

UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT
YemenEmpowered lives.
Resilient nations.**Project Title:** Fishery Harbour Rehabilitation and Value Chain Development in Aden**Project Award Number:****Implementing Partner:** UNDP**Start Date:** Jan 2023**End Date:** Dec 2026**LPAC Date:** 29 September 2022 (Appraisal Review)

Brief Description

The protracted conflict has made Yemen one of the poorest and most food insecure countries in the world. The conflict has destroyed livelihoods and the ability to purchase food. This is being compounded by the impact of climate-related shocks. In addition, the COVID-19 pandemic is also poised to have a devastating effect on an already devastated economy and impoverished population. The fishery sector provided job opportunities for more than half a million individuals which supported 1.7 million people, forming 18 percent of the coastal population prior to the conflict. It contributed up to 3 percent of the country's GDP as the third most important agricultural sector and second primary source of export earnings before the conflict. Yemen's fisheries sector holds untapped promise in contributing to the national economy, in which the potential of women is underutilized due to social norms. The conflict has caused severe damage to the entire fishery value chain. Overall, the entire fish supply chain has been massively destroyed.

The Development Objective of this first project is to improvement of the economic situation of the population, especially of women in the fisheries sector of Aden as well as quantitative and qualitative improvement of the food situation of the population. The immediate objective of the project is to rehabilitate the fish harbour at Hajif, to restore the minimum requirements for re-launching operations, productivity and establishing effective management of the harbour. Furthermore, the project will contribute to employment creation, especially for youth and women and mobilize fish value chain actors whose livelihoods depend on sustainable fish production and processing but have been greatly affected by the conflict leading to distorted fish supply and value chain, to help them contribute to the food security and economic recovery in Yemen.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

Outcome 1: **By 2021, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods and environmental stability.**

Indicative Output(s) with gender marker: GEN2/GEN3

Output 1.1: Improved productive infrastructures and assets to increase food security, local economic recovery, and access to services

Total resources required:	USD 20,732,000	
Total resources allocated:	UNDP TRAC:	
	Donor: BMZ	USD 20,732,000
Unfunded:	NA	
DocuSigned by:		

AGREED BY:

Zena Ali Ahmad
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I. DEVELOPMENT CHALLENGE

More than seven years of conflict have devastated people's lives in Yemen. The war has caused the collapse of the country's economy and basic services, as well as severe damage of the economic infrastructure while pushing millions of Yemeni deeper into hunger, poverty, and deprivation. According to the Impact of War Assessment reports, during the first four years of conflict Yemen has lost over two decade of human development gains and will not be able to achieve any of Sustainable Development Goals. However, the third of the trilogy report suggested that if an integrated approach for recovery will be applied Yemen would be able to recover and overpass non-conflict trajectory by 2046.

The 2022 Humanitarian Needs Overview (HNO) indicated that 23.4 million people in Yemen are estimated to require humanitarian assistance in 2022, of whom 12.9 million people in acute need. The main drivers behind the number of people in need are food insecurity and malnutrition, together with social services and protection needs. Some 19 million people require food assistance in 2022, including 7.3 million in acute need. The current conflict has disrupted the country's existing business operations making entrepreneurs and firms either temporarily suspend operations, permanently close or, in the case of larger firms, relocate their operations overseas.

According to the Integrated Phase Classification (IPC), a total of 18.8 million people, or 59 percent of the country's population are estimated to be acutely food insecure (IPC Phase 3 and above) in 2022, despite the presence of the ongoing humanitarian food assistance.¹ Local conflict, high food prices, depreciation of local currency, and disrupted livelihoods are considered the major drivers of acute food insecurity, and this could be further compounded by the recent war in Ukraine and the potential disruption of wheat export from Ukraine and the Russian Federation.

Yemen is highly vulnerable to climate change-related phenomena. Yemen's Third National Communication to the United Nations Framework Convention on Climate Change (UNFCCC) identified its coastal zone (the coastal Tihama plain, 30-60km wide along the Red Sea and Gulf of Aden (RSGA)) as one of the most vulnerable areas to climate change.² Yemen experiences high risks from water scarcity, extreme heat, wildfire, locust infestation, floods and landslides.³ All of these hazards negatively affect the agricultural sector, which provides income to over 73% of rural population in Yemen⁴ and is a main source of food for substantial portion of population. Yemen will need US\$ 2.5-3.1 billion in the next 5 years to recover food security. Forty-seven percent of cultivated area is rainfed and vulnerable to climate change; plant production per unit of cultivated area is relatively low.⁵ Climate vulnerability is likely to exacerbate other pressures on livelihoods, the economy, and the environment in the future.⁶ During this transitional period, to address food insecurity and negative effects of climate change, fisheries sector will be playing a critical role. According to MoAIFW, 2021 statistics, fish production is at 294,000 tons/annum and exports are 147,000 tons/annum from all processors, which means domestic consumption stands at 147,000 tons/annum. At the same time, it is important to monitor the fish stock and manage it sustainably,

¹ Yemen: Acute Food Insecurity Situation January - May 2022 and Projection for June – December 2022. <https://www.ipcinfo.org/ipc-country-analysis/details-map/es/c/1155479/>. IPC Global Platform

² https://unfccc.int/sites/default/files/resource/3490581_Yemen-NC3-2-Yemen_TNC_2018_Final.pdf

³ Republic of Yemen - <https://thinkhazard.org/en/report/269-republic-of-yemen>

⁴ Yemen Socio-Economic Update 2021 - <https://reliefweb.int/sites/reliefweb.int/files/resources/YSEU%2064-English%20Version.pdf>

⁵ Ibid.

⁶ Sieghart, L., M. Betre and J. Mizener. Strengthening Conflict Sensitive Approaches to Climate Change in MENA. The World Bank.

not to deplete this valuable resource and ensure it provides food and income to Yemeni population in perpetuity.

In view of severe damages of the ports in the Red Sea, the port of Aden is a major gateway for food, humanitarian aid, and reconstruction related materials for Yemen. The conflict has also disrupted the country's existing Aden fish harbour facilities with its components of berth, refrigerators, and halls\landing sites for preparing fish products for exporting. The damages,⁷ which include a big 2,000 tons cold storage with its ancillary units, and other two 200 tons cold storage buildings, fibreglass factory, industrial and wooded warehouses plus associated fishing support facilities like the berth, quay, power support systems and laboratories, led to the suspension of the port operations, which has now been permanently closed. The main issues affecting the harbour relate to the damages, mentioned in the foregoing, suffered by the facilities during military operations in Aden in addition to lack of maintenance and spare parts, as well as the lack of investments and the outdated systems related to harbour operations. Moreover, the closure of the harbour since 2015 has contributed to substantial reduction of fishery activities, now limited to few small boats, with consequent loss of livelihood means contributing to the increased poverty levels and livelihood vulnerability in fishery communities. Further, the fish available to the population in Aden is now limited in quantity and quality, and in 2022, the approximate retail price range for Yemen Fish is at higher price of up to 2,000-12,000 Yemeni Riyal/kg (about 11 USD/kg for premium fish) (MoAIFW 2022) as indicated in table 1 below.

Table 1. Yemen Fish prices as of 17 September to October 2022.

Source: Daily Updates from GAF/MoAIFW

Common commercial species	Gate price YRL	Retail Price YRL	1 US\$ = 1100 YRL (Aden) Retail price
Kingfish	8,000	12,000	11
Cobia	6,500	9,750	8.9
Tuna fishes	4,000	6,000	5.5
Trevally	3,500	4,500	4.1
Indian Mackerel	2,800	4,200	3.8
Shark	2,400	3,600	3.3
Kawa kawa (Sharwa)	1,500	2,250	2.0
Longtail Tuna (Zeinuba)	3,000	4,500	4.1

*NB: prices are determined by government authorities, although they may change when the catch reaches the market

The fish harbour located at Hajif, Aden, was established in the late seventies and began operating in 1986. It includes an integrated fisheries handling and processing facilities, services, and marketing. It has been built over an area of 96,612 square meters. The harbour is considered the main fishing center in Aden and links the eastern and western coastal governorates along the coastal strip of the Republic of Yemen. The harbour was providing many fisheries services to fishermen communities and those engaged in production and marketing, private companies, and individuals. The services concern anchoring services for fishing boats, loading, and unloading of ships working in the fishing

⁷ There are three cold storage rooms which are in poor conditions, and they were directly affected by missiles

field, fish processing services, freezing, storage, maintenance, ice blocks and fishing equipment, as well as meeting the needs of private companies to store frozen products and by-products, etc. throughout the year. (Annex 7 *Image of the Fish Harbour in Aden*). Although the bulk of the processed fish from the fisheries harbour went for export market, there remained a portion of the fish that served the local market to ensure sufficient supply for local consumption, as well as securing employment for women in the processing industry. Therefore, rehabilitation of the harbour will ensure adequate and quality supply of fish to pre-conflict levels or beyond and ensure employment for mainly women in the fish processing value chain, and youth who can engage in manual labour needed around the harbour. With the increase in the quality and affordable fish processed within the rehabilitated harbour facilities, most fish will be secured for distribution to local supermarkets in Aden for the consumption by the people of Aden leading to nutritional benefits.

The comparative advantage of the harbour

Prior to the conflict, the harbour was recognized by the Yemeni fish actors, as one of the best facilities providing adequate quality fish for the local market and international market. This in a way created employment for the women who used to work in the fish processing sector. The following were key services provided:

- 15 companies benefited from the services of the harbour including storage, processing, loading and unloading (these companies do exist and the number has since increased to 21 companies today)
- More than 200 workers used to gain their livelihoods working in the harbour (almost 60% of these workers are still available drawing on government salaries without work today)
- More than 800 vehicles used the harbour annually, with an average load of 2.5 tons per vehicle
- The average quantity of fish transported by land was $2.5 \text{ tons/vehicle} \times 800 = 2,000 \text{ tons/year}$
- The average number of freezing cycles for fish prepared in the establishment was 8 tons for each freezing cycle

The harbour facilities have been suspended for quite a long time, impacted by the conflict and by the lack of maintenance and/or replacement of spare parts. In addition, the safety of cargo mooring large and small boats is compromised either because of the lack of restoration of the berth for several meters, and/or broken-down communication and equipment systems. The damaged central storage and freezing facilities for fisheries products need to be reinstated. In addition to the old ice plants and ice storage, the power supply plant has also been damaged; the plant consists of three diesel generators with a total generating capacity of 1,200-1,900 kilowatts.

