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UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

Yemen

Project Title: Fishery Harbour Rehabilitation and Value Chain Development in Aden – Phase II

Project Award Number:

Implementing Partner: UNDP

Start Date: Jan 2024 **End Date: Dec 2026** **LPAC Date: Appraisal Review on 18 October 2023**

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 phase II of the project aims to support the fisheries value chain through the completion of the rehabilitation/reconstruction of Aden fisheries harbour facilities not covered in phase I, rehabilitation of the Dockyard landing site in Mualla district (Aden) and through promoting livelihoods and employment along the value chain especially for women. At the same time the project shall contribute to rebuild better the fisheries governance and management capacities of related structures and authorities. Thus, the project aims at rebuilding better and allowing the recovery of the fisheries sector with a view to a sustainable use of its potential to improving food security, generating new possibilities for economic recovery and empowerment 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 16,008,537.89
Total resources allocated:		
	UNDP TRAC:	
	Donor: BMZ	USD 16,008,537.89
Unfunded:		0

AGREED BY:

DocuSigned by:
Zena Ali Ahmad
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Zena Ali Ahmad

Resident Representative

NB: Applied Exchange Rate USD 1.00 equivalent to Euro 0.937 at the time of signature of finance agreement with KFW on 19 October 2023

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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 decades 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 current Yemen food insecurity and livelihood situation remains fragile even after several years of concerted response efforts from different stakeholders. The Integrated Food Security Phase Classification (IPC) analysis conducted in September 2022 indicates that between October and December 2022, approximately 17 million people (over half of the population in Yemen), will likely experience high levels of Acute Food Insecurity (IPC Phase 3 or above). This analysis update indicates similarly high levels of food insecurity compared to the first half of the year (January-May 2022) and to the previous 5 years. The malnutrition trends have also shown an upward trend compared to previous years. Joint efforts will be required to reverse these worrisome figures.

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. The sector supported the livelihood of about 3.2 percent of the population. A workforce of 94,214 was directly employed, of which almost 75,000 were fishers represented by 129 Fishery Associations.

The conflict has caused severe damage to the entire fishery value chain, and overall, the entire fish supply chain has been massively damaged in terms of its infrastructures, but the sector still contributes around 11.3 percent of the agricultural GDP, or around 1.7 percent of the overall GDP. The fisher and fishery associations have strong partnerships that facilitate production and sales flows. However, wholesalers, retailers and brokers are not aware of or open to joint ventures or partnerships. Most businesses in the fishery sector are individuals who use their own or privately rented boats. Artisanal fishers currently operate in about 31,190 fishing boats and account for over 90 percent of total production. While there is no state-owned fishing fleet, there are both state-owned and private docks and fish landing facilities. Private sector firms employed about 18,000 workers primarily in domestic wholesale and retail trade and fish exports.

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. Yemen experiences high risks from water scarcity, extreme heat, wildfire, locust infestation, floods and landslides. All of these hazards negatively affect the agricultural sector, which provides income to over 73% of rural population in Yemen and is a main source of food for substantial portion of population. Yemen will

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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. Climate vulnerability is likely to exacerbate other pressures on livelihoods, the economy, and the environment in the future. 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, not to deplete this valuable resource and ensure it provides food and income to Yemeni population in perpetuity.

The conflict has caused severe damage to the entire fishery value chain. It has taken the lives of many fisherpersons, destroyed fishing boats, landing sites, and storage and processing facilities, disrupted electricity that in turn has severely affected ice-production and cold-supply chain leading to deterioration of product maintenance and quality, limited fisherperson's access to the sea, increased fuel prices affecting boat operation, disrupted transportation networks that heavily affected access to critical input supplies and fish product distribution networks both for domestic and export markets. Overall, the entire fish supply chain has been massively destroyed. The situation has also aggravated following cyclones. As a result, for example, only about 50 percent of fishers in the Red Sea are believed to be still working in the sector.

Also, in view of the challenges ahead, the MoAIFW has been restructured on 18 December 2020, merging the ministries of agriculture and fisheries. The fish wealth sector of the ministry has the following authorities and offices:

- General Authority for Fisheries (Aden, Lajh, and Abyan)
- General Authority for Fisheries in Al-Mahra
- General Authority for Fisheries in Hadramout Shabwa and Socotra
- General Authority for Fisheries in Taiz, Hodeida and Hajah
- General Authority for Marine Science and Aquarium Research
- Branch Offices in the Governorates.
- Fish ports in Aden and Hadhramaut
- Over 118 landing sites ranging from medium to small sizes at the district levels.

Key challenges of the fisheries sector

The protracted conflict has further aggravated the low performance of the fisheries sector and value chains reducing fish production, quality of fish catch, and economic returns. The fish supply to the domestic markets and fish exports have reduced as well as the already limited fisheries infrastructure and facilities were affected. Contribution of the fish sector in addressing food insecurity gaps were also further limited as the institutional capacity and market challenges were further expanded affecting the performance and development of the fisheries sector. Following are the key challenges constraining the development of the fishery sector:

- Weak governance, technical and research capacities

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- Weak institutional management and capacities for strategic planning and implementation
- Poor fisheries sector infrastructure including cold storge, maintenance workshop, processing and quality control labs and marketing services and high operation costs
- Fragmented and unreliable information systems
- Weak enforcement of laws and regulation
- Weak monitoring capacities of fishing activities
- Overfishing and unregulated fishing practices
- Unknown fisheries stock carrying capacity
- Underutilized fisheries potential
- Weak capacities of fisheries cooperatives and associations
- Underutilization of fishery communities especially women
- Low Productivity of Fishermen Community:
- Low quality of fish/fisheries products
- Low quality assurance and compliance to international standards
- Low income returns of fishing activities.
- Inadequate capacity and compliance to social and environmental standards
- Limited Aquaculture and SME's Development
- Limited investment of private sector
- Limited access to export markets
- Standards below international competition requirement
- Uncontrol fishing of foreign vessels

Aden Fisheries Harbour

The fisheries 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 the country 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 concerned anchoring services for fishing boats, loading, and unloading of ships working in the fishing 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. 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.

