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PROJECT DOCUMENT
Republic of Yemen

Project Title: Yemen Enhanced Early Recovery Coordination Project

Project Number:

Implementing Partner:

Start Date: 01 Jul 2017 **End Date:** 30 June 2019 **PAC Meeting date:** 22 May 2017

Brief Description
<p>Since March 2015, Yemen has been facing a complex humanitarian crisis resulting from the escalation of the conflict in March 2015. Direct consequences of the crisis tangled with chronic poverty related issues resulted in a compound of vulnerability and needs that requiring more than a traditional humanitarian or development assistance. In application of recommendations and outcomes from the World Humanitarian Summit, the UN and multilateral partners engaged in a new way of responding to crisis in Yemen, enhancing humanitarian, development and peacemaking synergies toward achieving collective outcomes.</p> <p>While, efforts are being made, at strategic level, operational coordination between humanitarian aid, under the Yemen Humanitarian Response Plan (YHRP) and development assistance programs have remained quite weak or ad hoc. The Yemen Enhanced Early Recovery Project aims at creating a platform and capacities to integrate ER across the response and enhance the coordination between humanitarian response with development-oriented crisis-response initiatives. Concurrently, the project aims to achieve to the following:</p> <ol style="list-style-type: none"> 1. Enhanced humanitarian-development synergies through effective and efficient Early Recovery coordination; 2. Increased knowledge management, monitoring and reporting, as well as data analysis and information management system; 3. Contribution to Humanitarian Response Plan and strategies development; and 4. Enhanced capacities of stakeholders.

Contributing Outcome (UNDAF/CPD):
coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas

Indicative Output(s):
Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Total resources required:	USD2,247,492/-	
Total resources allocated:	Y1: USD980,000/-	
	UNDP TRAC:	USD500,000/-
	UN-WB TF	USD180,000/-
	Donor:	
	In-Kind:	USD300,000/-
Unfunded:	Y2: USD1,267,492/-	

Agreed and Signed on behalf of UNDP by:



 Auke Lootsma
 Country Director
 Date: 1 April 2017

UN prevailing exchange rate at the time of signature USD 1.00 equivalent to YR. -----

DEVELOPMENT CHALLENGE

1.1. Introduction

1. Linking humanitarian relief, recovery and development has been on the agenda of humanitarians from the early age of modern humanitarian action. Various efforts have been made to enhance resilience in humanitarian setting, ensuring that humanitarian does not only respond to critical life-saving needs and alleviating suffering, but also contribute to longer term recovery and development. The 2003 Good Humanitarian Donorship (GHD) Principles, debates around Linking Relief, rehabilitation and Development (LRRD) and the inception and introduction of Early Recovery (ER) as part of the 2005 Humanitarian Reforms are all efforts to bridge the gap and enhancing synergies between humanitarian and development. The 2016 World Humanitarian Summit (WHS) was convened to set a forward-looking agenda for humanitarian action to collectively address future humanitarian challenges. The summit revolved around the Agenda for Humanity, for which the SG wished to garner support from world leaders and thousands of participants from 173 countries. One of the key outcomes from the summit involved adopting a new way of responding to crises, translated into the Commitment to Action on '*Transcending Humanitarian-Development Divides. Changing Peoples' Lives: From Delivering Aid to Ending Needs*'. This commitment reiterated the need to break artificial barriers between humanitarian action and development assistance, reaffirming the need to work together towards achieving collective outcomes across board for humanitarian, development and peacebuilding actors. The 7 point commitment to action expressly refers to the SG's Report: One Humanity: Shared Responsibility Agenda for Humanity and its *Agenda for Humanity* and the 2030 Sustainable Development Goals, its commitment to *leaving no-one behind* in its reference to people affected by humanitarian emergencies, calling for a shift towards a new approach that ensure that principled humanitarian action is accompanied by management of risks and reduction of vulnerabilities to ensure that everyone, including those affected by various forms of humanitarian crises can be brought back on the path of Sustainable Development Goals. This outcome calls for new partnerships across board looking at and addressing the same crisis from various angles (humanitarian and development). Saving lives, alleviating suffering and restoring the dignity of affected populations, at the core of humanitarian action, is coordinated collaboratively with actions aimed at reducing risks that can potentially lead humanitarian crises. This also aims at increasing the ability of these communities to adapt and find ways to positively cope with effects of such crises when they happen in the future.
2. The multi-faceted crisis currently affecting Yemen is a very good opportunity to apply this commitment to action. Several collaborative initiatives bringing together humanitarian action and development initiatives are being observed. One of the most remarkable of such initiatives is the World Bank's funding of the 2.5 years Emergency Crisis Response Project (ECRP) managed by UNDP and implemented by two national organizations, the Social Fund for Development (SFD) and the Public Works Projects (PWP). Through ECRP, UNDP and WB forged an innovative partnership implement a US\$300 million emergency project supporting 2 million Yemenis despite the conflict, to build up the resilience of the most vulnerable Yemenis and to help communities to recover from the crisis, as well as to support the capacity of Yemen's local institutions, such as SFD and PWP, both of which continue to deliver critical services during this time of crisis, to improve the longer-term development prospects. The World Bank Group also funded UNICEF and WHO for health and nutrition projects for a value of USD200 million.
3. The European Union are also funding the Enhanced Rural Resilience in Yemen project for around Eur34.8 M for two and a half year. The ERRY project is designed to enhance the self-reliance of rural people and communities to better cope with crises, risks and shocks. The joint programme will be implemented in four governorates: Hajjah, Hodeidah, Lahj and Abyan. Within each governorate between 2 and 5 districts may be targeted. The overall objective of the ERRY joint programme will be achieved through a complementary approach building on participating agencies' comparative advantages through the following two outcomes:
 - Communities are better able to manage local risks and shocks for increased economic self-reliance and enhanced social cohesion;

- Institutions are more responsive, accountable and effective to deliver services, build the social contract and meet community identified needs.
4. One can also note the setting up of the Yemen Humanitarian-Development-Peace Platform (YHDPP), which aims at establish collaboration 4 key multi-lateral partners in Yemen around objectives of: (a) the United Nations (UN) under the Strategic Assessment Mission (SAM) and the Humanitarian Response Strategy, (b) the World Bank' Country Engagement Note (CEN) and the (c) EU's Strategy in Yemen. The HDP has identified 4 strategic collective outcomes around which the above collaboration will hinge: (i) equitable assistance; (ii) local services delivery; (iii) preservation of State institutions and (iv) Preparation for economic recovery and reconstruction. As a background to the YHDPP, the UN and WB country management met in August 2016 in Amman and agreed on the need for a more structured engagement and suggested the flexibility of a pre-Recovery and Peace Building Assessment (pre-RPBA) as a process to facilitate their collaboration and were joined by the Islamic Development Bank (IsDB) in October 2016. Taking the Joint Declaration as the common point of departure the multilateral partners reiterated that a pre-RPBA process provides a useful institutional framework for Yemen's multilateral humanitarian, development and political actors to engage during Yemen's conflict. The pre-assessment stage creates a flexible process to collaboratively prioritize until the political and operational environment allows stakeholders to move to the stage of the RPBA process. The results and knowledge gained during the pre-RPBA will inform the full RPBA later on. Another initiative under construction is the Bridging Framework (BF), the purpose of which is to establish a coordinated and coherent planning framework for United Nations assistance to Yemen that facilitates the strategic planning and operational coordination of actions that build on ongoing humanitarian response and peacebuilding activities ensuring that the additional resources, capacities and institutional arrangements required for such an approach are realized. It aims at strengthening institutional and community resilience with the focus of enhancing the impact of humanitarian response and building a stronger foundation for sustainable solutions to the crisis when the situation allows. As its title suggests, it will serve as a programmatic bridge between the current humanitarian assistance under the Yemen Humanitarian Response Plan (YHRP) and future recovery and post crisis programming. The Bridging Framework intends to bring together the United Nations Country Team (UNCT) around 4 key program outcomes: (i) Critical state institutions, at central and local levels, maintain core functions and contribute to confidence building between the parties to the conflict, (ii) Basic social services continue to be delivered to the general population (iii) Communities are better managing external threats, local risks and shocks with increased economic self-reliance and enhanced social cohesion and (iv) Peace and security in Yemen is strengthened with an emphasis on the effective leadership, participation and engagement of women, youth and civil society
 5. The above collaborative frameworks recognize the dire and complex crisis exacerbated by ongoing armed hostilities, a quasi-state collapse and the need for a stronger collaboration of actors across board (Humanitarian-Development-Peace) to build a collaborative international community's response to the crisis in Yemen. This collaboration also requires coordination to operationalize humanitarian-development collaboration. From its inception and introduction, Early Recovery aimed at bringing development perspectives to humanitarian action in ensuring that foundations for longer-term recovery are built at the earliest stages of the emergency. As such, ER was designed to bridge the gap between emergency relief operations and longer-term recovery and development. Coordination for Early Recovery includes non-traditional humanitarian and development actors. The Commitment to Action on Transcending Humanitarian-Development Divides not only sanctions, but also reinforces what ER coordination and programming has been striving to achieve since 2005. The critical importance of ER in bridging humanitarian-development divides cannot be stressed enough as synergies need to be built earlier on at the onset of the crisis.

