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PROJECT DOCUMENT

[Republic of Yemen]

Project Title: Vocational and Business Skills Training and Support Project

Project Number: 00128216

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 15 November 2020 **End Date:** 14 February 2022 **PAC Meeting date:**

Brief Description

Before the outbreak of corona virus (COVID-19) in April 2020, Yemen was already the largest humanitarian and development crises in the world. Yemen's COVID-19 epidemic represents a crisis within a crisis, with potentially catastrophic effects on the population. The country has been hit hard by the COVID-19 pandemic at a time when its population and institutions have been massively weakened by a complex conflict and a succession of health shocks and natural disasters. Yemen is experiencing a severe economic downturn due to lowered domestic supply and demand resulting from containment measures and external macro shocks associated with reduced oil revenues and foreign exchange inflows emanating from a decline in remittances. These factors have placed additional burden on Yemen's already limited foreign exchange, risking further devaluation, rising commodity prices and business closures.

Yemen's formal and informal businesses have endured six years of conflict, operating at low-profit margins and with limited growth capacities. The few small-scale, and potentially labour-absorbing enterprises are unable to utilise the local labour force due to skills mismatch. The skills deficits, attributed to years of conflict which deprived the population opportunities to acquire employable, entrepreneurial, and vocational skills are also exacerbated by absence of skills training institutions.

The proposed "Vocational and Business Skills Training and Support" project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to and complement the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis.

Contributing Outcome (CPD): Yemenis improve their livelihoods and access inclusive productive services

Indicative Output(s): Young men and women in Dhamar, Ibb, Handra, and Lahj provided with vocational, technical, and entrepreneurial skills and support. GEN 2

Total resources required:	US\$ 3,000,000	
	UNDP TRAC:	
	KSA	US\$3,000,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

UNDP	
Auke Lootsma Resident Representative	<i>Auke Lootsma</i>
Date: 20-Dec-2020	



I. DEVELOPMENT CHALLENGE

1.1 Context

Yemen's current multi-dimensional war is now entering its sixth year. The conflict has exacerbated Yemen's chronic vulnerabilities, leaving an estimated 24.1 million people (or more than 80 percent of its population) in need of humanitarian assistance, including an estimated 12.3 million children and 3.7 million internally displaced persons (IDPs). Over 8 million people lost their livelihoods and nearly 6 million mothers and children needed nutritional supplements¹. Yemen is one of the most food insecure countries in the world with around 20 million people (70 percent of the population) facing hunger, a 13 percent increase from 2017. The current conflict has led to a decline in economic performance. Gross Domestic Product (GDP) was cut in half since 2015, and more than 80 percent of the population is living below the poverty line. Around 152 out of Yemen's 333 districts are currently in Integrated Food Security Phase Classification (IPC) four (emergency), a 45 percent increase from 2017. In the 2020, Yemen was hit by the COVID-19 pandemic at a time when its population and institutions have been massively weakened by a complex conflict and a succession of health shocks and natural disasters, compounding one of the largest humanitarian crises in the world.

1.2 Development challenges

Economic downturn

In addition to COVID-19's damaging health impacts, Yemen is experiencing severe COVID-19 related economic downturn pressures which further threaten peace and the availability of basics like food, fuel and the authorities' ability to deliver basic services. Domestic supply and demand are depressed due COVID-19 containment measures. Jobs and livelihoods have been lost by the largely informal sector reliant population. The economy is also suffering from reduced remittances and oil revenues, a ballooning fiscal deficit and inability to pay salaries.

Low labour absorptive capacity of public and private enterprises

The public sector, which, traditionally is the biggest employer is so fragmented and collapsing, and hence unable to absorb the growing labour force. Recent assessments by UNDP and other development players in Yemen have revealed that several small businesses have closed since the COVID-19 pandemic outbreak due to viability challenges- mainly to do with subdued demand and difficulties in getting supplies due the COVID-19 containment measures. The few operating enterprises are unable to absorb a critical mass of the available labour due to factors like their scale - most are micro and small businesses with low labour absorptive capacities. Opportunities exist in setting new businesses, but most youth and women lack resources and skills.

