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UNITED NATIONS DEVELOPMENT PROGRAMME

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PROJECT DOCUMENT

Yemen CO

Project Title: Enhancing Resilience through Sustainable Water Resource Management

Project Number: 00136810

Implementing Partner: UNDP

Start Date: 18.08.2021 **End Date:** 31.12.2023 **LPAC Meeting date:** 20.01.2021

Brief Description

Water scarcity in Yemen has been a long-lasting and ever-accelerating issue with a multitude of social and economic effects. Two-thirds of the country is classified as hyper-arid with less than 50 mm rainfall per year, and most of the rest is classified as arid with less than 200 mm rainfall. The high demand of water in Yemen is attributable to high population growth, urbanization, and unsustainable agricultural practices. The high demand is faced with constrained supply due to several factors including reduced and irregular rainfall and low recharge capacity for underground and surface water sources, resulting in widespread water scarcity. Water scarcity has resulted in increased tensions and an upsurge of water resource-based conflict which threaten to tear the already strained social fabric.

With the ongoing crises, Yemen's ability to combat water scarcity faces four major challenges; the lack of coordinated and integrated planning and allocations - between water-consuming sectors and vertically across the various governance levels; non implementation of relevant laws; absence of the private sector involvement; and lastly the lack of clear institutional responses especially to the recent extreme water events due to climate change.

The proposed project "Enhancing Resilience through Sustainable Water Resource Management" seeks to transform water resources management into an inclusive participatory and reconciliatory process which engages the various community groups including vulnerable groups and that addresses the demands for water ultimately turning water resources to a driver for social cohesion and stabilization.

The project has four main areas/components; a) Inclusive, participatory, and transparent water resource management; b) Peaceful dispute resolution at community level with the participation of youth and women; c) restoring water facilities; and d) Development of sustainable agricultural products (Qat to Coffee). To achieve these outputs, capacity of national and local water institutions such as National Water Resources Authority (NWRA) and Water User Associations (WUA) will be enhanced to manage water resources in an inclusive, participatory, and transparent way. Key and strategic water infrastructure will be rehabilitated to make water more sustainably available for supporting local livelihoods. Traditional water harvesting mechanisms will also be revived to ensure low-cost water resource management. In addition, WUAs and Water User Groups (WUGs) will be trained to manage water-resource disputes in their communities. Finally, the project promotes alternative agricultural products to qat which requires high consumption of groundwater. Coffee production will be supported as a pilot project.

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

CPF Outcome 3: "Yemenis contribute to and benefit from peacebuilding processes."

Indicative Output(s):

Output 3.3.

Total resources required:		**US$21,371,745**
Total resources allocated:		
	UNDP TRAC:	
	Donor (KfW):	1,856,146
	Government:	
Unfunded:		19,515,599

Agreed by (signatures)

UNDP	
Print Name: Auke Lootsma	Date: 15-Sep-2021

Auke Lootsma

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I. DEVELOPMENT CHALLENGE

1. Background

Water scarcity in Yemen has been a long-lasting and ever-accelerating issue with a multitude of social and economic effects. Two-thirds of the country is classified as hyper-arid with less than 50 mm rainfall per year, and most of the rest is classified as arid with less than 200 mm rainfall. Average annual rainfall above 250 mm is only found in the western mountainous regions, where most of the population is concentrated, with some areas receiving 800 mm. The population of Yemen is estimated at 30 million, of whom 74% live in rural areas. Yemen's population grew almost five times in half a century (~6 million in 1970 to almost 30 million in 2020).

In fact, 30% of Yemen's total freshwater withdrawal is derived from surface water, and the remaining 70% is derived from a variety of aquifer types. Yemen has an estimated over 50,000 wells (with many more in illegal drilling) and more than 500 drilling rigs in 2005 of which about 20% were officially registered. Most of the illegal rigs/wells are found in water critical basins; Sana'a, Taiz, Tuban-Abyan, Middle Highlands, Tehama, and Ramlet al Sabatain, where most wells have gone dry, and the average drop of groundwater levels ranges between 3-7 m/year. The oil boom in the 1980's made a notable contribution to such groundwater depletion by enabling diesel-powered water pumps through subsidies for deep-water abstractions. That encouraged sourcing more water from this limited resource to keep planting water-consuming crops instead of adopting water-conservation through repairing leaking infrastructure and switching to water-wise crops. The fact that the mandate for water management was given to the Ministry of Agriculture may have also resulted in exploitative supply-oriented approaches, that evolved from predominantly coffee and grapes cultivation to the more economically lucrative qat cultivation, especially on the western hilly terraces.

Demand for water has increased due to the high population growth, displacements, increased areas cultivated with qat, which has higher demands for water and created the lucrative business of water tanks to irrigate it higher up on the terraces. Besides, the expansion in the subsidized solar energy pumps enables cheap water pumping and eventually increased water consumption for irrigation purposes.

Water is essential for food and nutrition security: men, women, boys, and girls with better access to water have lower levels of malnourishment, especially where they depend on local agriculture for food and income for an active and healthy life. However, men and women often do not have equal access[1] to water resources. Despite making essential contributions to the rural economy in crop and livestock production at subsistence and commercial levels, women still face severe constraints to raise production and productivity. Too frequently, women are excluded from decision-making in water management systems and resource-allocation, both for domestic and productive purposes. Services like draught power are important particularly when it comes to supporting women in collecting water[2].

2. Problem Analysis

Yemen's ability to combat water scarcity faces four major challenges the lack of coordinated and integrated planning and allocations - between sectors using water and vertically across the various governance levels; most laws and policies remain on paper with clear lack of needed monitoring for

[1] Food and Agricultural Organizations of the United Nations, How can women control water? Increase agriculture productivity and strengthen resource management.

[2] Ibid

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compliance and enforcement; the absence of the private sector involvement; and lastly the lack of clear institutional responses especially to the recent extreme water events due to climate change[3].

Lack of coordination and planning between sectors and across scales

It is estimated that agriculture uses about 90% of the total water resources in Yemen and the remaining 10% is shared between the increasingly demanding municipal and industrial sectors.

Coordinating water use and planning across levels of jurisdiction is well articulated in the Water Law of 2002, which includes provisions for licensing and registration requirements for wells and rigs with more strict controls on stressed catchments. The law also supports decentralization through the establishment of basin committees that work closely with Local Councils in implementing water resource management plans. Nonetheless, a basin management approach is hardly fully implemented in any of the water catchments mainly due to National Water Resources Authority (NWRA)'s weak linkages with Local Councils that have strong links with local management organizations such as Water User Associations (WUAs) which could potentially be delegated many of the water management functions.

NWRA does not have adequate funding to monitor aquifers, carry out analyses, disseminate information, train communities and other stakeholders (including other government agencies, both those working on water and those related to enforcement, such as police, security, and courts), assess applications for well permits, check compliance with permits, pursue enforcement, or carry out other activities that could help communities develop effective local water management.