1.2. Situational analysis

6. Since March 2015, Yemen has experienced heavy fighting and air strikes in most of Governorates. The escalation is a follow up to an armed conflict that started in September 2014 when the Houthi militia and allies conquered a large part of the territory, including Sana'a, the capital city. In July 2015, Yemen was declared an L3 emergency. The conflict resulted in an unprecedented humanitarian crisis in Yemen. As of 31 March 2017, around 3 million remain affected by displacement-related vulnerabilities

8. The crisis in Yemen highlights, once again the complexity of a context where chronic developmental issues easily become tangled with or exacerbated by the humanitarian crisis resulting from the current escalation. The collapse of basic service delivery and institutions critical to humanitarian action as well as the increasing poverty and the multidimensional aspects of the crisis dictate that solutions be comprehensive and holistic. It is particularly necessary that the humanitarian response, while providing critical lifesaving or life-sustaining relief assistance, be accompanied by actions that contribute to the preservation of critical service delivery and the functioning of the local economy and capacities of local economic actors, and strengthening the resilience of affected populations.

STRATEGY

Rationale

9. The international community has been responding to the Yemen crisis for years. This response was escalated when a system-wide L3 response was activated in July 2015. Due to the March 2015 escalation, most of bilateral and multilateral development programs were suspended or simply abandoned, leaving humanitarian action as the only available safety net for millions of Yemenis having directly or indirectly being impacted by armed confrontations. The 2017 Yemen Humanitarian Response Plan requires USD2.1 billion to aid 12 million conflict affected populations. As part of the overall response an Early Recovery Cluster, later renamed to Emergency Employment and Community Rehabilitation Cluster coordinated activities related to mine action, non-agricultural livelihoods, debris and solid waste management and capacity development for local NGOs and authorities. Until December 2016, Early Recovery coordination remained within the confine of the Early Recovery Cluster. This has presented several gaps in terms of humanitarian-development coordination and all related linkages. Although some form of coordination has been taking place in some of the sectors, it has remained limited and mostly ad hoc. For instance, inter-cluster ER issues have remained uncoordinated. The present project will try to strengthen humanitarian-development coordination using Early Recovery coordination platforms.
10. Early Recovery represents a strong foundation for humanitarian development synergies in the Yemen Crisis response. It creates a natural linkage between immediate critical life-saving assistance and longer term. While the EECR Cluster coordinates partners' activities supporting the socio-economic recovery of affected communities in providing them with opportunities to earn income through cash for work schemes associated with the community infrastructure rehabilitation, small business recovery; to create a safe environment for recovery to take place through mine action and develop capacities of national actors to lead and sustain recovery processes even to a smallest degree, **a number of inter-sectoral issues were, to a larger extent left to individual organizations to find ways to link them to the humanitarian response.** The mainstreaming of ER in other clusters has not been systematic throughout previous HRP. Humanitarian leads and authorities have emphasized the need to strengthen early recovery in the response. In addition, the UNCT's Bridging Framework and the YHDPP require an anchor through which they can connect, coordinate and intersect with the YHRP at operational level to build consistency and contribute to an overall integrated or coordinated response to the Yemen crisis.

Theory of Change and Project Interventions

11. This project articulated around the theory **that synergies between humanitarian and development in the Yemen crisis response will significantly increase if Early Recovery coordination is enhanced, efficient, effective and functional.** The theory is founded on premises that early recovery brings development perspectives at the earliest stage in an emergency. As such it does bring a range of actors who do not traditionally take part in humanitarian action, particularly development actors. The synergy that has characterized early recovery coordination is essential in strengthening the resilience of affected communities and institutions in a context of crisis such as in Yemen. The humanitarian-development synergy developed earlier under Early Recovery later becomes the foundation of a stronger and more expanded one as the crisis settles in and needs evolve.
12. The project will initially strengthen Early Recovery coordination mechanisms at cluster and inter-cluster levels. A restructured cluster will be complemented with an inter-cluster working group that will bring together cluster leads to support the integration of ER across the response, serve as platform for the coordination of humanitarian-plus activities at inter-cluster level and serve as the link between the YHDPP, the UNCT Joint Initiatives (coordinated at the Programme Management Team), the Connecting Business Initiative (Private Sector) and other stabilization and peacebuilding initiatives and the YHRP (Image 1).
13. More specifically, the project will endeavor:
 - To review and strengthen the Emergency Employment and Community Rehabilitation Cluster to increase its effectiveness and coordination capacity and establish a functional and effective Inter-Cluster Working Group on Early Recovery (ICWG-ER);

- To establish the ICWG-ER as the interface/platform for humanitarian-development coordination and collaboration, at operational level, providing information management, coordination, monitoring and reporting facilities in support to the YHDPP and other humanitarian-development collaboration agenda in response to the crisis in Yemen;
- To garner and disseminate analysis, studies and knowledge contributing to policy development, knowledge products and to the advancement of Humanitarian-Development strategies and frameworks in the current crisis response in Yemen;
- To strengthen the integration of cross-cutting issues (gender and GBV, HIV/AIDS, environment, Conflict sensitivity and human rights) in humanitarian response and *humanitarian-plus* interventions and to support Women, Peace and Security (WPS) initiatives associated with humanitarian-development coordination and collaboration in the Yemen crisis response;
- To develop capacities of humanitarian actors and national and local counterparts on key thematic areas (Early Recovery, socio-economic recovery, Durable Solutions, conflict sensitivity, etc.) supporting the enhancement of humanitarian-development synergies.

2.1. Enhanced humanitarian-development synergies through effective and efficient ER Coordination

14. The EECR Cluster achievements for 2016 include mine/UXO clearance of over 240,000 Explosive Remnants of War (ERW), and deployment of 551 demining personnel with a focus on high impact areas bringing a positive impact to the lives of 3.7 million Yemenis in 11 affected governorates. More than 12,500 individuals had access to income through the emergency employment schemes related community rehabilitation projects. Out of 32,200 people targeted, the cluster reached 44,691 individuals (139 % of the target). The cluster received USD10.4 M, 20.5 per cent of the total requirement of USD50.6 M.

YHRP Monitoring indicators	Target type	Target	Reached	Reached/Target
Emergency mine action	Team personnel	738	551	75%
Emergency livelihoods stabilization (Cash for work)	Individual	16,620	12,615	76%
Solid waste removal - (only counting results in the 3 Immediate Governorates)	Tons	210,000	49,452	24%