Limited opportunities for vocational, technical, and business skills training

There has been a massive decline in vocational and skills training outside the major towns due to the ongoing conflict. Outside of the UN and non-governmental organisations (NGO) community, few public or private sector organisations offer vocational and entrepreneurial skills training. Where they exist, youth and women are constrained by costs and other social restrictions to travel to the training centres.

Skills mismatch

¹ Humanitarian Needs Overview, 2019

Studies on youth unemployment have revealed a growing trend of skills mismatch, whereby potential labour does not possess the skills demanded by the enterprises. The skills mismatch includes vocational and entrepreneurial skills and soft skills, such as communication, ethical, life and social skills (how to build a business network). The predominantly youthful population also lack the entrepreneurial culture, the technical and artisanal skills and capacity to form and develop their own small businesses.

The net effect has been large scale under and unemployment for the bulging youthful population. The International Labour Organisation (ILO) notes that "Persistent youth unemployment and underemployment carry very high social and economic costs and threaten the fabric of our societies. Failure to generate sufficient decent jobs can result in long-lasting "scarring" effects on young people"².

II. STRATEGY

2.1 Project focus

The project, "Vocational and Business Skills Training and Support" aims to empower rural young men and women with vocational, technical, and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to and complement the overall collective efforts for economic recovery and livelihood restoration leading to improved well-being and resilience among Yemenis.

2.2 Alignment to development frameworks

The project is anchored in the UNDP's Strategic Plan, UNDP Yemen Country Programme Document, Sustainable Development Goals, and Kingdom of Saudi Arabia's Strategic Objective of Humanitarian and relief.

- a) UNDP Strategy: Advance poverty eradication in all its forms and dimensions
- b) UNDP Country Programme Document: Yemenis improve their livelihoods and access inclusive productive services.
- c) Sustainable Development Goals; 1: No poverty, 2: Zero hunger, 8: Decent work and economic growth.
- d) KSA's Strategic Objective: Humanitarian and Relief - Deliver KSA's external humanitarian aid and relief, develop strong partnerships with leading humanitarian organizations, and develop an effective process to respond to humanitarian crises quickly and effectively.

2.3 Guiding principles

- There is no one-size-fits-all. There is a need to take a multi-pronged approach with measures to:
 - Address mismatches between available jobs and skills of youth which limit access to employment opportunities.
 - Promote youth entrepreneurship with the aim of encouraging the growth of sustainable enterprises, including cooperatives and social enterprises, in rural and urban areas.

² The Youth Employment Crisis: A call for action. Resolution and conclusions of the 101st Session of the International Labour Conference, Geneva, 2012

- Youth are part of the solution. Their voices should be heard, their creativity engaged, and their rights respected in dealing with the youth employment crisis.
- Social and environment safeguards: the project will be cognizant of human rights, gender equality and environmental considerations for sustainable development.

2.4 Building on previous Kingdom of Saudi Arabia (KSA)-funded project achievements

The Kingdom of Saudi Arabia (KSA) has provided US\$18.73 million to UNDP's Yemen Emergency Crisis Response Project (YECRP) comprising of US\$3 million in July 2018 to improve water and sanitation services, along with US\$5.73 million for livelihood in the same period, and US\$10 million since October 2019 responding to the ongoing conflict-induced famine. The latest project contributed to the overall collective famine response efforts in Yemen by addressing drivers of food insecurity where UNDP's comparative advantages and demonstrated results exist: (a) lack of income; (b) inadequate food production; and, (c) gaps in institutional capacities and critical service delivery. Targeting 74 districts across 18 governorates, the project achieved the following:

- created 16,799 emergency employment and income opportunities targeting the famine vulnerable people
- rehabilitated 14.55 km rural roads resulting in improved movement and safety conditions on the roads, reduced road accidents and cost of goods and services, and improved access to emergency health services for patients and pregnant women.
- increased water harvesting capacities by 14,035 m³ of water, and enabled women and girls to spend their time in more and beneficial activities rather than spending over half their days fetching water from long and risky distances
- protected 616 hectares of agricultural lands.
- provided 212 framers, 240 fishermen and 697 livestock producers with grants and technical support.

