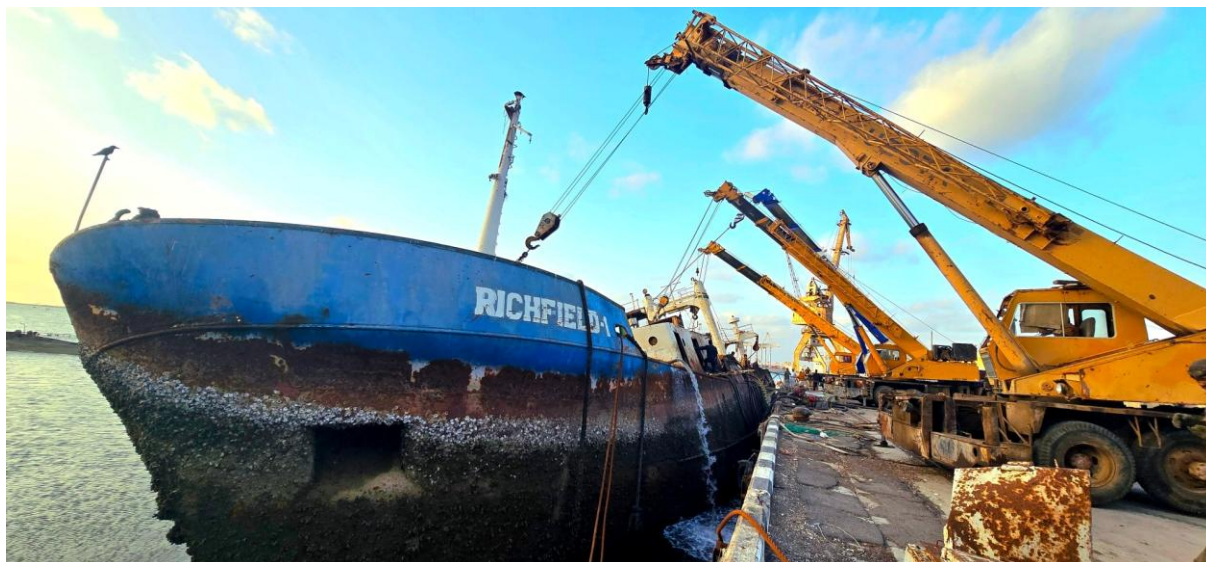

The Fishery Harbour Rehabilitation and Value Chain Development in Aden (AFH) Phase I & II

Progress Report January - December 2025



Removal of the second-largest sunken shipwreck at Aden Fishery Harbour, Yemen. Photo credit: MoAIFW Media

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Abbreviations and Acronyms

AFH	Fishery Harbour Rehabilitation and Value Chain Rehabilitation in Aden
AFI	Acute Food Insecurity
AQAP	Al-Queda in the Arabian Peninsula
BMZ	German Federal Ministry for Economic Cooperation and Development
BoQs	Bills of Quantities
CCCM	Camp Coordination & Camp Management
DNH	Do-No-Harm
EPA	Environmental Protection Authority
ESF	Environmental & Social Framework
ESMF	Environmental and Social Management Framework
FCDO	Foreign & Commonwealth Development Office
FA	Financing Agreement
FAO	Food and Agriculture Organization of the United Nations
GAF	General Authority of Fisheries
HS	International Engineering Consultants LLC Hani Sahooley Engineering Consultancy Firm
GIZ	German development Agency
GHFD	Ghadaq for Development
GoY	Government of Yemen
HDPN	Humanitarian-Development-Peace Nexus
HVAC	Heating Ventilation & Air Conditioning
IPC	Integrated Food Security Phase classification
IGC	International Growth Centre
KfW	German development bank
LTI	Lost Time Injury
MoPIC	Ministry of Planning & International Cooperation
MoAIFW	Ministry of Agriculture, Irrigation & Fishery Wealth
MWE	Ministry of Water & Environment
PPE	Personal Protective Equipment
RRM	Rapid Response Mechanism
SES	Social & Environmental Safeguards
SEP	Stakeholder Engagement Plan
SESP	Social and Environmental Screening Procedure
SFISH	Sustainable Fisheries in Red Sea & the Arabian Gulf
TPMA	Third Party Monitoring Agent
ToR	Terms of Reference
CTG	Global Managed Services
UNDP	United Nations Development Programme
CPFR	Certified Project Financial Report

Project Profile

Project name	Fishery Harbour Rehabilitation and Value Chain Development in Aden (AFH)
BMZ No.	2022.1833.7 /2023.1804.6
Total contribution	Euro 35 million (Approx: US\$ 36,740,537.8)
To date:	31 Dec 2025
	<u>AFH I</u>
Amounts received	\$0.00
Amounts disbursed	\$2,283,652.51
Amounts committed	\$443,003.93
	<u>AFH II</u>
Amounts received	\$0.00
Amounts disbursed	\$500,905.15
Amounts committed	\$79,133.09
Implementation Period	48 Months – 01 January 2023 – 31 December 2026
Project location(s)	Aden- Hajif
Project partners (e.g. other UN agencies, NGOs, private contractors, consultants)	UNDP Direct implementation with contractors and consultants
Reporting period	January - December 2025
Report compiled by	Tom Thorogood – Chief Technical Advisor
Contact	tom.thorogood@undp.org

Chapter 1: Executive Summary

In 2025, the Fishery Harbour Rehabilitation and Value Chain Development in Aden (AFH) project, which commenced on 1 January 2023, continued to make substantial progress despite operating in a challenging environment. This report covers the period from January to December 2025, outlining key achievements, constraints, and priorities for the forthcoming year.

Output I: Priority Infrastructure and Facilities of the Aden Fishery Harbour Rehabilitated and Equipped to Ensure Effective Functioning

Significant progress was achieved in rehabilitating core infrastructure. The Administrative Building reached near completion, with civil works finalized, solar systems installed, and furniture procured, while Information and Communications Technology (ICT) infrastructure is scheduled for completion in early 2026. Technical documentation for the quay wall was completed and approved. The tender will be launched in January 2026. Preparatory works for site rehabilitation advanced, including exploratory drilling to confirm water supply feasibility. Cold Store rehabilitation entered the design phase following the award of a specialized consultancy contract in December 2025. Laboratory upgrades were completed, with advanced equipment installed and technical training delivered to strengthen fish quality control standards.

In addition, the Dockyard Landing Site progressed from technical assessment to a tender ready package, with bids received and evaluation underway for contract award in early 2026. Meanwhile, studies for the Fiberglass Factory and Industrial Workshop were advanced, though rehabilitation works were temporarily deferred pending confirmation of overall project priorities and budget allocations.

Output II: Improved Management Capacity for Effective and Sustainable Operation of the Harbour

Institutional strengthening remained a central focus. The consultancy firm AFCAR finalized draft deliverables, including a Harbour Management Strategy, organizational structure, and HR manual, following extensive consultations with Ministry of Agriculture, Irrigation and Fishery Wealth (MoAIFW) and General Authority of Fisheries (GAF). A comprehensive Capacity Development Plan for MoAIFW was endorsed, prioritizing financial management, policy analysis, data systems, and cooperative governance. Preparations for targeted training on data analysis and management are underway for early 2026.

Output III: Enhanced Employment Opportunities for Women and Youth in the Fisheries Value Chain

Livelihood interventions delivered tangible results. A total of 198 beneficiaries (98 women, 100 men) completed specialized training in fisheries related skills and entrepreneurship. Vocational toolkits were distributed to 100 participants, enabling income generating activities. Advisory sessions strengthened market readiness, while a fisheries value chain study informed the design of Phase II interventions, emphasizing youth enterprise development and access to finance.

Challenges

Persistent obstacles included delays in wreck removal, which constrained quay wall rehabilitation, and performance shortfalls by previous engineering contractors, necessitating corrective measures. Procurement complexities and institutional capacity gaps also contributed to implementation delays. Adaptive planning and intensified stakeholder engagement mitigated these risks, ensuring continuity of progress.

Chapter 2: Contextual developments ¹

In 2025, southern governorates of Yemen continued to face a complex mix of humanitarian, economic, political, and security challenges, despite relatively stability in key urban centers such as Aden. Humanitarian needs remained extremely high across the country, with 19.5 million people requiring assistance and protection services, an increase of 1.3 million from the previous year. Food insecurity remained severe, driven by prolonged conflict, economic decline, and climate-related shocks. The deteriorating economic outlook and weakened purchasing power continued to push households in southern governorates into deeper vulnerability.