Image 2: 2016 Achievements of the EECR Cluster

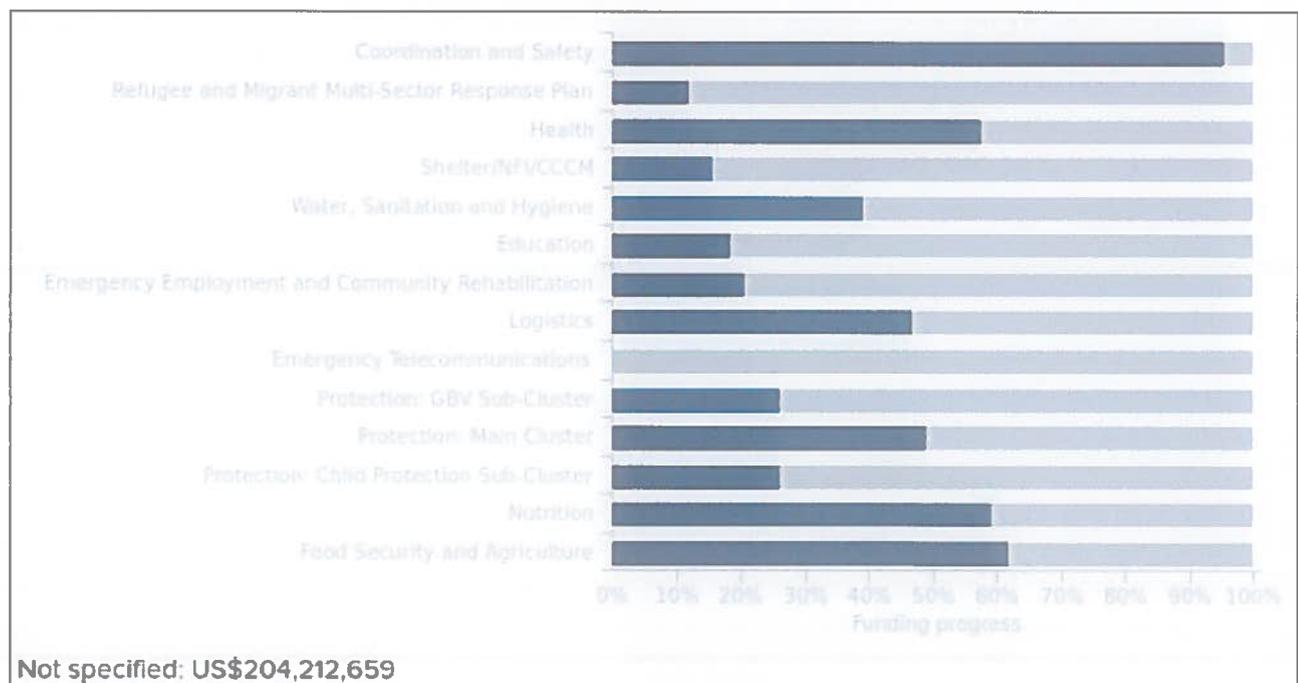


Image 3: 2016 Cluster funding level

15. Through this project, UNDP, as Lead Agency for Early Recovery is working to bring ER at the center of the response, to ensure the response helps saves lives, alleviates suffering and restores the dignity of

affected populations in laying foundations for recovery in investing in people and accompanying them on the path of self-reliance. This will be done at two levels: (i) Revisiting the EECR cluster's focus and structure to make it relevant and make it more effective; and (ii) Establishing the ICWG-ER.

16. The Cluster's focus is being revisited to reduce overlaps with other clusters and increase collaboration and coordination with other clusters, retaining only signature ER activities⁸. For the next two years, the Cluster's focus will include the coordination of the following sub-sectors: Mine Action, Non-Agricultural Livelihoods (vocational training, small-business recovery and emergency employment through cash for work schemes associated with community rehabilitation initiatives), preservation of basic services delivery and institutions critical to humanitarian action, integrated solutions to displacement and capacity development of national actors. These areas of work may be reviewed depending on the need and context. For Mine Action, based on specific requests, the existing UNDP mine action project will support the cluster as an enabler for follow-on activities. The main response will be through assessment surveys and potentially spot-task clearance of high-risk, high-impact contamination (all types of ordnance) leading to full clearance where appropriate. Abandoned ordnance will also be removed to prevent explosive harvesting in the operational areas.
17. The project also aims to strengthen the structure of the Cluster at national and subnational levels, increasing capacities for coordination and information management at national level and presence in all the 4 subnational hubs in Yemen (Aden, Hodeidah, Ibb and Sa'ada). The Sana'a Hub will be coordinated by the National Cluster. To achieve the above, the project will require the following human resources:
 - a. One (1) National Coordination Officer: This position will support the Cluster Coordinator in providing liaison with national authorities, information management and support in the leadership of the Cluster;
 - b. One (1) Project Assistant/Associate: This post will provide operational support to the team;
 - c. Four (4) sub-national cluster coordinators or focal points in the 4 Yemen humanitarian hubs (Aden, Hodeidah, Ibb and Sa'ada).
18. Stronger humanitarian-development synergies require a platform where humanitarian and development actors could coordinate at operational level. The ICWG-ER will support the HC/RC and the HCT in the mainstreaming of ER in the YHRP and across clusters, coordinate *humanitarian-plus* activities contributing to the Yemen Humanitarian Response Plan (YHRP), but remaining outside and serve as the platform for humanitarian-development coordination at operational level, linking the Yemen Humanitarian-Development-Peace Platform (YHDPP), the UNCT Bridging Framework, the Connecting Business Initiative and other peacebuilding and stabilization initiatives with the Yemen Humanitarian Response Plan (YHRP).
19. Each cluster coordinator being responsible of early recovery approaches and indicators within his/her respective cluster will advise the HC/RC and the HCT on inter-cluster Early Recovery issues. The platform will be under the direct leadership of the HC/RC, supported by the ER Coordinator in an advisory capacity. The ER Coordinator will work with each cluster to identify ER approaches and activities and will support OCHA in the integration of ER in the overall strategy of the Yemen Humanitarian Response Plan, operationally linking humanitarian relief to recovery and development and taking into consideration complex non-humanitarian issues impacting relief efforts as well as efforts taken to address them.
20. The platform will provide the interface where humanitarian-development synergies will, not only be discussed and advanced, but also operationalized. Operational linkages between initiatives coordinated by each cluster and longer-term sustainable activities, including the consultation of clusters in preparation for the Recovery and Peacebuilding Assessment (RPBA) as well their participation in different sectors to be included in the assessment of needs and relevant national

⁸ Until 2016, the cluster's focus included solid waste management, all pillars of Mine Action, including mine/UXO victim assistance and Mine Risk Education, being coordinated respectively by WASH and Protection Clusters and Child Protection Sub-Cluster. The review included transitioning these activities to their respective clusters.

prioritization. The platform will serve as entry point for development actors to coordinate with humanitarian actors either through regular meetings or *ad hoc* meetings. It will also serve as link to the UNCT's Bridging Framework, when it is ready.

21. The Inter-Cluster Working Group on ER will also be crucial in the planning for a transition from humanitarian to development when time comes.

1.2. Needs assessments, Information Management, Analysis and Reporting

22. The Project also aims to facilitate several activities that will help create a baseline for Early Recovery under the YHRP. Although there have been several small scale or thematic studies conducted by UNDP and other EECR partners, most of this information remains scattered without a clear point of convergence to link with overall strategic and cluster objectives. In addition, the cluster lacks a cluster-wide evidence basis for its planning. Because of this gap in information, the Cluster's section in the 2017 Humanitarian Needs Overview relied entirely on consultation conducted using the DELPHI Methodology. This method was initially meant to triangulate information from various sources, including assessments from each cluster. Due to the lack of data or knowledge about the existence of data within the cluster, the DELPHI became the central to determining the needs overview for EECR Cluster.

23. To address the gap in data, the present project will:

- a. Bringing together and analyzing available information from various sources (clusters, institutions, organizations, etc.), including the Rapid Integrated Assessment supported by the Crisis Response Unit (CRU) and other assessments conducted by the cluster, UNDP or cluster partners and identify gaps to be included in the Multi-Cluster ER Assessment;
- b. Conduct a Multi-Cluster ER Assessment to build a baseline for Early Recovery across the Yemen response;
- c. Developing reporting and monitoring tools for the Cluster and briefs for the Inter-Cluster Working Group on ER;
- d. Producing periodic reports, analyses, studies as well as best practice and lessons learned to contribute to policy development and knowledge sharing with key stakeholders within and outside Yemen.

24. Several creative initiatives and activities as well as success stories have taken place within the realm of Early Recovery in Yemen, but most of them have remained untold or hidden within internal reports of partner organization. Under the present project a monthly analysis of the 3 or 4Ws will be produced along with a cluster-specific dashboard, best practices, lessons learned and stories. ER Briefs will also be produced to present the overall snapshot of ER in the YHRP, starting with the 2017 Humanitarian Program Cycle.

An IM Officer deployed by the Crisis Response Unit (CRU) under ExpRes modality for a period of 3 months to support the initial phase, and the functions will be sustained through a National Coordination Officer with IM capacities whom the Country Office will recruit. The information management capacity will also support the work under the YHDPP platform and other joint humanitarian-development initiatives.

