business	
2.1.3.1 Selection of technical consultants/ business advisors in each targeted district.	No modification	
2.1.3.2 Development of group of MSMEs and allocation of business advisors as per the value chain sector for mentoring, coaching and technical assistance.	2.1.3.2 Development of group of smallholders and M MSMEs and allocation of business advisors as per the value chain sector for mentoring, coaching and technical assistance.	As per discussion with and request by the EU, the focus is moved away from micro enterprises

2.1.3.3 Explore the possibility to establish Business Advisory Resource Center (BARC).	No modification	
Heading 2.2: Increased and de-risked access to financial services for economic agents in promising value chains.		
Activity 2.2.1: Reconstruction of market facilities and infrastructures have improved access and services for MSMEs and private sectors to improve productivity	Activity 2.2.1: Re Construction of market facilities and infrastructures have improved access and services for smallholders , MSMEs and private sectors to improve productivity	The markets will be new structures
2.2.1.1 Organizing meetings with SFD/PWP and district authority to access fund for identify the sites for the market infrastructure rehabilitation/construction.	2.2.1.1 Organizing meetings with SFD/PWP and district authority to access fund for identify the sites for the market infrastructure rehabilitation/construction.	Following the inception, the approach has changed to linking the market infrastructure to the selected value chains and the overall work under 2.1. Selection is made in close collaboration with Local authorities the funds are shifted to actual construction of markets. This activity is deleted
2.2.1.2 Identification of skilled and unskilled individuals for market rehabilitation for emergency employment.	2.2.1.2 Identification of skilled and unskilled individuals for market rehabilitation for emergency employment.	There is no cash for work approach used in SIERY but rather the work with local partners and contractors to build long term sustainability, therefore there will be no individually identified workers but rather RPs contracted to work with contractors to do the construction
2.2.1.3 Identification of market centers at sub-district, district and governorate levels to be rehabilitated	2.2.1. 3 1 Identification of market centers at sub-district, district and governorate levels to be rehabilitated	Only renumbering
2.2.1.4 Capacity building of private sectors and MSMEs on Occupational Health and Safety (OHS) to ensure mitigation of any potential hazard incidence.	2.2.1. 4 2 Capacity building of private sectors and MSMEs on Occupational Health and Safety (OHS) to ensure mitigation of any potential hazard incidence.	
2.2.1.5 Provision of grant from district fund and SMEPs grant facility through banks for market rehabilitation.	2.2.1.53 Provision of grant from district fund and SMEPs grant facility through banks for market rehabilitation. Construction of identified markets through local contractors	Based on the approach to link the markets to the value chain, these will be newly built markets not reconstruction. No funds will go to Las but RPs are contracted (not SMEPS). The work is done by local contractors who are engaged by selected responsible parties. The RPAs/LoA will

		included the hiring of labour and the OHS requirements.
Activity 2.2.2: Improved access to microfinance services (capital and grant) for the recovery of micro, small and medium enterprises with good potential for job creation and income generation	Activity 2.2.2: Improved access to microfinance services (capital and grant) for the recovery of micro , small holders , small and medium enterprises with good potential for job creation and income generation	As per discussion with and request by the EU, the focus is moved away from micro enterprises
2.2.2.1 Identification of microfinance institutions (MFIs) in the targeted location.	No modification	N/A
2.2.2.2 Establishment of grant and loan facility support provision by the SMEPs.	2.2.2.2 Establishment of grant and loan facility support provision by the SMEPs.	The facility will be only for loans and complementary to the grants given through SMEPS. The facility will be housed by MFIs and SMEPS role is QA.
2.2.2.3 Development of business proposals for the selected value chain sectors by the targeted individuals and review by advisory committee.	2.2.2.3 Development of business proposals for the selected value chain sectors by the targeted individuals/ SMEs and review by advisory committee.	SMEs are also benefitting from this offer
2.2.2.4 Selection of business proposals and provision of loan and grant through existing system to targeted MSMEs.	2.2.2.4 Selection of business proposals and provision of loan and grant through existing system to targeted smallholders and MSMEs.	See above