The economic situation in Government of Yemen (GoY)–controlled areas, including most of the south, remains fragile. The Yemeni Rial continues to depreciate, exacerbated by restricted oil and gas exports and limited state revenue. OCHA notes that Yemen’s economy continues to decline in 2025, with families struggling to afford food, healthcare, and education. These pressures are acutely felt in southern governorates where public salaries remain delayed and basic services, particularly water, electricity, and health facilities, operate far below capacity.

Basic services across the south continue to deteriorate. Health systems face chronic shortages of medicines, equipment, and staff, while schools struggle with overcrowding, damaged infrastructure, and inconsistent teacher salaries. UNFPA highlights that women and girls face heightened protection risks and limited access to essential health services, especially maternal and reproductive care, with nearly 80 percent of displaced people being women and girls. These vulnerabilities are particularly pronounced in displacement hosting governorates such as Aden, Lahj, and Abyan.

Climate-related shocks remain a major driver of humanitarian need in 2025. Yemen continues to rank among the world’s most climate-vulnerable countries, with climate shocks disrupting livelihoods, damaging infrastructure, and driving displacement. OCHA reports that climate shocks continue to worsen living conditions and disrupt access to services across the country. In the south, recurrent flooding especially in Aden, Lahj, and Shabwah damages homes, roads, and drainage systems, disproportionately affecting informal settlements and IDP communities.

Humanitarian conditions vary significantly across southern governorates. Some districts have experienced modest improvements due to sustained assistance and reduced conflict intensity, while others have deteriorated due to funding shortfalls and interruptions in food security, shelter, and protection services. OCHA notes that humanitarian conditions in many areas have remained the same or worsened due to underfunding and disrupted assistance pipelines.

Governance and institutional capacity remain major challenges. Government ministries in GoY-controlled areas continue to face severe funding shortages, limited staffing, and fragmented authority structures. The disconnect between central ministries and local authorities persists, with local power brokers and security actors exerting significant influence over decision-making. This fragmentation complicates coordination and creates operational challenges for development and humanitarian actors.

The political and security landscape in the south remains fluid. The Southern Transitional Council (STC) continues to consolidate its influence across most southern and eastern governorates, including Aden,

¹ <https://www.unocha.org/publications/report/yemen/crisis-yemen-deepens-aid-agencies-appeal-25-billion-humanitarian-response-2025-enar>
<https://www.unocha.org/publications/report/yemen/yemen-humanitarian-needs-and-response-plan-2025-january-2025>
<https://yemen.unfpa.org/en/2025-humanitarian-response>
<https://www.unocha.org/publications/report/yemen/crisis-yemen-deepens-aid-agencies-appeal-25-billion-humanitarian-response-2025-enar>
<https://www.dw.com/en/in-yemen-southern-power-push-challenges-houthi-stalemate/a-75136619>

Shabwah, Hadramawt, and Al-Mahra. These shifts have reshaped local governance dynamics and contributed to Yemen's broader political fragmentation. Regional tensions and shifting alliances continue to pose risks to stability and may disrupt humanitarian operations if escalations occur.

Security conditions in Aden and other southern cities remain relatively stable compared to northern frontlines, but risks persist. Economic hardship, currency depreciation, and salary delays contribute to rising petty crime and opportunistic targeting of humanitarian workers. While Aden remains known for its hospitality and social cohesion, the pressures of prolonged economic decline create pockets of desperation that require careful risk mitigation.

Concerns regarding terrorism remain relevant, particularly in Abyan and Shabwah, where the presence of Al-Qaeda in the Arabian Peninsula (AQAP) sleeper cells continues to pose a threat. Although large-scale attacks have decreased, the underlying risk environment remains volatile.

Taken together, these dynamics created a challenging environment for development-focused programming in South Yemen. While opportunities did exist particularly in areas with improved stability and active local institutions sustained engagement, adaptive programming, and robust risk mitigation measures remained essential to navigating the evolving landscape in 2025.

2.1 Relevant activities of Government and Development Partners

UNDP and KfW play a pivotal role as core members of the Fishery Sub-Working Group, which operates under the broader Food Security Working Group. The group's strategy is designed to advance a comprehensive Triple Nexus approach linking humanitarian assistance, development initiatives, and peacebuilding to strengthen Yemen's fisheries sector. Prominent international actors such as the World Bank (WB), the German Development Agency (GIZ), the Foreign and Commonwealth Development Office (FCDO), and the Food and Agricultural Organization (FAO) also contribute to this platform. More recently, the Government of Yemen, represented by the MoAIFW, has been formally engaged and joined the sub-working group, thereby enhancing national ownership and institutional participation. At the end of 2025 the chairmanship of the sub-working group was passed from the German Federal Ministry for Economic Cooperation and Development (BMZ) to the WB.

Chapter 3: UNDP implementation structure

The table below presents the personnel engaged in the project. It is important to highlight that, although the team functions as a single operational unit, two distinct initiatives aimed at supporting the Yemeni fisheries sector are currently being implemented: AFH, financed by KfW, and Sustainable Fisheries in the Red Sea and the Gulf of Aden (SFISH), funded by the World Bank. Adopting a unified team structure enhances coordination, promotes complementarity, and ensures greater coherence between the two interventions.

The only exceptions to this integrated arrangement are the National Project Coordinators assigned to each project. These roles are dedicated exclusively to their respective initiatives; therefore, the National Project Coordinator for SFISH is not included in the table below.

Table 1: Staffing 2024 - 2025

Position	Start Date
Chief Technical Advisor - Tom Thorogood	03-Aug- 2024
National Project Coordinator - Abeer Atef	1-Apr-2023
Monitoring and Evaluation Officer - Fares Al- Nagar	2-Nov-2025
Administration and Finance Associate - Esam Khurisan	2-Apr-2023
Procurement Officer - Saleem Alabsi	15-May-2023
Gender & Social Safeguards Specialist - Ali Al Qasemi	1-Jun-2023
Communications Officer - Noora Hussein	1-Sep-2023
Engineering Associate - Mazen Dawlabah	1-Jan-2024
Project Management Specialist - Bilal Alshawish	16-May-2024
Operations Associate - Hala Abdulraheem	13-Oct-2024

Chapter 4: Progress and developments during the reporting period

4.1 Project progress

The project is structured around three key outputs which are outlined below.

Output I: Rehabilitation and Equipping of Priority Infrastructure Facilities:

The primary objective of this output is the rehabilitation and provision of essential infrastructure at the Aden Fishery Harbour. A comprehensive report of progress across all construction and restoration activities is presented in Section 4.3 of the report.

Output II: Improved Management Capacity for Effective and Sustainable Operation of the Harbour:

Throughout 2025, Improved Management Capacity made steady progress toward strengthening the institutional and managerial foundations required for the effective and sustainable operation of Aden Fishery Harbour. The year focused on diagnosing institutional gaps, developing strategic management tools, and engaging national partners to build ownership of the harbour's long-term governance framework. The year began with a detailed review of existing institutional capacities. UNDP and the consultancy firm AFCAR identified significant gaps in staffing, management systems, and operational procedures within the harbour administration. Due to these findings, AFCAR's timeline was adjusted to allow for a more comprehensive and realistic assessment. Consultations with MoAIFW, GAF, and harbour staff helped refine priorities and ensure alignment with national needs.

AFCAR facilitated a validation workshop with 32 participants from MoAIFW, GAF, UNDP, and harbour management. The workshop confirmed priority areas for reform and provided the basis for drafting five key deliverables:

- A Harbour Management Strategy
- A new organizational structure
- A Human Resources Manual
- A draft Legal Framework
- A Public Private Partnership Framework

These tools aim to modernize governance, clarify roles and responsibilities, and introduce transparent and efficient management practices. Continuous coordination with MoAIFW ensured that the emerging frameworks reflected national policies and operational realities.

The draft Harbour Management Strategy and Human Resource Manual were completed and shared with MoAIFW and GAF for review. AFCAR and UNDP incorporated government feedback and advanced the organizational structure. Given the volume of revisions and the importance of quality assurance, AFCAR signaled the need for a short contract extension, with a decision expected in February 2026. By the end of February, all strategic documents were nearing completion and ready for endorsement.

Challenges

Implementation faced delays due to limited institutional capacity, slow feedback cycles, and the need for deeper structural reforms. However, adaptive planning and continuous engagement helped maintain momentum.

The project has steadily advanced institutional and technical capacity development for MoAIFW and GAF. Early in the year, UNDP contracted international and national consultants to conduct a comprehensive assessment of MoAIFW's institutional framework, producing a draft report that identified systemic gaps and informed the design of a tailored Capacity Development Plan. This plan emphasized strengthening

financial management, procurement, audit controls, policy making, statistics and data collection, and co-operative governance.