25. A *Multi-Sector Early Recovery Assessment* will be carried out in partnership with and in close consultation with the cluster leads and informs programs that (i) strengthen the resilience of affected communities and (ii) build foundation for the transition from relief to recovery in Yemen. It aims to fill the following gaps in information:

- a. The impact of the conflict on the livelihoods of populations in affected districts and governorates, including internally displaced populations and populations in host communities or surrounding villages;
- b. The livelihood profile of IDPs and Non-IDPs;
- c. Coping mechanisms and recovery initiatives;
- d. Security, access to justice, social cohesion, land and property rights and
- e. Institutional capacities to deliver services.

26. The Assessment will also constitute the basis for the 2018 YHRP and will significantly contribute to also humanitarian-development synergies in addressing information gap (including related gender analysis in the above-mentioned areas) and identifying thematic areas as well as locations where joint humanitarian-development initiatives can take place, such as support to Integrated Solutions to Displacement and gender justice.

1.3. Capacity Development

27. Under the present project, capacity development of partners (especially national NGOs) will take a major part. Capacity development of actors will include two parts (i) strengthening capacities of partners in thematic areas relevant to ER and humanitarian-development synergies and (ii) capacity development of national actors as part of the localization of humanitarian assistance.

28. Strengthening capacities of partners in thematic areas relevant to ER is essential to its coordination and implementation in Yemen. Under this rubric, the project will:

- a. Facilitate a national workshop on ER with the support of the Global Cluster for Early Recovery. The workshop will aim at developing understanding of participants on what ER practically means for cluster leads and partners within their specific areas of work within their context of the Yemen crisis;
- b. Facilitate a training of trainers and General Practitioners' training on Minimum Economic Recovery Standards (MERS) for partners, in partnership with the Small Enterprise Education and Promotion (SEEP) Network. The Training of Trainer (ToT) will create a pool of trainers who will roll out General Practitioners' training. Around 14-20 staff from cluster partners will be trained as trainers and will be part of the Community of Practice for MERS in Yemen. Often, in crises, recovery and development do not take place or are implemented slowly and to the very strict minimum and the link between humanitarian action with development programs, particularly those outside the realm humanitarian assistance or aid remains very elusive. Using the same structure as the Sphere Standards, the MERS have been designed to support the linkage between the humanitarian assistance and development programs. They focus on 5 key standards:
 - i. **Assessment/Analysis Standards** govern how quality assessment is a precondition for sustainable economic recovery activities
 - ii. **Financial Services** focus on interventions used to introduce and/or expand financial services such as credit, savings, insurance, remittances to affected enterprises and households.
 - iii. **Productive Assets:** focus on interventions to protect, replace and increase assets lost by households and enterprises during the crisis.
 - iv. **Employment Creation:** focus on preparing individuals for work or creating employment, short and long term through humanitarian projects.
 - v. **Enterprise Development:** focus on promoting economic activities by individuals and businesses, from self-employment to large commercial operations, formal and informal.

MERS aim at identifying key actions that would take place at every stage of the crisis to build foundations for economic recovery, avoiding the phased approach, which is often applied to crisis context. This project will build capacities of frontline humanitarian actors to apply these standards while responding to the crisis in Yemen.

- c. Roll out trainings on Integrated Solutions to Displacement. The SG's Decision on Durable Solutions gives the Inter-Cluster Working Group on ER and UNDP a central role in the coordination of Durable Solutions in collaboration with the Protection Cluster and UNHCR. Recognizing that achieving Durable Solutions may not be possible in a large part of conflict-affected Governorates in Yemen, given the ongoing armed conflict, the project will try to promote them where possible, but also support transitional and alternative solutions to displacement, where conditions for sustainable return, resettlement and local integration are not possible. To achieve this, partners need to be equipped with skills to facilitate and

support these solutions. Building capacities on integrated solutions to displacement will be conducted in partnership with the UNHCR and the Protection Cluster.

- d. Facilitation of workshops on Conflict Sensitive Approaches to Recovery in Yemen. Given the complex situation prevailing in Yemen, a very strong conflict analysis and conflict sensitivity are required, particularly due to politics that accompany recovery work, whether foundational (ER) or longer term. A series of workshops to bring together humanitarian actors to develop a common analysis of the context and identify approaches that are deemed sensitive in the coordination and implementation of Early Recovery.
- e. In support to recommendations from consultations of the WHS on the localization of humanitarian assistance, the project will link with other humanitarian actors to support capacities of local actors to be able to meaningfully participate in the localization of humanitarian assistance in Yemen. The project will collaborate with OCHA and relevant clusters in support to capacity development in essential areas relevant to humanitarian response.

RESULTS AND PARTNERSHIPS

Expected Results

29. The present project builds upon key commitments and outcomes of the World Humanitarian Summit (WHS) using Early Recovery as a starting point and vehicle. The project will enhance humanitarian-development synergies and will use the Emergency Employment and Community Rehabilitation Cluster and the Inter-Cluster Working Group on Early Recovery as platforms to materialize humanitarian-development and peace's new ways of working together. The project will aim to achieve the following results during the 2017 exercise:

3.1. Enhanced Humanitarian-Development synergies through effective and efficient ER

Coordination: It is expected that the coordination capacity of the Emergency Employment and Community Rehabilitation Cluster (the Early Recovery Cluster) will be increased, which will help change the perception from a gap-cluster (an add-on to the humanitarian response) to an enabling cluster which brings an added value to humanitarian response. A more practical thematic focus including early recovery initiatives pertaining to *core humanitarian actions* and *Humanitarian-Plus*⁹ allow the cluster to increase the value it brings to humanitarian response in Yemen. The increase of the capacity of the cluster also includes reviewing the structure, increasing its footprint at national and subnational levels. Among structural changes expected, the following are the most significant:

- A co-lead, preferably among NGO partners to support inclusiveness within the cluster and ownership of non-UN members.
- Revitalization of the Strategic Advisory Group to ensure it represents the diversity and helps contribute to the overall direction of the cluster.
- Strengthening subnational clusters and the link between the latter with the national cluster.

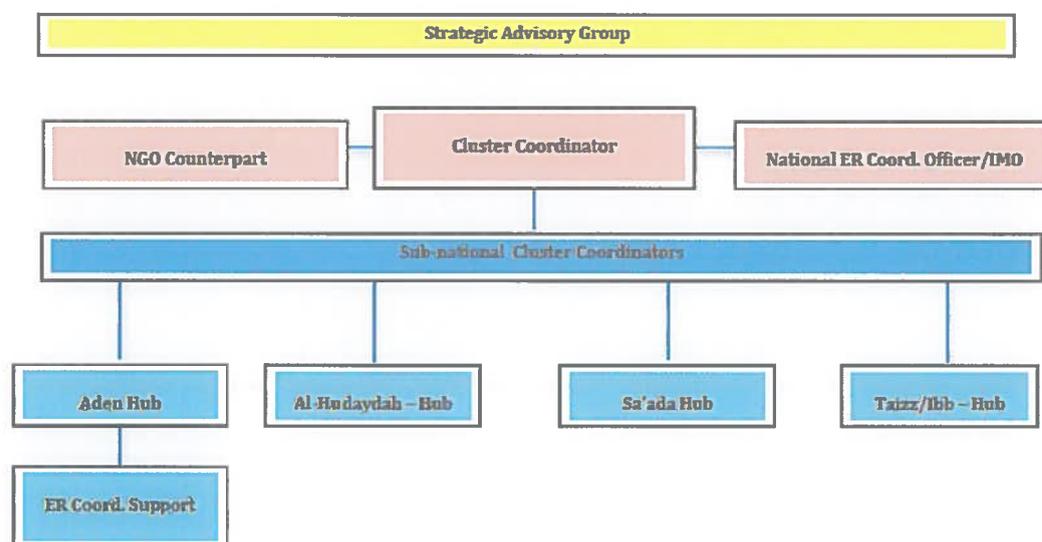


Image 4: Revised Emergency Employment and Community Rehabilitation Cluster Coordination Structure.

To meet the above, a National Coordination Officer and subnational cluster coordinators (or focal points) will be selected starting with Aden and Hodeida (2017) and later Ibb and Sa'adah. Results of the Cluster Coordination Performance Monitoring to build a baseline for cluster performance and find ways to make it fit to the purpose.