Annex 4 Financial Report and Indicative Budget Forecast

See separate document

Annex 5: Implementation Plan

Yemen Strengthening Institutional and Economic Resilience in Yemen (SIERY) Project					
Project Number: 00122248					
01.09.2022 – 31.08.2023					
Output 1.1: Strengthened Local authorities' capacities to respond to community needs for services in an inclusive and accountable manner					
PLANNED ACTIVITY RESULTS	ACTIVITY	Sept – Dec. 2022	Jan-March 2023	April - June 2023	July – Aug 2023
Activity Result 1.1.1 : Governorate authorities have the capacities, tools and incentives to provide better technical guidance and capacity development to district authorities.	Activity Action 1.1.1.1: Update and customize training and coaching materials on public expenditure management used in previous UNDP/MoLA Projects				
	Activity Action 1.1.1.2: Establish and train District Facilitation Teams	X			
	Activity Action 1.1.1.3: Train DFTs on gender-sensitive and youth-sensitive approaches to capacity development and gender/youth-based analysis	X	X		
	Activity Action 1.1.1.4: Develop specialized curricula resources on promoting women and youth roles in decision-making	X			
Activity Result 1.1.2: Linkages between district authorities and communities are strengthened through the activation of representative Sub-District Committees	Activity Action 1.1.2.1: Establish and train Sub-District Committees	X	X		
	Activity Action 1.1.2.2: Train local CSOs on Yemeni local governance system, participation methods, vulnerability analysis and civil society roles in local governance	X	X		
	Activity Action 1.1.2.3: Training SDCs, local authorities, tribal structures and CSOs on conflict prevention, conflict resolution and conflict-sensitive planning	X	X		
	Activity Action 1.1.2.4: Conduct participatory conflict scans (where not yet done)		X		
Activity Result 1.1.3 District authorities are more capable of performing regular public	Activity Action 1.1.3.1: District-level capacity assessments, including for PEM cycle, and production of District Capacity Development Plans	X	X		

expenditure management functions in a participatory and transparent manner	Activity Action 1.1.3.2: Establish and train District Core Teams	X	X		
	Activity Action 1.1.3.3: Implementation of DCDPs (training, mentoring) by DFTs and DCTs	X			
	Activity Action 1.1.3.4: Strengthening data management systems (incl. ICT) in district authorities	X	X		
	Activity Action 1.1.3.5: Support local CSOs with Micro-grant and coaching to pilot social accountability initiatives methods on service delivery and revenue management	X	X	X	
	Activity Action 1.1.3.6: Institutional and capacity-building support to Women's Affairs Units and women staff in Diwans		X		
Activity Result 1.1.4 District authorities manage their human and financial resources more efficiently and accountably	Activity Action 1.1.4.1: Diagnostics on public financial management and human resource management in district authorities.	X	X		
	Activity Action 1.1.4.2: Implementation of District Accountability Improvement Plans (DAIPs) (coaching)		X	X	
	Activity Action 1.1.4.3: Local revenue diagnostics (assessment), including revenue potential, collection efficiency, transparency, social equity, development impact, and citizens' perceptions		X		
	Activity Action 1.4.4: Technical support for increasing accountable and equitable local revenue generation		X	X	
	Activity Action 1.1.4.5: Support to Projects Units at governorate level to enhance project design and costing		X	X	
	Activity Action 1.1.4.6: Support resumption of COCA operations in target governorates		X	X	
Output 1.2: Improved capacities of public services providers for scaling up to the reach out to the most vulnerable					
Activity Result 1.2.1: Pathways for resilience and recovery of basic and social services are identified by inclusive local platforms and reflected in annual plans	Activity Action 1.2.1.1: Establish and/or strengthen District Recovery Platforms (DRPs), gathering representatives of Sub-District Committees, DCTs and key sectors of society	X			
	Activity Action 1.2.1.2: District service delivery audits for key sector areas with the participation of DRPs leading to action plans to relieve bottlenecks on inclusiveness and effectiveness of service delivery	X	X		