Lack of enforcement, monitoring and compliance of the rules and regulations.

While water legislation and water management institutions exist at central and local levels, the enforcement of laws, especially regarding groundwater overdraft, is particularly challenging in the current Yemeni context. As such, random drilling and consumption of water is taking place with little monitoring to the detriment of the land and with disregard for future climate change implications. Previous governments made efforts to improve on the resource overuse through the development of the Water Law in 2002 (amended in 2006) aiming to reduce indiscriminate drilling of wells and setting out the governance of water resources at the local level by WUAs. Yemen is well endowed with good legislation, which is not impl, but the problem lies in the under-resourced regional (and national) NWRA which is the main institution concerned with enforcing the laws and regulations. Furthermore, the tribal legal system, especially in the North can overrule the existing water law. Community-based water governance offers a potentially effective strategy to overcome this challenge.

Increased water-related inter-communal disputes

Progressing water scarcity intensifies competition and increases societal tensions. Disputes over water are carried out on various levels. Sometimes, only between few individuals or whole tribes or villages fighting each other and inflicting considerable damage to the competitors' water infrastructure. According to researchers from Sana'a University, 70-80% of disputes in rural Yemen are related to water (WWAP, 2012). Although they cause large numbers of casualties, many of these disputes are highly localised.

Community-based dispute resolution can increase human security instead of pursuing interests of sustaining violence, particularly when focusing on water-related disputes. While such mechanisms

[3] Aklan et al., 2019; Moyer et al., 2019

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are currently not sufficiently applied in Yemen, they can contribute greatly to the prevention and resolution of water-related disputes and thus to reconciliation and more effective and fair water distribution in the country.

Lack of Women's participation in water governance and dispute resolution

In most rural areas women's participation in local institutions such as Water Users' Associations (WUAs) or farmers' organizations is limited. Thus, the easy access to safe and convenient water supplies and formal participation in institutions related to water access and management is crucial to enhance the wellbeing of women and their households, hence enhancing resilience at the local level. The project will empower women by building their leadership and technical skills to increase their involvement in community-based organizations.

Inadequate water infrastructure for storage, water distribution, and management of water demand

Yemen's population grew almost five times in 50 years (~6 million in 1970 to almost 30 million in 2020), which resulted in the demand for water surpassing the yield, that is exacerbated by losses of available water through aging infrastructure and insufficient storage capacity to capture surface water run-off. Despite the heritage value of the traditional water harvesting systems, many of these systems have become neglected in recent decades.

Increase of qat production which uses finite groundwater resources and most of the arable land

While qat production generates income and livelihoods for farmers, it uses up finite groundwater resources and most of the arable land in Yemen and provides no nutritional value in a country that is struck by protracted crisis and rising rates of malnutrition. It has great impact on food insecurity since household spending on it takes priority over spending on basic foodstuffs and essential medicines. There are multiple threats to sustainable development, and as such, alternative crop cultivation needs to be promoted to eradicate poverty, provide sustainable sources of income to locals, and to promote a sustainable and resilient post-conflict economy.

II. STRATEGY

The project aims to support and empower communities to manage water resources in a conflict sensitive manner. The project has four main components:

1. Inclusive, participatory, and transparent water resource governance system is established at community level.
2. Peaceful local dispute-management mechanisms to address water-related disputes are created with the participation of women and youth.
3. Sustainable water facilities are promoted for both underground water and rainfall.
4. Alternative crop production is promoted (Qat to Coffee).

The overall outcome of this project is increased local-level social cohesion and resilience. This is achieved by transforming water resource management into an inclusive, participatory, and reconciliatory process that reconciles the demands for water, which ultimately turn water to a driver for social cohesion and stabilization.

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Theory of Change

The rationale behind choosing the set of outputs for achieving the proposed outcomes is based on the main assumptions on contribution of the project to change:

If

- sustainable water management and water-climate smart agriculture is implemented,
- damaged infrastructure is repaired, and new relevant infrastructure installed,
- gender-inclusive local water entities (WUAs, female/male WUGs) are established, and their capacity is enhanced in addressing water related disputes,
- capacity of local water institutions and local authorities are strengthened to comply with water use rules and regulations and coordination mechanism is agreed upon,
- participatory community initiatives to address water related disputes are implemented,
- alternative agricultural products to qat which requires high consumption of groundwater are promoted,

then,

- the impact of water scarcity will be mitigated,
- food security and livelihood resilience will be enhanced,
- equal access to water will be ensured to community members including vulnerable groups,
- water-related disputes will be peacefully resolved, enhancing social cohesion, and promoting stabilization.

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

1. Outcomes and output of UNDP Country Programme Framework

The project aligns with the Yemen Country Programme Document 2019-2021 (UNDP, 2019), which suggests that "UNDP will be positioned to identify timely peacebuilding and recovery interventions (working with formal and informal local governance mechanisms) that can serve to enhance confidence in the political negotiations and reinforce the support for the process at the community level. Besides a particular focus on the inclusion of women and youth in the process, UNDP will seek to identify and address the issues of persons or groups with conflict-carrying capacities. Lastly, persons with (the potential to become) "engines of peace" will be identified through the conflict and political economy monitoring process and empowered to take the lead in the local peace process."

This project relates to one of three CPD's Programme Priorities, namely peace operations support. The project will report against the following Outcomes of the Country Programme Framework (CPF):

CPF Outcome 3: "Yemenis contribute to and benefit from peacebuilding processes".

- Output 3.3: Support provided to tackle root causes of conflict at the local level with a focus on women's empowerment. The project will indirectly contribute to the Outcome 2: Yemenis improve their livelihoods and access inclusive productive services as beneficiaries may improve their livelihoods through project activities.

Expected results:

Output 1: Inclusive, participatory, and transparent water resource governance system is established at community level.

Indicative activities

Activity Result 1-1: Water User Associations (WUAs) and female/male Water User Groups (WUGs) are established through inclusive and transparent processes.

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- Establish inclusive databases of WUAs, female/male WUGs, and Water Committees (WCs) with necessary information including material needs.
- Establish/reactivate WUAs, female/male WUGs, and WCs and raise their awareness around water management, dispute resolution process, economic self-reliance, enhancing social cohesion and gender equality.
- Conduct awareness raising about inclusive organisation and election process of WUAs, female/male WUGs, and WCs.
- Support women participation in elections for executive members of WUAs, legalisation and elaboration of internal regulations.
- Provide women with the know-how and tools to participate, and lead groundwater monitoring activities as active participants in basin committees.

Activity Result 1-2: Improved water allocation mechanisms and sustainable water resource management at community level.