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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 benefitted from the services of the harbour including storage, processing, loading and unloading (these companies still operate, 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 tons/vehiclex800= 2,000 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.

Phase II of the project aims to support the fisheries value chain through the completion of the rehabilitation/reconstruction of Aden fisheries harbour facilities not covered in phase I, rehabilitation of the Dockyard landing site in Mualla district (Aden) and through promoting livelihoods and employment along the value chain especially for women. At the same time the project shall contribute to rebuild better the fisheries governance and management capacities of related structures and authorities. Thus, the proposal aims at rebuilding better and allowing the recovery of the fisheries sector with a view to a sustainable use of its potential to improving food security, generating new possibilities for economic recovery and empowerment in Yemen. This is in line with the overall goal of the United Nations Sustainable Development Cooperation Framework 2022-2024 in particular with 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, phase II of 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

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make contribution to, peace building. Thus, contributing as well to the new German Strategy of Development Cooperation which focuses on a feminist development policy.

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 and micro enterprise 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 not covered under phase I 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.

Phase II of the project will also contribute to rebuilding better the fisheries governance and recovery of fisheries sector addressing priority institutional, technical needs, plans and development prospective of the fisheries sector strategic goals and visions in the medium and long terms. Phase II of the project will complement and build on the ongoing phase I and World Bank funded SFISH projects 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. Also employment level, sustainability and conditions of fisheries workers, in particular of women, will be enhanced. 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

II.1 Proposed Solutions and Theory of change

Phase II of the initiative *Fishery Harbour Rehabilitation and Value Chain Development in Aden* shall also contribute to recovery and rebuilding of the fisheries sector ensuring improved institutional and governance capacities for effective and sustainable management of fisheries sector in line with the national strategic goals and visions in the medium and long terms. Improving the capacity will

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be driven by two main needs. Firstly, the need to improve the performance of the current governance structure and secondly, prepare and acquire additional capacities to address sustainable management of fisheries in line with medium and longer goals and vision to develop the fisheries sector. Finally, employment and livelihoods in the value chain will be promoted and developed in particular for vulnerable groups.

A recent rapid and visual assessment of the Aden fish harbour at Hajif [1] 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 overall (this includes infrastructures already addressed in phase I). 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 either because of the lack of restoration of the sidewalk for several meters, and/or broken-down communication and equipment systems. The fish harbour infrastructures and facilities that were not covered in phase I include: warehouses, fiberglass factory, cold storages, industrial and wooden workshops as well as expand the alternative renewable energy power sources to address gaps in energy sources.

The project shall continue to 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 remaining Aden fisheries harbour facilities; in consultation with the GAF, and MoAIFW. 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 jobs to women 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 MoAIFW/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

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

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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 the 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.

II.2 Theory of Change

IF *the gaps of fisheries sector institutional and governance capacities are identified and addressed taking into considerations strengths, weaknesses, threats and opportunities, and capacity development action plan is developed accordingly,*

IF *the technical, monitoring and control capacities of the key fisheries sector authorities and actors are improved and strengthened,*

IF *the technical and scientific research capacities of the key fisheries sector authorities and actors are improved and strengthened,*

IF *gender mainstreaming and women are empowered to effectively engage in fisheries sector,*

IF *infrastructure and facilities of the fish harbour at Hajif in Aden that are not covered under phase I, are rehabilitated ensuring their functionality and allowing for operation,*

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

IF *women and youth are empowered and micro enterprises are supported to effectively participate in the fishery value chain*

THEN *the fisheries sector governance and management capacities will be recovered enabling effective and sustainable management of fisheries potentials in line with the national strategic goals and visions, and*

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

Assumptions

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1. Enabling environment in terms of policy and regulations are improved to support project implementation, including removing any barriers to restructuring of fisheries sector and 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.

Table 1: secondary effects related to the implementation modalities of the project

SECONDARY EFFECTS	DESCRIPTION
What are main expected effects related to the procurement strategy (e.g. local procurement supports local economy)	Most of the procurements will be carried out by UNDP and will involve service providers from the private sector. Whenever possible items will be locally procured to support the local economy following the UNDP's rules and regulations.
What are main effects related to other implementation modalities (e.g., employment creation in small-scale construction/ rehabilitation or training measures)	There are civil works that will be carried out for the rehabilitation of the various infrastructures and facilities. This will create employment opportunities for semi and qualified labourers, including women and youth.
How are government, civil society, community-based capacities strengthened through implementation modalities (e.g. HACT improves capacities in certain areas etc.)	UNDP will collaborate with government entities and build their institutional capacities for effective implementation of the project. Should other national institutions and civil society be engaged in project activities, they will under capacity assessment and enhancement in line with HACT procedures.