The proposed project aims to rehabilitate/reconstruct and set the harbour facilities into action again thus contributing to improving food security, generating new possibilities for economic recovery and empowerment in Yemen as this is aligned with the overall goal of the United Nations Sustainable Development Cooperation Framework 2022-2024 in particular by supporting its Outcome 1: “by 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods and environmental stability” and its Outcome 3: “by 2024, people in Yemen, especially women, adolescents, girls and those at risk of being left

behind, become more resilient to economic shocks by increasing their income security and access to decent work”.

Furthermore, the project will contribute to employment creation, especially for youth and women and is aligned with the 5 peace building priorities established by the UN Secretary General: "economic revitalization, employment and livelihoods" and is framed within and will make contribution to peace building.

Support from BMZ through KfW will provide innovative technical and financial support needed for immediate interventions that will generate visible changes in the fish production and value chain actors and on the resilience of the people of Aden, whose livelihoods depend on fish but are most adversely affected by the effects of the conflict, namely the issue of food affordability, to which the closure of the fish harbour negatively contributes.

The project will lay solid foundation for food security consolidation and economic recovery through enhancement of fish production and value chain development of a vital linking structure like the fisheries harbour, in the short and medium terms. The project with the cooperation of the government and other stakeholders will enable damaged facilities to be re-activated for the benefit of the Aden fisheries community and more especially women and the youth employment, which will contribute to peace building and economic recovery of Yemen.

The project will build on the ongoing World Bank funded SFISH project developed by UNDP and will work in synergy with some of its components. Moreover, the project will work in synergy with the EU funded project SIERY and with the World Bank funded UNOPS project focusing on rehabilitation of infrastructures and specifically of roads within the same geographical area.

The project is designed to mobilize fish value chain actors whose livelihoods depend on sustainable fish production and processing but have been greatly affected by the conflict leading to distorted fish supply and value chain, to help them contribute to the food security and economic recovery in Yemen. Through the project, the livelihoods and food security of the Aden urban and rural population will be improved, in particular for the most vulnerable. These results shall also contribute to a greater confidence in the government economic recovery and peace building role and efforts.

The approach is based on the belief that people can be effective actors in defining and managing development processes and outcomes. The project will provide the means for engagement with the private sector and other value chain operatives that youth, women and food vulnerable people in Aden have access to means that can enable them benefit from their naturally endowed fisheries resources in terms of access to affordable fish and improved livelihoods.

II. STRATEGY

A recent rapid and visual assessment of the Aden fish harbour at Hajif ⁸ culminated into a need to carry out a damage and capacity assessment, and an estimated rehabilitation cost of the harbour facilities that has been estimated to be over \$18 million. The harbour facilities have been suspended for quite a long time and are now impacted by the conflict and lack of maintenance and/or replacement. In addition, the safety of cargo mooring large and small boats is compromised

⁸ An assessment was conducted by UNDP in collaboration with KfW and the report is available at UNDP CO

either because of the lack of restoration of the sidewalk for several meters, and/or broken-down communication and equipment systems. The damaged central cold storage and freezing facilities refrigerator for fisheries products needs to be replaced as well as the power supply plant consisting of three diesel generators with a total generating capacity of 1,200-1,900 kilowatts, which no longer works and need further technical assessment to determine if they can be overhauled completely and get replaced by alternative renewable energy power sources like solar power.

The project shall use a combination of private-sector stimulation/support set of activities alongside direct delivery of services and materials, all to be provided in sustainable ways. All the activities will lead to promotion of quality and affordable fish access for the Aden community through rehabilitation of the selected Aden fisheries harbour facilities; in consultation with the GAF, YGAPC and YASPC partners. Institutional strengthening and technical capacity development for harbour management authorities and value chain actors will be achieved through support to immediate requirements for provision of advisory, systems, equipment and training to strengthen technical, operational, and managerial capabilities. Further, the rehabilitation of the infrastructure will provide a systemic pivot to lead the relaunch of the fish value chain directed to the local market for domestic consumption, as well as providing women jobs within the industrial fish processing part of the value chain.

All activities will be conducted with the priority of enhancing institutional role and capacities: the project will be conducted in close collaboration and coordination with the Yemen line ministries in order to both strengthen the government ability to provide necessary management and monitoring oversight services but also ensure the sustainability of the intervention. This will be accomplished by enhancing the Ministry of Agriculture, Irrigation and Fish Wealth/GAF and the Chamber of Commerce access to the targeted area, through utilizing governmental platforms and forums to ensure that the beneficiaries make the necessary registration with the relevant ministries and comply with the quota fish requirement for domestic market. These will also ensure an enabling environment by ensuring the regulations are fair enough to the small-scale fishers and helping to clear the harbour from all scrap and debris and removing security restrictions for access to the harbour by fishers.

Enhanced and more effective control and management of institutions over a pivotal infrastructure such as the harbour, and in particular its cold storage, shall allow for a more need-oriented management of the fishery resources, providing much needed access to fish for the local community at an affordable price. UNDP and KfW will also commit to share relevant information collected during the project with the government in order to strengthen their ability to respond to the people's need and provide necessary oversight services.

Other processes that the project proposes to support include promotion of local demand in the inland cities by improving fish quality and having a regular supply of quality fish through a network of local fish vendor shops. This will be supported by information and awareness raising, to encourage the youth and women who are involved in the fish value chain in Aden. The created value chain enterprises will directly employ people/youths, and importantly they will create a demand for fish that is brought to the fisheries harbour by vessels landing fish safely there. This

increased demand will call for more fishing activities and this will in turn engage more youth. All of the above will contribute to an increase in affordable fish and incomes for the people through more productive employment and self-employment.

Theory of Change

***IF** prioritised infrastructure and facilities of the fish harbour at Hajif in Aden are rehabilitated ensuring their functionality and allowing for operation,*

***IF** the technical and management capacities of the Aden Fisheries Harbour are restored,*

***IF** the safeguard measures, climate resilience mechanisms, waste management and pollution control systems are enhanced,*

***IF** capacities of the fisheries communities, fishers, private sector and key actors in the fisheries value chain are enhanced, and*

***IF** women and youth are empowered to effectively participate in the fishery value chain as well as in the harbour operations and quality control,*

***THEN** the fish harbour at Hajif Aden, local fishery value chain, fisheries communities and private sector will benefit from increased fisheries productivity, improved fisheries value chain , livelihoods, nutrition, and food security for the Aden urban and rural populations.*

Assumptions

- 1. Enabling environment in terms of policy and regulations are improved to support project implementation, including removing any barriers to the development of the AFH*
- 2. Security situation does not worsen*
- 3. Government's commitment towards the project is sustained throughout the project implementation period.*
- 4. The economic situation does not substantially worsen within the project implementation period*
- 5. Internal market maintains, at the minimum, the actual level of functionality*

To ensure strong ownership, a broad consultation process undertaken at project design will be sustained with stakeholder government agencies at the national and governorate levels, and with the rural coastal communities and other fisheries stakeholders. Lessons from other UNDP projects, including RELACC and SFISH, will be incorporated. The selection of the project area was informed by the following factors: availability of supporting infrastructure, an abundance of fish resources, potential to increase value for small-scale fishery, access to commercial fishery centers, and the magnitude of the impact on the local community.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall objective of the project is to rehabilitate the fish harbour at Hajif, to restore the minimum requirements for re-launching operations, productivity and establishing effective management of the harbour. The project aims at benefiting the community of Aden with access to adequate quantities and affordable quality fish, to fill the worse food security gap created by the conflict and subsequent closure of the fish harbour.

In line with the objectives of German Development Cooperation with Yemen in the sector, which is about the Creation of alternative income opportunities and life perspectives; improvement of the food security (medium-term developmental impact), the project seeks to restore the operations and services of the Aden Fishery Harbour (AFH) and integrate it back into the fisheries supply and value chain to contribute to the incomes, livelihoods and food security of the people of Aden, Yemen.

The project overall Objective or goal will be achieved via two main outcomes (Module objectives), and the outputs identified to achieve them. The outcomes deliver the project objective. Outputs represent deliverables produced by the activities. Details of outputs and activities and their rationale are provided below and in the Result Matrix and Log frame respectively.

Objective 1: Improvement of the economic situation of the population, especially of women in the fisheries sector of Aden.

This Objective is to stimulate sustainable increases in the incomes and food security of small-scale fishers' households in the project area, without leaving women behind. This will be achieved by restoring the AFH facilities and promoting profitable linkages among fishers and other value chain actors, improving Aden Fishery Harbour infrastructure, increasing compliance with quality and hygiene standards, supporting the creation of economic opportunities and MSEs and increasing access to financial services for women particularly.

The project will improve the livelihoods of the urban and rural communities of Aden as well as for small-scale fisher women and youth by supporting them with fisheries inputs to improve their fish supply and value chain for maximizing benefits and improving or creating diverse earning and employment opportunities.

Beneficiaries shall be able to access services from the port and along the fishery value chain by fostering active partnerships with and between small and medium fishing enterprises; and, by potentially supporting the introduction of larger vessels (greater than 12 meters length) depending on available human and financial capacity. Such vessels could be operated in partnership with other stakeholders working out of the AFH targeting migratory tuna, and deep-sea fisheries and, eventually landing their catch into AFH for value-added processing. In specific cases, the procurement of transportation vessels could be considered where this fills an important gap in targeted value chains.