- Conduct awareness raising in project areas by holding consultation meetings combined with state NWRA, local government, Ministry of Agriculture and Ministry of Water and Environment and non-state actors.
- Elaborate participatory catchment mapping in the selected areas to create 3 D catchment model for all basin committees.
- Develop training material based on the needs' assessment findings with NWRA.
- Document good water management practices from the respective areas including women inclusion best practices and sharing of local areas knowledge from communities, NWRA, and local government.
- Conduct training of NWRA according to the identified needs.
- Prepare dissemination materials in user friendly format using schematic representation for illiteracy.
- Conduct exchange visits between regions and beyond for sharing and exchanging good practices including women inclusion good practices.
- Adopt inclusive collaborative governance approach to engage private sector polluters, such as oil exploration and other heavy industries such as oil producers.

Activity Result 1-3: WUAs provide customer-oriented water distribution and seasonal rationing services for communal harvested water, with full engagement of community members.

- Identify relevant active projects in the respective areas to create synergies and partnerships with local actors; NGOs or as the case might be.
- Conduct a rapid needs assessment with a gender lens on knowledge, attitudes and practices on water and food security, to identify the needs of women and men on capacity building and establish a baseline to inform how to incorporate this project in policies and water resource governance.
- Identify active NGOs and WUAs and conduct gap analyses confirming inclusive representation of all interested and affected parties in the respective areas.
- Conduct a series of fact-finding workshops with minority groups; women, nomads, etc to address gaps as the case might be.
- Establish a training chain among NWRA, WUAs, female/male WUGs, and WCs for knowledge sharing.
- Elaborate an annual training plan and conduct necessary training within an established training chain.

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Activity Result 1-4: Water harvesting regulations are properly enforced as per Yemeni Water Law.

- Conduct training in harvesting regulations and law enforcement for WUAs, female/male WUGs, WCs members, and local enforcement authorities.
- Conduct coordination meetings between WUAs and WUGs as well as local enforcement authorities to agree on a mechanism to enforce water regulations and rules.
- Conduct awareness raising about water harvesting regulations in community levels.

Output 2: Peaceful local dispute-management mechanisms to address water-related disputes are created with the participation of women and youth.

Indicative activities

Activity Result 2-1: Awareness of disaster risk reduction and community-based flood early-warning system is increased in fragile communities

- Conduct desk review of analyses and resource materials about the country/governorates context, water scarcity, and related community dynamics.
- Organize project inception meeting workshop which will host dispute mapping exercise with relevant stakeholders present. The workshop will focus on a) mapping out the major water disputes in project targeted areas; b) listing the different factors that cause and feed these disputes; c) looking at the effects such disputes have on community cohesion; d) identifying deescalating mechanisms and processes, and e) developing a list of guiding principles that ensure that the project respects the community.
- Conduct field-level baseline surveys that include questions related to a) the impact of the current war on community relations; b) local water-related disputes; and c) water-related disputes resolution mechanisms.

Activity Result 2-2: Stakeholders implementing the project have adapted water-related dispute-sensitive principles.

- Conduct stakeholder workshops on water-related disputes in each project location.
- Hold meetings on the impact of disputes over water bodies in each project location.
- Hold informant meetings on the importance of women's participation in dispute resolution: to be held with the influential actors in project locations.
- Organize round table discussions on possible dispute solutions, with individuals and group meetings through the implementation of mediation, reconciliation, and collaborative water governance strategies (co-developed in the stakeholder workshops and round table discussions) for selected water-related disputes.
- Identify and formulate the most suitable mitigation measures.
- Establish Dispute Resolution Committees or integration into existing dispute resolution mechanisms already existing on the ground.
- Formulate the negotiated agreements with target communities.
- Elaborate context and conflict sensitivity analysis report.

Activity Result 2-3: Platforms of dispute resolution/prevention mechanisms, including WUAs are established and strengthened.

- Organise informant meetings on the importance of women's participation in dispute resolution: to be held with the influential actors in project locations.
- Establish a dispute resolution/prevention platform: WUAs are centre of the platform.
- Conduct water-related dispute scans in target communities engaging community members, community leaders, women, youth and the marginalized.

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- Organise inclusive community dialogue sessions to mediate priority water-related disputes, identifying solutions, and leveraging available resources for peaceful resolution of disputes.
- Organise meetings on the impact of disputes over water bodies in each project location.
- Identify and formulate most suitable mitigation measures with WUAs including women users and other stakeholders in communities.

Activity Result 2-4: Capacity of dispute resolution/prevention platforms are strengthened.

- Conduct field-level baseline surveys, including questions related to a) the impact of the current war on community and gender relations; b) local water-related disputes; c) women and youth role in dispute resolution, and d) water-related dispute resolution mechanisms.
- Develop the context and conflict sensitivity analysis report with a gender lens.
- Produce training materials on the use of inclusive dialogue for mediating and resolving water-related disputes.
- Conduct trainings on conflict analysis, mediation, and dialogue design and facilitation for the female and male members of established platform.
- Conduct trainings for Women Water User Groups (WWUGs) on leadership skills, engaging them to serve as role models for gender mainstreaming into water management at all levels.

Output 3: Sustainable water facilities are promoted for both underground water and rainfall.

Indicative activities:

Activity Result 3-1: Water and irrigation infrastructures in target areas are repaired, improved, or rehabilitated in agriculturally productive areas to benefit women and men equally.

- Rehabilitate canals (clearing and fortification to avoid sedimentation) and shallow water-wells.
- Conduct maintenance of the existing water infrastructures: weirs, check dams, diversion canals, control structure, and gates.
- Establish village and wadi banks protection.
- Construct underground cisterns and open wadi pits.
- Install modern irrigation systems and conveyance systems.
- Construct or rehabilitate water harvesting storage tanks.

Activity Result 3-2: Local community members (WUAs and female/male WUGs members, farmers, pastoralists, and rural households) from the selected governorates are trained and engaged in the construction and maintenance of water harvesting techniques.

- Organise cash-for work for female and male community members to earn incomes by participating in the above cash-for-work project activities.
- Conduct on-the-job training for the acquisition of rehabilitation techniques.

Activity Result 3-3: Five traditional water harvesting techniques re-introduced into the selected governorates. (1. Inter-row water harvesting; 2. Micro-catchment water harvesting; 3. Rooftop water harvesting; 4. Medium-sized catchment water harvesting; 5. Large catchment water harvesting) and fog harvesting technology introduced.

- Install rooftop harvesting systems according to predicted rainfall regime with planned overflow for exceptional events.
- Demonstrate inter-row, micro, medium- and large-catchment water harvesting techniques in pilot sites.

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- Provide training, materials, tools, and technical guidance in selected sites for inter-row, micro-catchment, medium- and large-catchment water harvesting.
- Install 'screen' fog harvesting in selected sites using the fog harvesting manual.
- Train local communities in maintenance of fog harvesters and record keeping of water yields.
- Measure results of fog harvesting in providing water and effect on communities.

Activity Result 3-4 Integrated groundwater recharge systems and floodwater harvesting systems introduced to support irrigation.