Table 2: project contributions to the SDGs

PROJECT MEASURES AND CONTRIBUTION TO SDGs	
Main aspect	**Description**
Goal 2: End hunger, achieve food	Support to this Goal implies better access to seafood and the

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security and improved nutrition and promote sustainable agriculture/fisheries	widespread promotion of sustainable fisheries. This entails improving the productivity and incomes of small-scale fishers by promoting equal access to fish catches, technology and markets, sustainable seafood production systems and resilient fisheries practices. It also requires increased investments through international cooperation to bolster the productive capacity of fisheries in developing countries like Yemen
SDG 5 gender and inclusiveness	A component of the initiative will focus on promoting social and economic inclusion of women and disadvantaged youth promoting their active integration in the value chain around the Aden fisheries harbour
Goal 6: Ensure availability and sustainable management of water and sanitation for all	Sustainable Development Goal 6 goes beyond drinking water, sanitation and hygiene to also address the quality and sustainability of water resources, which are critical to the survival of people and the planet. Rehabilitation of water drainage and sanitation systems will contribute to quality water, hygiene and sanitation at the AFH.
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Sustained and inclusive economic growth is a prerequisite for sustainable development, which can contribute to improved livelihoods for people around the world. Revitalisation of the AFH will create direct and long employment opportunities for the harbour's staff and those working in the value chain/supportive industries like transport, food and clothing; temporary employment for contractors.
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Aden harbour infrastructure rehabilitation: SDG 9 addresses three important aspects of sustainable development: infrastructure, industrialization and innovation. Infrastructure provides the basic physical facilities essential to business and society; industrialization drives economic growth and job creation, thereby reducing income inequality; and innovation expands the technological capabilities of industrial sectors and leads to the development of new skills.
Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development. 14.b Provide access for small-scale artisanal fishers to marine resources and markets	Improvement of the Aden Harbour fish value chain: oceans, seas and other marine resources are essential to human well-being and social and economic development worldwide. 14.b: progress by countries in the degree of application of a legal/ regulatory/policy/institutional framework which recognizes and protects access rights for small-scale fisheries

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Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	Strengthened Partnerships Achieving the ambitious targets of the 2030 Agenda requires a revitalized and enhanced global partnership that brings together governments, civil society, the private sector, the United Nations system and other actors, mobilizing all available resources. Meeting implementation targets, including the raising of necessary funds, is key to realizing the agenda, as is the full implementation of the Addis Ababa Action Agenda. Increasing support to developing countries, in particular the least developed countries, landlocked developing countries and small island developing States, is fundamental to equitable progress for all.

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III. RESULTS AND PARTNERSHIPS

III.1 Expected Results

The overall objective of phase II of the project is to rehabilitate the facilities of the fish harbour at Hajif that were not covered in phase I, to restore the remaining 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.

Phase II will enhance the fisheries governance and management capacities meeting fisheries sector development prospective and strengthening institutional, technical and management capacities for effective and sustainable management of fisheries potentials in line with national strategic goals and visions in the medium and long terms.

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 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 capitalizing on rebuilding better the fisheries governance and maintaining two main outcomes, and the outputs identified to achieve them. The outcome delivers the project objective. Outputs represent deliverables produced by the activities. The initiative aims at enhancing livelihoods and food security of the communities in the project area and in neighboring areas connected to the Aden fisheries value chain.

A key constraint for the Aden community and especially for the women in the area 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 facilities that were not covered in phase I 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.

The support to the governance and value chain aims at enhancing livelihoods-related dynamics and at consolidating them with a specific focus on women. This will be achieved by rebuilding better the fisheries institutional and governance capacities for effective and sustainable use of fisheries potential, restoring the AFH facilities and promoting profitable linkages among fishers and other value chain actors, improving AFH infrastructure, increasing compliance with quality and hygiene standards, supporting the creation of economic opportunities and MSEs and increasing livelihoods

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and employment opportunities for women particularly. The project will improve the livelihoods of the urban and rural communities of targeted areas for small-scale fisher and workers along the value chain, especially for women and youth 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 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.

Output 1: Aden fishery harbour and Dockyard landing site in Mualla district (Aden) infrastructures and facilities 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 that were not included in phase I 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 infrastructure and key facilities such as warehouses, fiberglass factory, cold storage, industrial and wooden workshops. As well as installation of water drainage and sanitation systems (including sewage system) and firefighting systems for areas not including in phase I. In addition to provision of identified key equipment that will be supplied. This will enable the AFH to facilitate adoption of improved and innovative fishing at full scale, 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 national Procurement Officer who is 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.

Activities of output 1

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1.1. Prioritize and make procurement arrangements for services and equipment needed to rehabilitate remaining 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 remaining facilities for the rehabilitation work covered under phase I, 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 remaining facilities such warehouses, fiberglass factory, cold storages, industrial and wooden workshops

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 warehouses, fiberglass factory, cold storage facilities, and wooden. 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 re-activate the warehouses and factories, generator and solar systems.

Phase II will rehabilitate the remaining facilities and provide necessary key equipment to ensure re-activation of the warehouses, generator and solar systems to ensure supply of reliable alternative energy sources addressing additional energy needs. 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.

1.4 Complete and install water drainage and sanitation systems (including sewage system) and firefighting system for areas not covered during phase I

Phase II will also complete and install the remaining water drainage and sanitation systems including sewage system as well as the firefighting system for areas not covered under phase I. The project Safeguard Specialist will ensure necessary arrangements for the implementation of this

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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.

1.5 Development of the Dockyard landing site in Mualla district (Aden)

The Dockyard landing site close to the Aden fish harbour will be supported to improving landing sites facilities and services. The landing site facilities not covered yet by the SFISH project will be rehabilitated with a focus to support small artisanal fishermen. Considerations will be taken to 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 be climate resilient especially from potential flooding, inundation and sand accumulation and have provisions for differently abled beneficiaries to access them. They will also ensure gender-sensitive sanitary facilities and facility level solid and liquid waste management systems.