Objective 2: Quantitative and qualitative improvement of the food situation of the population.

A key constraint for the people of Aden and women is to access affordable fish from the local market where the prices have increased significantly. The project through the rehabilitated facilities and reactivation of the fish supply and value chain, will support fishers to increase the supply and improve the quality of landed fish, facilitate integration of women with processors producing for

local markets, and foster the creation of contractual linkages between fishers' organizations and processors. The fisheries value chain will be upgraded by rehabilitating the AFH and providing fishers with training, enhancing access to improved technologies, improving fish handling practices, ensuring the integrity of the cold chain, and promoting compliance with hygiene and quality standards. In this respect the project will support the activities that lead to increase in number of tons of fish processed in the port, number of people with access to the expanded fish supply, tons of fish being checked qualitatively in laboratories.

Output 1: Priority infrastructure and facilities of the Aden fishery harbour are rehabilitated and equipped ensuring their effective functioning.

This output area will focus on the provision of services and equipment that are well outlined in the assessment report recommendations including demolition of prioritized damaged AFH facilities and rebuilding them. Procurement of services and equipment that needs restoration and installing all the necessary support infrastructure to reactivate the whole facility and integrate it into the fish value chain. Several priority infrastructure and key facilities such as berth, loading cranes, ice plant, cold storage, maintenance workshop, fish processing facilities, administration building, and sewage and water facility will be rehabilitated successfully including identified key equipment that will be supplied. This will enable the AFH to facilitate adoption of improved and innovative fishing, processing and preservation practices and technologies in support of value chain enhancement for affordable fish to the Aden Communities. Activities will improve access of fish to the AFH facility and will equip the fishers using improved inputs and equipment, such as fishing gears, big boats, tools for fish processing, packaging materials and containers, through developing linkages and networks of efficiently and effectively functioning infrastructure that are integrated in the fish value chain. Ultimately, it is the quantity of quality fish that will be effectively stored in the rehabilitated cold storage facility, and able to access the local market that will define the success of the project. The project also aims at enhancing the quality control and standard operating procedures within the work environment of the AFH facility by ensuring all the safeguards are in place and complied with.

Activities of output 1

- 1.1. Prioritize and make procurement arrangements for services and equipment needed to rehabilitate selected critical infrastructure facilities.

A preliminary assessment report for AFH conducted by UNDP Country Office Engineers, will be used to review the recommendations made, and the extent of the damaged facilities to determine the priority facilities for the rehabilitation work to be undertaken by the project. The scope for the prioritization of the facilities will be based on the fishing harbour/ports planning guide, which will involve collecting and clarifying the changes in circumstances and related information which must be considered, including: fish resources availability and growing concerns for quality and sustainability, the significant considerations for fishing port planning; the infrastructure facilities needed for a modern fleet; roles and functions of fishing ports in promoting other fisheries activities; the heavy financial burden of increased infrastructure and its maintenance on management authorities; possibility of natural disasters causing frequent, large scale damage to fishing ports; the necessity of ensuring the freshness of fish and fish products from the sea to the

table in accordance with increasing fish demand; the increased effectiveness of ICT and emerging technologies which can be leveraged in fishing port operation, auctioning or marketing.

UNDP team will undertake recruitments based on needed services and support preliminary project planning and preparation phase. This will include project technical manpower planning and recruitment, and initiation of all major procurements including identification of contractors.

- 1.2. Rehabilitate key selected facilities such as quay (553m), ice plant, cold storage (2000tons), fish processing center and facilities, administrative building and warehouses (7 units), the powering systems and replacement of exit gate.

This will involve engineering works led by UNDP with the support of local contractors who will be selected for the work leading to improving landing sites, supplying fixed and/or mobile cold storage facilities, use of clean technologies such as solar for ice production and for energy generation for auction facilities. This activity will as well, ensure opportunities for women/men beneficiaries to participate in the civil works that would provide them with additional short-term income. The designs of the infrastructure will take into account all recommended safeguards to avoid all risks associated with the rehabilitation. They will also ensure gender-sensitive sanitary facilities and facility level solid and liquid waste management systems.

- 1.3 Procure key equipment to repair/re-activate the quality control lab, cooling and processing facilities, forklifts (4), laboratory equipment and weighing equipment.

The project will recruit a national Procurement Officer who will be inducted into the UNDP procurement system and charged with the overall responsibility for procurement planning, and tendering procurement following all the necessary procedures as laid down by UNDP Country Office. The procurement team shall follow the UNDP Programme and Operations Policies and Procedures (POPP) on contracts and procurements. The UNDP's procurement principles lay out the following general principles guiding procurement undertaken by the organization and they include: provide the best value for money; embody fairness, integrity, transparency; engage in effective international competition and serve the interest of UNDP. The national Procurement Officer will work with the International Project Manager and other relevant project implementation Unit staff to ensure that all required equipment and items are procured in time for rehabilitation and restoration work is implemented effectively. The PIU team will work with the contracted service providers following a project performance review reporting schedule to ensure timely delivery and completion of rehabilitation activities.

- 1.4 Repair and install effective water drainage and sanitation systems (including sewage system) and firefighting system)

The Project will recruit a Safeguard Specialist who will ensure necessary arrangements for the implementation of this output activity by working with all relevant PIU team to procure the required items and working with required technical staff to put in place a wastage system and all other safeguards stipulated in the project. Ensure identification of risks, reduce risks to acceptable levels, define mitigation and application of safeguard measures as well as monitor compliance to the safeguard measures.

Output 2: Improved management capacities for an effective and sustainable operation of the harbour

The AFH has been greatly affected by the conflict which led to its closure in 2015 and since then all activities and services were grounded, and it will be reactivated afresh to enable it function normally. This will require identifying and preparing a fresh team of workers and managers to ensure a sustainable running of the facility. For the start, there will be several MDAs, private sector and cooperatives who will be selected and trained so as to participate in the operationalization of the facility and to support all the project activities by addressing immediate and longer-term requirements including institutional and technical capacity to strengthen technical, operational, and managerial capabilities.

The government and its partners will play a big role in sensitizing the fishers and all the beneficiary community of Aden on safeguards and other trainings that will involve preparation of training modules, manuals, posters, leaflets on safeguards practices and compliance: development and operationalization of climate resilience and safeguards framework (social, environmental, and occupational health) including monitoring the compliance of the harbour operations and waste management to ensure application of safeguard measures, hygiene and quality control, control of pollution sources and protection of marine environment.

A number of supportive guidelines and sensitization messages on how to engage with government for inclusive development by fishers and on fish consumption will be prepared delivered and disseminated.

Activities of output 2

- 2.1 Conduct capacity needs assessment and define capacity development priorities in consultation with the General Authority for Fisheries (GAF), GAF branch authorities and the Ministry of Agriculture, Irrigation and Fisheries Wealth, cooperatives and the private sector.

The PIU will make arrangements for the training service provider to train selected group of men and women MDAs, fishery associations and cooperatives for improved services including management of the fishery associations/cooperative, sustainable capture fishery production, fish processing and storage including management of post-harvest losses, marketing, equipment supplies and services, credit and financial schemes, and social services, management of AFH and fish quota for local markets; Moreover, the capacity building training will also focus on sustainable fishing practices to strengthen the knowledge of women/men fishers on long-term impacts of climate change and related potential adjustment to their livelihood, sustainable fishing practices

- 2.2 Establish organizational structures, roles and staffing requirement for the AFH.

An organizational structure for the AFH will be established collectively with the help of Communication/Crosscutting Officer, including defining the roles and guidelines for effective implementation of the project activities and onward operations of the AFH.

- 2.3 Undertake capacity development for national staff (institutions, fishery cooperatives, and the private sector) to address immediate and long-term institutional and technical capacity requirements.

A service provider for the training will be procured and should prepare all packages and modules for training in various aspects of management, leadership, resources management, Operations and Maintenance sustainability, safeguards, project management and business skills.

- 2.4 Develop operations and Maintenance strategy for AFH infrastructure and facilities with action plan for sustainable harbour operation and management.

The rehabilitated facilities will require a detailed plan of operations and maintenance to ensure sustainability and so the authorities of the harbour and any relevant staff shall be trained and equipped with tool kits to ensure. This will be carried out by an STE.

- 2.5 Review policies and regulations related to Fisheries Harbour and develop informed guidelines and regulations for effective management of AFH.

An STE will be contracted to review, update and prepare relevant policy and regulations for the fisheries harbour and fish value chain in line with the national legal frameworks.

- 2.6 Develop and operationalize a climate resilience and safeguards framework (social, environmental, and occupational health) to ensure compliance within the harbour operations on sanitation, hygiene, and quality control, including waste control and management.

The Safeguard Specialist will prepare a plan of action based on the assessments and put in place mitigation measures with a monitoring and evaluation system to ensure all risks are minimized within AFH.

- 2.7 Develop safeguard and pollution control systems and measures to reduce risks to acceptable and manageable levels of pollution from sources and ensure marine environment protection.

- 2.8 Develop an inclusive mechanism for sustainable AFH revenue-based resources mobilization, management, and benefit sharing.

This will involve a revenue-based resource mobilization strategy for the AFH with the aim of ensuring financial sustainability.

Output 3: Improved employment opportunities for women and youth in the fishing community and value chain.