⁹ **Humanitarian plus:** (Yemen-specific humanitarian Jargon) Early Recovery activities from various clusters not covered under the YHRP, but significantly contributing to the achievement of humanitarian objectives. These include preserving institutions and services critical to humanitarian action from collapsing, solutions to displacement, development projects and initiatives

The inter-cluster working group on ER (ICWG-ER) will be functional and effective. It is expected that the ICWG-ER will bring the following achievements:

- Stronger coordination of inter-cluster early recovery issues and *humanitarian-plus* activities, including as World Bank funded projects with UNDP, UNICEF and WHO as well as other transitional and stabilization initiatives funded by bilateral and multi-lateral development donors, complementing with interventions under the Yemen Humanitarian Response Plan.
- Enhanced humanitarian-development (and peace) synergies through stronger links to the **Yemen Humanitarian-Development-Peace platform (YHDPP)**, present and future **UNCT joint initiatives**, **Connecting Business Initiative (CBI)**¹⁰ and other similar initiatives the ICWG-ER will provide to humanitarian actors.

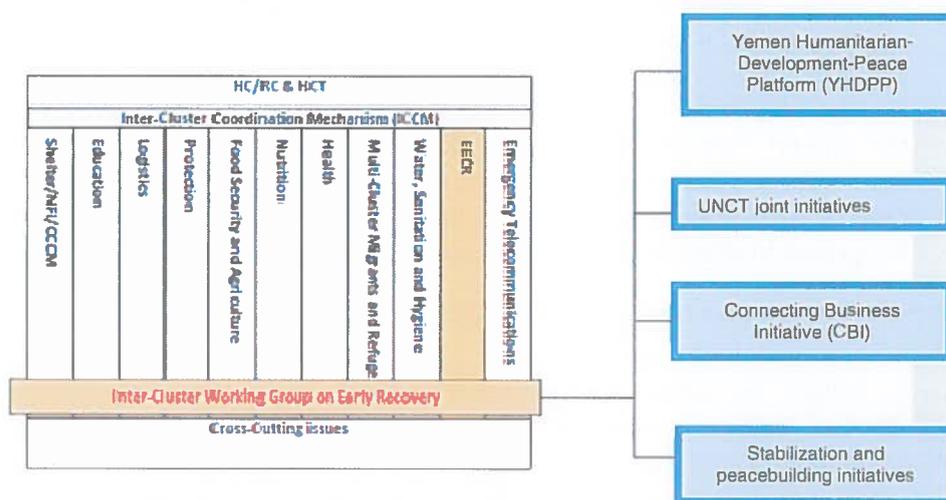


Image 5: Yemen Humanitarian Coordination architecture and linkages

3.2. Increased knowledge management, monitoring, reporting and analysis through effective, efficient and functional information management system: A strengthened the information management system will help will support evidence-based response implementation and will provide grounds for informed decision by the HC/RC, the Humanitarian Country Team and cluster partners. Expected results include:

- Improved data collection, analysis, monitoring and reporting tools and capacity to support evidenced-based programming and advocacy among partners.
- Data gaps addressed through the conduct of rapid studies/researches, gender impact analysis of cluster interventions and a multi-cluster early recovery assessment;
- Improved knowledge generation and dissemination on key policy issues including humanitarian-development nexus and Durable Solutions;
- Databases and sharepoints established.

3.3. Strategies are developed and contributions to humanitarian response planning is provided:

The project will strive to achieve the following results:

- The Yemen Early Recovery Framework produced and endorsed by the HCT;
- Framework for integrated solutions to displacement is developed and endorsed by the HCT;
- Contribution to Humanitarian Needs Overview processes provided;

¹⁰ Under the CBI, the project will support the private sector in developing national and subnational networks for emergency preparedness, response and recovery and establish an interface with humanitarian clusters in four key areas:

- Joint and/or preparedness, coordinated response and recovery actions;
- Public-Private Partnerships (where and when applicable);
- Humanitarian and recovery financing and advocacy.

- Contribution to the Yemen Humanitarian Response Plan provided;
- Contribution to YHDPP strategies and the RPBA process.

3.4. Capacities of stakeholders are developed to lead, manage and sustain resilience enhancement and recovery: National capacities will be strengthened in a bid to enhance their capacities to respond, manage and sustain recovery processes, especially at the earliest stages in the crisis. The following are expected results:

- At least 20 per cent of partner organizations annually trained on key ER thematic areas covered under ER such as Minimum Economic Recovery Standards (MERS), Emergency Market Mapping and Analysis (EMMA), Durable Solutions and ER-tailored Conflict Sensitivity and Do No Harm Training.
- Enhanced capacities of ER partners on Protection Mainstreaming, Gender Mainstreaming, Accountability to Affected Populations and Cash Programming.
- Enhanced understanding of ER among key humanitarian actors (Cluster coordinators and key cluster partners) through the facilitation of a Yemen Early Recovery Workshop with the support from the Global Cluster for Early Recovery (GCER). The workshop will help harmonize the understanding and give the meaning of ER in the context of Yemen and how to strengthen it and use it as an entry point for coordinated or (in some areas) integrated Humanitarian-Development crisis response.

Resources Required to Achieve the Expected Results

30. The project requires US\$2.1 M over a period of 24 months to achieve the above-expected results. These resources include the salaries and expenses of the Early Recovery Coordinator (P4), one (1) National Coordination Officer, 4 National Staff, one (1) Project Associate/Assistant. Several staff members from the Country Office and HQ will regularly be providing support to the implementation of the project monthly, for up to a cumulative 10 hours a month. These include the Team Leaders of the Governance Team and Economic Resilience and Recovery Unit (P4), the Gender Advisor, the Head of MSU (NOD?), the Desk Officer for Arab States at the GCER (P2) and the Desk Officer for Arab States in CRU (P4).

Partnerships

31. This project will build on and will develop an extensive partnership that includes (i) United Nations agencies, funds and programs, (ii) International and National NGOs, (iii) national and local authorities, (iv) the private sector and other non-traditional humanitarian and development.
32. The partnership includes partner organizations members of the cluster and its Strategic Advisory Group (SAG) across Yemen. Who commit to contribute to the achievement of cluster objectives set forth in the Cluster Response Plan, which contributes to the Yemen Humanitarian Plan. This partnership is complemented with the inter-cluster partnership. The Cluster participates in the Inter-Cluster Coordination Mechanism (ICCM), where inter-cluster issues are coordinated with other clusters.
33. Within the ICCM, the project will develop a new form of partnership around Early Recovery and the coordination of humanitarian-plus, through the Inter-Cluster Working Group on Early Recovery (ICWG-ER) which will also be the link between the Yemen Humanitarian-Development-Peace Platform, the Bridging Framework, the Connecting Business Initiative and other stabilization and peacebuilding initiative.

IV. MANAGEMENT ARRANGEMENTS

34. The proposed project will be implemented by UNDP through DIM. In the DIM modality, which considers the institutional capacities, the legal setting and evolving situational context, UNDP is responsible for project implementation and works in partnership with national and local authorities, civil society, the private sector, the international community and UN sister agencies. The capacity of potential implementing partners and contractors will be assessed through standard UNDP procedures.
35. Under the overall leadership of UNDP Country Director, who is the Head of Mission for the Cluster Lead Agency, the Early Recovery Coordinator (P4), who is also the in-country focal point for CRU, will carry out the management of this project. S/he is supported, within UNDP, by an alternative Cluster Coordinator to ensure business continuity, given the context of Yemen. A National Coordination Officer, who will also lead the information management aspect and support the coordination with subnational clusters, will provide additional support.
36. In addition, the SAG, which will also include organizations co-leading the EECR Cluster, OCHA (as lead of the ICCM) and, where applicable bilateral or multilateral partners will contribute to quality assurance of the project.
37. Overall, the RC/HC and the HCT, in their capacity to lead and provide the overall orientation to humanitarian response, will indirectly provide the strategic oversight of the project through existing mechanisms, particularly on the linking of relief to development. which the ICWG-ER will