Output 2: Improved institutional and technical capacities for effective and sustainable fisheries management

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 a number of 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 Action planning for sustainable fisheries management capacities

The capacity development of the fisheries sector will restructure and rebuild better the fisheries governance and management meeting fisheries sector needs, plans and development prospective. The capacity assessment and development will take into consideration the following aspects:

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i. Improved governance and institutional capacities.
ii. Improved policy, coordination, technical, operational and infrastructure resources
iii. Improving internal control systems - internal policies, arrangements, procedures, guidelines and frameworks
iv. Improving institutional capacities for improved sustainable management of fisheries resources.
v. Improved fishing practice quality and productivity, monitoring and surveillance capacities
vi. Improved compliance to social and environmental standards and adaption to climate change

The first stage of the capacity development process will include collection and analysis of baseline information about fisheries sector and existing capacities including functions, resources and structures.

Improving the capacity will be driven by two main needs. Firstly, improve the performance of the current tasks and mandates and secondly, prepare and acquire additional capacities to address sustainable management of fisheries in line with medium and longer goals and vision to develop the fisheries sector.

Based on performance indicators (qualitative and quantitative) and Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis, the main gaps between the current capacities and expected and desirable levels of performance would be analyzed. Through the analysis results and findings, insights, shortcomings and capacity needs will be identified and appropriate and corresponding capacity measures will be developed including changing in the organizational structure, operational and functional requirements, managerial, technical and human capacity needs in line with medium- and longer-term strategic vision of the fisheries sector.

Engagement of key stakeholders, including resources persons, expertise, fisher communities, women groups, private sector and relevant agencies, should be included through in consultative processes at different stages such as assessment of capacities, vision development and proposing of capacities needs and improved measures as well as finally while drafting the capacity development action plan.

2.1.1 Comprehensive assessments, gaps identification and vision development

The comprehensive assessment will be undertaken through consultative process engaging key stakeholders. Preparatory work will be prepared by national thematic consultants and presented in concise discussion papers for discussion and validation in a workshop. Following are key elements in the process:

- ✓ Comprehensive assessment of fisheries sector including assessment of marine resources and habitat, status of fishery stock (status and diversity) based on the existing information and available data, fishing practices, analysis of the stakeholders including the socio-economic scenarios, climate change impacts, cross-sectoral linkages and cross cutting issues, assessment and evaluation of the prospects and development of aquaculture, fish farming and fish feed industries, and SME's promotion and development in the fisheries sector, oversee assessment and evaluation of fisheries export sector, marketing chain and food quality and safety systems, women's participation in the fisheries sector and prioritize

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the development needs for the fisherwomen community with a focus to enhance their livelihood standards,

- ✓ Comprehensive assessment of the current capacities of the sector and its authorities and infrastructures/facilities, mandates, challenges, and qualitative and quantitative performance.
- ✓ Development of SWOT analysis and fisheries sector strategic goals, and vision for the medium and long terms.
- ✓ Organize 1st consultative validation workshop with all the stakeholders to present in a concise discussion papers the findings of the comprehensive fisheries sector assessments, and to proposed fisheries sector strategic goals, and vision.
- ✓ Drafting of a concise report the findings and conclusions.

2.1.2 Capacity needs and policy options for sustainable management of the fisheries sector in line with the sector strategic goals, and visions in the medium and long term.

Following the results of the comprehensive assessments, national consultants will prepare concise discussion papers on policy option and actions to address the key priority gaps identified. Following are key elements in the process:

- ✓ Review of policy options for sustainable management of fisheries sector. The review of policy options shall include (but not limited to) the following dimensions: institutional, regulations, systems/procedures, human resources, technical, technology, revenue management, information, investment, community based/participation, awareness and gender, and information base.
- ✓ Organize 2nd consultative capacity development workshops with key stakeholders to present draft findings and proposals in a concise discussion paper (in bullet points and matrix) for discussions, to validate draft policy options for capacity development.
- ✓ Draft in a concise report the findings and conclusions.

2.1.3 Finalization of the fisheries sector capacity development plan

Based on outcomes of the two previous consultative discussions on capacity need assessment and corresponding policy options and measures to address priority gaps, fisheries sector capacity development plan will be drafted addressing the medium and long terms vision including details actions, time frame, targets and budget.

A final validation workshop involving key stakeholders will be organized to present and validate the plan. Based on the conclusions and validation of the key stakeholders, the final fisheries capacity development action plan.

2.2 Strengthening capacities for sustainable fisheries management

Besides capacity assessment and development of the institutional development action plan, priority capacity development areas will be addressed focusing urgent needs. These could include assessment of existing landing sites as well support to key implementation arms of the fisheries sector, the general authorities of Fisheries, as well as priority capacity development actions recommended in the institutional capacity development plan. The actions also include capacity development on gender mainstreaming and ensuring functioning of the rehabilitated infrastructure and facilities that were not covered under phase I. According to fisheries authorities, this will reactivate employment for approximately 400 persons, including around 200 women active in the

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following sectors: fish preparation, fish packaging, storage of fish stock, statistics of fish stock, fiberglass boat related works, supervising the shipment and unloading of marine products. following some of potential key actions:

2.2.1 Assess fishery sector diversification and develop inclusive business model
2.2.2 Establishing approaches for regular fishery data collection and reporting under limited capacity setting
2.2.3 Design and implement technical trainings for staff of the port and GAF authorities
2.2.4 Technical trainings on wooden artisanal ship repair
2.2.5 Technical trainings on fiberglass boat production and repair

Output 3: Women empowerment and resilience strengthening along the fishery 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. This component will focus on inclusion and empowerment of women in the fisheries value chain in various areas, building on existing “cluster” of presence and trying to stabilize women presence and enhance their role.