The women and youth are the most affected and vulnerable people affected by the conflict and are marginalized by the fishing industry in Yemen that is very dominated by men and made worse by the cultural sensitivities regarding men's perception of women. Elsewhere in the world it has been proved that women when supported can perform very well in fishing livelihoods and increase

incomes for themselves. The project has identified three women groups within the surroundings of the AFH and these women will be supported with training and fisheries equipment as well as supported to play a role in the fish processing value chain at the AFH facility. The tailored training will help women to gain vital skills for business and leadership and to learn about fish quality control, sanitation and hygiene. The women and youth will also be supported to establish viable enterprises in the Aden Fish value chain based on the assessment. The project will not provide microgrants but will train the beneficiaries on how to manage businesses, proposal writing, marketing, records keeping and savings. For this output, the Gender Specialist will be assisted by 2 STEs who will be recruited that include the Fisheries Quality Control and Processing Expert; and the Value chain and business development Expert.

Activities of output 3

- 3.1. Conduct a needs assessment of the Aden-based fishery value chain with emphasis on women and youth actors.

A Gender Specialist will be recruited to help promote the women inclusion in the fisheries sector in Aden by conducting (under the oversight of the project manager) a needs assessment and then preparing a gender strategy and action plan for uplifting and supporting women fishers to integrate into the fish value chain of Aden while leveraging on the AFH rehabilitated facilities.

- 3.2. Undertake capacity building for AFH area fishers, cooperatives and associations with a package of training modules in fish quality control, hygiene and sanitation, business management and marketing skills, environmental and community resources management,

Tailored package of training and/or sperate trainings will be provided for women fishers to enhance their productive roles in the different fishery value chain sectors and leadership roles to promote for sustainable fishing practices.

- 3.3. Support the women and youth from within the fisheries harbour of Aden area with fisheries inputs and integrate them into the fish value chain to improve their livelihoods.

Women and youth will be deliberately supported with critical fish value chain inputs to enable them to gain a footing and be integrated into the fish value chain of AFH to enable them improve their livelihoods. This will follow from the gender strategic plan for AFH women developed by the Gender Specialist and will require several stages of capacity building and then mentoring until the women are successful and self-supporting.

The harbour will be rebuilt back better with improved efficiencies, increased transparency and accountability to ensure effective management capacity to support fishery communities and enhance the fisheries value chain for sustainable livelihoods. The rehabilitation will also include provision of priority equipment and rehabilitation of critical infrastructure and facilities. The rehabilitation work shall take into consideration elements that support the design of the infrastructure to be risk-informed like: Climate change factors; Effective waste and sanitation management systems to ensure protection of the marine environment from pollution; Effective safeguard mechanism and hygiene practices; Renovation of the facility with equipment, utilities,

green energy and providing space and facilities to allow and increase women involvement in fishery value chain activities

Beneficiaries of the Project

The first direct beneficiaries are the fishers operating in and around the Aden area and the operators around the value chain; the initiative will also target specifically women and youth with struggling businesses due to the barriers created by the non-functioning fisheries harbour in Aden. Staff of GAF and harbour authorities, MoAIFW and cooperatives will also benefit from the dedicated capacity development component.

The project will target a minimum of 100 staff from the different Aden based institutions relevant for the fishery sector, including from the Ministry of Agriculture, Irrigation and Fish Wealth; the General Authority for Fisheries with its branches, the Fishery Harbour Management, the Fishery Authority for Aden, Lahj, Abyan; the General Maritime Authority; and Local Authorities (Governorates and districts); and 100 from other stakeholders such as the Yemen Gulf of Aden Ports Corporation; the Fisheries Cooperatives and Associations, and the fisheries communities. Another 100 beneficiaries will be included from the men and youth with struggling businesses due to the barriers created by the non-functioning fisheries harbour in Aden.

The rehabilitation of the harbour facilities will also bring benefit to the fishers operating around the Aden area. According to the last estimations there are 1,150 boats operating in the area, including small artisanal boats and larger fishing boats (sambuqs and other types), for an approximate active 5,000 fisherfolks. The reactivation of the facilities shall have a substantial impact on their ability to access the local market and to obtain better bargain prices due to the revitalization of the local market and linked value chain.

Finally, the project will indirectly benefit vulnerable components of the Aden community who now are facing issues related to the food security crisis in the country. According to the Integrated Phase Classification (IPC), a total of 18.8 million people, or 59 percent of the country's population are estimated to be acutely food insecure (IPC Phase 3 and above) in 2022, despite the presence of the ongoing humanitarian food assistance. In Aden more than 500,000 persons are in IPC phase 3 and above. The absence of an active, functional and well governed fishery value chain in Aden is depriving the population of a substantial food security and nutritional resource, providing the community with only a fraction of the possible fish resources available and contributing, due to the very low offer, to the high prices registered in the city, which make the fish non-affordable to a large share of the population. Reactivating the harbour facilities and hence the value chain shall have an impact on the offer on the local market and on the related prices.

Because of the food security situation in Yemen and the immediate need to ensure unlimited access to fish delivery to the Aden communities, two phases have been created as described below.

The key actors include strategic partners of Government ministries and UN agencies members of the Sustainable Livelihoods and Employment Generation working group (SL&EG), Yemen fish processors and exporters association, cooperatives, unions and local NGOs. Government Ministries and their decentralized structures (Governorate, District & Sub-district) will play a key role in the project working in coordination and collaboration with relevant development partners

Table 4. Beneficiaries of the Project

Direct Beneficiaries				Indirect Beneficiaries (as applicable)				
Activity	Total	Female	Male	Other categories as relevant to Project design (e.g. age, refugees etc)	Total	Relevant category	Relevant other category (e.g. community leaders)	Other category as relevant (e.g. age, refugees)
Outcome								
Output 1	500,000	250,000	250,000					Food insecure component of Aden community: 500,000
Output 2	200	150	50		200	Household: 1,400		
Output 3	100	50	50		100	Household: 700		
Total incl. double counting	300	200	100		300	2,100		502,100
Total without double counting	300	200	100		300	2,100		502,100

Partnerships

UNDP will engage the MoAIFW, GAF, private sector actors (fishing companies, retailers), Aden Chamber of Commerce, fisheries cooperatives as well as women fora, fisheries associations, and other relevant institutions (local authorities).

The project will work in synergy with the following UNDP ongoing projects:

- SFISH: the SFISH project, funded by the World Bank, targets small fishers and actors along the fishery value chain. An area around Aden, centred around a landing site for artisanal fishers, will be targeted providing infrastructural and capacity development support to small

fishers and actors along the fishery value chain, enhancing their ability in exploiting the presence of the rehabilitated Aden fishery harbour infrastructure and facilities.

- SIERY: within the EU funded SIERY project a fish market will be constructed in Aden in the course of 2023 that will serve to collect the share of the fish catch originating from both the private companies that will make use of the Aden fishery harbour facilities as well as the catch originating from the artisanal fishers and shall serve the local Aden community needs.

Other synergies:

- UNOPS World Bank funded infrastructural project: the UNOPS-led project focus on rehabilitation of vital infrastructures, particularly roads. Coordination with the project shall allow for rehabilitation of roads and related infrastructures that will support the fishery value chain centred around Aden, for both the national market and export.
- GIZ: exchanges with GIZ have been ongoing to maximize GIZ experience and developed standards and manuals in support of both the fishery value chain as well as the institutional capacity necessary to provide enhanced governance to the sector.

Risks and Assumptions

Table 5: Risks and Assumptions

RISKS	LIKELIHOOD (low/med/high)	MITIGATION STRATEGY	RISK INFLUENCE
Contextual Risks: Risks of state failure, return to conflict, development failure, humanitarian crisis. Factors over which external actors have limited control.			
Environmental risks (pollution, sewage discharges)	Medium	The project will apply the UNDP Social and Environmental Safeguards Framework and Toolkit	Medium
Programmatic risks (as per the Results matrix): Main risks of failure to achieve Project aims and objectives. Also Risk of causing harm through intervention.			
Disruption in UNDP's business processes and project implementation	Low	Update and implement the UNDP Business Continuity Plan	High
Infrastructure-related complications	Medium	Continuous assessments of the ongoing works and status of the rehabilitation. Contingency foreseen.	Low

Non-conductive political and institutional framework	Medium	Involvement of institutional and private stakeholders from the preparatory stages. Set-up of consultative mechanisms	Medium
Institutional risks: Risks to the Fund/Implementing Partner, e.g. security, fiduciary failure, reputational loss, domestic political damage.			
Financial/fiduciary Risks	Medium	UNDP's anti-fraud policy, annual audits, regular spot-checking the Third-Party Monitoring Agent are oversight measures over and above contractors/RPs' internal procedures, HACT compliance	Medium
Risk to staff security Risk of Project staff being killed, abducted, injured or otherwise harmed by working in a hazardous environment.			
Security Risks	High	Close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to UN security procedures. Staff training on conflict-sensitive communications and risk management	High

Political Risks:

The political crisis and protracted conflict in Yemen, is still far from being resolved and has continued to cause inaccessibility to some sites and delays in delivery in many others in development projects. UNDP choosing to work with national institutions facilitates implementation. The risks of being impacted by the political fragmentation induced by the war is mitigated by their managerial independence stated in their respective laws. The UN works within complex dynamics reflecting competing interests of political actors and member states, limitations of responding to the scale of needs, a society under pressure and trauma, and security and access constraints. The UN maintains its operational integrity through adherence to principles of impartiality, human rights and inclusive humanitarian/civilian assistance and engages stakeholders clearly communicating these principles. UNDP coordinates with the Office of the Special Envoy to the Secretary-General and is a member of the Humanitarian Country Team and UN Country Team to collectively address political risks.

The participatory approach of the project which engages local authorities and different groups at local community level help much in facilitating implementation and solving any restrictions and accessibility issues, too. However, the challenges have persisted as the demands continue to change with the changes in the authorities, which entails more efforts and time on the part of the project partners to monitor closely and cope up accordingly. For now, the current restrictions imposed on large trawler vessels and small *hooris* boats from accessing the harbour will be eased as promised by the authorities. Moreover, the MoIAFW and port authorities will help in clearing and cleaning up the harbour from the sunken ship scrap including possible dredging as a matter of ownership demonstration for the beneficiaries and partners as well.