	Activity Action 1.2.1.3: Support to DRPs to prepare 3-year District Resilience & Recovery Plans (D2RPs) detailing investment and capacity-building requirements for key sectors, with priorities for immediate funding		X		
	Activity Action 1.2.1.4: Support regular district annual planning and budgeting aligned with D2RPs	X	X		
	Activity Action 1.2.1.5: Provide leadership and communications training to DRP women & youth.		X	X	
Activity Result 1.2.2.: Key sustainable development dimensions (local economic recovery, resilient urbanization) are considered by local authorities and initial actions taken in line with the SDGs	Activity Action 1.2.2.1: Raise awareness and pilot SDG localization approach in governorate planning		X		
	Activity Action 1.2.2.2 LER: Establish & mentor Collaboration Platform for Local Economic Recovery (CP4LER) between Governorate Office and Private Sector	X			
	Activity Action 1.2.2.3: LER: Conduct diagnostics on local economy, business environment and productive sectors, including needs of MSMEs and producer groups	X	X		
	Activity Action 1.2.2.4 LER: Support CP4LER to identify and formulate LER strategy and select and propose priority projects for funding by L2RF	X	X		
	Activity Action 1.2.2.5: RU: Establish & mentor Urban Planning & Management Teams (UPMTs)		X	X	
	Activity Action 1.2.2.6: RU Conduct urbanization diagnostic in 3 cities		X	X	
	Activity Action 1.2.2.7 RU: Support UPMTs to prepare Resilient Urbanization Strategy and select and propose priority projects for funding by L2RF		X	X	
	Activity Action 1.2.2.8: RU: Technical support to middle-term urban planning			X	X
Activity Result 1.2.3: Multi-purpose local recovery supports the implementation of local priorities.	Activity Action 1.2.3.1: Establish the Local Resilience & Recovery Funds (L2RF) and finalize SOPs & allocation formulas				
	Activity Action 1.2.3.2: Release funds under L2RF funding window	X	X	X	
Activity Result 1.2.4: Integrated support to restoring	Activity Action 1.2.4.1: Develop capacities on educational planning for local authorities	X	X		

education services in affected communities helps restore livelihoods, stability and social cohesion	Activity Action 1.2.4.2: Provide integrated support to restoring education services in affected communities	X	X		
	Activity Action 1.2.4.3.1: Distribution of school supplies, training of school personnel on safety and risk management, and back-to-school campaigns for enrolment	X	X		
	Activity Action 1.2.4.3.2: Rehabilitate classrooms, WASH facilities, school furniture	X			
	Activity Action 1.2.4.4: Support school children well-being through teacher training, child protection activities, psycho-social and rehabilitative support to children with special needs	X	X	X	
	Activity Action 1.2.4.5: Support the education system: capacity building for local and national education stakeholders including local authorities, school management, parents' associations and the ministry of education (MoEDU).	X	X	X	
Output 1.3: Strengthened central-local and horizontal relations between local governance stakeholder					
Activity Result 1.3.1: Regulatory and administrative measures needed to restore functional central-local relations are taken	Activity Action 1.3.1.1: In-depth diagnostic on inter-governmental relations	X	X		
	Activity Action: 1.3.1.2 Support central - local dialogue	X		X	
	Activity Action 1.3.1.3: e-solutions for central - local communications		X		
Activity Result 1.3.2: Capacities of key central authorities to support the resilience of local governance system strengthened.	Activity Action 1.3.2.1: Capacity development of MoLA, MoPIC & MoF + COCA	X	X		
	Activity Action 1.3.2.2: Support to women's affairs units in key ministries	X	X		
	Activity Action 1.3.2.3: Support initiatives promoted by local platforms, national stakeholders and the OSESGY to discuss post-conflict local governance & decentralisation			X	X
	Activity Action 1.3.2.4: Coordination and engagement with central authorities	X	X	X	
Activity Result 1.3.3: Platforms of local governance actors, including local authorities, are fostered, strengthened and	Activity Action 1.3.3.1: Establish and train sub-regional / national platforms of local governance actors for sharing experience and building joint policy platforms		x	X	
	Activity Action 1.3.3.3: Support cooperation with the UCLG-MEWA		X	X	