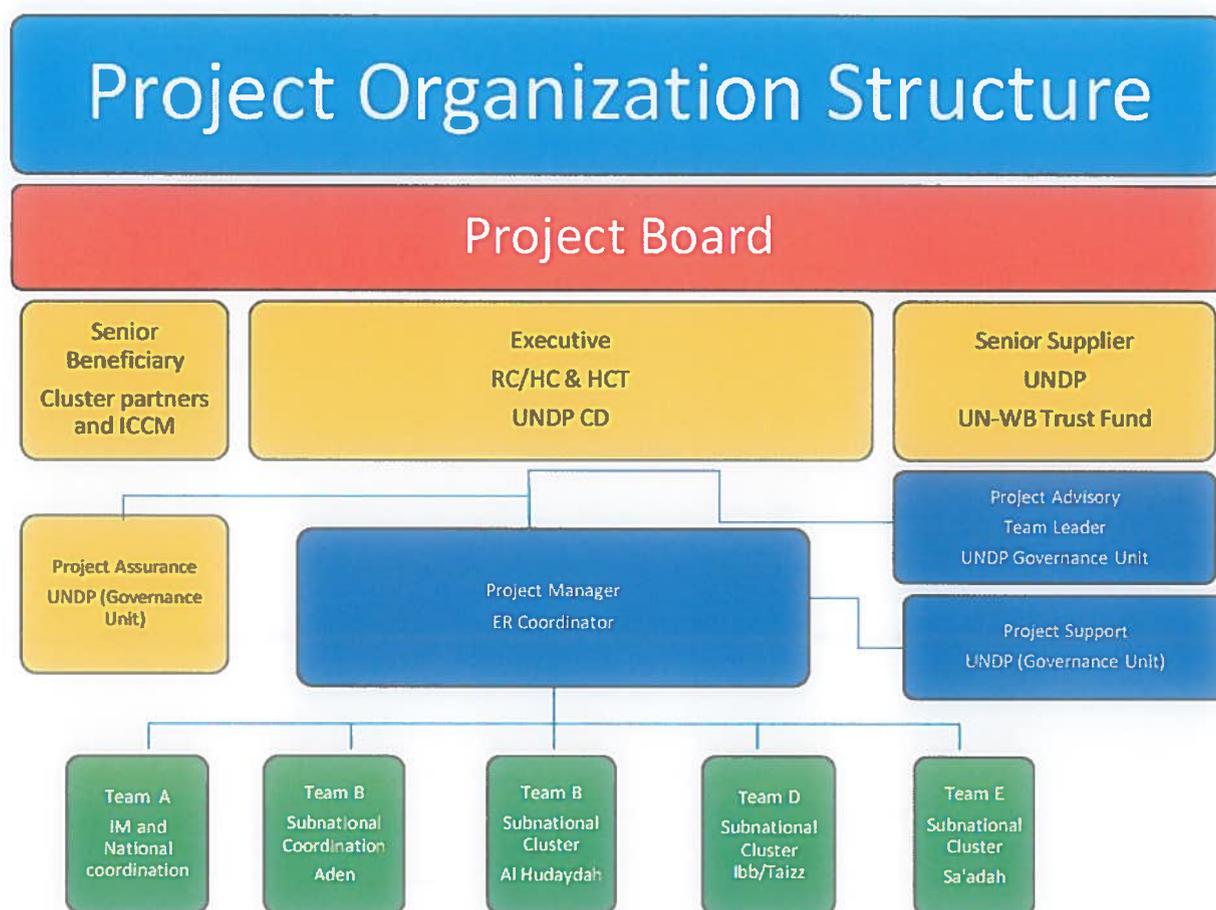


Image 6: Project Organization Structure

Risk Mitigation Measures

38. UNDP will use risk-analysis and conflict-sensitive parameters throughout the implementation of the programme. In the likely scenario of protracted, complex and volatile conflict, the project will be adjusted per risk and varying conditions across geographical area. Critical risks to be monitored

include: a) political context, b) security situation, c) programmatic and operational risks. Basic principles and criteria will include:

- **Political:** Any support funded by the project will adhere to the principles of international human rights and humanitarian law (especially non-discrimination and impartiality). Stress will be made on application of humanitarian principles and principles of partnership as the foundation for enhanced coordination.
- **Security:** Permissive security conditions and access to target areas and assurances that activities will not endanger the lives of partners and of UNDP staff
- **Programmatic:** Presence of implementing partners
- **Operational:** operational capacity to do financial payments and operational feasibility to monitor programme implementation.

Planning and Management of Activities

39. The Project Manager plans activities in consultation with cluster, inter-cluster and multi-lateral partners. For cluster activities, approval of the SAG and/or endorsement of the larger EECR cluster is required. Activities under the ICWG-ER require endorsement of core members of the working group (Cluster Coordinators). YHDPP activities will require approval of the Management Group, comprised of the RC/HC and DySESG for the UN, the Head of the EU Delegation in/for Yemen, the Country Program Manager of IsDB, the Country Manager of the World Bank Group.
40. Reports of activities implemented under this project will be periodically reported to UNDP through the Governance Unit and relevant structures (YHDPP, HCT and ICWG-ER and).
41. The ER Coordinator, in his/her capacity of Project Manager, is accountable on the overall management of the project.

MONITORING FRAMEWORK AND EVALUATION

42. The Monitoring Framework of the project will include:

Within the annual cycle

- Monthly analyses (dashboards and 3Ws) and progress reports produced based on activity reports from partners and field monitoring activities conducted by the members of the project management team;
- Quarterly Progress Reports which will be produced using standard Project Progress Report formats. Annexes to this report will include the Quarterly Monitoring Report produced as part of the Humanitarian Program Cycle monitoring process. Templates of these reports will be based on standards reports supplied by OCHA;
- Non-regular reports (assessment and activity reports)

Annually

- **Annual Review Report.** An Annual Review Report will be produced by the ER Coordinator, using standard ATLAS formats and will summarize the achievements of the project for an entire one-year cycle. It will also include lessons learned and best practices. It will include progress in the realization of the annual workplan and progress toward the achievement of project objectives

Project cycle

- **Final Report/Project Completion Report:** at the end of the project cycle, a final report will be produced by the ER Coordinator, in his capacity as Project Manager.

Quality Management for Project Activity Results

OUTPUT 1: Enhanced humanitarian-development synergies through effective and efficient ER Coordination		
Activity Result 1 (Atlas Activity ID)	<i>Strengthened Early Recovery Coordination</i>	Start Date: March 2017 End Date: March 2019
Purpose	<i>To enhance the resilience of affected populations and build foundations for stronger Humanitarian-Development coordination and collaboration</i>	
Description	<i>Review the structure and the focus of the EECR Cluster and establish the Inter-Cluster Working Group on Early Recovery, which will provide the platform to coordinate inter-sector humanitarian plus activities link between the HRP and serve as the link between the HRP, the Yemen Humanitarian-Development-Peace (YHDP), the Bridging Framework, the Connecting Business Initiative and other development-focused initiatives;</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Restructured and refocused Cluster	Revised and approved ToR of the Cluster Meeting minutes (SAG, and Cluster)	End of Q1
Cluster Coordination Performance	Cluster Coordination Performance	Mid-Q2

Monitoring is conducted		Monitoring Report is available through UNDP channels	
Functional Inter-Cluster Working Group on ER (ICWG-ER)		Approved ToR of the ICWG-ER Meeting Minutes	End of Q1
Activity Result 2 (Atlas Activity ID)	Increased knowledge management, monitoring, reporting and analysis		Start Date: March 2017 End Date: March 2019
Purpose	<i>To strengthen information management and provide evidence to strategic planning and knowledge generation</i>		
Description	<i>Strengthening data collection, analysis and dissemination to enhance knowledge management within the cluster, the ICWG-ER, YHDPP and with national stakeholders.</i>		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>		Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Functional IM system		<i>IM products (periodic and one-off analyses and info-graphics and reports)</i>	Monthly Quarterly Annually
Assessments and studies conducted		<i>Assessment reports, analyses and studies are produced and disseminated with UNDP and partners</i>	End of Q1 (except Y1) End of Q2 End of Q3 End of Q4
Activity Result 3 (Atlas Activity ID)	Strategies are developed and contributions to humanitarian response planning is provided		Start Date: March 2017 End Date: March 2019
Purpose	<i>To develop strategies that contribute to solutions to the humanitarian crisis</i>		
Description	<i>To contribute to the overall direction of humanitarian response and longer term perspectives and solutions to the crisis</i>		
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>		Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Strategies and frameworks developed (Framework for Integrated solutions to displacement, Yemen Early Recovery Framework, etc.)		Strategies developed and endorsed by partners and/or the HCT	End of Q1 End of Q2 End of Q3 End of Q4
Cluster Response Plan developed		Cluster response plan included in the YHRP	End of Q4
Activity Result 4	Capacities of stakeholders are developed to lead,		Start Date: March 2017

(Atlas Activity ID)	manage and sustain resilience enhancement and recovery	End Date: March 2019
Purpose	To strengthen capacities of national and international stakeholders	
Description	<i>To enhance capacities of national stakeholders as part of the localization of aid and improving the quality of interventions with integration of ER thematic subjects.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of stakeholders with enhanced capacities in key thematic areas of ER	Training reports Post-training monitoring reports	After each training 3, 6 and 12 Months after trainings

V. 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 Yemen and UNDP, signed on 11 April 1977.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

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 under this Project Document.