Operational Risks:

Given the context, there is potential disruption in UNDP's business processes and project implementation, UNDP has developed a Business Continuity Plan which ensures that the critical office functions can be performed from other locations if necessary. Outside Sana'a, UNDP has staff presence in Aden where the project team will be stationed. The UNDP and project team will interact with implementing partners and contractors and monitor field activities. UNDP also relies on a Third-Party Monitoring Agency to perform complementary monitoring of the project.

Financial/fiduciary Risks:

The financial and fiduciary risks are defined by several factors, including hyper-inflation, fraud, and cash advance management. To avoid exchange rate losses and other negative effects of working in the national currency, UNDP will transfer advances in US dollars to implementing partners. UNDP's anti-fraud policy, the annual audits, regular spot-checking by UNDP staff, and the Third-Party Monitoring Agent are oversight measures over and above implementing partners and contractors to mitigate the risk of fraud, misappropriation, and diversion of funds.

Programmatic Risks:

The programmatic risks for implementing partners are associated with access and targeting due to security or conflict-related obstacles. UNDP level of risks are associated with UNDP's potential inability to recruit staff in a timely fashion to support Project implementation, and potential inability (or significant delays) to meet delivery expectation/targets. UNDP will closely review the quarterly expenditure reports of the implementing partners to monitor financial delivery of the project. A Third-Party Monitoring Agent will conduct the monitoring of the implementation of the project in hard-to-reach areas.

Other risks are related to the complications inherent with any such infrastructural initiatives: with the progression of the rehabilitation works, additional fragilities in the structure or rehabilitation needs might emerge. A continuous monitoring of the advancements and of the status of the infrastructure, together with the provision of a contingency reserve, should curb major negative impacts of such occurrences.

Finally, the volatility of the political environment in Yemen, and in Aden particularly, has to be taken into consideration. Involvement of all institutional, private sector and community level stakeholders should minimize the risks of substantial impacts originating from a change in the political landscape.

Security Risks:

Crime, air strikes, landmines and UXO, terrorist attacks, and ground combat, arbitrary arrests, and detentions. UNDP mitigates these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to UN security procedures. Staff training on conflict-sensitive communications and risk management will continue.

Reputational Risks:

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

Environmental:

Although environmental risks and impacts are expected to be site-specific, reversible and can be mitigated following appropriate measures; nonetheless and based on the implementation experience of the ongoing UNDP projects, and identification of significant Environmental and Occupational Health and Safety (OHS) gaps, there is a risk for fatal incidents or serious injuries to occur under the project, particularly under civil work, fishing trips and post operation of landing sites. This is anticipated as the project will engage fisheries communities and young women and men who could be unskilled, largely illiterate, and with little or no knowledge or experience in applying OHS measures. Furthermore, there is a risk of COVID-19 transmission among community workers if worksites are not managed appropriately.

To mitigate environmental risks and impacts, the project will apply the UNDP Environment and Social Standard. UNDP and implementing partners will develop site specific Environmental and Social Management plans review, including the OHS Framework and Toolkit. The ESMP will (i) identify potential environmental impacts of the interventions, (ii) assess potential environmental and social impacts, and (iii) mitigate risks and impacts appropriately, including OHS risks and environmental and social management and monitoring plans. The project will also support COVID-19-sensitive measures such as: community awareness, social distancing at the workplace, and the provision of hygienic kits at the workplace (e.g., hand-washing stations).

As part of the ongoing projects UNDP and its key implementing partners have established an environmental and social (E&S) management system with adequate policy, procedures, capacity and resources, focusing on OHS. The project will capitalize on safeguard resources available within the on-going projects implemented by UNDP and the implementing partners.

Social

The project is expected to have numerous social benefits for the target fisheries communities and vulnerable population. The type of interventions under this project are not expected to require physical or economic displacement and given the fact that the initiative aims at the rehabilitation of existing infrastructures, negative effects are not expected.

Gender

Although, most of the small-scale fishers are men, women play an important role in fishing communities, encompassing social and economic responsibilities and duties, within and outside their households. Women are particularly involved in activities directly related to fisheries production, processing and sometimes marketing as well as in non-fisheries income-generating

activities. However, the important role women play in the fisheries sector (especially in post-harvest and marketing) often goes unrecognized. Therefore, efforts will be made to ensure that both women and men benefit from project activities. Special efforts are also being devoted to the involvement of women in decision-making processes within the sector.

The project will contribute to reducing gender inequalities in the fishery sector, which is currently dominated by men, by providing at least 100 women beneficiaries⁹ with job-focused interventions, establishing women associations/cooperatives/forums, and engaging women in all different consultations and committees through an intersectional lens. Women will be seen as active agents of change, contributing to the fishery value chain, and promoting for sustainable fishing practices and climate change. The project will ensure gender and social safeguards aspects are mainstreamed in all plans, assessment, knowledge products produced. All activities will be accompanied by gender/GBV awareness/capacity building to promote for women leadership roles in this sector.

Stakeholder Engagement

The project builds on the process that UNDP has already initiated through the ERRY, SIERY and particularly and most recently the SFISH project, with the engagement of all the stakeholders involved in the fishery value chain, from artisanal fishers to value chain actors including processors, traders, input suppliers in their cooperatives and association and the relevant institutions.

In the preparatory phase the project has engaged in dialogue with various institutions (*Annex 4 Meetings, stakeholders, and notes*) and with the private sector actors, cooperatives and women groups. The process will be sustained throughout the project, and , it will build on the component aiming at drafting, finalizing, and adopting a sub-national fishery management plan, adopting the same standard that is being developed under the SFISH World Bank funded project. This approach aims at having all the coastal governorates of Yemen adopting the same mechanisms for analysing data, elaborating the plan, and involving the relevant stakeholders, by a bottom-up approach that shall involve central and local authorities from its inception. An elaborated stakeholder engagement plan shall be established at inception to map the stakeholders involved.

Public Sector Relevance: while on one hand providing a functioning pivotal infrastructure for the private sector, reinforcing their capacity to store fish and more efficiently manage the catch to have a better access to fish market opportunities, the project aims to enhance the capacities of fishery sector institutions by providing them with the control and management capacity of the infrastructure. This will provide them with the necessary revenues to sustain themselves and, more importantly, to re-start being able to regulate the sector in a vital area such as Aden. The various institutions shall then be able to leverage on the infrastructure to also cater fish to the local market, responding to a situation of extreme food affordability in the city. This in turn should contribute to regaining confidence in the role of the institution in the area.

The project will include a governance mechanism that will strengthen participatory planning and monitoring of the fishery sector performance at the local level and related capacity building that would allow stakeholders to engage meaningfully. Setting up of local governance systems led by GAF with participation of key stakeholders and linkages created with private sector will ensure

⁹ The selection criteria of the women will involve women fora, cooperatives and 30% representation requirement

contributions to operate and maintain the fishery assets that will be restored, improved, and developed.

Private sector and cooperatives: as it emerged during the preparatory meetings, the facilities of the Aden fisheries harbour, which are unique in the country, are of potential great interest to the private sector as they shall enable them to operate more efficiently on the market, taking advantage especially of the cold storage facility. At the moment the market is monopolized by few buyers, mostly focusing on export: providing the basic structures of a value chain to the local actors should provide the flexibility necessary to create more competitiveness, positively impacting on the availability and the affordability of the fish on the local market while at the same time allowing for more margins for the local fisherfolks and small fishing companies. In parallel the project will link with the SFISH project in enhancing the support provided through that project to artisanal fisher people and cooperatives by linking them to the harbour facilities and the SIERY-supported fish market to be constructed in Aden.

Knowledge

In synergy with the SFISH project, a set of capacity development and governance tools and manuals will be developed that build on GIZ experience in the sector.

In addition to this the project will support the development and adoption of a sub-national fishery management plan, adopting the same standard that is being developed under the SFISH World Bank funded project. This approach aims at having all the coastal governorates of Yemen adopting the same mechanisms for analysing data, elaborating the plan and involving the relevant stakeholders, by a bottom-up approach that shall involve central and local authorities from its inception.

To showcase the uniqueness and effectiveness of its approach, the project experiences, practices, and lessons learned will be captured through research and evidence-based knowledge products to inform UNDP's programmes and projects in crisis-like countries, strengthen local capacities and institutions to provide basic services, promote a culture of learning and exchange, and leverage and lobby for the project partnership among other donors for scale up and replication.

The knowledge products (E.g., case studies, policy briefs, reports, etc.) can highlight the value additions of the project interventions as optimal options in Yemen's protracted crisis, using existing experiences and expertise supported with evidence to validate their wide impact on complementing the development initiatives and investing in people and institutions for longer resilience and sustainable recovery.

Sustainability and Scaling Up

By rehabilitating the Aden fish harbour and strengthening its operational and management capacities, the project will contribute to the sustainability of the local value chain and of the institutions linked to the fishery sector. The capacity development component focusing on fisheries sector institutions aims at consolidating the gains from the rehabilitation component by enhancing their monitoring, management, and regulatory capacities, with the additional objective of enhancing their ability to collect revenues from the harbour activity. Capacity building related to fishing practices and fish handling and preservation shall strengthen the actors focusing on the local

markets as well as on national market and eventually export. Furthermore, the project will act as a catalyst and shall enable attracting additional support from interested donors.

IV. PROJECT MANAGEMENT

The project will be implemented in Aden governorate. The implementation of a new approach to fisheries harbour management will involve close collaboration with a full range of stakeholders and organizations at all levels of the fisheries value chain to put to value the harbour facilities and maximize the positive impact on the vulnerable communities and on the value chain actors. The initiative includes specific actions of capacity-building, analysis, consensus building, institutional strengthening and governance strengthening. In this context, the possibilities for establishing an appropriate stakeholder forum at the governorate level will be explored. The project will be implemented in areas which are accessible and where development interventions can be implemented.