Phase II of the project will complement SFISH work and target additional beneficiaries from the fisheries communities in Aden.

Activities of output 3

3.1 Capacity building on management of business for women along the fishery value chain

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.

3.2 Support to women employment in services related to Aden fisheries Harbour facilities

The Aden Fisheries Harbour facilities relied substantially on women for the running of the different facilities. According to the General Authority for Fisheries the number of female workers employed and still formally linked to the port is 186. Their role would span from technical work to general services. Here below a table summarizing their roles:

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Responsibility /Task	Number
Fish preparation	120
Fish packaging	20
Storage of fish stock	10
Statistics of fish stock	6
Supervising the shipment and unloading of marine products	10
Cleaners	20

At the relaunch of activities of the facilities of the Aden Fishery Harbour, the project intends to allow for the number of female employees to remain at the same level and possibly to increase. In order to do this and considering some of the female workers might need to be requalified, some may have reached retirement age requiring new workers to be employed, the project intends to re-qualify them and qualify new workers providing specific focused trainings. In addition to the roles already covered, new areas will be looked at, such as wooden artisanal ship repair and fiberglass boat production.

3.3 Aquaculture initiative for women

The project will support the establishment of one pilot initiative for aquaculture for women. The ongoing SFISH project managed by UNDP (World Bank funded) is in the process of identifying two suitable locations for launching aquaculture initiatives with a focus on women employment. The aquaculture initiative will employ 25 women who will manage the initiative from production to management and marketing. They will be structured around a maximum of four ponds for the farming of specific species of fish, such as the crustaceans (shrimp), Zinja fish, and crabs. The area of each pond is 100 x 100m at a height of 2m above the sea level. Ponds are interconnected by wooden gates with cement pillars. The width of each gate is 3 meters. Gates are lifted using a manual slide. The width of each pond wall is 10m at the ground and 6m at the surface (in pyramid shape). These ponds are constructed using coarse sand materials from mountain sources.

The following are the key requirements for the initiative:

1. The construction of an administrative building near the ponds to oversee work activities. The size of the building is 30 x 30m in the form of a yard and a building. The area of the internal building is 15x15m and should contain offices for administrative staff and workers.
2. Two boats (type: booth) with a length of 7m and a width of 130cm with two Suzuki engines, 40hp each, to be used inside the ponds to feed the fish.
3. Fish grinding machine to produce food for farmed fish.
4. Fish container, size: 12m L x 4m W x 4m H, with a capacity of 20 tons to keep the fish collected from the market in case of any quantity surplus.
5. A diesel generator of 50KW power to operate the container and the administrative building in case of power outages to avoid spoilage of the fish food and the fish contained in the container.
6. Two Suzuki diesel pickup, single cabin, with a container to transport fish food from the market and the auctions in the governorate. Each vehicle shall have its own ice container.

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7. 50 administrative staff and workers.

III.2 Beneficiaries of the Project

The first direct beneficiaries are the fisherpeople 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 and Local Authorities (Governorates and districts);

The rehabilitation of the harbour facilities will also bring benefit to the fisherpeople 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 value chain fisheries communities who now are facing issues related to the food security crisis in the country. The absence of an active, functional and well governed fishery value chain 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, 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 3. 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**	**Total**	**Relevant category (e.g. teachers)**	**Relevant other category (e.g. community leaders)**	**Other category as relevant (e.g. age, refugees)**

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Direct Beneficiaries					Indirect Beneficiaries (as applicable)			
				etc)				
Outcome								
Output 1								Food insecure component of Aden community: 500,000
Output 2	400	200	200		400	Household: 2,800		
Output 3	470	470			470	Household: 3,290		
Total incl. double counting	870	670	200		870	6,090		505,740
Total without double counting	870	670	200		870	6,090		505,540

III. 3 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 capitalize on phase I and 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.

III. 4 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.

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- 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.

III. 5 Risks and Assumptions

Table 4: Risks and Assumptions

RISKS	LIKELIHOOD (low/med/hig	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.			
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-conducive 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 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	High

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		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	

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 a number of factors, including hyper-inflation, fraud, and cash advance management. To avoid exchange rate losses and other negative effects of working in the national currency, UNDP will transfer advances in US dollars to implementing partners. UNDP's anti-fraud policy, the annual audits, regular spot-checking by UNDP staff, and the

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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

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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, the majority of 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 beneficiaries [2]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

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

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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 (and with the private sector actors, cooperatives and women groups. The process will be sustained throughout the project, and in particular it will build on the component aiming at drafting, finalizing and adopting a sub-national fishery management plans as 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 in a position 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 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.

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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.

III.6 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.

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IV. PROJECT MANAGEMENT

Phase II of 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 capacity development of the fisheries sector will consider national aspects and will propose capacity development plan of action for strengthening and governance strengthening. The project will be implemented in areas which are accessible and where development interventions can be implemented.

UNDP will capitalize on the on-going phase I and SFISH-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).

IV.1 Project Management

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 to monitor, quality assurance and 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 as well as to 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 MoAIFW, relevant authorities at the sub-regional level for technical consultations, international partners and UN agencies to enable a conducive and coherent supporting environment for RPs.

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

Table 5: Project Management Set-up

Phase II of the project will likely overlap with phase I for a year and half. Therefore, the same management set up will continue. In the first year and half the project management cost will be

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covered by phase I. This will however be confirmed once the action intervention is determined after cost and delivery schedules of phase I are endorsed by all parties.