VI. ANNEXES:

1. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework: TBC								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: TBC								
Applicable Output(s) from the UNDP Strategic Plan: <i>Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings</i>								
Project title and Atlas Project Number: Enhanced Early Recovery Coordination								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2017	Year 2018	FINAL 2019	
Output 1 Enhanced humanitarian-development synergies through effective and efficient ER Coordination.	1.1 # of regular meetings: (a) EECR Cluster (monthly), (b) SAG meetings (quarterly)	Meeting minutes Attendance sheet	1 (One meeting a month)	2017 2018 2019	x	x	x	Data is collected during the meeting and summary of meeting discussions and action points put together in meeting minutes.
	1.2 Cluster Coordination Monitoring Performance Review completed (# of partners participating in the CCPM)	CCPM report	0 (No CCPM conducted previously)	2017	X	x	x	Data is collected through a survey (online and hard copy) compiled by the GCER and preliminary report discussed with partners. At least one (1) CCPM conducted each year.

<p>Baseline Cluster: 1 SAG: 0 ICWG-ER: 0</p>	<p>1.3 Regular monthly Inter-Cluster Working Group on ER (ICWG-ER) meetings (12 regular meetings with ad hoc when situation demands)</p>	<p>ToRs Meeting minutes Attendance sheet</p>	<p>0 (No meeting held due to absence of inter-cluster platform for the coordination of inter-sector ER activities)</p>	<p>2017 2018 2019</p>	<p>x x</p>	<p>x x</p>	<p>Data is collected during the meeting and summary of meeting discussions and action points put together in meeting minutes</p>
<p>Output 2 Increased knowledge management, monitoring, reporting and analysis</p>	<p>2.1 # of IM products (dashboards, reports, maps and other infographics) produced periodically (a dashboard with maps and other infographic data produced monthly, quarterly and annually)</p>	<p>4Ws FTS Partners' reports</p>	<p>16 (12 Monthly analyses and 4 quarterly monitoring reports)</p>	<p>2017 2018 2019</p>	<p>x x</p>	<p>x x</p>	<p>Data is collected through regular monitoring of cluster response activities (HRP and HRP+) – Regular reporting (4Ws), activity reports and field visits. The particular security context of Yemen may make it difficult to verify reports from partners, but triangulation with OCHA and other partners on the ground can resolve this handicap.</p>
<p>Baseline 3 rapid Assessments conducted between 2015 and 2016</p>	<p>2.2 Quality and number of knowledge products developed and disseminated (around 18 knowledge products are expected during the cycle of the project).</p>	<p>Assessment datasets Reports, analyses</p>	<p>18 (18 products planned as part of studies, but ad hoc documents can also be produced as the situation demands)</p>	<p>2017 2018 2019</p>	<p>x x</p>	<p>x x</p>	<p>Data is collected as part of studies and assessments commissioned by the cluster, cluster partners, the ICWG-ER or the YHDP. Some knowledge products can be developed from the analysis of regular monitoring reports.</p>

<p>Output 3: Strategies are developed and contributions to humanitarian response planning is provided</p> <p>Baseline: HNO and Cluster Response Plans developed since 2013</p>	<p>The Yemen Early Recovery Framework produced</p>	<p>Multi-Cluster Early Recovery Assessment Clusters' inputs</p>	<p>1 (One strategic framework developed for a period of 3 years)</p>	<p>2017</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Data collection methodology involves household surveys, focus group discussions with men, women, boys and girls, key informant's interview and secondary data analysis.</p>
<p>Baseline: HNO and Cluster Response Plans developed since 2013</p>	<p>Framework for integrated solutions to internal displacement produced</p>	<p>Rapid and joint durable assessments Multi-Cluster Location Assessment, TFPM report Cluster-specific assessments</p>	<p>1 (a framework to guide the HCT's support to solutions to displacement)</p>	<p>2017</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Data collection is based on a number of methodologies used in the conduct of Framework is based. Some of it already exists. Additional assessments will be conducted to provide an evidence-basis for the Framework</p>
<p>Baseline: HNO and Cluster Response Plans developed since 2013</p>	<p>Humanitarian Needs Overview and Cluster Response Plan (CRP) produced and integrated in the YHRP</p>	<p>Assessments Reports Analyses</p>	<p>2 (One HNO and 1 CRP with ER chapter and integrated ER approaches)</p>	<p>2017 2018</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Data collection is based on a number of methodologies used in the conduct of various assessments. All existing information will be used to support a robust and evidence-based cluster response and humanitarian planning.</p>
<p>Output 4: Capacities of stakeholders are developed to lead, manage and sustain resilience enhancement and recovery</p>	<p>At least 100 partners and cluster with improved basic and technical skills in ER thematic areas of work, Durable Solutions, Minimum Economic Recovery Standards</p>	<p>Capacity needs assessment report Training and reports</p>	<p>100+</p>	<p>2017 2018 2019</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>Self-assessment survey (capacity needs assessment) will provide basis for capacity development plan. Training reports will be provided after each activity.</p>

2. Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	The security conditions in the country do not allow the implementation of ER activities	March 2017	Security	P = 3 I = 4	Develop a remote management system that relies of national staff and existing partners' network on the ground.	Project Manager
2	The concept and objectives of ER and humanitarian-plus in Yemen are not understood actors and stakeholders	March 2017	Programmatic	P = 4 I = 3	Increase understanding about ER through training, workshops and publication material specific to the context of Yemen	Project Manager
3	Stronger focus on immediate life-saving activities and relegation of ER and ER activities to lesser priority in the response	March 2017	Programmatic	P = 3 I = 5	Stronger advocacy on the the critical importance of ER and ER activities in the context of Yemen. Increased awareness of actors on the new way of working.	Project Manager
4	Funding is not available for planned activities and coordination structure.	May 2017	Financial	P = 4 I = 4	Advocate with UNDP to allocate more funds to the project. Prioritize activities on the basis of existing funds.	Project Manager
5	Further deterioration of the humanitarian crisis due to the escalation of conflict and lack of progress on the political front.	January 2017	Strategic/Political	P = 3 I = 4	Realignment of activities to prioritize those that are applicable to complex emergencies and support to activities aimed at preventing the situation of	Project Manager UNDP Management RC/HC

Annex II: Multi Year Work Plan 2017-2019

EXPECTED OUTPUT	PLANNED ACTIVITIES	GEOGRAPHICAL AREA OF INTERVENTION	CROSS PILLAR/OUTPUT LINKAGES	Timeframe									RESPONSIBLE PARTY	FUNDING SOURCES	PLANNED BUDGET								
				2017			2018			2019					Budget Description	Amount							
				Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3											
Baselines: 1. Functional cluster with 27 operational partners and more than 78 partners; 2. No inter-cluster forum for the coordination of inter-cluster ER issues.	1. Activity Results: Enhanced Humanitarian-Development synergies through effective and efficient ER Coordination:	National/ Sub-national level	All Pillars	x	x	x	x	x	x	x	x	x	UNDP		Meeting costs Travel National Officer Cluster Coordination Focal Point Miscellaneous	245,000							
				1.1. <i>Action:</i> Strengthen the Emergency Rehabilitation Cluster at national and subnational levels:	National/sub-national	All Program Units	x	x	X	x	x	x					x	x	x	UNDP		workshops and conference Travel Salary Intl staff (P4)	672,500
					1.2. <i>Action:</i> An Inter-cluster working group on Early Recovery is established:	National/ Sub-national level	All Program Units	x	x	x	X	x					x	x	x				
Gender Marker: 2A The Project will contribute to reducing gender inequality in harmonizing standards for interventions, requirement for sex and age disaggregated data, capacity development of partners on Gender mainstreaming and program quality monitoring indicators based on IASC gender markers, appointment of Gender Focal Points and the development of sector and Yemen-specific considerations for Gender mainstreaming and the	2. <i>Activity Result:</i> Increased knowledge management, monitoring, reporting and analysis through effective, efficient and functional information management system	Nationwide	Pillar 1, Pillar 3	x	x	x	x	x	x	x	x	x	UNDP		Consultant Web hosting, softwares, subscriptions and licenses	53,000							
				2.1. <i>Action:</i> Strengthen the information management system	Nationwide	All Program Units	x	x	x	x	x	x					x	x	x	UNDP			