- Train local communities (Community Based Organizations (CBOs), WUAs, female/male WUGs and farmers) on revival of useful traditional practices and techniques of water harvesting as well as a scheduled routine maintenance of the canals, dams etc.....
- Host local community discussion forums to share lessons learned on water harvesting experiences with the engagement of women, men, and youth.
- Conduct hydrogeological tests to determine specific locations for artificial recharge.
- Install check and sand dams at sites determined by tests.
- Establish local community nurseries propagating agroforestry species to reforest upper catchments.
- Rehabilitate and install sediment traps to limit canal sedimentation.

Output 4: Sustainable coffee value chains and production are promoted as an alternative to qat production to reduce water use in agriculture.

Indicative activities:

Activity Result 4-1: Qat value chains are analysed to inform and promote coffee value chains.

- Undertake value chain analysis of qat production in Yemen with a focus on: (i) financial and economic aspects entrenching qat production as a crop of choice; (ii) socio-economic analysis of coffee value chain, including roles of women and marginalized people; (iii) recommendations on options to promote coffee value chains as an alternative to qat with a focus on multiple benefits across SDGs.

Activity Result 4-2: Results of value chain analysis are shared with relevant key female and male stakeholders at the national and international level.

- Organise workshops to present value chain analysis research to female and male stakeholders.

Activity Result 4-3: An inclusive participatory community plan for select farmers is developed to pilot Qat-to-Coffee approach, establish and/or strengthen women farmers' associations, and train agricultural extension officers with best practices that match international demand to enhance Yemeni coffee from commodity to specialty coffee.

- Support to elaborate participatory community plan for select female and male farmers to develop pilot project on Qat-to-Coffee approach.

Activity Result 4-4: Farmers in pilot communities start coffee production with necessary equipment and supplies such as coffee seedlings, rainwater harvesting systems, or coffee cleaning & grading machines provided by the project.

- Support selected female and male farmers to start coffee production.
- Provide necessary equipment for selected female and male farmers.

The outputs of the project will be achieved through equitable representation of water users in local governance structures with special focus on women and youth representation, engaging with

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community-based dispute prevention groups such as WUAs and water authorities such as NWRA to design legally pluralistic mechanisms for regulation and enforcement of groundwater use, improved equitable access to groundwater as a public resource accessible to all and improved reliability of water through better water knowledge/science for decision making together with communities and tertiary institutions as well as establishment of dispute prevention mechanisms.

2. Intervention areas

Water resources management is planned to be transformed into inclusive, participatory, and reconciliatory process that reconciles the demands for water, which ultimately turn water from a cause of dispute to a driver for cooperation and social cohesion. Identification of major existing and imminent disputes concerning water resources in Yemen and relevant actors will form the basis for increased dialogue/round table talks on collaborative water governance at local/district levels, with water-related dispute sensitive approaches incorporated by all players implementing the project and adapted in the broader scheme for dispute resolution.

The project will aim to support communities in three Wadi areas: Wadi Hadramout (Shibam, Qatan), Wadi Bana (Annadira, Saddah, Zinjibar, Khanfir), and Dhamar (Jabal Alsharq), as well as three other areas where water scarcity becomes serious and causes disputes such as coast areas of Hadramout, Shabwah and in Mahra areas in the east.

The impact of the project will be better informed and equipped communities, capable of properly managing existing water resources for food and agricultural production for the benefit of the wider community and able to resolve community-based disputes around water, while also preparing for and mitigating against future climate related challenges. The estimated direct number of beneficiaries is 12,000 households, including those benefitting from CFW (9,000 of which 2,100 are women and 3,000 are youth), the members of local WUAs, basin committees, local government departments and the local populations with the number of indirect beneficiaries being significantly higher and estimated to be 84,000 individuals.

3. Target Beneficiaries

Target groups of the project are primarily conflict -affected communities and local authorities. More sustainable and efficient use of water in the agricultural sector through improved water governance and implementation of water-smart technology in irrigation will result in a more efficient use of water for agricultural production that will free up considerable volumes of water for households. On the one side, this will be beneficial for farmers who are expected to increase the yield and thus have higher income and improved livelihoods. On the other side, direct beneficiaries are private households having more water available (more often – where water is only supplied once a week by the water utilities, this could potentially be increased with more water resources available). Catastrophic losses from drought can be mitigated which benefits farmers and communities. Water utilities also benefit from improved water resources management as they can avoid costs for supplying water from more expensive sources. By reconciling water-related disputes, communities and individuals face less threats to human security and the push factors causing displacement will be reduced as people are protected from critical and pervasive threats and empowered to take charge of their own lives. Reconciling disputes result in more economic security, more food security, more health security, more environmental security, more personal security, more community security, and last but not least, in more political security. Lessons learned from the project might also benefit individuals and communities beyond the boundaries of this project through knowledge transfer.

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4. Linkage with other projects/programmes

1) Resilience Programme in the Irrigation and Agricultural Sector

"Resilience Programme in the Irrigation and Agricultural Sector" is a joint project between UNDP and FAO. The overall objective of the project is to enhance livelihood resilience and sustainable peace in Yemen through sustainable water management. Specifically, the project aims to i) improve agricultural production and resilience to water scarcity, ii) enhance livelihood opportunities, iii) reduce water related disputes and improve water management through awareness raising and disaster preparedness at local level. KfW pledged to provide 17,950,000 Euro for this project. UNDP engages in improvement of water management through awareness raising and disaster preparedness at local level and these activities with 1,856,145 USD are integrated in this project (Result 2-1 and 2-2).

2) Supporting Resilient Livelihoods and Food Security in Yemen

The Supporting Resilient Livelihoods and Food Security in Yemen (ERRY) project seeks to contribute to reduced vulnerability and strengthened resilience of crisis-affected communities in Yemen through the creation of sustainable livelihoods and improving access to basic services. ERRY has implemented the solar and livelihood components extensively through piloted a bottom-up planning process that connects community structures with district authorities. The project and ERRY will join forces for supporting and will work towards aligning their methodological approach and tools.

3) Strengthening Institutional and Economic Resilience in Yemen

Strengthening Institutional and Economic Resilience in Yemen (SIERY) is aimed to enhance the resilience of local governance systems in Yemen to reinforce the resilience and recovery of war-affected communities. Collaboration with SIERY is a key for successful implementation of the project. Self-reliant communities, effective local authorities, and a lively private sector are fundamental to respectively enhance local resilience, the delivery of basic services, and the creation of employment opportunities. SIERY will strengthen local institutions and make them more inclusive, so that they will eventually be able to better deliver basic services – including education, health, water, and energy supply – with the direct involvement of partnership organisations and the private sector. In order to achieve this target in WRM, the project will work together with SIERY. Project structure will also align with the SIERY's structure and intervention zones will be selected taking SIERY's selection into consideration to establish synergy between two projects.