connected to international peer support networks	Activity Action 1.3.3.4: Support South /South Exchanges with countries successfully transitioned into more effective post-conflict local governance systems			X	
Output 2.1: Strengthened linkages/cooperation opportunities between MSMEs, private sector and MFIs involved in the value chain					
Activity Result 2.1.1: Enhanced business and life skill development on value chain approach for medium and long terms income generation and employment prospects	Activity Action 2.1.1.1: Review and update value chain analysis of promising sectors	X			
	Activity Action 2.1.1.2: Identification of promising sectors for interventions				
	Activity Action 2.1.1.3: Need based business skills capacity building by SMEPs for targeted individuals and SME through certified trainers, with specific promotion of women and youth, including networking	X	X	X	
Activity Result 2.1.2: Improved networks of producers (smallholders, SMEs), private sectors and microfinance institutions to strengthen the existing value chain association at district level.	Activity Action 2.1.2.1: Selection of existing business associations	X			
	Activity Action 2.1.2.2: Provision of financial and technical support (incl. networking) to smallholders, SMEs, incl. to business associations	X	X		
	Activity Action 2.1.2.3: Provision of financial grants to selected proposal	X	X	X	
	Activity Action 2.1.2.4: 2.1.2.4 Networking events for smallholders, SMEs and business associations for the income generation activities.	X	X		
	Activity Action 2.1.2.5: Organization of exposure visits for cross exchange and learning for SMEs, MFIs and private sectors		X	X	
Activity 2.1.3 Enhanced business advisory support and assistance to smallholders and SMEs to improve business continuity, risk management, marketing and expansion of business	Activity Action 2.1.3.1 Selection of technical consultants/ business advisors in each targeted district.				
	Activity Action 2.1.3.2: Development of group of SMEs and smallholders and allocation of business advisors as per the value chain sector for mentoring, coaching and technical assistance.	X	X	X	
	Activity Action 2.1.3.3: Explore the possibility to establish Business Advisory Resource Center (BARC)	X			
Output 2.2: Increased and de-risked access to financial services for economic agents in promising value chains					

Activity Result 2.2.1 Reconstruction of market facilities and infrastructures have improved access and services for MSMEs and private sectors to improve productivity	Activity Action 2.2.1.1 Identification of market centers at sub-district, district and governorate levels to be constructed				
	Activity Action 2.2.1.2: Capacity building of private sectors and MSMEs on Occupational Health and Safety (OHS) to ensure mitigation of any potential hazard incidence	X	X		
	Activity Action 2.2.1.5: Construction of identified markets through local contractors	X	X	X	X
Activity Result 2.2.2 Improved access to microfinance services (capital and grant) for the recovery of micro, small and medium enterprises with good potential for job creation and income generation	Activity Action 2.2.2.1: Identification of microfinance institutions (MFIs) in the targeted location	X			
	Activity Action 2.2.2.2: Establishment of loan facility support provision	X	X		
	Activity Action 2.2.2.3: Development of business proposals for the selected value chain sectors by the targeted individuals/SMEs and review by advisory committee				
	Activity Action 2.2.2.4: Selection of business proposals and provision of loan through existing system to targeted individuals and SMEs	X	X		
Project Management, Administrative Costs, Monitoring and Evaluations		X	X	X	X