However, the needs are still huge. The conditions and vulnerabilities such as the conflict, lack of income, collapse of the economic and health systems have not changed. Additional support is needed to respond and build resilience of the conflict and pandemic affected communities in a sustainable manner. In line with the KSRelief's strategic objective for financing humanitarian activities in Yemen which is also aligned with the strategic objective 3 of the 2020 Yemen Humanitarian Response Plan (HRP) which aspires to "help millions of destitute Yemenis overcome hunger by providing food and nutrition assistance, increasing household incomes and advocating for measures that bring economic stability"³, UNDP proposes to equip young men and women in selected districts with market-linked vocational and business skills and support.

2.5 Theory of change

The theory underpinning the project is that, **IF** youth and women in selected districts are provided with market-linked vocational, technical and business skills support and **IF** their entrepreneurial skills are nurtured to initiate or resuscitate self-enterprises, **THEN** new business and income generating opportunities are created; and **THEN** employability and engagement in economic and livelihood initiatives **AND** productivity and incomes for young men and women in targeted areas will be increased resulting in improved well-being and resilience among Yemenis.

³ Extension, Yemen Humanitarian Response Plan, June -December 2020, https://reliefweb.int/sites/reliefweb.int/files/resources/Extension%20Yemen%20HRP%202020_Final%20%281%29.pdf

III. RESULTS AND PARTNERSHIPS

3.1 Project Results

UNDP Strategic Plan Outcome: Advance poverty eradication in all its forms and dimensions

UNDP Yemen Country Programme Framework (CPF) Outcome: Yemenis improve their livelihoods and access inclusive productive services.

Project Output 1: Young men and women in Dhamar, Ibb, Hadramaut, and Lahj are provided with vocational, technical, and entrepreneurial skills and support.

The intended outcome of the vocational and business skills training is for the trainees to be self-employed and self-reliant after being equipped with the skills they have acquired and the toolkits they have received. Unlike the formal vocational training which takes up to three years, the proposed training modules are abridged to 90-120 hours to per course. They are also envisaged to meet the specific needs of the target beneficiaries and availability of business opportunities in their areas. The trainings will be delivered by contracted consultants from recognized vocational training institutes and certificates of completion will be issued.

From previous experience, trainees usually open their own businesses or workshops as there are companies that hire technicians in rural areas, but luckily the demand for their services is high, and after being trained on how do business, the majority tend to have their own businesses. For productive trainings, such as excess food and handloom, the trainees will be linked to the local food merchants, restaurants, and handloom merchants but with better business negotiation skills so they can get a bigger portion of the product value chain.

Key activities across all components

1. Technical training
2. Entrepreneurship training
3. Promotion - linkage with markets
4. In kind grants (toolkits, input materials, safety gear, etc.)
5. Financial literacy

3.1.1 Proposed components

A. Agro-processing:

Most farmers experience huge post-harvest losses of their produce, mainly perishables like vegetables and fruits due to lack of knowledge and facilities for food preservation and storage. As a result, food become very scarce and expensive especially to the poor beyond the seasons.

Youth and women in the selected agriculture producing districts of Jahran, Dhawran, Yareem, and Tareem will be equipped with agro-processing skills, focusing on agricultural commodities produced in their areas –vegetables (tomatoes, cucumber, okra) and fruits. The project will train and introduce the targeted youth and women with environmentally friendly and affordable food processing and conservation techniques and link them to markets. This initiative will help reduce post-harvest losses, ensure food availability during the lean season, stabilize prices of commodities especially during off-season and increase incomes for both farmers and local agro-processors.

Breakdown beneficiaries and budget at district level: Agro processing

Governorate	District	Budget in USD	Beneficiaries
Dhamar	Jahran	196,856.40	96
Dhamar	Dhawran	196,856.40	96
Hadramaut	Raidah and Qusaier	196,856.40	96
Ibb	Yareem	196,856.40	96
Lahj	Tuban	196,856.40	96
Total		986,282	480

B. Textile and handloom products

The project will target two products under this component

- i. **Ma'awaz handloom:** in the district of Wesab Al Safel of Dhamar and Tuban and Ras Al-Arah districts of Lahj governorate and in Raidah and Qusaier in Hadramaut. The Ma'awaz, a traditional Yemeni piece of clothing for men, is an old local industry in these districts that has been expanded since 2015 as an alternative means of income after many public employees after failure of the government failed to pay salaries regularly. Some people, however, have not been able to afford the cost for handloom sets or expand to their optimal capacity. The project will provide the target beneficiaries with handloom sets and train them on the best techniques for quality production.
- ii. **Fishnet Weaving:** this activity will be limited to the coastal districts of Raidah and Qusaier in Hadramaut and Ras Al-Arah district in Lahj and it will ensure that up to 50% of the beneficiaries are fishery coastal community women. These districts were not targeted by the previous projects under SMEPS and the YECRP under UNDP, so they were now given priority in this project.