4) Decentralized Renewable Energy Solutions for Livelihood Resilience Building in Yemen

Decentralized Renewable Energy Solutions for Livelihood Resilience Building in Yemen (DRIPP) is a 3-years initiative seeking to deepen and expand UNDP's support to humanitarian and development crisis led by war-affected communities, institutions and private sector driven by micro, small and medium-enterprises, in order to guarantee sustainable environment management, gradual economic recovery, improve local livelihoods and eventually contribute to improve access to efficient and affordable renewable energy. The DRIPP model of the project encompasses and rests on resilience building in three key areas: Economic, institution, and environment.

5. Partnership

The project will build on past and existing UNDP programming on resilience and water resource management in rural communities throughout Yemen. In addition, the project will seek to leverage experience and communications through the UNDP SIERY programme that focusses on strengthening local governance institutions throughout Yemen. The SIERY project will give valuable

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insight into the partners at Governorate level that can further the discussions with local communities on water management, including NWRA, WUAs, and WCs.

The project will also build on the partnership between UNDP and FAO bringing together the relevant experience from both agencies in community development and institutional capacity building - reform with water resource management, agricultural production, and local market systems. UNDP will align several activities of "Resilience Programme in the Irrigation and Agricultural Sector" which will be mainly implemented by FAO and other projects related to the ongoing humanitarian crisis in Yemen, especially those related to water from an emergency response perspective. By re-enforcing the principle of integrated water management to the project and into discussions in the humanitarian sphere, it is believed that longer term perspectives can be introduced by placing the concept, and approach on national structures and communities to lead in solving water management and governance issues, and consequently activating the humanitarian – development nexus.

Finally, the project envisages a contribution from the SDG Climate Facility project which will support the work related to 'Qat to Coffee'. By engaging with the SDG Climate Facility project, it is envisaged that incorporation of the broader implications of climate change on Yemen's crisis will receive further attention and advocacy both inside and outside of the country, to assist in convincing producers that a transition from qat is essential to their own survival.

The project is envisaged as a multi-donor project due to the multiple interconnected challenges that cannot be addressed in isolation. UNDP is engaging with actors on the design and objectives of the project with a view towards generating a multi-donor interest in its implementation. UNDP will seek collaboration with all UN agencies that have activities pertaining to the project areas of focus, including service delivery, local economic recovery, urbanization, women, and youth empowerment for decision-making, etc. The project would work closely with the SDGs facility partnership and collaborate on common approach to address the economic, environment and climate security.

6. Sustainability and scaling up

The project will build on the existing water management institutional arrangements by strengthening Water Users Associations including Women Water User Groups, Basins Committees, national and governorates water resources authorities as well as the tribal mechanisms. All the interventions and the required capacities will be built to ensure the continuity of the functioning systems; be it water allocation, monitoring, planning, or other mechanisms. The institutional financial sustainability will be critical for the continuation of the implementation. This will be established together with the users in which payment for services will be justified and supported by the basin committee's relevance and service delivery. Dispute mitigation and prevention mechanisms will be enhanced and institutionalised through the legal pluralistic mechanism designed together with respective districts and governorates. Women are key to achieving sustainable peace and development solutions, thus the project will ensure the meaningful inclusion of women at all stages from participation to prevention, protection to resolution and recovery.

Although the project will aim to capacitate WMIs in general, the real capacity can be built on the job or through peer support groups, the twinning of institutions as indicated before or the establishment of communities of practice for co-learning and exchange. Regular knowledge sharing events in and between the respective locations as well as a national knowledge-sharing activity will be key strategies of the project. To ensure regular capacity outputs of water expertise and building coherent water knowledge, the project will focus on engaging the relevant academic institutions to support the water research component by agreeing on national water research needs that inform

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postgraduate students' research. Exchange visits locally, nationally, or regionally have proven to be useful in building shared vision and partnerships especially between district and local level stakeholders from formal and informal WMIs and will be a priority in the project.

7. Resources required to achieve the expected results.

1) Human resources

The project will rely first and foremost for its implementation on human resources, grant funds and technical services. The main entity responsible the implementation of the project in the identified districts will be Project Management Unit made up of UNDP staff.

Financial requirements for the project for the entire period and covering all three outcomes are laid down in the Budget (see Table 4: Budget lines). Staff requirements for the project are as follows:

1) With currently available funds (KfW and SIDA)

Position/function (full- or part-time)	Main responsibilities	International/national and grade
Disaster Risk Reduction Specialist	Technical contribution to planned activities and Project Management	National (SB3)

2) With fully funded

Position/function (full- or part-time)	Main responsibilities	International/national and grade
Chief Technical Advisor	Project management, oversight, and coordination	International (P4)
Monitoring and evaluation specialist	Monitoring and evaluation of project results, coordination of project evaluation schedule	1 International (P3)
Operation Manager Finance Assistant	Provides administrative and financial management support to the entire project	1 International (P3) 1 National (SB3)
Communication Officer	Communication and visibility assurance	1 National (SB3)
Field officers	Coordinates and manages on fields	5 Nationals (SB3)
Driver	Driving project cars	1 National (SB1)

2) Equipment and other resources

Various types of equipment will be procured by the Project for achieving the intended results. They may be procured directly (i.e. through the main budget), such as IT devices and office furniture, and indirectly (through sub-grants). The range of equipment that may be procured is vast and cannot be estimated or costed yet – at least for what concerns sub-grants – but will be mostly related to service delivery hence may include equipment used in schools, healthcare facilities, for water or (off-grid) energy supply, public works, etc. Any procurement done through grants will be done by responsible parties.

8. Dissemination of knowledge products

All knowledge products will be developed in Arabic and English.

1) Communications

The project will undertake a series of communications activities, including:

a) Online communication and visibility

Information about the Donor Funded Programme will be disseminated through web platforms and social media. The Donor emblem and acknowledgement of its support will also be included, as will links to the relevant Donor websites and social media accounts such as @donor and @donorinyemen.