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.	Existing
P3 Project Management Specialist	Support PM in project implementation oversight especially support in day-to-day programme support service provision and qaulity assurance	New Hire
Admin & finance national	Admin and financial support	Existing
National Coordinator	Support the International Project Manager and liaise with the national stakeholders	Existing
M&E national	Monitoring and evaluation aspects	Existing
Procurement national	Overall responsible for procurement planning, tendering and necessary procedures.	Existing
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.	Existing
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 an monitored	Existing
Communication/ Cross 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.	Existing
Specific expertise: - Value Chain and business development expert - Quality control and assurance - Electro-mechanical and refrigeration experts - Policy and legal expert - Institutional development expert - Fisheries thematic areas experts - Gender experts - Marine science expert - Business development experts	Conduct tailored and timely trainings to the value chain actors of the AFH to improve quality of fish supplied Undertake assessments of fisheries sector governance and capacities, propose capacity development actions plans Mainstream gender in the fisheries sector Business development and entrepreneurship Technical training for fiberglass boat and wooden workshop production Marine science and research capacities	

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V VISIBILITY

To ensure regular and 'on-message' public visibility for the project, a communication and visibility plan will be developed to well position this partnership and provide a set of proposed communication products, specific media pieces, and advocacy asks. This plan will utilize UNDP's, KFW, and implementing partners/RPs online platforms to share human interest/impact stories, articles, exposure stories, blogs, op-eds, press releases, Facebook/Twitter posts, video stories, factsheets, visual presentations, etc. Additionally, forward looking products and evidence-based studies such as policy briefs and impact reports will also be developed to capture high impact of the project. The project will produce at least two knowledge products on gender equality and women empowerment that will include gender analysis, assessment, success stories, lessons learned, and fact sheets, and the BMZ/KfW logos will be added for all publications and promotional materials.

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V. RESULTS FRAMEWORK[3]

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Output 1: Aden fishery harbour and artisanal landing sites in Aden, infrastructures and facilities 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*	$111,604.17	$111,604.17	$111,604.18	UNDP	KFW	71300 - Consultancy	$334,812.53	
	1.2 Rehabilitate key remaining facilities such as warehouses, fiberglass factory, cold storages, industrial and wooden workshops	$1,601,986.99	$2,673,211.49	$1,153,074.17			72100 - Civil work	$5,428,272.66	
	1.3 Procure key equipment to re-activate the warehouses and factories, generator and solar systems.	$69,370.33	$74,706.51	$69,370.33			72300 -	$213,447.17	

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	1.4 Complete and install water drainage and sanitation systems (including sewage system) and firefighting system for areas not covered during phase I	$351,510.22	$342,185.40	$360,835.05			72100 - Civil work	$1,054,530.67	
	1.5 Development of the Dockyard landing site in Mualla district (Aden)	$426,894.34	$640,341.52	$213,447.17	UNDP	KFW	72100 - Civil work, equipment	$1,280,683.03	
Sub-total Output 1		$2,561,366.06	$3,842,049.09	$1,908,330.91	**UNDP**	**KFW**		$8,311,746.06	
Output 2: Improved institutional and technical capacities for effective and sustainable fisheries management	2.1 Action planning for sustainable fisheries management capacities *2.1.1 Comprehensive assessments, gaps identification and vision development* *2.1.2 Capacity needs and policy options for sustainable management of the fisheries sector in line with the sector strategic goals, and visions in the medium and long term.* *2.2.1 Finalization of*	$106,723.59	$213,447.17	$106,723.59	UNDP	KFW	Workshops, consultants, travel	$426,894.34	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	the fisheries sector capacity development plan								
	2.2 Strengthening capacities for sustainable fisheries management	$106,723.59	$266,808.96	$320,170.76	UNDP	KFW	Consultants, workshops, travel	$693,703	
Sub-total Output 2		$213,447.17	$480,256.14	$426,894.34	**UNDP**	**KFW**		**$1,120,597.65**	
Output 3: Women empowerment and resilience strengthening along the fishery value chain.	3.1 Capacity building on management of business for women along the fishery value chain	$160,085.38	$352,187.83	$240,128.07	UNDP	KFW	72100 - Consultants, workshops, travel	$752,401.28	
	3.2 Support to women employment in services related to Aden fisheries Harbour facilities	$170,757.74	$170,757.74	$167,830.73	UNDP	KFW	71300 - Consultants, training, travel	$509,346.21	
	3.3 Aquaculture initiative for women	$106,723.59	$320,170.76	$160,085.38	UNDP	KFW	75700 - Training, material	$586,979.72	
Sub-total Output 3		$437,566.70	$843,116.33	$568,044.18		**KFW**		**$1,848,727.21**	
Effective management of AFH II	P4 International project manager	$100,820.53	$100,820.53	$100,820.53	UNDP	KFW	International Staff Salary - 61300	$302,461.59	
	P3 Programme Speciliast	$109,536.20	$109,536.20	$109,536.20	UNDP	KFW	International Staff Salary - 61300	$328,608.61	
	Admin & finance national	$14,142.29	$14,142.29	$14,142.29	UNDP	KFW	National Staff Salary - 71400	$42,426.86	
	National Coordinator	$23,455.02	$23,455.02	$23,455.02	UNDP	KFW	National Staff Salary - 71400	$70,365.06	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	M&E national	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Procurement national	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Safeguard Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Gender Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Communication Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Country Office Support to Implementation and Common Services	$573,564.57	$573,564.57	$573,567.62	UNDP	KFW	DPC/CS - 64300/74500	$1,720,696.76	
	Running/misc costs	$33,795.09	$33,795.09	$33,797.23	UNDP	KFW	74500 - Miscellaneous	$101,387.41	
	Third-Party Monitoring	$16,008.54	$16,008.54	$16,008.54	UNDP	KFW	72100 - Third Party Monitoring	$48,025.61	
	Communication	$5,336.18	$10,672.36	$10,672.36	UNDP	KFW	72100 - Communication	$26,680.90	
	Audit	$16,008.54	$16,008.54	$16,008.54	UNDP	KFW	74100 - Audit	$48,025.61	
	Evaluation	$0.00	$42,689.43	$58,697.97				$101,387.41	
Sub-total Output 4		$973,321.53	$1,021,347.14	$1,037,360.86				$3,032,029.54	
Contingency amount		0	0	$362,860.19	UNDP	KFW	74500 - Contingency	$362,860.19	
Indirect Cost / GMS (8%)		$334,856.12	$494,941.50	$344,279.24	UNDP	KFW	75100 – GMS	$1,174,076.85	
Coordination Levy (UNRCS)		$45,205.57	$66,817.10	$46,477.70	UNDP	KFW	N/A	$158,500.37	
Sub-total		$380,061.69	$561,758.59	$753,617.13				$1,695,437.41	