Breakdown beneficiaries and budget at district level

Governorate	District	Budget in USD	Beneficiaries
Hadramaut	Raidah and Qusaier	156,084.80	80
lahj	Tuban	68,287.10	35
lahj	Ras Al-Arah	68,287.10	35
Dhamar	Wesab Al-Safel	195,106.00	100
Total		487,765.00	250

C. Vocational Skills:

Under this component, the project will target youth on car mechanics, carpentry, cell phone repairs and appliance maintenance. The need to such services is widespread across rural Yemen, but due to the limited fund, the target beneficiaries were limited to the eight selected districts mentioned above for optimal utilization of resources spent of travel and comprehensive project targeting and reach as possible.

The project will ensure that the overall women beneficiaries of the project are about 40% by giving them more opportunities in female-suitable courses (fish nets, handlooms, food processing, and mobile maintenance) to balance against other technical courses with more male-suitable nature (car mechanics and appliance maintenance). The project will provide the target trainees with know about business training (KAB), promotion - linkage with markets, micro-credit training and in-kind grants (toolkits, input materials, etc.).

Breakdown of beneficiaries and budget at district level

Governorate	District	Budget in USD	Beneficiaries
Ibb	Yareem	83,827.00	30
Dhamar	Jahran	55,884.67	20
Dhamar	Dhawran	55,884.67	20
Dhamar	Wesab Al-Safel	83,827.00	30
Hadramaut	Raidah and Qusaier	55,884.67	20
Hadramaut	Tareem	55,884.67	20
Lahj	Tuban	55,884.67	20
Lahj	Ras Al-Arah	55,884.67	20
Total		502,962.00	180

Initial Needs Assessment

The project will undertake an initial assessment at the beginning of the project implementation for accurate identification of beneficiaries and their capacities across the different areas of training. The project will a robust selection criterion that ensures only vulnerable youth in need for food security or livelihood support, interested and have the potential for success are selected. The project will also ensure that beneficiaries of similar initiatives provided by other agencies are excluded to ensure fairness and wider coverage of support to rural communities.

COVID-19 Prevention

In order to ensure safety of both beneficiaries and project staff, and in adherence to the principle of do-no-harm, the project will implement awareness raising activities on Covid-19 - public consultations, distribution of awareness materials like brochures and posters and conducting awareness sessions and campaigns. The awareness content and prevention materials are guided by WHO messages and standards. Beneficiaries will be requested to follow Covid-19 mitigation measures in the workplace including safe distance and the use of masks and sanitizers. Awareness sessions will be provided by field consultants and specialized staff.

3.2 Project Management and Oversight

UNDP will ensure effective project management and oversight for quality and timely delivery through a dedicated project and programme team, adequate operational support and guidance from the Country Office units – management support, finance, procurement (contracting), administration, human resources, information and communication technology, and security risk management as well as third party service providers like auditors and a third-party monitoring agency. UNDP will provide oversight and quality assurance of the project and will ensure a dedicated communication and visibility plan in line with KSA's guidelines. UNDP will apply conflict and gender sensitive approaches, enforce and monitor risks management, Occupational Health Safeguards (OHS) and Social and Environmental Standards (SES). The project team will adhere to the monitoring and reporting requirements as per the agreement with KSA to ensure full transparency and compliance with fiduciary responsibilities.

UNDP will also ensure that all project activities under the KSA grant are closely coordinated and planned with the relevant UN clusters (FSAC, Nutrition, Health and WASH) on operational and technical aspects.

3.3 Stakeholder Engagement

Targeting

The project will be implemented in four governorates and eight districts as per the table below:

Governorate	District
Dhamar	Jahran, Dhawran, Wesab Al-Safel
Hadramaut	Raidah and Qusaier, Tareem
Ibb	Yareem
Lahj	Tuban, Ras Al-Arah

Beneficiary targeting will be based on newly available data from UN Clusters at the governorate and district level which include all population groups, including the displaced.