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b) Electronic newsletters, online articles, and blogs

The intervention will disseminate electronic newsletters, online articles, and blog posts to inform the stakeholder's audiences about the Donor-financed Programme. These publications will also be shared in social media channels of UNDP in Yemen, regional and globally into their webpages. They will also be shared in the implementing partner website. Arabic versions of these publications will be produced whenever possible.

c) Information campaigns, events, visits, stakeholder meetings

These will be conducted according to Donor Communication and Visibility criteria in Donor-financed external actions. These events will link overall objectives, achievements and impacts of the project with donor general partnerships with UN agencies working in Yemen. Public events (such as conferences, workshops, seminars, training courses, and exhibitions) will be conducted to highlight the objectives and achievements of the project after the recovery from COVID-19 pandemic. The donor emblem will be displayed prominently on all these events to ensure that attendees are aware of the donor's financial support.

d) Press releases:

Press releases will be issued at action launches, and during events or joint field visits. The donor's partnership with UNDP and implementing partner in Yemen and funds provided by the donor will be mentioned.

e) Audio-visual material, photography, and other productions:

Audio-visual and photographic materials will be produced to convey accomplishments, impact, and key messages of the project. All materials will comply with the donor-financed external actions' criteria in and will consider the generally recognized standards and best practice. The donor will be entitled to use or reproduce all audio-visual and photographic materials produced by UNDP or implementing partners. Audio-visual materials will also feature the donor emblem at the beginning and/or end of the production, accompanied by the following text: This [film/video/…] was produced with the financial support of the donor.

f) Photographs

Photographs related to the project progress, results, and impact will also be available to the donor, accompanied by IPTC metadata or a separate English metadata file detailing (for each image) the photographer's name, production date and location and a caption detailing the names and functions of any identifiable individuals.

Newsletters, leaflets, brochures, assessments, human stories, case studies and other printed materials: These will be disseminated in electronic form through websites, social media, and email. All these materials will comply with the Communication and Visibility in donor-financed external actions criteria. The cover or front page of any document will clearly identify the Project as a donor-financed action. The donor emblem will be prominently visible.

g) Promotional materials:

The project promotional materials (jackets, t-shirts, calendars, mugs, and notebooks) will be produced and distributed to implementing partners, stakeholders and people working in the field. These promotional materials seek to increase donor visibility in the field and amongst government officials and stakeholders. The donor emblem will be prominently visible in these materials accompanied with the sentence: This project is supported by the donor.

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h) Banners and commemorative plaques:

The donor emblem will be prominently visible on all the project special event banners. The project permanent structures (such as training centres, roads, solar systems, or markets) will bear a commemorative plaque inscribed with the following sentence: This [type of structure] was built with the Financial support of the donor. These will be placed in the most visible part of the structure, such as at the front of the building or at its main entrance.

9. Time schedule and work plan

Based on the theory of change, the expected results for the project are captured for a three-year time period. Recognizing that, despite the critical need to immediately respond to pressing crises, there is an equally important need for long-term strategies to counter the effects of a deeply entrenched divide between different factions of water users such as between small-scale and affluent farmers, farmers, and industry, or between water users and different levels of authority. Therefore, even within the constraints of an implementation period of three years, the project is designed to be implemented in a stepwise fashion to deliver maximum results, which will create an environment that will bridge the social-technical divide, facilitate communication and cooperation between competing water users, and ultimately shared decision making to ensure continuation of activities and leaving a legacy on which subsequent initiatives can be built.

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IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

1. Project management

Effective management of the project will be critical, given its importance, size, and complexity. To this end, the project will employ a project management methodology which emphasizes a simple and structured yet flexible framework, with an emphasis on delivering measurable outcomes and benefits. The following guiding principles will be applied:

- 'Do no harm'. This approach ensures that the project's work does not inadvertently fuel disputes and disrupt the peace process.
- Foster local ownership and skills transfer. This will be both through the Project Board members, and through day-to-day involvement of counterpart institutions.
- Adopt the Adaptive Management approach in managing the project. Drawing on the experience of the project's Yemeni staff, who are able to solicit informal feedback from counterparts, make sure that the project is responsive to its counterparts' changing needs.
- Gender equality. This approach ensures that the project will be able to apply Gender-sensitive language, the collection and analysis of gender-specific data, equal access to and utilisation of services, involve women and men in decision making.
- Draw on local insight and expertise. Maximise the use of Yemeni experts on the project team.
- Build momentum and demonstrate positive impact in the early stages of the project. This will take place under each project component, with an emphasis on 'quick wins' and a robust M&E strategy.
- Close partnerships with Ministry of Water and Environment, NWRA and relevant agencies, cooperatives and associations including WUAs.

2. Cost Efficiency and Effectiveness

The project introduces the following features to enhance the effectiveness of its development interventions:

Inclusive Approach: Through its stakeholder strategy, project benefits from the involvement of women/men national actors, specialized institutions and civil society groups which ensure that interventions are effective, relevant, and sustainable in the long term.

Dynamic Project Building on Lessons Learned: The project builds upon and scales up combined experiences of UNDP and the UN sister agencies of what works in the field. Through effective communication and coordination, the project will adjust to new circumstances and lessons learned to maximize impact and reduce costs.

Harmonized and Integrated Development Approach: Project will be implemented within a broader programmatic framework notably encompassing livelihoods, local development and dispute reduction making the stabilization interventions more strategic and effective for the people of Yemen.

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V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:
CPF Outcome 3: "Yemenis contribute to and benefit from peacebuilding processes."

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

Applicable Output(s) from the UNDP Strategic Plan:
- Output 3.3: Support provided to tackle root causes of conflict at the local level with a focus on women's empowerment.

Project title and Atlas Project Number: Enhancing Resilience for Sustainable Water Resource Management

EXPECTED OUTPUTS	OUTPUT INDICATORS [1]	DATA SOURCE	BASELINE		1. TARGETS (by frequency of data collection)				2. DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Final	
Output 1 **Inclusive, participatory, and transparent water resource governance system is established in community level**	1.1 Number of WUAs and female/male WUGs conducted elections for the selection of committee members	UNDP	0	2020	20	40	0	60	Baseline/ endline surveys; Project progress and technical reports;
	1.2 Number of water distribution plans prepared by WUAs with participation of community members including women	UNDP	0	2020	10	50	0	60	Baseline/ endline surveys; Project progress and technical reports;
	1.3 Number of consultations provided by NWRA to WUAs to improve water allocation mechanisms and sustainable water resource management	UNDP	0	2020	10	20	30	60	Baseline/ endline surveys; Project progress and technical reports;
	1.4 Number of communities sensitised on water harvest regulations	UNDP	0	2020	30	30	0	60	Baseline/ endline surveys; Project progress and technical reports;