UNDP will capitalize on the on-going World Bank project management approach, with the strengthened operational risk management and project approaches sensitive to the conflict and political environment in Yemen.

The project will be implemented by UNDP through the Direct Implementation Modality (DIM).

UNDP will closely coordinate with the BMZ/KfW to provide needed information and to enable smooth and speedy financial and operational transactions to facilitate timely implementation at the level of the responsible parties. UNDP will maintain regular interactions with contractors/RPs for monitoring, quality assurance and as needed, management of complaints and grievances, as per agreed Grievance Redress Mechanism (GRM) under the project. The project will also look for further value-adding opportunities through ensuring internal synergies and bundling the on-going World Bank projects and with other projects under the different programme units of UNDP including the “Strengthening Institutional and Economic Resilience in Yemen” and the “Enhancing Rural Resilience and Recovery in Yemen” projects.

Third Party Monitoring (TPM) will also feed into UNDP’s monitoring work. UNDP will prepare bi-annual narrative reports and end of project reports consolidating inputs from the Responsible Parties as well as convene project board meetings and undertake audits and evaluations. Interim unaudited financial reports shall be prepared and submitted to the donor after the end of the period covered by the report.

UNDP will coordinate with the Government of Yemen, relevant authorities at the sub-regional level for technical consultations, international partners and UN agencies to enable a conducive and coherent supporting environment for contractors and/or RPs.

In addition to its main office in Sana'a, UNDP has a sub-office in Aden to interact with the local authorities, stakeholders, contractors and RPs, and monitor field activities. UNDP also relies on a contracted Third-Party Monitoring Agent to perform complementary monitoring of the projects.

Project Management Set-up

Position/function (full- or part-time)	Main responsibilities	Filled by existing staff or new hire?
P4 International Project Manager	Overall management and stewardship of the project. Responsible for delivery of project results.	New
Admin & finance national	Admin and financial support	New
National Coordinator	Support the International Project Manager and liaise with the national stakeholders	New
M&E national	Monitoring and evaluation aspects	New
Procurement national	Overall responsible for procurement planning, tendering and necessary procedures.	New
Safeguard Specialist	Ensure identification of risks, reduce risks to acceptable levels, define mitigation and application of safeguard measures as well as monitor compliance to the safeguard measures.	New
Gender specialist (Female)	Ensure gender is mainstreamed and specific needs and gender-specific potentialities for development are taken into consideration in activities planning and adequately captured and monitored	New
Communication/ Cutting Specialist	Guides the communication policy and support the collection of information, material; supports the focus on relevant stories, captures changes in the narrative. Support communication and reporting to resource partner and other stakeholders.	New
Specific expertise: - Value Chain and business development expert - Quality control and assurance - Electro-mechanical and refrigeration experts - Policy and legal expert	Conduct tailored and timely trainings to the value chain actors of the AFH to improve quality of fish supplied	

V. RESULTS FRAMEWORK¹⁰

Intended Outcome as stated in the UNSDCF/Country Programme Framework: By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods and environmental stability.											
Outcome indicators as stated in the Country Project Results and Resources Framework, including baseline and targets: Outcome Indicator 1: Proportion of population by age group and sex experiencing moderate to severe food insecurity. Baseline (2021):16.2 million (54%) Target (2024): 13 million (43%)											
Applicable Output(s) from the UNDP Strategic Plan: Marginalized groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs (UNDP SP 1.1.2)											
Project title: Fishery Harbour Rehabilitation and Value Chain Development in Aden, Atlas Project Number and BMZ Number: 2022.1833.7											
EXPECTED OUTCOMES & OUTPUTS	OUTCOMES & OUTPUT INDICATORS ¹¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	2023 Year1	2024 Year2	End 2025	Target Year3			
Outcome Aden fisheries harbour integrated into fish value chain, enhancing fish supply and quality affordable fish in a sustainable environment incorporating productive capacities that create incomes, food security and resilient livelihoods to Aden community	<i>-Number of tonnes of fish stored in Aden facilities in a year</i>	<i>Aden Fishery Authority, PIU, UNDP</i>	0		<i>Tbc</i>	<i>Tbc</i>	<i>Tbc</i>				<i>Administrative records/registration/logbooks of the Aden fishery harbour authority; TPM</i>
	<i>-Number of vessels hosted in the harbour on periodic basis in 12 months period</i>	<i>MOAIFW</i>	0								
	<i>-Quantity of fish entering the local market through harbour facilities</i>	<i>GAF</i>	0								
	<i>-Number of women integrated into the processing of fish benefitting from the intervention</i>	<i>Cooperatives</i>									
Output 1	<i>State each output indicator</i>										

¹⁰ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Priority infrastructure facilities of the Aden fishery harbour are rehabilitated and equipped ensuring their effective functioning	<i>Number of rehabilitated infrastructural facilities;</i> (1.Cold storage, 2. Admin Building 3. Quay work 4. Sewage system 5. Weighting Equipment 6. Laboratories Equipment 7. Firefighting system)	<i>Aden Fishery Authority, PIU, UNDP</i>	0	2022	1	3	7				<i>Procurement reports, Services provided reports and supply of key equipment</i>
	<i>Number of equipment procured</i>	<i>PIU, UNDP</i>		0	<i>Tbc</i>	<i>Tbc</i>	<i>Tbc</i>				
Activities output 1 1.1. Prioritize and make procurement arrangements for services and equipment needed to rehabilitate selected critical infrastructure facilities 1.2. Rehabilitate key selected facilities such as quay (553m), ice plant, cold storage (2000tons), fish processing center and facilities, administrative building and warehouses (7units), the powering systems and replacement of exit gate. 1.3 Procure key equipment to re-activate the quality control lab, cooling and processing facilities, forklifts (4), laboratory equipment and weighing equipment. 1.4 Repair and install effective water drainage and sanitation systems (including sewage system) and firefighting system)				0	<i>Tbc</i>	<i>Tbc</i>	<i>Tbc</i>				
Output 2: Improved management capacities for an effective and sustainable operation of the harbour	<i>Number of training manuals established</i>	<i>PIU, UNDP</i>	0	2022	0	<i>Tbc</i>	<i>Tbc</i>				
	<i>Satisfaction of harbour management and performance (surveys)</i>	<i>PIU, UNDP</i>	0	2022	<i>Tbc</i>	<i>Tbc</i>	<i>Tbc</i>				

	<i>Number of management plans and manuals</i>	<i>PIU, UNDP</i>	<i>0</i>	<i>2022</i>	<i>0</i>	<i>Tbc</i>	<i>Tbc</i>				
Activities output 2											
<i>2.1 Conduct capacity needs assessment and define capacity development priorities in consultation with the General Authority for Fisheries (GAF), GAF branch</i>											

<p><i>authorities and the Ministry of Agriculture, Irrigation and Fisheries Wealth, cooperatives and the private sector</i></p> <p><i>2.2. Establish organisational structures, roles and staffing requirements for the Aden Fisheries Harbour (AFH)</i></p> <p><i>2.3 Undertake capacity development for national project support staff (MDAs, Cooperatives, and Private sector) to address immediate and longer-term institutional and technical capacity requirements</i></p> <p><i>2.4 Develop operations and maintenance strategy for AFH infrastructure and facilities with action plan for sustainable harbour operation and management</i></p> <p><i>2.5 Review policies and regulations related to Fisheries Harbour and develop informed guidelines and regulations for effective management of AFH</i></p> <p><i>2.6 Develop and operationalize a climate resilience and safeguards framework (social, environmental, and occupational health) to ensure compliance within the harbour operations on sanitation, hygiene and quality control, including waste control and management</i></p> <p><i>2.7 Develop safeguard and pollution control systems and measures to reduce risks to acceptable and manageable levels of pollution from sources and ensure marine environment protection</i></p> <p><i>2.8 Develop an inclusive mechanism for sustainable AFH revenue-based resources mobilization, management and benefit sharing</i></p>										

Output 3: Improved employment opportunities for women and youth in the fishing community and value chain	<i>Number of established employment opportunities for women and youth along the value chain</i>	<i>PIU, UNDP</i>	0	2022	0	60	100				
	<i>Percentage of women and youth reporting increased income</i>	<i>PIU, UNDP</i>	0	2022	0	0	100				
Activities output 3 3.1. Conduct a needs assessment of the Aden-based fishery value chain with emphasis on women and youth actors 3.2. Undertake capacity building for AFH area fishers, cooperatives and associations with a package of training modules in fish quality control, hygiene and sanitation, business management and marketing skills, environmental and community resources management, 3.3. Support the women and youth from within the fisheries harbour of Aden area with fisheries inputs, and integrate them into the fish value chain to improve their livelihoods											

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

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

Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual, and any evaluation or review reports prepared over the period.	Bi-annually	Project progress reports along with relevant data and evidence will be collected from the contractors/RPs on time in order to prepare quality project progress reports and submit it to the Project Board monitoring on time.	UNDP	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP	

The monitoring of project outputs will be undertaken at multiple levels. UNDP will carry out monitoring through review of mandatory quarterly reports for quality assurance and verifications. As part of the risk mitigation measures, UNDP will employ a Third-Party Monitoring Agency for the sole purposes of monitoring and verification of the implementation of the project. The Third-Party Monitoring Agency is expected to contribute to improving the development effectiveness and efficiency of the project through reviewing its performance and using evidence to propose adjustments to its programming for optimal results achievement.

The Third Party Monitoring Agency will focus on the following areas: 1) verify that the project outputs and activities are being implemented according to the agreement with the Donor and elaborated eligibility criteria for financing of sub-projects, including the targeting methodology as outlined in the Project Document; 2) track performance through the collection of appropriate and credible data and other evidence; 3) analyze evidence to inform UNDP management and Project Board decision-making, recommend improvement of effectiveness and efficiency as necessary; and 4) report on performance and lessons to facilitate learning and support accountability.