- Women's participation: the targeting unit is community, then the household/groups. Within the household/groups, women will be encouraged to participate in the work through specially designed components that suit women's capacities, skills and time-use. The project will attempt to make women 40% of its total direct beneficiaries, giving them priority of selection for suitable activities such as food processing, fishnet weaving, and handloom.
- Youth participation: the youth will be engaged in both community committees and as beneficiaries of the business and vocational skills training.

3.4 Partnership

UNDP has built strategic partnerships with SMEPS as a responsible party in the YECRP. UNDP partnership with SMEPS is characterised by well-structured and joint coordination, decision-making and supervision from the start of the project cycle, and a division of labour which contributed to effective implementation. SMEPS has also brought to the table specific inputs, expertise, capacities, and resources that were necessary elements for success, and which together resulted in higher impact on the support to SMEs and agricultural production.

3.5 South-South and Triangular Cooperation (SSC/TrC)

To promote innovation, the project will expose project participants to good practices from existing programmes in the region and beyond.

3.6 Knowledge and Communications

The project will prioritise production of knowledge products to inform programming, demonstrate success and raise awareness and visibility on KSRelief's support. Knowledge products will be shared public on UNDP website in line with the International Aid Transparency Initiative (IATI), KSRelief and media houses as appropriate. UNDP will acknowledge support from KSRelief in all relevant publications and knowledge products produced and funded as part of this project.

3.7 Risks and Assumptions:

#	Description of risk	Type	Impact & Probability	Countermeasures
1	Undue influence, control, and/or obstruction from political and terrorist forces on the management and delivery of the project.	Political	P = 2 I = 5	UNDP implements the project through responsible parties: who are relatively independent from the government. Continuous monitoring of the situation and work collectively with clusters to handle concerns in this regard.
2	Attacks on UNDP's premise and staff, reducing business operations in country	Operational	P = 2 I = 3	Update the Business Continuity Plan for UNDP and partners to ensure continuity of critical
3	Hyper-inflation, fraud, and cash advance management. Financial irregularities and losses will have a negative impact on delivery, credibility, and trust of the stakeholders of the project	Financial	P = 2 I = 4	Transfers advances in US\$ to the RPs. Share and brief partners on UNDP's robust anti-fraud policy Undertake scheduled assurance activities - audits, spot-checking and programme monitoring

3.8 Grievance handling

SMEPS has a Complaints Handling Mechanism (CHM) in place based on its long experience of work in Yemen. The CHM will complement UNDP's corporate Stakeholder Response Mechanism (SRM) throughout the project's lifecycle. The SRM provides an additional, formal avenue for stakeholders to engage with UNDP when they believe that the project may have adverse social or environmental impacts on them; they have raised their concerns with the RP, and they have not been satisfied with the response through the CHM process. The SRM provides a way for UNDP to address these situations systematically, predictably and transparently.

3.9 Sustainability and Scaling Up

UNDP will collaborate with SMEPS to facilitate entry into the communities and for implementation of the project. SMEPS is a well-established and credible national institution that has delivered community development in Yemen for more than a decade. Capacity of SMEPS as a collaborating partner will be assessed and enhanced within the context of the UNDG's Harmonised Approach to Cash Transfer framework and as a sustainability measure. At the community level, the project is expected to pave a way to a more inclusive future in Yemen by actively seeking to build social cohesion, empower communities and foster a role for non-state actors.

The project will also support social cohesion and peace building efforts by providing income and job opportunities, facilitating community dialogue, promoting equality and inclusion, and providing a space for citizen engagement.

IV. PROJECT MANAGEMENT

4.1 Cost Efficiency and Effectiveness

The following will be used to measure and maximize value for money:

- Leveraging partnerships and comparative capacities/expertise: The project will work with SMEPS and other partners at district and local levels. Partners consist of government institutions, specialized UN agencies, civil society, youth and women groups and the private sector. These partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP.
- Investing in documentation and evidence-based programming: The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible. Generated knowledge products will inform replication and scale up of the initiatives.
- Using competitive procurement processes: In the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.