Later in the year, four priority initiatives were formally endorsed: enhancing financial and audit competencies, improving policy analysis with a focus on artisanal fisheries and Yemen's role in the Indian Ocean Tuna Commission, strengthening statistical and data management systems, and building MoAIFW's capacity to support fishing cooperatives in coordination with the Ministry of Social Affairs. Preparations began for the inaugural training program on data analysis and management, scheduled for February 2026. In addition, it is planned to support improving policy analysis and the role of Yemen in the Indian Ocean Tuna Commission via support from the SFISH project.

Output III: Enhanced Employment Opportunities for Women and Youth in the Fishing Community and Value Chain:

Throughout 2025, enhanced employment opportunities made substantial progress in expanding livelihood opportunities for women and youth in Aden's fishing community. Over the period of the year, the project delivered targeted skills training, distributed vocational toolkits, strengthened entrepreneurship capacities and advanced analytical work to inform future value chain interventions. These efforts contributed directly to improving income generation prospects and fostering greater inclusion within the fisheries sector.

The year began with the successful implementation of a comprehensive training programme delivered by the responsible party Ghadaq for Development (GHFD).

Key achievements included:

- 198 beneficiaries trained (98 women, 100 men) across multiple specializations: fish processing, seafood preparation, handicrafts from shells, fish trading, boat engine maintenance and GPS operation.
- A three-day entrepreneurship module enabled all participants to develop business plans for in-kind support.
- Trainers adapted teaching methods to address varying literacy and comprehension levels, ensuring equitable participation.

Building on achievements, GHFD completed the transition from training to practical livelihood support.

Key achievements included:

- Distribution of 100 vocational toolkits (50 women, 50 men), tailored to each beneficiary's specialization:
 - Women: accessory-making kits, fish processing kits, seafood preparation kits.
 - Men: engine batteries, GPS devices, and first-aid kits.
- Five advisory sessions (three for women, two for men) focused on business readiness, supplier networks, financial barriers, and market entry strategies.
- Complaints related to toolkit contents were resolved through the project's grievance mechanism.

Value Chain Study:

Completion of the fisheries value chain study, which identified systemic constraints such as fuel costs, ice shortages, weak cooperative structures, and limited women's participation.

Conclusion:

The last two quarters focused on monitoring progress, assessing early livelihood outcomes, and preparing for the next phase of support as the contract with GHFD concluded in the end of May 2025.

Insights from the value chain study informed a redesign of Output III activities for phase II, shifting toward a more structured approach to youth enterprise development, access to finance, and business

development services. A draft proposal for youth finance support was submitted to KfW, though implementation was postponed pending clarity on infrastructure cost allocations.

4.2 Beneficiaries and stakeholder engagement

From an institutional standpoint, the primary stakeholders of the programme are MoAIFW and GAF. These entities are the direct recipients of the planned infrastructure investments, as well as the associated capacity-building and institutional development initiatives. Nevertheless, the benefits of these investments will extend far beyond the institutional level. The improved infrastructure is expected to generate substantial economic opportunities, thereby supporting the private sector and contributing to the wellbeing of the wider population.

Through the partnership with GHFD, the project trained 198 beneficiaries (98 women, 100 men) across key fisheries value-chain skills. Of these, 100 beneficiaries received tailored vocational toolkits to support income-generating activities. Follow-up visits and TPM monitoring confirmed early improvements in market engagement. In addition, the harbour rehabilitation works will create short-term employment opportunities for local workers. Together, these interventions contribute to stronger livelihoods and broader economic benefits for Aden's communities.

To date, engagement has primarily focused on MoAIFW and GAF, with whom a strong and constructive working relationship has been established. Ongoing dialogue and regular consultations have not only ensured alignment on development plans but have also strengthened institutional capacity and fostered a sense of ownership among government counterparts. This collaborative approach will remain central throughout the project's implementation.

Looking ahead, the project will deepen its engagement with private sector actors, building on the progress made in 2025. Following the AFCAR-led workshops and subsequent consultations with MoAIFW, a Public Private Partnership (PPP) model has now been shared with the Ministry for future harbour operations. This commitment marks a significant shift toward greater private sector participation in harbour management, investment, and service delivery. In the coming period, the project will support MoAIFW in convening a dedicated consultation workshop with private sector stakeholders, creating a platform to explore investment opportunities and strengthen sustainable economic development across the fisheries value chain.

4.3 Progress on construction and rehabilitation works

Quay Wall:

During 2025, UNDP advanced preparations for the quay wall rehabilitation by developing a complete, tender-ready technical documentation package to support implementation. Given the continuing constraints posed by shipwrecks in parts of the harbour, UNDP prioritized the 258 meters northern section of the quay wall, which is largely free of wreck obstructions, to maintain momentum on critical infrastructure works while consultations and coordination on wreck removal continue in parallel. This approach was adopted to keep implementation feasible within the current operational context, reduce schedule risk linked to wreck clearance timelines and minimize disruption to ongoing harbour activities.

The tender package was prepared to provide a comprehensive basis for competitive procurement and includes, at a minimum, design summaries, conceptual drawings, technical specifications, bills of quantities (BoQs), structural calculations, and detailed engineering drawings. The package was structured to enable bidders to develop responsive technical and financial offers, with clear scope definition, measurable items, and coherent technical requirements.

A structured technical review and quality-assurance process was implemented throughout the year, combining internal UNDP technical review with iterative exchanges with KfW and consultations with beneficiary institutions. KfW provided initial technical comments on 25 May 2025, followed by the consultant's submission of draft documentation on 23 July 2025. After UNDP's internal review, the revised package was shared with KfW on 26 August 2025. Final comments were discussed during the Amman project review meeting and formally communicated on 3 September 2025. The consultant incorporated these recommendations and submitted the revised package to KfW on 2 November 2025. KfW responded in detail on 10 November 2025, and the feedback was addressed through iterative exchanges through 4 December 2025, ensuring the final documentation reflected the agreed technical requirements, quality expectations, and constructability considerations.

The finalized documentation was subsequently shared with the end user (the Ministry and GAF), and approval was obtained on 24 December 2025. Following this approval, UNDP initiated the procurement preparations, and the call for tenders is planned to be launched in January 2026, with the contract award expected during the first quarter of 2026.

Site Works:

During 2025, UNDP advanced the preparation of the harbour site works tender documentation. The year's work focused on strengthening the technical basis and completeness of the documentation to ensure it is fully implementable and aligned with the operational needs of the harbour, while also managing key interfaces with other major infrastructure components being developed under AFH.

Following the closure of the previous consultancy arrangement (where deliverables did not meet the required technical standards), UNDP reinforced the multidisciplinary engineering capacity supporting this work stream. Qualified national engineers were engaged across the required disciplines surveying, roads and traffic, water supply, sewerage/sanitation and electrical systems, to undertake a structured review of existing materials, address critical gaps, and prepare a coherent and coordinated package suitable for tendering. This approach enabled UNDP to improve the quality and consistency of the design outputs, reconcile technical assumptions across disciplines, and ensure that the site works documentation reflects realistic constructability and integration requirements.

As part of this process, the consultant engineers submitted an initial draft set of technical documents on 15 July 2025, including conceptual designs, engineering calculations, and layout drawings developed to address previously identified deficiencies. Based on UNDP's review and formal feedback, the consultants revised and resubmitted an updated package on 30 July 2025. By mid-August 2025, the documentation was further developed into a comprehensive Phase 3 draft package, including updated BoQs, detailed technical specifications, a consolidated scope of work, construction drawings, cost estimates, and an integrated design report. UNDP completed its review of this Phase 3 draft and shared the package with KfW on 21 August 2025 for technical review.

During the Amman project review meeting on 2 September 2025, it was agreed that finalization and tender launch of the site works package should be temporarily deferred until completion of the Cold Store concept design. This decision was taken because of the direct interfaces between the cold store footprint and surrounding external works, particularly in relation to road access and circulation, power supply routing and capacity, and the water supply arrangement. Finalizing the site works tender prior to confirming the cold store concept would risk design changes during implementation, rework, and potential variations, and could compromise the overall coherence of the harbour layout and service networks. To reduce uncertainty, particularly for the water supply solution supporting desalination and distribution planning, it was also agreed to proceed with drilling an exploratory well to assess both water quantity and quality. Drilling works commenced on 20 December 2025, with reporting expected in early 2026 and initial testing/productivity results anticipated by mid-January 2026. These results are intended to

inform the selection and sizing of desalination and water network components and to confirm the technical feasibility of the proposed water supply strategy before completion of the final tender documentation.

Subject to completion of the Cold Store concept design, incorporation of the exploratory well findings, and completion of any required technical reviews, the site works tender launch is projected for early May 2026, with contract award anticipated in Q3 2026, in line with procurement scheduling and applicable review requirements.