The ToR of the Third-Party Monitoring Agency will be developed and finalized in consultation with the Donor counterpart.

Evaluation Plan¹²

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSCDF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost & Source of Fund
Project Mid-term and Terminal Evaluation		Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services ¹³ and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs	Yemenis improve their livelihoods and access inclusive productive services	End of 2024 (mid-term evaluation) and July 2026 (terminal evaluation)	Project Donors, National Responsible Parties, Bi-lateral and multi-lateral donors/other international communities, UNDP Regional and HQ.	USD 100k

¹² Optional, if needed

¹³ Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that improve the enabling environment for provision of basic services.

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Output 1: Priority infrastructure facilities of the Aden fishery harbour are rehabilitated and equipped ensuring their effective functioning	1.1. Prioritize and make procurement arrangements for services and equipment needed to rehabilitate selected critical infrastructure facilities	0	0	0	UNDP	KFW	Development of bidding documents and specifications of equipment	0	
	1.2. Rehabilitate key selected facilities such as quay (553m), ice plant, cold storage (2000tons), fish processing center and facilities, administrative building and warehouses (7units), the	2,679,240.202	6,698,100.505	4,018,860.303	UNDP	KFW	Civil work of key prioritized facilities in the harbour	13,396,201.01	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	powering systems and replacement of exit gate.								
	1.3 Procure key equipment to re-activate the quality control lab, cooling and processing facilities, forklifts (4), laboratory equipment and weighing equipment.	109,483.98	164,225.97	0	UNDP	KFW	Procurement of lab equipment and materials including quality control lab, cooling and processing facilities, forklifts, laboratory equipment and weighing equipment	273,709.95	
	1.4 Repair and install effective water drainage and sanitation systems (including sewage system) and firefighting system)		727,693.200	485,128.800		KFW	Civil work for sanitation services and procurement and installation of equipment for fire control system	1,212,822.00	
Sub-total Output 1		2,788,724.18	7,590,019.68	4,503,989.10	UNDP	KFW		14,882,730.46	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Output 2: Improved management capacities for an effective and sustainable operation of the harbour	2.1 Conduct capacity needs assessment and define capacity development priorities in consultation with the General Authority for Fisheries (GAF), GAF branch authorities and the Ministry of Agriculture, Irrigation and Fisheries Wealth, cooperatives and the private sector	20,732.00	0	0	UNDP	KFW		20,732.00	
	2.2. Establish organizational structures, roles and staffing requirements for the Aden Fisheries Harbour (AFH)	15,549.00	0	0	UNDP	KFW	Consultancy work for capacity assessment and planning	15,549.00	
	2.3 Undertake capacity development for	33,171.2	49,756.8	0	UNDP	KFW	Consultancy work for capacity assessment and	82,928.00	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	national project support staff (MDAs, Cooperatives, and Private sector) to address immediate and longer-term institutional and technical capacity requirements						planning		
	2.4 Develop operations and maintenance strategy for AFH infrastructure and facilities with action plan for sustainable harbour operation and management	0	31,098.00	0	UNDP	KFW	Consultancy work for capacity assessment and planning	31,098.00	
	2.5 Review policies and regulations related to Fisheries Harbour and develop informed	0	0	10,366.00	UNDP	KFW	Consultancy work for capacity assessment and planning	10,366.00	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	guidelines and regulations for effective management of AFH								
	2.6 Develop and operationalize a climate resilience and safeguards framework (social, environmental, and occupational health) to ensure compliance within the harbour operations on sanitation, hygiene and quality control, including waste control and management	0	6,219.6	4,146.4	UNDP	KFW	Consultancy work for capacity assessment and planning	10,366.00	
	2.7 Develop safeguard and pollution control systems and measures to	0	10,366	10,366	UNDP	KFW	Consultancy work for capacity assessment and planning	20,732.00	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	reduce risks to acceptable and manageable levels of pollution from sources and ensure marine environment protection								
	2.8 Develop an inclusive mechanism for sustainable AFH revenue-based resources mobilization, management and benefit sharing	0	0	10,366.00	UNDP	KFW	Consultancy work for capacity assessment and planning	10,366.00	
Sub-total Output 2		69,452.2	97,440.4	35,244.40	UNDP	KFW		202,137.00	
Output 3: Improved employment opportunities for women and youth in the fishing community and value chain	3.1. Conduct a needs assessment of the Aden-based fishery value chain with emphasis on women and youth actors	0	15549	0	UNDP	KFW	Consultancy work for development of fish value chain linked to the harbour and Aden	15549	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	3.2. Undertake capacity building for AFH area fishers, cooperatives and associations with a package of training modules in fish quality control, hygiene and sanitation, business management and marketing skills, environmental and community resources management,	0	41464	0	UNDP	KFW	Consultancy work to development of fishers, fisheries cooperatives and associations as well as development of management and operational guidelines	41464	
	3.3. Support the women and youth from within the fisheries harbour of Aden area with fisheries inputs, and integrate them into the fish value chain	0	77745	77745	UNDP	KFW	Training and support of women and youth along the fisheries value chain in Aden	155490	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2023	Year 2024	Year 2025		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	to improve their livelihoods								
Sub-total Output 3			134758	77745		KFW		212,503.00	
Output4: Project management, monitoring and evaluation and reporting by UNDP		385908.15	385908.15	385908.15	UNDP	KFW	1. Staff Salaries (International and National)	1157724.46	
		542285	542285	542286.35	UNDP	KFW	2. Country Office Support to Implementation and Common Services	1626856.35	
		32825	32825	32827	UNDP	KFW	3. Running/misc costs	98477	
		15500	15500	15647	UNDP	KFW	4. TPM	46647	
		0	12957	12958	UNDP	KFW	5. Communication	25915	
		0	0	82928	UNDP	KFW	6. Audit	82928	
		0	0	31098	UNDP	KFW	7.Evaluation	31098	
Sub-total Output 4		976518.2	989475.2	1103653				3069646	
Contingency amount		0	0	621960	UNDP	KFW		621960	
Indirect Cost / GMS (8%)		511901.24	511901.24	511901.24	UNDP	KFW		1535703.72	
Coordination Levy (UNRCS)		69106	69106	69108	UNDP	KFW		207320	
Sub-total		581007.24	581007.24	1202969				2364984	
Grand Total		4,415,701.78	9,392,700.48	6,923,600.50	UNDP	KFW		20,732,002.76	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The AFH project will be implemented over a period of 36 months. During the three-month inception period baseline surveys will be conducted and any adjustments to the project design based on the findings will be made. The final design will then be endorsed by the government (MOPIC and MOAIFW) and the donor. The AFH project result framework is a comprehensive approach to value chain development that was developed based on sector strategies and consultations with the line government ministry and relevant stakeholders. The results frameworks provide outcomes for production, marketing and institutional capacity building for the fishery value chain. The AFH rehabilitation intervention will be located in Aden and other component on value chain improvement will focus more on developing women by helping integrate them into the fish value chain in Aden.

The AFH rehabilitation and fish value chain project will be overseen by a newly recruited Project Manager reporting to the Head of Programme, UNDP Aden and technically to the PSC as required in the overall project governance structure. This Project Manager will be responsible for overall management, stakeholder relations with government and the donor (KfW), and integration with other components of AFH project such as infrastructure rehabilitation, support for Women Fish value chains and institutional strengthening and capacity building. Collaborating line ministry will nominate a National Project Co-ordinator (NPC) to work closely with the Project Manager and Project Implementation Unit.

As the recipient of funds for implementing the project, UNDP is responsible for the management of the project outputs and is accountable to the KfW. UNDP will implement the project with implementing partners responsible for specific elements of value chain development in fish production, marketing and institutional capacity building. The implementing partners will be selected based on their demonstrated capacity in fisheries harbour infrastructural management, fish production, marketing and capacity building elements of the fishery value chain. A short list of potential partners with capacity in these areas will be developed and the implementing partners will be requested to submit an expression of interest stating their capacity in specific elements of the results frameworks for implementation. The short list of possible partners includes NGOs, private sector, universities and professional associations with a track-record of working in the fisheries sector in Yemen. A capacity assessment of the shortlisted partners will be conducted to determine which agencies have the best fit in terms of sectoral capacity and geographic interest. The assessment will consider the capacity of the various agencies in one or all elements of the value chain. In addition to the implementing partners, the project will have agreements with the Yemen government in the target area to provide services. Roles and responsibilities for the government will be clearly articulated in Memoranda of Understanding. Letters of Agreement will be signed with selected implementing partners according to UNDP's standards, rules and regulations.

This Action/Project will promote the inclusion of women and youth in the fishery value chain. Age and gender will be part of the targeting criteria for beneficiary selection. Beneficiaries will be provided with employment opportunities based on their preference for work in different elements of production, processing and sales of products. The formation of associations will also ensure leadership roles for women and youth as part of the management committee.

The Aden fishery harbour value chain has significant infrastructure development needs. The specific nature of these needs was identified in a preliminary assessment by UNDP and KfW and the site has been selected based on the infrastructural needs. For the Aden fisheries harbour, it includes fish

auction areas, warehouses, fish landing quay/berth, ice factories and cold storage rooms and fish processing and trading halls. The fish value chain study will inform the required infrastructure in key locations. Infrastructure requirements, such as fish harbour rehabilitation and development with small-scale ice factories, office and building renovations and construction of energy saving solar technologies with small and medium fish processing enterprises, will be undertaken by UNDP and private sector within this project. Major infrastructure requirements such as larger cold storage facilities, water sewage infrastructure among others will be recommended to the KfW implementing partner of infrastructure programming as high priority sites for rehabilitation and development in order to enhance value chain programme impact.