4.2 Project Management

All funds from KSRelief will be dispensed through UNDP for the execution of the project. The project will be implemented directly by UNDP using the Direct Implementation Modality (DIM). SMEPS will be engaged as the Responsible Party (RP) in line with UNDP’s rules and regulations on engagement of RPs. The project will be housed under UNDP Yemen Economic Recovery and Resilience Unit (ERRU) and implemented through the Yemen Emergency Crisis Response Project (YECRP) capitalizing on existing capacities. The Project Manager under the guidance of the ERRU team leader will directly oversee implementation of the project across all the targeted locations, including giving directions to the project team. The Project Team will ensure timely and effective delivery of the results, monitoring, oversight and reporting as well as risk mitigation. The Project Team will continue to have geographic presence both in Sana’a and Aden to ensure geographic inclusion.

A National Project Coordinator will handle the day to day coordination, planning and tracking implementation of the activities and report on results. Communication Officer will ensure that the project receives adequate support on communication of the results and higher and wider-level advocacy. A National M&E Officer and a national Finance and Admin Assistant will undertake the project finance and administrative tasks.

Other UNDP Yemen units - Procurement, Finance, Common Services, Information and Communication Technology, Human Resources, and Management Support will provide relevant support for efficient and effective project delivery. The project will benefit from a wealth of technical and managerial expertise from the UNDP Yemen, regional hub and HQ offices.

Auditing: The UNDP’s use of project resources will be subject exclusively to the internal and external auditing procedures provided for in the Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP’s governing body.

The Project Manager, Safeguards Specialist, M&E Specialist and two national safeguard officers will support the project at no costs to the KSA funds as their positions are already funded through the YECRP World Bank fund.

Table 3. Project Team Staff Composition

	Level	Entry on Duty	Total Cost for Project Duration
National Coordinator	SB5	November 2020	\$76,054
National M&E Officer	SB4	November 2020	\$66,990
Communications Officer	SB4	November 2020	\$51,030
Project Admin and Finance Assistant	SB3	November 2020	\$48,000
Total			\$242,074

The overall proposed budget and breakdown by component is as follows:

Proposed Component Name	Cost US\$
Output 1: Young men and women in Dhamar, Ibb, Handra, and Lahj provided with vocational, technical, and entrepreneurial skills and support	2,175,009
Project Management and Oversight (including staffing)	628,729
UNDP Indirect Cost 7%	196,262
	3,000,000

UNCF/CPD OUTCOME: Yemenis improve their livelihoods and access inclusive productive services.						
Outcome indicator: Proportion of population by age group and sex benefited from increased household incomes. Baseline: 20%, Target: 40%						
Applicable Output(s) from the UNDP Strategic Plan:						
Output 1.1.2: Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services ⁴ and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs						
Project title and Atlas Project Award ID: 00128216 – Yemen Emergency Crisis Response Project (YECRP) – Vocational and Business Skills Training Project						
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		FINAL TARGETS	DATA COLLECTION METHODS & RISKS
			Value	Year		
Output 1: Young men and women in Dhamar, Ibb, Handra, and Lahj provided with vocational, technical, and entrepreneurial skills and support						
Sub- output 1.1: Households benefited from training on agro-business excess food processing	1.1.1 Number of direct beneficiaries of agro-business excess food processing	project reports/TPM	Zero	Sept. 2020	480	Direct count of beneficiaries by the RP/TPM.
	1.1.2 Number of indirect beneficiaries (household members) of agro-business excess food processing	project reports/TPM	Zero	Sept. 2020	2,400	Direct count of family members
	1.1.3 Percentage of trainees who opened their own excess food processing businesses	project reports/TPM	Zero	Sept. 2020	60%	Direct calculation by RP/TPM
	1.1.4 Percentage of trainees who reported increased income due to project support	project reports/TPM	Zero	Sept. 2020	90%	Direct calculation by RP/TPM
Sub- output 1.2: Youth and women trained on textile and handloom production	1.2.1 Number of trainees of textile and handloom production	project reports/TPM	Zero	Sept. 2020	250	Direct count of beneficiaries by RP/TPM
	1.2.2 Number of indirect beneficiaries (household members) from the training on textile and handloom production	project reports/TPM	Zero	Sept. 2021	1,250	Direct count of household members
	1.2.3 Percentage of trainees who opened their own textile and handloom businesses	project reports/TPM	Zero	Sept. 2020	60%	Direct calculation by RP/TPM
	1.2.4 Percentage of trainees who reported increased income due to project support	project reports/TPM	Zero	Sept. 2020	90%	Direct calculation by RP/TPM