Cold Store:

During 2025, UNDP continued advancing the Cold Store workstream from assessment findings toward a structured design procurement process. Earlier inspections confirmed that the facility requires urgent intervention due to severe structural deterioration and significant operational and safety risks, including legacy hazards that will require coordinated planning and safe handling during rehabilitation.

In the first quarter of 2025, the consultancy team progressed the second phase of the assignment, covering a detailed assessment of structural integrity as well as mechanical/refrigeration and electrical systems. The required testing for this phase was completed; however, access constraints, particularly the presence of substantial waste materials stored by the responsible authority inside the facility, restricted full inspection of some components and resulted in rescheduling the detailed assessment submission timeline.

In the second quarter of 2025, the contract with the International Engineering Office expired and was not extended due to incomplete submission of contracted deliverables. To ensure the assignment could proceed with the necessary technical rigor, UNDP prepared a revised Terms of Reference and initiated a new procurement process structured around a phased approach, including: (i) an inception phase with stakeholder consultations and updated needs assessment; (ii) a concept design phase with multiple design options and preliminary cost estimates/ BoQs; (iii) a detailed design phase resulting in a tender-ready package (including architectural, structural, Mechanical, Electrical, and Plumbing (MEP) , refrigeration, and power systems); and (iv) tendering and construction support.

The Request for Proposals for Cold Store design services was issued on 29 June 2025 and closed on 1 August 2025. Three firms submitted proposals. Following technical evaluation, only one bidder met the minimum technical threshold; however, the proposal required further strengthening in key technical areas, particularly refrigeration system design detail and certain staffing requirements. Financially, the initial offer exceeded UNDP's internal budget estimate; following negotiations the cost was reduced, but reference checks raised concerns regarding past performance and deliverable quality. Given these performance risks, the evaluation panel recommended terminating the process and re-advertising to secure suitably qualified and reliable expertise.

Accordingly, a revised tender was re-advertised on 26 August 2025 and closed on 15 October 2025. The selected bidder demonstrated relevant experience in designing comparable facilities, and the design services contract was signed on 9 December 2025. The assignment is structured as a four-month engagement running from 15 December 2025 to 14 April 2026, with delivery organized into three consecutive design phases. Phase 1 focuses on desk review and revision of the existing assessment and is allocated four calendar weeks, with the deliverable scheduled for 12 January 2026. Subject to approval of Phase 1 outputs, Phase 2 will deliver the design brief and concept design over three calendar weeks, with submission scheduled for 02 February 2026. Following Phase 2 approval, Phase 3 will cover the preparation of the first draft detailed design over five calendar weeks, with the draft package scheduled for 14 April 2026.

Administrative Building Rehabilitation:

Throughout 2025, significant progress was achieved on the rehabilitation and operationalization of the Administrative Building at Aden Fishery Harbour under Phase I of the AFH Project. The year marked the transition from major civil works to full functional readiness, including furnishing, solar energy installation, ICT infrastructure, and handover preparations.

Civil Works and Structural Rehabilitation:

By the end of 2025, all major construction activities had been completed, including structural reinforcement, interior finishing, electrical and plumbing installations, cladding, tiling, and furniture. During 2025, the building entered the operational enhancement phase, with UNDP finalizing BoQs and procurement plans for furniture, ICT systems, and solar energy infrastructure.

Furnishing and Equipment Installation:

UNDP procured and delivered a full suite of office furniture and equipment valued at \$ 54,337. This included executive and standard workstations, conference room furniture, ergonomic seating, reception area furnishings, and essential ICT hardware such as computers and printers. All items were installed in coordination with GAF.

Solar System:

A 36 kW off-grid solar PV system was purchased through UNDP's Long-Term Agreement mechanism with total budget \$ 90,303.80. Installation began and was completed and tested by the end of 2025. The system significantly enhances the building's energy resilience amid Aden's intermittent electricity supply.

Information and Communications Technology (ICT):

In late 2025, the ICT infrastructure contract was launched to establish a modern, integrated digital system for the administration building. Key components of the works include structured data cabling, telephony systems, an IP-based CCTV surveillance network, conference systems, fire alarm systems, server room establishment, and the fiber-optic link connecting the GAF and the Harbour Administration Building. Overall progress has reached 45%, with major activities completed such as trunking installation for data, telephony, CCTV, fire alarm, and power systems, along with fiber-route excavation and initial server room preparation.

The contractor, Shammakh Systems Computer, has requested a three-month no cost extension for the following reasons:

- Delays and challenges occurred in the delivery of the Norden Foil/Foil Twisted Pair Category 6A (Norden F/FTP Cat 6A) network cabling materials due to newly introduced banking and customs procedures, which disrupted the import and clearance process. The delivery timeline of Cisco switches and related accessories was extended beyond the initially anticipated schedule.
- Additional time is required for testing, commissioning, and training of the computer network, telephony system, and Internet Protocol Camera (IP Cam) system in accordance with additional requirements requested by MoAIFW.

Handover Preparation:

With furniture and solar systems installed and ICT works, the building is scheduled for full handover to MoAIFW and GAF by the end of the first quarter of 2026.

Laboratory Equipment:

In 2025, the Project made significant progress in strengthening the Central Laboratory for Fish Quality Control in Aden, a key component aimed at improving fisheries oversight, food safety, and institutional resilience. The year began with procurement challenges, as the contracted supplier, Al-Mudafar Medical & General Trading Corporation, faced logistical delays in importing specialized equipment and hazardous chemicals. These delays required an extension to ensure proper delivery and installation. Despite these initial setbacks, the project advanced steadily, and by mid-year all equipment had been successfully delivered with a total contract value of \$ 225,298.

Once installation was completed, comprehensive technical training sessions were conducted for 20 (Male 14, Female 6) resident laboratory technicians as well as additional staff nominated from other governorates. These sessions ensured that the new equipment could be used effectively and enhanced technical competencies across multiple regions. The training also emphasized the role of women in science and technology, showcasing how the project's investments were enabling young professionals, particularly women, to contribute more actively to fisheries sector development.

By the end of 2025, the laboratory was fully integrated into the wider harbour rehabilitation project. The provision of advanced equipment, combined with capacity-building initiatives, established a stronger foundation for fish quality control and compliance with international standards. The net result is that quality control testing for fish for both domestic consumption and export is more readily available.

Rehabilitation and Restoration of Fiberglass Manufacture and Industrial Workshop Study:

During 2025, UNDP continued progressing the technical studies and tender documentation required to enable the rehabilitation and restoration of the Fiberglass Manufacturing Facility and the Industrial Workshop under Phase II.

In the second quarter of 2025, the contract with the International Engineering Office reached its end date and was not extended, as the outputs delivered did not fully meet the required standard, particularly in terms of completeness and technical accuracy of drawings, BoQs, and tender documentation. To address the remaining gaps and avoid further delays, UNDP engaged a direct contract engineer to finalize the outstanding technical components. The technical documentation packages for both the Fiberglass Factory and the Industrial Workshop have now been completed and compiled as tender-ready packages (including drawings, technical specifications, and BoQs).

In parallel, UNDP considered an accelerated procurement approach for the subsequent works phase, including the potential use of Long-Term Agreement (LTA) contracting mechanisms to shorten procurement timelines by sharing finalized tender documentation with a pool of pre-selected contractors, subject to applicable procurement rules and donor requirements.

Following the outcomes of the Amman project review meeting in September 2025, it was agreed that the rehabilitation activities related to the fiberglass factory and the workshop would be placed on hold temporarily. This pause reflected the need to confirm an overall project vision and establish an accurate budget framework, particularly considering the ongoing finalization of cost estimates for the quay wall and Cold Store interventions. Once these major cost drivers are confirmed, the fiberglass factory and workshop rehabilitation will be reassessed, re-prioritized, and scheduled accordingly in consultation with the end user.

AL Dockyard Landing Site:

During 2025, UNDP advanced the Dockyard Landing Site rehabilitation under Phase II, progressing the intervention from technical assessment to a tender, ready procurement package. The work commenced with the engagement of an international engineering consultant in March 2025 to undertake the required surveys, investigations, and technical assessments needed to define a robust rehabilitation scope and prepare complete procurement documentation.

Following the preliminary site inspection and data collection in early April 2025, geotechnical investigations and material testing were initiated to confirm ground conditions and inform the engineering solutions. Bathymetric survey results were subsequently integrated to strengthen the assessment of marine-side conditions and ensure that the proposed rehabilitation measures are technically feasible and aligned with operational requirements. Building on these inputs, the Phase 2 detailed assessment report was finalized and submitted at the end of May 2025, providing the technical basis for the rehabilitation works, including the core engineering requirements and specifications necessary for tendering.