The project design has undergone an extensive stakeholder management process at government level and private sector. The AFH will have Governance Structure for facilitating delivery of the project, at the levels of a strategic decision-making via a Project Steering Committee (PSC), chaired by representative from the GoY, and implementation guidance and monitoring via a Project Implementation Committee (PIC) involving representatives from the participating line Ministry and local government. These governance structures and their linkages also facilitate AFH's important external engagements such as the donor coordination structures, the private sector, and international Private Sector Development (PSD) knowledge-sharing platforms. The project will also form state-level project advisory groups (PAG) that will be chaired by the state government ministry of fisheries. The PAG will hold annual meetings to review the annual plan, project progress, and trouble shoot and obstacles to progress. The government ministry will also undertake an annual monitoring mission to the project site to validate project progress and report back to the PAG. In line with other UNDP implemented project with WB funding, Focal Points for project implementation will be identified and supported in participating Ministry to ensure regular information exchange but more importantly to build greater opportunities for joint planning and implementation by all involved stakeholders.

AFH coordination, management and governance

The Project Board will make arrangement decisions by consensus for the project when guidance is required by the International Project Manager, including recommendations for UNDP/Implementing Partner approval of project annual work plans and revisions. In order to ensure UNDP's accountability, the Project Board decisions are made in accordance to standards that ensure management for the development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached with the Board, UNDP Resident Representative or their delegates.

The Project Board responsibilities are as follows:

1. Provide overall guidance and direction to the programme, emphasizing gender sensitive and participatory approaches
2. Address programme issues including policy matters raised by the Project Manager
3. Provide guidance and agree on possible management actions to address specific risks
4. Approve Annual Work Plans (AWP) and agree on Project Manager's tolerances in the AWP and quarterly plans when required
5. Conduct regular meetings to review the Project Quarterly Progress Reports and Annual Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
6. Ensure that development partners/technical agencies play their assigned roles

7. Review and approve end programme report, make recommendations for follow-on actions; and,
8. Assess and decide on programme changes through revisions.

Programme Assurance will be the responsibility of the UNDP Country Office. The Programme Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate programme management milestones are properly managed and completed. Project s Assurance must be independent from the Programme Manager; therefore, the Programme Board cannot delegate any of its assurance responsibilities to the Programme Manager.

The implementation of the assurance responsibilities focuses on ensuring that the programme remains relevant, follows the approved plan and continues to meet the planned targets with quality. Suggested aspects that need to be checked by Programme Assurance measures throughout the programme are as follows:

- Maintenance of thorough liaison and communication between the members of the Project Board
- Beneficiary needs and expectations are being met or managed, and that they are involved and participating in the programme process
- Adherence to the programme justification and in line with the overall country programme
- Risks are managed
- The programme remains viable
- Good flow of communication between all parties concerned
- Applicable UNDP rules and regulations are being observed
- Legislative constraints are addressed
- Adherence to Results Management Guide (RMG) monitoring and reporting requirements and standards
- Quality Management procedures are properly followed
- Decisions of the programme Board are followed, and revisions managed in line with the required procedures and,
- In addition, it approves the appointments/termination, and responsibilities of, the Programme Manager and International experts.

The Project Board, as shown in the diagram, will be established at Aden level to oversee the management and implementation of the project and achievement of the planned results. The Project Board is made up of three elements: Executive; Senior Supplier; and Senior Beneficiary. This group is responsible for providing guidance to the Project Manager through a decision – making approach of consensus, which includes providing recommendations for UNDP / Implementing Partner approval of project plans and revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by Project Manager.

The Executive is mandated to chair the Project Board and will be made up of the representation from UNDP and the Ministry of Planning & International Cooperation, MOPIC. These two institutions will function as co-chairs of the PB and will convene meetings of the board on semi-annual basis.

The Senior Suppliers will include UNDP, as well as the KfW as principal donor to the project. The Senior Supplier is the individual or group representing the interests of the parties providing funding and/or technical expertise to the project. The primary function of the Senior Supplier in the Project Board is to provide guidance regarding the technical feasibility of the programme.

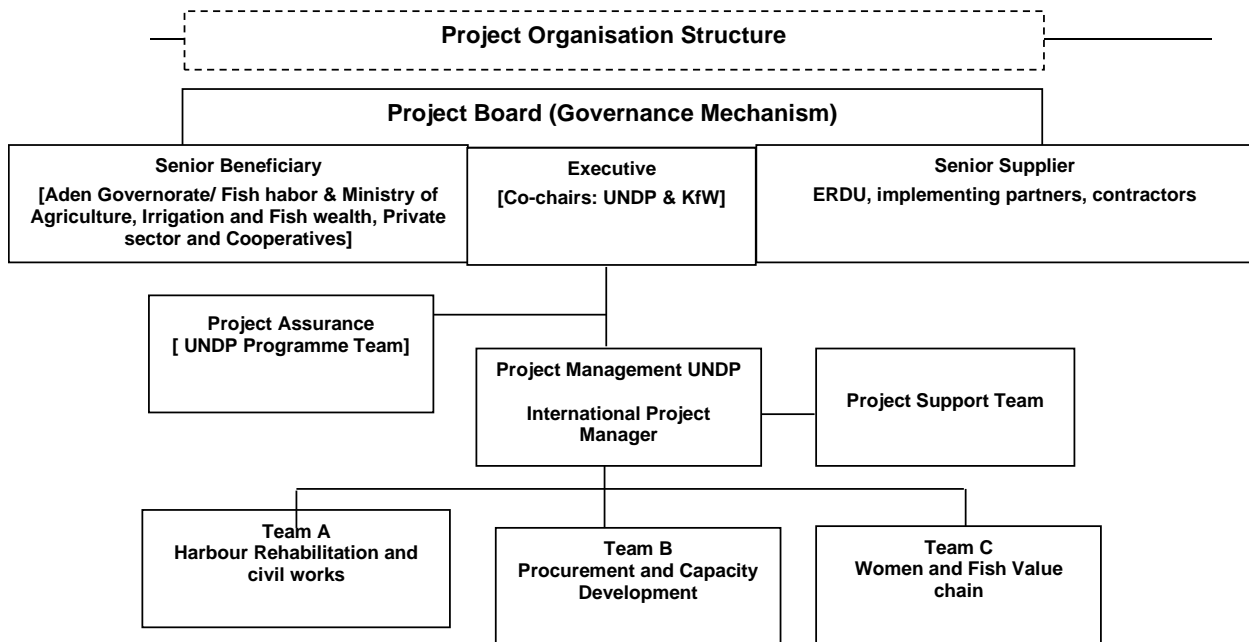
Senior Beneficiaries include the government structures in the participating governorates, including local NGO/Cooperatives implementing partners. The Senior Beneficiaries are individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function of the Senior Beneficiaries within the Board is to ensure the realization of programme results as per the agreed programme document and annual work plans.

International Project Manager/ and project staff hosted at UNDP Aden Sub-Office will be responsible for the overall coordination and day-to-day management and decision-making for the project; as well as providing technical direction. The primary responsibility of the Project Manager is to ensure that the project produces the results (Outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.

The Project Manager will report to the head of UNDP Economic Recovery and Development Team Leader and Senior Management.

The Project Support Team will be headed by the Project Manager and will consist of national staff. The project staff will be responsible for implementation and activity management within the governorate where they are assigned. They will be responsible for the management and supervision of local implementing partners, and for overall oversight of field operations including planning and reporting. This will include follow up and monitoring of partnership agreements/contracts, certification of progress payments for partners/contractors; and capacity development of implementing partners through day-to-day work/implementation.

Short Term Technical Experts will be recruited to fill the technical capacity gap and they will be selected in accordance with UNDP procedures

Table 9: Project Organisation Structure

Sustainability of Results

The results of the Project will guide more informed decisions and investments in improving fisheries livelihoods and governance at the national and regional levels. This is expected to lead to a more efficient use of available resources, particularly in the context of COVID-19, as well as, in the longer terms, improved sustainability of the fisheries.

Upon closure, the beneficiary country will have prepared a balanced project proposal to be submitted for funding by International Funding Institutions to sustain the AFH rehabilitation efforts and establish the mechanisms to actively ensure steady flow of fish to the harbour and equitable sharing of benefits accruing from AFH by people of Aden.

IX. LEGAL CONTEXT

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

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

UNDP Anti-Fraud Policy

The Responsible Parties have a general accountability for fiduciary management of funds put at their disposal by UNDP. In this regard, Responsible Parties will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, and responsible parties in implementing the programme/project or using the UNDP funds. The Responsible Parties will ensure that appropriate financial management, anti-corruption and anti-fraud policies are put in place and are enforced for all funding received from or through UNDP.

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

- (a) UNDP Policy on Fraud and other Corrupt Practices (“UNDP Anti-fraud Policy”);
- (b) UNDP Office of Audit and Investigations (OAI) Investigation Guidelines; and
- (c) UNDP Social and Environmental Standards (SES), including the related Stakeholder Response Mechanism (SRM), with the specific details pertaining to the project outlined in the ESMF.

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

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

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

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

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

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

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

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

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

The project will strengthen the overall risk analysis and management mechanism, including regular updates on the contextual risks, as well as operational risks pertaining to the project, on a quarterly basis.

X. RISK MANAGEMENT**UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds UNDP received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the updated UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Stakeholder Response Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible parties, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

- d. The requirements of the following documents, then in force at the time of signature of the Project Document apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and subrecipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and subrecipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
- g. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and subrecipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- h. UNDP will be entitled to a refund from the responsible party, subcontractor or subrecipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract

execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, mutatis mutandis, in all its subcontracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
3. **Risk Analysis.** Use the standard [Risk Register template](#). Please refer to the [Deliverable Description of the Risk Register](#) for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found [here](#).
6. **On-Granting Provisions Applicable to the Implementing Partner¹⁴.** On-granting clauses for non-UNDP Implementing Partners can be found [here](#).

¹⁴ Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.