Sub- output 1.3: Youth and women trained on technical skills (car mechanics, carpentry, cellphone and appliances maintenance)	1.3.1 Number of trainees of trained on car mechanics, carpentry, and cellphone and appliances maintenance	project reports/TPM	Zero	Sept. 2020	180	Direct calculation by RP
	1.3.2 Number of indirect beneficiaries (household members) from training on technical skills	project reports/TPM	Zero	Sept. 2020	900	Direct count of household members
	1.3.3 Number of indirect beneficiaries (household members) of training on car mechanics, carpentry, and cellphone and appliances maintenance	project reports/TPM	Zero	Sept. 2020	900	Direct calculation by RP
	1.3.4 Percentage of trainees who opened their own textile and handloom businesses	project reports/TPM	Zero	Sept. 2020	60%	Direct calculation by RP/TPM
	1.3.5 Percentage of trainees who reported increased income due to project support	project reports/TPM	Zero	Sept. 2020	90%	Direct calculation by RP/TPM
	1.3.5 Percentage of trainees who found employment opportunities in the private sector	project reports/TPM	Zero	Sept. 2021	20%	Direct calculation by RP/TPM
Sub- output 1.4: Households and communities have enhanced their awareness in COVID-19 prevention	Number of people benefited from awareness session on COVID-19 prevention	project reports/TPM	Zero	Sept. 2020	4,550	Direct calculation by RP

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	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project	Quarterly, or in the frequency required	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
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.	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.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final project evaluation		1	2	November 2021	Donor, local authorities, UNDP, SMEPS	KSRelief