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Output 2 Peaceful local dispute-management mechanisms to address water-related disputes are created with the participation of women and youth.	2.1 Number of incidents of violence related to disputes over water resources in target areas in a year period	Endline survey	133	1998-2019	-	-	-	0	Baseline/ endline surveys; Project progress and technical reports;
	2.2 Number of people trained on DRR and community-based flood early warning systems	UNDP	0	2020	226	258	161	645	Baseline/ endline surveys; Project progress and technical reports;
	2.3 The proportion of people in target areas who perceive the project as effecting positive change	Endline survey	0	2020	-	-	-	90%	Baseline/ endline surveys; Project progress and technical reports;
	2.4 Number of communities established water-related dispute mitigation plans	UNDP	0	2020	0	40	20	60	Baseline/ endline surveys; Project progress and technical reports;
	2.5 Number of dispute resolution/prevention mechanisms established in communities	UNDP	0	2020	0	20	40	60	Baseline/ endline surveys; Project progress and technical reports;
	2.6 Percentage of Water users who feel improvement of WRM and reduction of disputes related to water resource disaggregated by sex and age	UNDP	0	2020	0	50%	70%	70%	Baseline/ endline surveys; Project progress and technical reports;
	2.7. Number of water-related disputes resolved by the platform	UNDP	0	2020	0	0	120	120	Baseline/ endline surveys; Project progress and technical reports;
Output 3 Sustainable water facilities are promoted for both underground water and rainfall.	3.1 Number of persons who acquired construction and maintenance of water harvesting techniques disaggregated by sex and age	UNDP	0	2020	400	400	0	800	Baseline/ endline surveys; Project progress and technical reports;
	3.2 Number of farmers benefitting from water infrastructure rehabilitation/construction disaggregated by sex and age	UNDP	0	2020	1000	3000	4000	8000	Baseline/ endline surveys; Project progress and technical reports;
	3.3 Number of communities reintroduced traditional water harvesting techniques and/or fog harvesting technology	UNDP	0	2020	20	20	20	60	Baseline/ endline surveys; Project progress and technical reports;
	3.4. Number of integrated groundwater recharge systems established	UNDP	0	2020	10	10	10	30	Baseline/ endline surveys; Project progress and technical reports;

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	3.5. Number of Floodwater harvesting systems introduced	UNDP	0	2020	10	10	10	30	Baseline/ endline surveys; Project progress and technical reports;
Output 4 **Sustainable coffee value chains and production are promoted as an alternative to qat production to reduce water use in agriculture.**	4.1. Number of value chain analyses reports produced on qat production with recommendations that can be applied to coffee value chain	UNDP	0	2020	1	0	0	1	Baseline/ endline surveys; Project progress and technical reports;
	4.2. Number of stakeholders received the analysis report and participated in a presentation session disaggregated by sex and gender	UNDP	0	2020	0	20	0	20	Baseline/ endline surveys; Project progress and technical reports;
	4.3. Percentage of female farmers consulted during the preparation of community transition plans	UNDP	0	2020	0	40%	0	40%	Baseline/ endline surveys; Project progress and technical reports;
	4.4. Number of inclusive community plans produced	UNDP	0	2020	0	2	18	20	Baseline/ endline surveys; Project progress and technical reports;
	4.5. Number of farmers' groups provided necessary equipment and supplies disaggregated by sex of the groups	UNDP	0	2020	0	2	8	10	Baseline/ endline surveys; Project progress and technical reports;
	4.6. Number of target communities who have dedicated arable land to produce coffee	UNDP	0	2020	0	2	8	10	Baseline/ endline surveys; Project progress and technical reports;
	4.7. Number of reports, blogs or articles published disaggregated by communication materials addressing a gender result achieved	UNDP	0	2020	2	3	20	25	Baseline/ endline surveys; Project progress and technical reports;

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: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			

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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.	Specify frequency (i.e., 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.		

Evaluation Plan[4]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	FAO	CPF Output 3.3.	CPF outcome 3			
Final Evaluation	FAO	CPF Output. 3.3.	CPF outcome 3			

[4] Optional, if needed

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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Total		Fund	Budget Description	Amount
Output 1 **Inclusive, participatory, and transparent water resource governance system is established in community level**	Result 1-1: Water User Associations (WUAs) and female/male Water User Groups (WUGs) are established through inclusive and transparent processes.	300,000	300,000	400,000	1,000,000	UNDP	N/D	TBD	1,000,000
	Result 1-2: Improved water allocation mechanisms and sustainable water resource management at community level.	200,000	400,000	600,000	1,200,000	UNDP	N/D	TBD	1,200,000
	Result 1-3: WUAs provide customer-oriented water distribution and seasonal rationing services for communal harvested water, with full engagement of the community members.	300,000	400,000	200,000	900,000	UNDP	N/D	TBD	900,000
	Result 1-4: Water harvesting regulations are properly enforced as per Yemeni Water Law.	50,000	150,000	100,000	300,000	UNDP	N/D	TBD	300,000
	Sub-Total for Output 1	**850,000**	**1,250,000**	**1,300,000**	**3,400,000**				3,400,000
Output 2: **Peaceful local dispute-management mechanisms to address water-related disputes are created with the participation of women and youth**	Result 2-1: Awareness of disaster risk reduction and community-based flood early-warning system is increased in fragile communities.	180,152	180,152	-	360,304	UNDP	FAO	TBD	360,304
	Result 2-2: Stakeholders implementing the project have adapted water-related dispute-sensitive principles.	186,000	436,000	459,451	1,081,451	UNDP	FAO	TBD	1,081,451
	Result 2-3: Platforms of dispute resolution/prevention mechanisms, including WUA are established and strengthened.	200,000	300,000	200,000	700,000	UNDP	N/D	TBD	700,000
	Result 2-4: Capacity of dispute resolution/prevention platforms are strengthened.	100,000	100,000	100,000	300,000	UNDP	N/D	TBD	300,000
	Sub-Total for Output 2	666,152	1,016,152	759,451	2,441,755				2,441,755
Output 3: Sustainable water	Result 3-1: Water and irrigation infrastructures in target areas are repaired, improved, or rehabilitated in	1,000,000	1,300,000	1,000,000	3,300,000	UNDP	N/D	TBD	3,300,000

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facilities are promoted for both underground water and rainfall	agriculturally productive areas to benefit women and men equally.								
	Activity Result 3-2: Local community members (WUA and female/male WUG members, farmers, pastoralists, and rural households) from the selected governorates are trained and engaged in the construction and maintenance of water harvesting techniques.	100,000	200,000	-	300,000	UNDP	N/D	TBD	300,000
	Activity Result 3-3: Five traditional water harvesting techniques re-introduced into the selected governorates. (1. Inter-row water harvesting; 2. Micro-catchment water harvesting; 3. Rooftop water harvesting; 4. Medium-sized catchment water harvesting; 5. Large catchment water harvesting) and fog harvesting technology introduced.	1,000,000	1,000,000	500,000	2,500,000	UNDP	N/D	TBD	2,500,000
	Activity Result 3-4: Integrated groundwater recharge systems and floodwater harvesting systems introduced to support irrigation.	500,000	500,000	500,000	1,500,000	UNDP	N/D	TBD	1,500,000
	Sub-Total for Output 3	**2,600,000**	**3,000,000**	**2,000,000**	**7,600,000**				7,600,000
Output 4: Sustainable coffee value chains and production are promoted as an alternative to qat production to reduce water use in agriculture.	Activity Result 4-1: Qat value chains are analysed to inform and promote coffee value chains.	20,000	-	-	20,000	UNDP	N/D	TBD	20,000
	Activity Result 4-2: Results of value chain analysis are shared with relevant key female and male stakeholders at the national and international level.	50,000	-	-	50,000	UNDP	N/D	TBD	50,000
	Activity Result 4-3: An inclusive participatory community plan for select farmers is developed to pilot Qat-to-Coffee approach, establish and/or strengthen women farmers' associations, and train agricultural extension officers with best practices that match international demand to enhance Yemeni coffee from commodity to specialty coffee.	100,000	50,000	-	150,000	UNDP	N/D	TBD	150,000
	Activity Result 4-4: Farmers in pilot communities start coffee production with necessary equipment and supplies such as coffee seedlings, rainwater harvesting	-	300,000	300,000	600,000	UNDP	N/D	TBD	600,000