Based on the completed technical assessment, UNDP proceeded with preparation of the Invitation to bid documentation and the full tender package, in coordination with the end user and the donor. The package was shared for review and alignment and was formally advertised on 8 October 2025, with the tender closing on 23 November 2025. Throughout the tender period, UNDP circulated the opportunity widely to support a strong pool of qualified bidders and to promote effective competition. Following the public bid opening for the quay wall works at the Dockyard Landing Site in Aden, UNDP received offers from eight bidders, comprising both national (Yemen-based) contractors and international firms.

UNDP team began the bid analysis to complete the evaluation process in December 2025 and it is anticipated the contract will be signed in January 2026, enabling mobilization and commencement of works in February 2026. Construction is planned to be completed by early 2027.

4.4 Status of procurement

During the reporting period, procurement activities under the AFH project advanced across multiple categories including civil works, consultancy, supervision, goods supply, and specialized services. Overall, procurement activities demonstrate balanced progress across infrastructure rehabilitation, institutional strengthening, and value chain support. While several tenders remain under advertisement or review, signed contracts are being implemented with staggered completion timelines extending into 2026.

Item	Details
Quay Wall Rehabilitation	Civil Works Tender under Advertisement
Dockyard Rehabilitation	Civil Works Tender under Regional Office Procurement Committee Review and Approval
CTG Global Managed Services DMCC	Consultancy Contractor/ Firm Name: Global Managed Services (CTG) Duration: 2025 Value of contract \$266,097.12 1. National Civil Engineering Associate Initial Services 2. National Topographic and Bathymetric Survey Engineer

	3. National Water Supply Engineer Including CTG fees for four Months 4. National Sewerage and Sanitation Consultant 5. National Electrical Engineer 6. National Road Engineer 7. National Civil Engineer Consultant
Rehabilitation of admin building including variations	Civil Works Contractor/ Firm Name: ALMOTAHEDON CONTRACTING CO Duration: 17 July 2024 to 07 January 2025 Value of contract \$236,026.81
Capacity development consultancy phased deliverables	Consultancy Service Contractor/ Firm Name: AFCAR Duration: 14 August 2024 to 28 February 2026. Value of contract \$123,658.00
Supervision of Admin Building Aden Fishery Harbour	Consultancy Service Contractor/ Firm Name: Al-Amidah Consult AMICON Duration 02 September 2024 to 21 October 2025 Total contract value \$10,350.00
Supply of laboratory equipment and chemicals	Goods Contractor/ Firm Name: AL-MUDAFAR MEDICAL and GTC Duration: 01 September 2024 to 10 August 2025. Total contract value \$ 225,298.00
Solar system for AFH admin building	Goods Contractor/ Firm Name: Technical Resources Oilfield Services Duration: 22 April to 15 December 2025. Value of contract \$90,303.80
Furniture supply for AFH admin building	Goods Contractor/ Firm Name: Almoheet Star for Importing Duration: 13 August to 01 October 2025. Value of contract \$54,365.25
ICT infrastructure and network systems for AFH admin building	Goods Contractor/ Firm Name: Shammakh Systems Computer Duration: 19 October 2025 to 31 March 2026. Value of contract \$105,208.00
Drilling of water well at AFH site works	Infrastructure Works Contractor/ Firm Name: Shoqi Abd Saeed Saleh Duration: 18 November 2025 to 28 February 2026. Value of contract \$14,775.50
ESMP for Dockyard rehabilitation	Consultancy Contractor/ Firm Name: Essence Consultancy Firm

	Duration: 01 December 2025 to 28 February 2026. Value of contract \$47,500.00
Cold store final assessment and detailed design	Engineering Services Contractor/ Firm Name: The First Modern Engineering Center Duration: 08 December 2025 to 07 March 2027. Value of contract \$126,750.00
INTERNATIONAL MARKET SYSTEMS DEVELOPMENT	Consultancy Contractor/ Firm Name: Hania Chahal Duration: 03 November 2024 to 09 March 2026. Value of contract \$USD 10,000.0
International Consultant (Strategic Advisor)	Consultancy Contractor/ Firm Name: Joanna LOUISE Brooks Duration: 21 January to 30 November 2025. Value of contract \$52,500.00
Technical Documents quay wall for Aden Fish Harbor	Consultancy Contractor/ Firm Name: Tarek Ibrahim Aly Ebeido Duration: 03 August 2025 to 30 June 2026. Value of contract \$98,230.00
Review of Wrecks in Aden Fisheries Harbour	Consultancy Contractor/ Firm Name: OOS89 Marine Consultancy LiD Duration: 09 May to 24 June 2025. Value of contract \$6,750.00
Third Party Monitoring Agreement (LTA)	Service Contractor/ Firm Name: Grant Thornton Advisory Ltd. Duration: 08 May 2025 to 07 May 2026. PO of the First Amount: \$ 5,200.00 Value of LTA \$20,160.00

4.5 Do-No-Harm and peacebuilding

UNDP adheres to a stringent Do-No-Harm (DNH) ethos to mitigate unintended negative impacts on communities affected by its development projects. The planning, implementation, monitoring, and evaluation stages of projects involve rigorous investigation to identify and avoid interventions that could exacerbate conflict. This was comprehensively analyzed during the conceptual phase in 2022, when extensive stakeholder consultations were conducted, and during the inception phase (January-June 2023) with both the MoAIFW and the GAF.

UNDP applied a comprehensive Do-No-Harm (DNH) approach throughout Aden Fishery Harbour Rehabilitation and Value Chain Development Project to ensure that interventions were conflict sensitive, inclusive, and environmentally responsible. The following measures were implemented:

a. Conflict Sensitivity and Risk Mitigation:

The project integrated DNH principles during project design and implementation to avoid exacerbating local tensions. Then extensive stakeholder consultations were conducted with MoAIFW, GAF, and local associations to identify risks and ensure transparency. In addition, the project applied adaptive planning to respond to evolving political and security dynamics in Aden.

b. Inclusive and Equitable Targeting:

The project prioritized vulnerable groups such as women and youth - within Aden's fishing communities. Then it applied clear eligibility criteria and verification processes to prevent favoritism or exclusion. Grievance redress mechanisms were established to address complaints promptly and maintain trust.

c. Environmental and Social Safeguards:

The Environmental and Social Management Framework (ESMF) and Occupational Health and Safety (OHS) standards were successfully implemented across all rehabilitation activities, ensuring compliance and safety. Hazardous materials, including asbestos and ammonia, were managed under Environmental Protection Authority (EPA) supervision with secure removal and disposal procedures. Strict waste management protocols and marine pollution prevention measures were enforced throughout the project. As a result, no major accidents occurred, and one minor incident was addressed in full compliance with OHS procedures.

d. Gender and Protection Measures:

The project developed and applied a Gender-Based Violence / Sexual Exploitation and Abuse (GBV/SEA) Action Plan to safeguard against exploitation and abuse. In addition, AFH injected effort to ensure gender-sensitive arrangements during training and asset distribution (separate sessions, flexible schedules). Gender considerations were mainstreamed across all project components.

e. Grievance and Feedback Mechanisms:

The project has established multiple complaint channels including hotlines, WhatsApp, suggestion boxes, and dedicated staff. Moreover, Complaints and Feedback Mechanisms (CFM) brochures were distributed, and visibility of reporting options were maintained during 2025. Approximately 26% of beneficiaries used these mechanisms; issues such as complaints/questions on asset quality and quantity, in reference to support provided by GHFD, were addressed promptly.

f. Monitoring and Third-Party Verification:

During this reporting period, the project was continuously monitored by the UNDP monitoring and evaluation team and there was one Third Party Monitoring mission by the Third-Party Monitoring Agent (TPMA), Grant Thornton. The TPMA has delivered its first-round report, which has been shared with KfW, wherein the findings confirmed compliance with DNH principles and recommended improvements for future phases:

- Enhance livelihoods assets provided.
- Strengthen market linkages and mentorship for women entrepreneurs.
- Improve communication and community-level engagement.

In short, there is no evidence of harm or conflict escalation linked to project activities. In addition, it has been reported that there has been increased trust and cooperation among stakeholders through transparent processes. Furthermore, the project has strengthened institutional capacity and gender inclusion while maintaining environmental and social safeguards.

4.6 Monitoring and Evaluation

Throughout 2025, field-level oversight remained active via routine monitoring visits by the UNDP team. For effective monitoring, UNDP has developed monitoring tools including indicators performance tracker, and a detailed monitoring and evaluation plan.