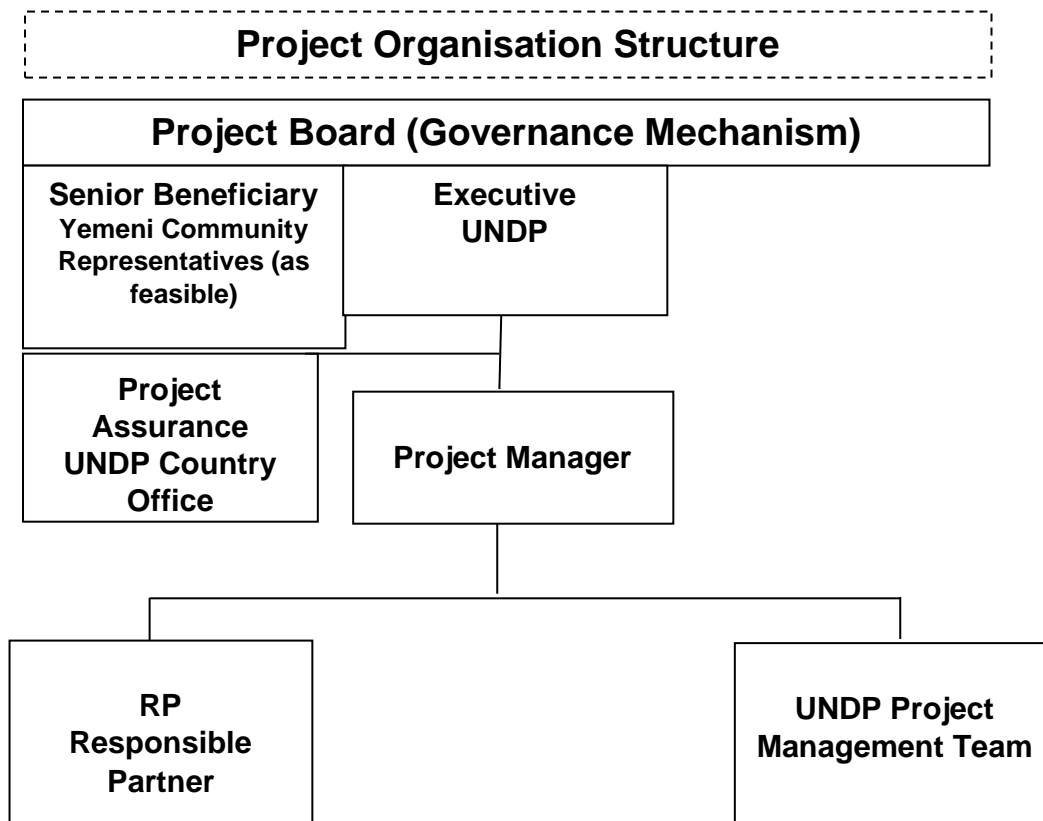
VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget for 15 months	RESPONSIBLE PARTY	PLANNED BUDGET			Remarks
		2020 - 2022		Funding Source	Budget Descrip	Amount	
Output 1: Young men and women in Dhamar, Ibb, Handra, and Lahj provided with vocational, technical, and entrepreneurial skills and support Gender marker: Gen 2	Sub- output 1.1: Households benefited from training on agro-business excess food processing	1,085,211	SMEPS	KSRelief	72100 Contractual Services-Companies	1,085,211	LoA with SMEPS for implementation on output 1 of the project. Sub-output cost + SMEPS Ops costs (\$200k)
	Sub- output 1.2: Youth and women trained on textile and handloom production	536,540	SMEPS	KSRelief		536,540	
	Sub- output 1.3: Youth and women trained on technical skills	553,258	SMEPS	KSRelief		553,258	
Sub-Total for Output 1		2,175,009				2,175,009	
Project Management	National Project Staff Salaries	242,074	UNDP	KSRelief	71400 Contractual Services-indi	242,074	
	Project expenses – furniture, meetings	8,000	UNDP	KSRelief	72800 Information Technology Equipmt	8,000	
	Country office support -management support, oversight, operations services	165,000	UNDP	KSRelief	74500 Common Services Share	165,000	
	Office costs (office space, accommodation, security, general operating expenses)	114,655	UNDP	KSRelief	74500 Common Services Share	114,655	
	Communication and Visibility	47,000	UNDP	KSRelief		47,000	
	Audit Fees	12,000	UNDP	KSRelief	72100 Contractual Services-Co	12,000	
	Monitoring & Evaluation	40,000	UNDP	KSRelief	71400 Contractual Services-indi	40,000	
	Total Project Management Costs	628,729				628,729	
Total Direct Project Costs						2,803,738	
General Management Support (7%)						196,262	
Total Project Costs						3,000,000	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish the Project Board/Project Technical Review as oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight, and quality assurance. The body will facilitate collaboration between UNDP, and RP, and other stakeholders for the implementation of the Project. The Project Technical Review will review and endorse the annual work plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports.

The Project Technical Review will be convened by UNDP at least on a two-month basis. The Project Technical Review meetings will include senior programme managers from UNDP, and the RP. The review meetings will be chaired by UNDP Resident Representative or OIC and attended by Senior Management of the RP as well as the task leaders and middle management of the three agencies.



The Project Board/Project Technical Review will ensure tracking of safeguards compliance and performance as stipulated in the YECRP ESMF. The Board/Technical Review will oversee and review the implementation of the Safeguards Instruments, giving details of:

- a) measures taken in furtherance of the Safeguards Instruments.
- (b) conditions, if any, which interfere or threaten to interfere with the smooth implementation of the Safeguards Instruments; and
- (c) remedial measures taken or required to be taken to address such conditions and to ensure the continued efficient and effective implementation of the Safeguards Instruments.

IX. LEGAL CONTEXT

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

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

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]⁵ [UNDP funds received pursuant to the Project Document]⁶ 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 UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability 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

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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 implementation partner, subcontractor and sub-recipient:
 - a. Consistent with Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible partner, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible partner's, subcontractor's and sub-recipient's custody, rests with such responsible partner, subcontractor and sub-recipient. To this end, each responsible partner, 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 partner'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 partner's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible partner, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document apply to each responsible partner, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each implementation partner, 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 implementation partner, 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 partner, 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 partner, 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 partner, 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 partner, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible partner's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible partner, 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 partner, 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 partner, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

- j. Each responsible partner, 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.