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Grand Total		$4,565,763.15	$6,748,527.29	$4,694,247.43	UNDP	KFW		$16,008,537.89	

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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)
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 RPs, 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 RPs, 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 RPs, 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 and RPs
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 and RPs
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 RPs on time in order to prepare quality project progress reports and submit it to the Project Board monitoring on time.	UNDP and RPs

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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 and RPs

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.

VI.2 Evaluation Plan

Table 7: Evaluation Plan[4]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSCDF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost & Source of Fund
Project Final evaluation		Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services[5] and financial and non-financial assets to	Yemenis improve their livelihoods and access inclusive	End of 2026	Project Donors, National Responsible Parties, Bi-lateral and multi-lateral	TBD

[4] Optional, if needed

[5] 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.

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		build productive capacities and benefit from sustainable livelihoods and jobs	productive services		donors/other international communities, UNDP Regional and HQ.	

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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 Plan[6]

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[7] 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

[6] Optional, if needed

[7] 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.

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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Output 1: Aden fishery harbour and artisanal landing sites in Aden, infrastructures and facilities 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*	$111,604.17	$111,604.17	$111,604.18	UNDP	KFW	71300 - Consultancy	$334,812.53	
	1.2 Rehabilitate key remaining facilities such as warehouses, fiberglass factory, cold storages, industrial and wooden workshops	$1,601,986.99	$2,673,211.49	$1,153,074.17			72100 - Civil work	$5,428,272.66	
	1.3 Procure key equipment to re-activate the warehouses and factories, generator and solar systems.	$69,370.33	$74,706.51	$69,370.33			72300 -	$213,447.17	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	1.4 Complete and install water drainage and sanitation systems (including sewage system) and firefighting system for areas not covered during phase I	$351,510.22	$342,185.40	$360,835.05			72100 - Civil work	$1,054,530.67	
	1.5 Development of the Dockyard landing site in Mualla district (Aden)	$426,894.34	$640,341.52	$213,447.17	UNDP	KFW	72100 - Civil work, equipment	$1,280,683.03	
Sub-total Output 1		$2,561,366.06	$3,842,049.09	$1,908,330.91	**UNDP**	**KFW**		$8,311,746.06	
Output 2: Improved institutional and technical capacities for effective and sustainable fisheries management	2.1 Action planning for sustainable fisheries management capacities *2.1.1 Comprehensive assessments, gaps identification and vision development* *2.1.2 Capacity needs and policy options for sustainable management of*	$106,723.59	$213,447.17	$106,723.59	UNDP	KFW	Workshops, consultants, travel	$426,894.34	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	the fisheries sector in line with the sector strategic goals, and visions in the medium and long term. *2.2.1 Finalization of the fisheries sector capacity development plan*								
	2.2 Strengthening capacities for sustainable fisheries management	$106,723.59	$266,808.96	$320,170.76	UNDP	KFW	Consultants, workshops, travel	$693,703	
Sub-total Output 2		$213,447.17	$480,256.14	$426,894.34	**UNDP**	**KFW**		**$1,120,597.65**	
Output 3: Women empowerment and resilience strengthening along the fishery value chain.	3.1 Capacity building on management of business for women along the fishery value chain	$160,085.38	$352,187.83	$240,128.07	UNDP	KFW	72100 - Consultants, workshops, travel	$752,401.28	
	3.2 Support to women employment in services related to Aden fisheries Harbour facilities	$170,757.74	$170,757.74	$167,830.73	UNDP	KFW	71300 - Consultants, training, travel	$509,346.21	
	3.3 Aquaculture initiative for women	$106,723.59	$320,170.76	$160,085.38	UNDP	KFW	75700 - Training, material	$586,979.72	
Sub-total Output 3		$437,566.70	$843,116.33	$568,044.18		**KFW**		**$1,848,727.21**	