During the second quarter of 2025, UNDP provided GHFD with technical support to implement the baseline survey aiming at measuring the baseline values of indicators of Output III Phase I. The survey reached 90% [n=90] of beneficiaries (49% are male beneficiaries and 51% are females) to assess their income & livelihoods, and employment status. Baseline data collection targeted beneficiaries in four targeted districts (Ash Shaikh Othman 38%, Siera 31%, Khor Maksar 19%, and Attwahi 12%). 100% of beneficiaries are registered in fisheries associations, distributed among Four associations (Al Arish Association 19%, Siera Bay Association 31%, Rambo Association 13%, and Dolphin Association 37%).

The baseline primary analysis shows that:

- None of the surveyed beneficiaries has a formal job, neither full time nor part time.
- House holds' top three sources of income are fishing, daily wages, and jobs with the private sector.
- While most beneficiaries cited that their income is stable, a small portion reported their income is unstable (last month income is less than average in the last three months).

UNDP will continue to monitor beneficiaries' progress and impact to assess the impact of the support provided.

The TPMA, engaged through a Long-Term Agreement with Grant Thornton, was mobilized and delivered its initial monitoring report in November 2025, which outlined the following key findings:

Rehabilitation & Infrastructure

- Admin building restored, solar and furniture installed.
- Central laboratory reactivated with equipment.
- Works met technical specifications, improving work environment and lab capacity.

Management Capacities

- Capacity assessment completed; governance gaps identified.
- Two-year plan (50+ actions, 14 trainings) prepared.
- Validation workshop held; draft strategic framework and organizational structure developed.

Employment Opportunities

- 636 registered; 200 trained (50% women).
- Training in Global Positioning System (GPS), fish processing, business skills.
- Grants to 100 beneficiaries; men benefited from GPS, women faced kit quality issues.

Environmental & Social Safeguards

- Strong coordination, gender inclusion promoted.
- Complaint mechanisms used by 26% of beneficiaries.
- OHS applied, no major accidents.
- Waste managed, no environmental risks.

Challenges

UNDP:

- Limited expertise: Local contractors and suppliers had limited experience in port rehabilitation and maritime sector projects, particularly in specialized areas such as cold storage and fish processing facilities.

- Low international participation: Major international companies showed low interest in bidding or participating due to the current security and operational context in Yemen.
- Design changes: The initially planned rehabilitation of the harbour quay was reassessed and upgraded to a full reconstruction following the final technical evaluation, which introduced additional technical complexity and extended timelines.

AFCAR:

- Delays from pending harbour works: The capacity development activities remain on hold pending completion of the harbour rehabilitation. Unclear operational arrangements, including staffing and management structure, have further limited AFCAR's progress on institutional and capacity-building components.
- Approvals: Obtaining the required approvals from the Ministry and GAF took longer than anticipated, causing delays in the implementation of training and capacity-building activities.
- Staffing: Limited staff and institutional capacity within the AFH management structure slowed progress in delivering management and institutional development support.
- GHFD: Procurement delays, weak coordination with associations.

Recommendations

- UNDP: Expedite work, train AFH staff, strengthen technical capacity.
- AFCAR: Advance non-infrastructure activities, streamline approvals.
- GHFD: Monitor asset kits, improve procurement planning, support beneficiaries with finance and mentorship.

Overall, TPMA's initial monitoring report confirms that significant progress has been achieved in infrastructure rehabilitation, management capacity-building, and livelihood support, while also highlighting persistent challenges in coordination, expertise, and asset quality. The recommendations provided offer a clear roadmap for strengthening implementation, ensuring that future activities deliver sustainable impact and maximize benefits for the Aden Fishery Harbour and its communities.

4.7 Social and environmental safeguards

Throughout 2025, UNDP maintained strong implementation of the project's Environmental and Social Framework (ESF) commitments to ensure that AFH activities remain environmentally sound, socially inclusive, and safe for workers and surrounding communities. Risk management measures were applied through routine monitoring, structured stakeholder engagement, and a functioning grievance mechanism, while safeguards readiness was strengthened to support the transition toward larger infrastructure delivery.

Occupational Health and Safety (OHS):

Occupational health and safety performance remained strong throughout the year. Overall compliance was high, supported by routine supervision, reinforcement of safe work practices, and follow-up on observations as needed. The project recorded zero reported OHS incidents in 2025.

Environmental and Social Management Plans (ESMPs) and safeguards readiness:

To strengthen safeguards readiness for upcoming infrastructure works, UNDP advanced the development of site-specific Environmental and Social Management Plans (ESMPs) as the main construction-phase risk management tool across the AFH infrastructure components, including Dockyard, AFH site works, the quay wall, the cold store, and other priority facilities. UNDP contracted a specialized environmental and social consulting company to conduct the required site assessments and environmental

testing (baseline verification activities) to confirm baseline conditions and inform the ESMP mitigation measures, monitoring requirements, and contractor compliance provisions.

The ESMP work is being used to define practical, enforceable construction-phase controls, including mitigation and monitoring measures, contractor Environmental, Social, Health and Safety (ESHS) obligations, occupational health and safety requirements, and community health and safety arrangements. This strengthens implementation readiness by ensuring risks are identified early and managed through clear responsibilities, procedures, performance indicators, and supervision and reporting arrangements.

UNDP contracted Essence Consultancy Firm as a specialized environmental and social consulting company to undertake the required site assessments and environmental testing (baseline verification activities), ensuring that ESMP mitigation measures, monitoring requirements, and contractor compliance provisions are informed by verified baseline conditions.

Following contracting, UNDP convened a formal kick-off meeting with Essence team to agree on: (i) the scope, deliverables, and reporting structure; (ii) the proposed assessment methodology and workplan; (iii) coordination and access arrangements; and (iv) stakeholder engagement and information requirements to support the assessment and drafting process. UNDP then facilitated coordination with the Head of the GAF in parallel with Essence mobilization and conducted joint site visits to both Dockyard and AFH to formally introduce the consulting team, confirm access arrangements, and ensure that security and site management facilitate the mission and required sampling activities.

Key priorities confirmed for integration into the ESMPs included practical measures for: worker occupational health and safety, community health and safety, access and traffic management, dust and noise control, waste management, and management of interfaces between construction activities and ongoing harbour operations to reduce disruption and manage safety risks during implementation. These priorities are central to ensuring the ESMPs serve as enforceable, site-specific instruments guiding construction planning, contractor performance, and supervision and reporting arrangements.

Essence commenced the assignment, completed initial field deployment activities, and is currently conducting site-level assessments and sampling/testing, with laboratory results progressing in parallel with ESMP drafting. In view of construction relevance and operational sensitivity, Essence is prioritizing the Dockyard ESMP within the overall assignment.

Stakeholder Engagement Plan (SEP):

Stakeholder engagement remained a core tool for managing social risks, particularly where planned infrastructure activities interface with daily fishing operations and access to livelihood assets.

Dockyard consultations:

During the period, the UNDP ESF team conducted multiple engagement sessions with Dockyard users, focusing on fishermen who rely on the site for daily berthing and landing. These consultations were held to explain the planned work at a high level, listen to concerns, and agree on practical measures to minimize disruption and manage safety risks. In total, 37 fishermen were consulted through these sessions. Fishermen's main concerns and questions centered on fear of complete closure and loss of access to berthing space, immediate livelihood impacts from any interruption to landing/berthing, safety and navigation risks during work (congestion, restricted zones, construction equipment, reduced maneuvering space), and expected dust/noise disturbance. Fishermen also requested clear communication channels and advance notice before any changes to access arrangements or working zones.

In response, UNDP clarified that the project is coordinating with the competent authorities to ensure continuity of operations during implementation. As communicated during the consultations, GAF

confirmed it will provide an alternative berthing location during construction, specifically the 80m plain concrete quay wall at AFH—to avoid economic disruption and support the continuity of fishermen’s daily landing and berthing activities. UNDP further committed to continued engagement and timely updates through SEP channels as schedules and work zones are confirmed, alongside the application of clear signage/restricted areas, access management measures, and nuisance controls (dust/noise) during works.

Fish Quality Testing Laboratory engagement:

Under the AFH project, UNDP conducted a focused stakeholder engagement session on 18 November 2025, in observance of World Fisheries Day, at the Fish Quality Testing Laboratory in Aden, attended by 20 participants (8 females and 12 males). Participants included laboratory technicians and management, the Head of GAF, the Head of the Laboratory, private sector representatives from Aden Gulf Fishing Company and Alruban, and the UNDP project team. The discussion covered both the outcomes of AFH supported upgrades and the overall functioning and operational needs of the laboratory. During the session, a female lab technician (Wajdan) reported that the new equipment has reduced microbiology testing time from several days to a few hours and eliminated exposure to toxic vapours associated with older chemicals, resulting in a clear improvement in occupational health and safety for the lab team. Private sector representatives confirmed that faster turnaround of test results has reduced waiting time, minimized shipment clearance delays, and contributed to a smoother and more predictable export process. Overall, participants welcomed the upgrades and emphasized the importance of continued technical support, clear communication, and sustained collaboration between the laboratory, UNDP, and private sector actors to maintain and further strengthen the quality and reliability of fish testing services under the project.