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	systems, or coffee cleaning & grading machines provided by the project.								
Sub-Total for Output 4		**170,000**	**350,000**	**300,000**	**820,000**				820,000
Sub-Total Programme (Funded)		**366,152**	**616,152**	**459,451**	**1,441,755**				1,441,755
Sub-Total Programme		**4,286,152**	**5,616,152**	**4,359,451**	**14,261,755**				14,261,755
Project Direct Cost	Human Resources (Funded)	20,000	50,000	55,706	125,706	UNDP	FAO	HR	125,706
	Human Resources (Non-Funded)	1,000,000	1,000,000	1,000,000	3,000,000	UNDP	N/D	HR	3,000,000
	Monitoring and Evaluation	50,000	500,000	100,000	650,000	UNDP	N/D	TBD	650,000
	PMU Running costs (Funded)	20,000	60,000	71,192	151,192	UNDP	FAO	DPC	151,192
	PMU Running costs (Non-Funded)	500,000	600,000	500,000	1,600,000	UNDP	N/D	DPC	1,600,000
DPC Total		1,590,000	2,210,000	1,726,898	5,526,898				5,526,898
General Management Support	8%	470,092	626,092	486,908	1,583,092	UNDP		GMS	1,583,092
TOTAL (Funded)		438,645	784,245	633,257	1,856,146				1,856,146
TOTAL		**6,346,244**	**8,452,244**	**6,573,257**	**21,371,745**				**21,371,745**

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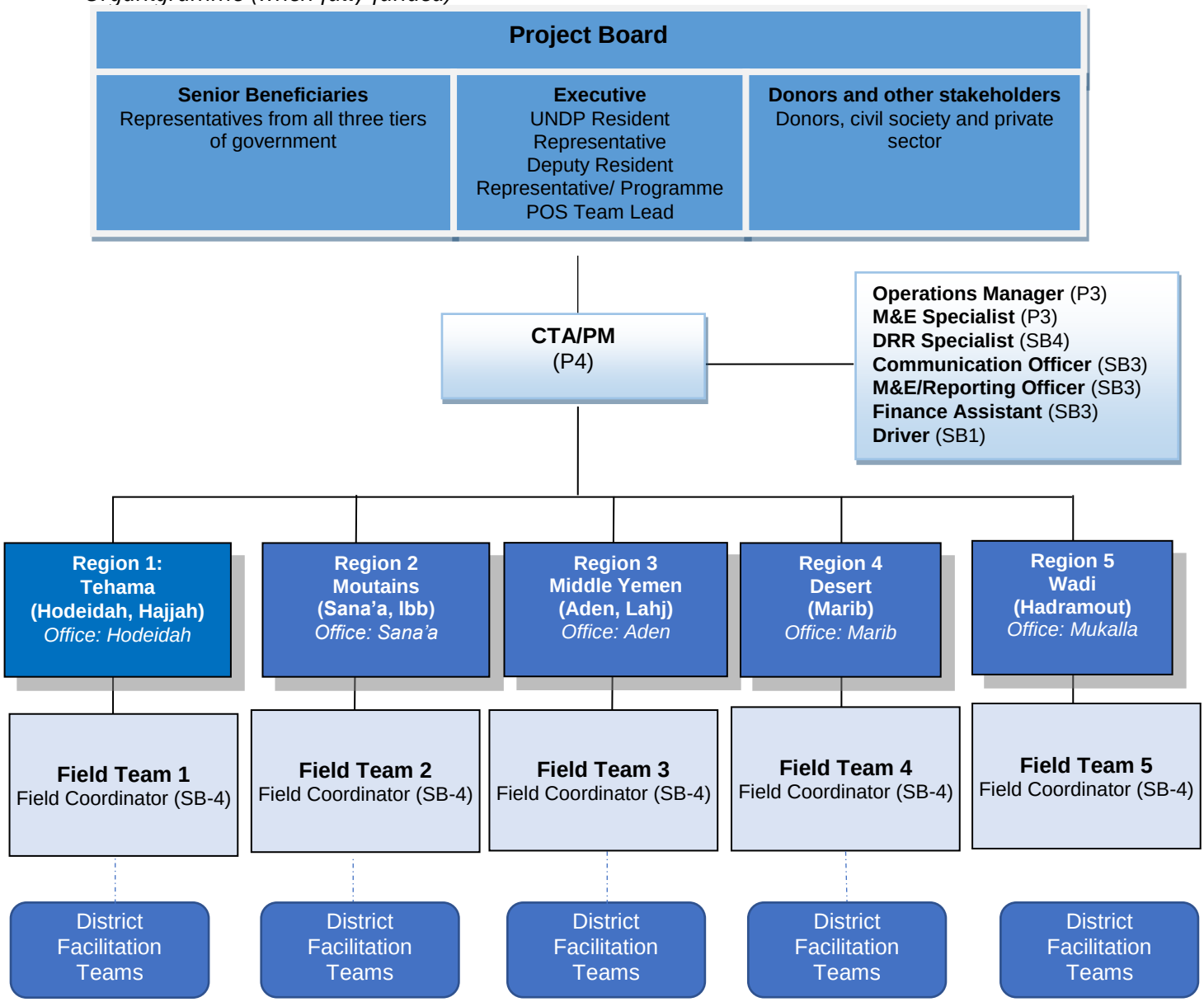
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Roles and implementation responsibility by entities of your organization	
Sub Office and Field Office	The project will work in existing Sub-office and Project office and establish field offices according to necessity. They supervise daily activities on the ground.
Country Office	Will host the Project Management Team and its staff and ensure project compliance with UNDP and FAO project management guidelines and principles.
Regional Office	Regional Office will provide advice on the SDG Climate Facility funding for activities on Qat to Coffee (Output 4)

Organigramme (when fully funded)



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IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:
   - ☐ Country has signed the Standard Basic Assistance Agreement (SBAA)
   - ☐ Country has not signed the Standard Basic Assistance Agreement (SBAA)
   - ☐ Regional or Global project

2. Implementing Partner:
   - ☐ Government Entity (NIM)
   - ☐ UNDP (DIM)
   - ☐ CSO/NGO/IGO
   - ☐ UN Agency (other than UNDP)
   - ☐ Global and regional projects

Or click here for the MS Word version of the standard legal and risk management clauses.

X. ANNEXES