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
Effective management of AFH II	P4 International project manager	$100,820.53	$100,820.53	$100,820.53	UNDP	KFW	International Staff Salary - 61300	$302,461.59	
	P3 Programme Speciliast	$109,536.20	$109,536.20	$109,536.20	UNDP	KFW	International Staff Salary - 61300	$328,608.61	
	Admin & finance national	$14,142.29	$14,142.29	$14,142.29	UNDP	KFW	National Staff Salary - 71400	$42,426.86	
	National Coordinator	$23,455.02	$23,455.02	$23,455.02	UNDP	KFW	National Staff Salary - 71400	$70,365.06	
	M&E national	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Procurement national	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Safeguard Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Gender Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Communication Specialist	$16,130.91	$16,130.91	$16,130.91	UNDP	KFW	National Staff Salary - 71400	$48,392.73	
	Country Office Support to Implementation and Common Services	$573,564.57	$573,564.57	$573,567.62	UNDP	KFW	DPC/CS - 64300/74500	$1,720,696.76	
	Running/misc costs	$33,795.09	$33,795.09	$33,797.23	UNDP	KFW	74500 - Miscellaneous	$101,387.41	
	Third-Party Monitoring	$16,008.54	$16,008.54	$16,008.54	UNDP	KFW	72100 - Third Party Monitoring	$48,025.61	
	Communication	$5,336.18	$10,672.36	$10,672.36	UNDP	KFW	72100 - Communication	$26,680.90	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget Per Year			RESPONSIBLE PARTY	PLANNED BUDGET			
		Year 2024	Year 2025	Year 2026		FUNDING SOURCE	BUDGET DESCRIPTION	AMOUNT	REMARKS
		1	2	3					
	Audit	$16,008.54	$16,008.54	$16,008.54	UNDP	KFW	74100 - Audit	$48,025.61	
	Evaluation	$0.00	$42,689.43	$58,697.97				$101,387.41	
Sub-total Output 4		$973,321.53	$1,021,347.14	$1,037,360.86				$3,032,029.54	
Contingency amount		0	0	$362,860.19	UNDP	KFW	74500 - Contingency	$362,860.19	
Indirect Cost / GMS (8%)		$334,856.12	$494,941.50	$344,279.24	UNDP	KFW	75100 – GMS	$1,174,076.85	
Coordination Levy (UNRCS)		$45,205.57	$66,817.10	$46,477.70	UNDP	KFW	N/A	$158,500.37	
Sub-total		$380,061.69	$561,758.59	$753,617.13				$1,695,437.41	
Grand Total		$4,565,763.15	$6,748,527.29	$4,694,247.43	UNDP	KFW		$16,008,537.89	

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VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The AFH phase II project will be implemented over a period of 36 months. During the six-month inception period status of Phase I will be used to determine baseline and any adjustments to the project design based on the findings will be made. The final design will then be endorsed by the stakeholders 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 the existing 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 the 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 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 prepared and guided with employment opportunities based on their preference for work in different elements of production, processing and sales of products.

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 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

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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.

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 will intervene.

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. Projects 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

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- 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 Agriculture, Irrigation and Fish Wealth. 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, the as well as the KfW as principal donor to the project. The Senior Suppliers 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 id 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.

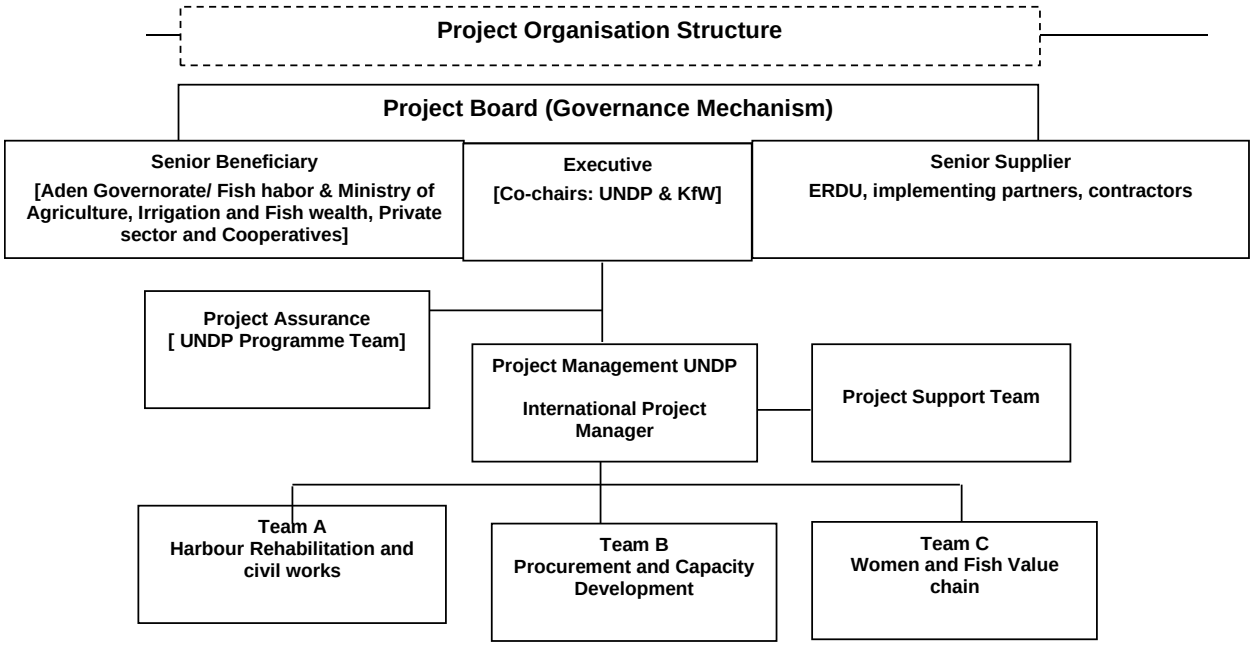
The Project Support Team will be headed by the Project Manager and will consist of national staff. The project staff will be responsible for implementation and activity management within the governorate where they are assigned. They will be responsible for the management and supervision

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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-today 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.

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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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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 confidentially.

Where the Responsible Party becomes aware that UNDP has funded or is funding, in whole or in part, an activity that is the focus of investigation for alleged fraud/corruption, the implementing partner will inform the UNDP 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.

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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.

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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.

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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

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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.

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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 Partner[8].** On-granting clauses for non-UNDP Implementing Partners can be found here.

[8] Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.