Grievance Redress Mechanism (GRM):

The project grievance mechanism remained operational and accessible throughout 2025, enabling timely intake, follow-up, corrective action, and closure of reported issues. During the year, two grievances were received and addressed through verification and follow-up:

- Case 1 (Jan–Mar 2025): One individual grievance was received concerning clarification on training attendance and transport allowances. The issue was resolved following follow-up and confirmation of the applicable payment method. One individual grievance related to training attendance/transport allowance clarification was received and closed following follow-up and confirmation of the applicable payment approach.
- Case 2 (Apr–Jun 2025): One community grievance was received via WhatsApp, raised by an association representative on behalf of 30 individuals, concerning the suitability and quality of distributed materials. UNDP investigated through beneficiary engagement and record review, implemented a corrective action by replacing the materials, and the case was closed following confirmation through follow-up.
- No cases (Jul–Dec 2025): No grievances were recorded.

Gender Mainstreaming and Gender-Based Violence Action Plan:

In 2025, gender mainstreaming was embedded through gender-balanced beneficiary targeting, tailored support to women and youth, and inclusive engagement. Under Output III (women and youth employment opportunities), the project maintained deliberate balance in participation and support packages, ensuring women’s participation not only in attendance but also in tangible livelihood support and follow-up coaching. Implementation was guided by the project’s Gender Mainstreaming and Gender-Based Violence Action Plan (GAP), which provides the overarching framework to integrate gender considerations across activities and to reinforce safe participation measures, including respectful conduct standards and awareness of accessible reporting and feedback channels.

Importantly, GBV/SEA awareness and safe participation principles were mainstreamed through training delivery, especially for beneficiaries supported under GHFD, reinforcing respectful conduct, safe learning environments, and awareness of reporting and feedback channels. This mainstreaming approach supported women's meaningful participation by promoting dignity, non-discrimination, and confidence to raise concerns early where needed.

4.8 Media Production and Promotional Materials

Throughout 2025, the Aden Fishery Harbour Project implemented a structured and strategic communication and visibility approach to ensure transparent reporting, effective stakeholder engagement, and clear recognition of development partner support. UNDP consistently communicated project objectives, progress, and results, while acknowledging the contribution of BMZ through KfW, in close coordination with national counterparts including MoAIFW and GAF.

UNDP's communications function worked closely with the implementing partner GFHD during the early stages of the year, in addition to maintaining regular coordination with site engineers, the Ministry's media unit, and joint field missions. This collaboration enabled systematic content collection and ensured consistent alignment with donor visibility and branding requirements, while reinforcing national ownership and institutional visibility. Communication efforts across all project components integrated gender inclusion and promoted complaints and feedback mechanisms, ensuring coherence, accuracy, and compliance with agreed donor standards.

Project implementation was accompanied by comprehensive documentation covering infrastructure rehabilitation, institutional capacity strengthening, and activities supporting women and youth livelihoods. Donor-branded visibility materials, including signage and brochures, were produced and disseminated at field and stakeholder levels. This also included the [Yemen Fisheries Market Systems Analysis Report](#), published on the UNDP project webpage to support evidence-based fisheries value chain development. Targeted storytelling was aligned with key international observances, including International Women's Day, World Tuna Day, World Youth Skills Day, and World Fisheries Day. These occasions were used to highlight the project's contributions to inclusive livelihoods, skills development, and strengthened fisheries value chains, including a technical discussion on the Fish Quality Laboratory and value chain improvements. Awareness materials were also produced for the 16 Days of Activism Against Gender Based Violence, reinforcing messages on gender equality and protection within the fisheries sector. Communication products further documented the distribution of small grants, showcasing entrepreneurship and value chain diversification, with additional details provided in Annex C.

Regular field engagement supported firsthand monitoring and high-quality content collection, including photography, video footage, interviews, and beneficiary testimonials. These materials were disseminated through UNDP Yemen digital platforms to enhance public awareness, stakeholder engagement, and accountability.

In line with a longer-term visibility strategy, UNDP initiated a Long-Term Agreement media service to produce high-quality audiovisual content documenting the full rehabilitation and operational launch of the administrative building. This production includes testimonials from the Ministry, GAF, local authorities, and harbour community members, highlighting improved service delivery and institutional functionality. Media production also focuses on the upgraded fish quality laboratory equipment, with particular attention to the technical roles of women technicians and the strengthening of national fish safety and quality assurance systems. In addition, communication activities will document progress on the dockyard, quay wall, and other infrastructure rehabilitation components, capturing key implementation milestones and the anticipated impact on harbour operations and service delivery.

4.9 Sustainability & Operation and Maintenance

The project design is fundamentally informed by the needs articulated by end-users. Its implementation has been highly consultative, with the project team pursuing a continuous and transparent framework of partnership and coordination with stakeholders. For example, the prioritization of infrastructure for rehabilitation and the required scope of pre-tender studies have been determined through technical consultations involving UNDP, MoAIFW, GAF, and KfW. Such a level of consultation and engagement not only strengthens local ownership but also enhances the capacity of national experts who will ultimately be responsible for managing, operationalizing, and sustaining the harbour.

Chapter 5: Risks and Mitigation Measures

Risk	Probability (low/med/high)	Mitigation strategy	Risk influence (low/med/high)
Contextual Risks: Risks of state failure, return to conflict, development failure, humanitarian crisis. Factors over which external actors have limited control.			
Political Instability	Moderate	• Monitor political developments and engage with local and international stakeholders for support. • Maintain dual-track engagement with IRG/STC. • Apply DNH/conflict-sensitivity clauses.	High
Fiduciary Failure	Moderate	• Review contracts with IPs regularly to accommodate changes and sign contracts in USD. • Provide in-kind support when feasible. • Increase livelihoods and resilience investments, and expand employment opportunities to help households cope with inflation.	Moderate
Procurement / Market	Moderate	• Broaden advertising through UNGM/UNDP and regional platforms. • Hold bidder briefings. • Split procurement packages into manageable lots. • Include pre-bid site visits and clarification sessions. • Allow bids pairing local and international specialists.	Moderate
Institutional / Capacity	Moderate	• Advance non-infrastructure tasks: Strategic Framework, Legal Documents, Organizational Structure, and Human Resource Manual.	Moderate

Risk	Probability (low/med/high)	Mitigation strategy	Risk influence (low/med/high)
		- Define the Public Private Partnership (PPP) model and interim O&M arrangements. - Schedule targeted trainings not dependent on full harbour operations.	
E&S – Community / Livelihood	Moderate	Implement SEP actions: alternative berthing (80 m quay at AFH), safe access routes, phased works, OHS signage, exclusion zones, communication cadence, and grievance channels.	Moderate
Environmental (Cold Store)	High	- Enforce a strict OHS plan, including toolbox talks, PPE usage, and permit-to-work requirements for high-risk tasks. - Conduct contractor EHS audits, ensure incident reporting, and apply corrective actions. - Perform commissioning tests for solar systems.	High

Chapter 6: Budget report and time schedule

AFH I:

The total expenditure for the reporting period is \$2,283,652.51 where the total contribution has been fully received in 2024. The total overall expenditure for the project as of Dec 31, 2025, is 4,628,098.54 which represents 22% from the total contributions received \$ 21,421,735.90. Annex b

AFH II:

The total expenditure for the reporting period is \$500,905.15 where the total contribution has been fully received in 2024. The total overall expenditure for the project as of Dec 31, 2025, is 505,765.15 which represents 3% from the total contributions received \$ 16,104,158.17. Annex b

Chapter 7: Lessons learned, and open issues

Lesson Learned:

Sequencing is Critical

The 2025 implementation experience confirmed that infrastructure interventions must be sequenced carefully. Design interdependencies between site works, Cold Store rehabilitation, utilities and road networks require early resolution before tendering. Addressing these interfaces upfront reduces delays, avoids rework and protects cost and schedule's integrity.

Engineering Quality Drives Delivery

The performance of engineering consultants emerged as a decisive factor in delivery timelines and quality. On several occasions, most notably with the initial consultancies for the Quay Wall, Cold Store and Civil works, poor quality technical outputs created cascading risks for programmatic delivery. Improved due diligence in the identification and recruitment/selection of engineering consultants, particularly when it comes to the design process, has resulted in a significant improvement in the outputs delivered.

In addition, the UNDP team, both the project engineer and the broader engineering unit, has taken a far more proactive and engaged approach with the relevant implementing agents, whether individuals or consulting companies. This has resulted in a significant improvement in the quality of deliverables received.

Finally, the active involvement of the KfW engineer, acting as a sounding board and informal oversight mechanism, has been crucial, particularly with regard to the marine infrastructure.

Governance Determines Sustainability

Infrastructure rehabilitation alone does not guarantee long-term functionality. Sustainable outcomes depend on parallel investments in governance frameworks, organizational structures, human resource systems, and clearly defined operation and maintenance arrangements. Based on the project's implementation experience, the following key lessons have emerged:

- The absence of institutional documentation significantly undermines effective governance.

A complete lack of historic documentation related to harbour management and operations has resulted in reliance on individual recollection. This has contributed to overlapping mandates and ongoing disputes between key entities, particularly GAF and the Ministry, regarding overall control. The lack of clarity also limits meaningful engagement with other essential actors, most notably the Port Authority, whose involvement is critical for effective harbour management.

- Institutional capacity constraints limit the sustainability of infrastructure investments.

Government counterparts from MoAIFW and GAF will be responsible for managing the rehabilitated infrastructure once completed; however, existing capacity remains low. Most staff belong to an older generation (45+), and salaries when paid are minimal and insufficient to meet basic needs, making sustained capacity development and institutional reform particularly challenging.

- Human resource renewal is constrained by systemic hiring limitations.
- The current freeze on public-sector recruitment restricts the engagement of a younger cadre, limiting opportunities for institutional renewal, skills transfer, and long-term sustainability of harbour management structures.

Engagement of Private Sector is Crucial

For the project to be successful the active engagement of the private sector is crucial. There has been proactive research and consultation with the private sector during 2025, and this will be further reinforced with targeted events during 2026.

Livelihoods Require Market Integration

Skills training and asset distribution improved beneficiary capacity, but income sustainability depends on market access. Access to finance, business development services, private-sector linkages, and mentorship are critical to transforming skills into viable enterprises, particularly for youth and women.

Conflict Sensitivity Enables Progress

The consistent application of Do-No-Harm principles, grievance mechanisms, and adaptive stakeholder engagement reduced operational risks and strengthened trust with fishing communities. Conflict sensitivity proved to be an enabler of progress rather than a constraint on implementation.

Strategic Positioning

AFH has evolved from recovery-focused rehabilitation into a structured, future-ready fisheries investment platform. The project now integrates infrastructure delivery, institutional reform, and inclusive economic growth, positioning Aden Fishery Harbour as a sustainable driver of economic resilience in a fragile context.

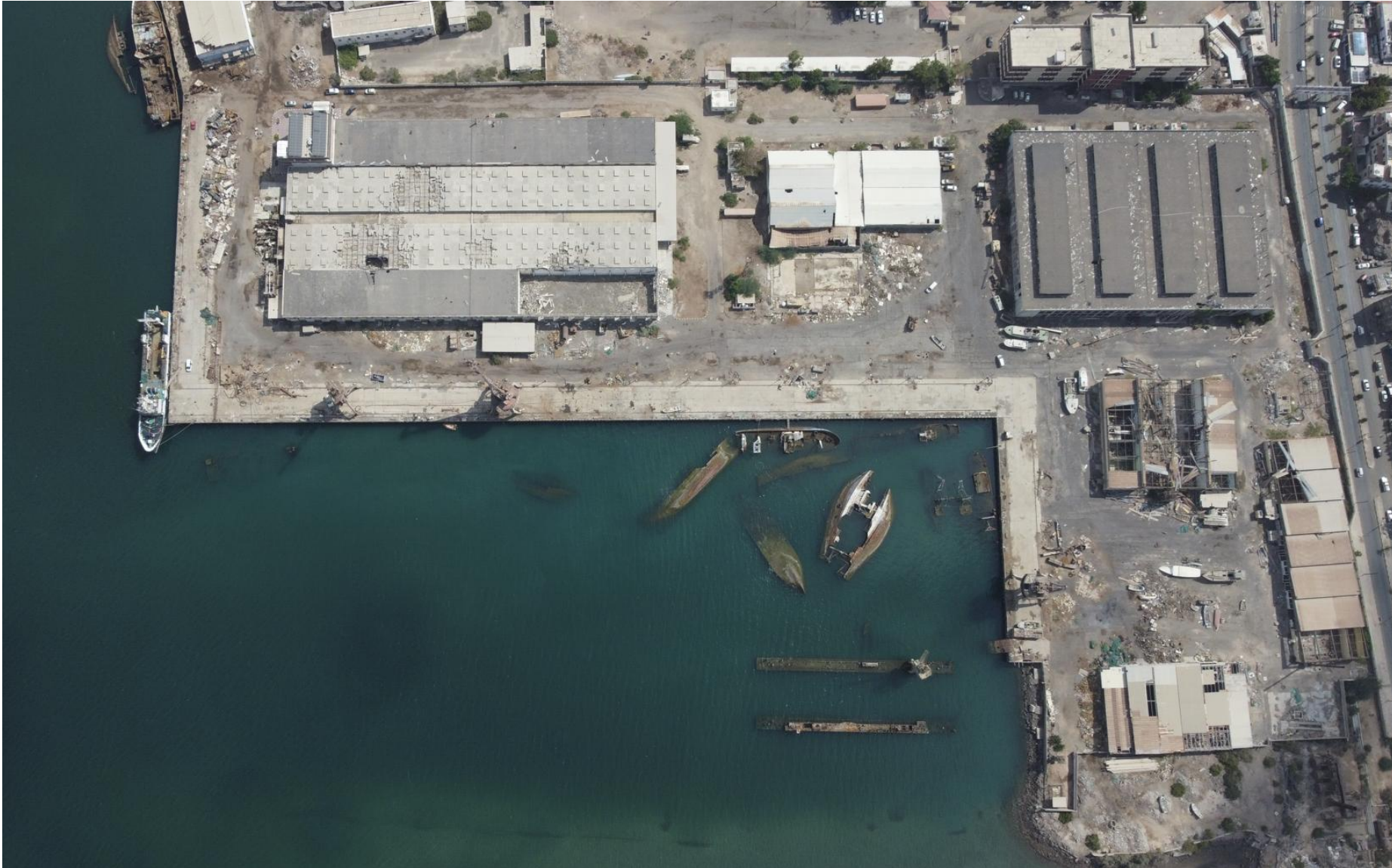
Open Issues:

Removal of the Wrecks

The removal of shipwrecks at Aden Fishery Harbour has remained a central challenge affecting rehabilitation progress and tender preparations. Initial efforts revealed that MoAIFW lacked the capacity to clear the wrecks, prompting UNDP to explore options such as procuring a crane barge and engaging a salvage expert to assess viable strategies. A subsequent technical study outlined three removal scenarios, ranging from contracting international salvage firms with sheerlegs or crane barges to procuring equipment locally and supporting national actors, with UNDP recommending the latter despite legal complexities around ownership that required high-level government involvement. As discussions advanced, MoAIFW began coordinating with an Egyptian firm and the wreck owner to establish definitive timelines and contractual terms, while preparing a proposal for endorsement by the Prime Minister's Office. In parallel, UNDP prioritized rehabilitation of the northern quay wall section, which is largely free of obstructions, to maintain project momentum while awaiting final agreements on comprehensive wreck clearance. More recently, MoAIFW has successfully removed the largest wreck in the harbour, marking a significant milestone and demonstrating tangible progress toward full clearance, thereby strengthening confidence in the feasibility of completing the remaining works. This phased approach has allowed infrastructure works to advance while institutional negotiations continue to secure a sustainable solution for complete removal of all the wrecks.

Annexes

Annex a an Aerial Photo of Fisheries Harbour:



Annex b Finance:

Financial Report AFH I:

[Annual Report Finance 2025 AFH I.xlsx](#)

Certified Project Financial Report (CPFR) AFH I:

[AFH I Dec 25.pdf](#)

Financial Report AFH II:

[Annual Report Finance 2025 AFH II.xlsx](#)

Certified Project Financial Report (CPFR) AFH II:

[AFH II Dec 25.pdf](#)

Annex c Communication:

Written Stories:

[From home cook to seafood entrepreneur: Baraka's story | United Nations Development Programme](#)

[Sustaining Yemen's fisheries: A collaborative effort | United Nations Development Programme](#)

[Youth are the future in Yemen | United Nations Development Programme](#)

[تقود المرأة في اليمن جهود التعافي من أجل بناء قدرة المجتمع على الصمود by UNDP Yemen - Exposure](#)

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