prevention of GBV.															
2.2. <i>Action:</i> Needs assessments and rapid studies are conducted to provide evidence to humanitarian planning, gender mainstreaming, humanitarian-development and peace collaboration and stabilization programming;	Selected Governorates /Districts	All program Units		x	x	x	x	x	x	x	x	x	UNDP YHDPP Cluster partners	Consultants Travel Training of data collectors Data collection Printing costs Miscellaneous	330,000
2.3. <i>Action:</i> Knowledge products, visual support, maps and infographics are developed, produced and disseminated	Nationwide	All program Units		x	x	x	x	x	x	x	x	x	UNDP YHDPP Cluster partners	TRAC UN/WB TF Consultants Printing Dissemination	120,000
3. <i>Activity Result:</i> Contributions to the Humanitarian Response plan is provided and strategies/frameworks are developed	National/ Sub-national level	Pillar 1, Pillar 3			x	x	x	x	x	x	x		UNDP		54,000
3.1. <i>Action:</i> Develop and implement the Yemen Early Recovery Strategic Framework	Nationwide	All Program Units				x							UNDP	Printing and translation cost	15,000
3.2. <i>Action:</i> Develop the Framework for Integrated Solutions to Displacement in collaboration with the Protection Cluster and in consultation with the Global Cluster for Early Recovery (GCER) and the Global Protection Cluster (GPC)	Nationwide	All Program Units			x	x							UNDP UNHCR IOM	Meeting cost Printing and translation costs	15,000
3.3. <i>Action:</i> Provide contribution to the Humanitarian Needs Overview and develop the Cluster Response plan for the 2018 YHRP is developed	Nationwide	All program Units			x	x				x	x		UNDP	Meeting and workshops cost Travel Printing and translation cost	24,000
4. <i>Activity Result:</i> Capacities of national stakeholders are enhanced to lead, manage and sustain	National/ Sub-national level	Pillar 1, Pillar 3		x	x	x	x	x	x	x	x		UNDP		242,000

	4.1. <i>Action:</i> conduct a capacity needs assessment for partners and develop a capacity development plan	Sana'a Aden (online)		X	X													UNDP	Printing and translation costs	2,000
	4.2. <i>Action:</i> Facilitate a Yemen specific ER Workshop and follow ups	Sana'a	All Program Units		X	X	X	X	X	X	X	X	X	X				UNDP	Workshop Travel	50,000
	4.3. <i>Action:</i> Build capacities of partners on gender-responsive ER planning, monitoring and reporting	Sana'a Aden Hudaydah		X	X	X	X	X	X	X	X	X	X				UNDP CRU/GCER	Travel Workshop Interpretation Printing and Stationery	25,000	
	4.4. <i>Action:</i> Build capacities of civil servants/local administration to support humanitarian response/recovery activities	Select districts and Governorates (tbc)				X	X	X	X								UNDP	Consultants Workshops Travel Printing and stationery and translation costs	50,000	
	4.5. <i>Action:</i> Facilitate a training on key ER Thematic areas (e.g. Durable Solutions planning and implementation, Minimum Economic Recovery Standards), Conflict Sensitivity, Gender mainstreaming and the integration of cross-cutting issues	Humanitarian hubs (Sana'a, Aden, Hudadah, Taizz)	All Program Units	X	X	X	X	X	X	X	X	X	X				UNDP	Consultants Workshops Travel Printing and stationery and translation costs	115,000	
SUMMARY COSTS																				1,336,500
																				300,000
																				360,000
TOTAL PROJECT																				1,996,500
DPC	Project management and running costs			X	X	X		X												490,992
	Audit			X																20,000
TOTAL MANAGEMENT																				510,992
Monitoring and Evaluation		Monitoring and Communication Costs		X	X	X		X										UNDP	Staff technical	20,000

**Yemen Enhanced Early Recovery Coordination Project
Local Project Appraisal Committee (LPAC) meeting
05 June 2017
UNDP Small Meeting Room**

Participants:

Vakhtang Svanidze - UNDP
 Surayo Buzurukova - UNDP
 Stean Tshiband - UNDP
 Erin Macdonald - UNDP
 Stephen Bryant - UNDP
 Ahmed Jamal - UNDP
 Khaled Magead - UNDP
 Aleen Hamza - UNDP
 Salah Ahmed – Yemen Family Care Association
 Olfat Ahmed – Qatar Charity

Agenda

- 1- Project document Presentation (ProDoc)
- 2- Discussion
- 3- Endorsement of the ProDoc

Background:

The Yemen Enhanced Early Recovery Project aims at creating a platform and capacities to enhance the coordination between humanitarian response with development-oriented crisis-response initiatives. Concurrently, the project aims to achieve to the following:

1. Enhanced humanitarian-development synergies through effective and efficient Early Recovery coordination;
2. Increased knowledge management, monitoring and reporting, as well as data analysis and information management system;
3. Contribution to Humanitarian Response Plan and strategies development; and
4. Enhanced capacities of stakeholders.

Introduction of the meeting:

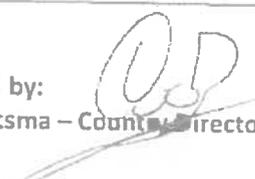
Khaled Magead opened the meeting by welcoming words and introduction of participants then he requested Stean Tshiband to brief the LPAC members on the project document.

Below are comments from the LPAC:

#	LPAC Comments	LPAC Recommendations
1	In the Management Arrangements: <ul style="list-style-type: none"> - The HTC role needs to be mentioned in the management arrangements to maintain sensitivity and neutrality - The Project Assurance and Project Support needs to be further clarified (Governance Program Associate to support) 	Noted

Yemen Enhanced Early Recovery Coordination Project
 Local Project Appraisal Committee (LPAC) meeting
 05 June 2017
 UNDP Small Meeting Room

2	<ul style="list-style-type: none"> - It will be of benefit to carry out needs assessments on household income and vulnerable household - The use of development in the humanitarian-development nexus seems to be a little off given the context in Yemen 	<p>Already included in the project.</p> <p>The concept is still developing and there is no other word to describe the humanitarian-development nexus, but what the project is referring to is in between humanitarian and development</p>
3	<p>On the Emergency Employment and Community Rehabilitation cluster Coordination Structure:</p> <ul style="list-style-type: none"> - Indicate the Sanaa Hub and governorates that will be covered under it. - There should be monthly detailed reports to be disseminated to the Cluster members to guide them on prioritizing their programmes - The cluster need to adopt, synchronized and endorsed unified tools of collecting data or providing information and/ or clear guidance on providing number of beneficiaries 	Noted
4	<p>Although the gender Maker is identified in the project document, other gender aspects needs to be considered in the context of Yemen</p>	<p>Noted and already taken into account and discussed with UNDP Gender Specialist. The AWP is more detailed and should also be shared to give an idea.</p>
5	<p>Prioritize key activities against the available resources and plan for resource mobilization. It may be better to adopt a modular approach on the basis of available resources</p>	Noted
6	<p>One general output needs to be developed, risk and issue logs needs to be looked at and finalized</p>	Noted
<p>Recommendations: The participants endorsed the Project Initiation Plan after integrating the above comments.</p>		

Approved by: 
 Auke Lootsma – Country Director UNDP

be  31/7

Annex [#]. Social and Environmental Screening Template

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the Social and Environmental Screening Procedure and Toolkit for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Yemen Enhanced Early Recovery Coordination Project
2. Project Number	00105002
3. Location (Global/Region/Country)	Sanaa – Republic of Yemen

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project strengthens the integration of human rights as cross-cutting issues in humanitarian response and *humanitarian-plus* interventions initiatives associated with humanitarian-development coordination and collaboration in the Yemen crisis response

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The project will adopt *coherent policies and strategies that are gender friendly and will aim at strengthen the integration gender issues*. This includes collection and dissemination of sex and age disaggregated data, gender-sensitive reporting, promotion of gender equality and gender-sensitive consultations with affected populations. Moreover assessments which will be carried on will also address information gap including related gender analysis and identifying thematic areas as well as locations where joint humanitarian-development initiatives can take place, such as support to Integrated Solutions to Displacement and gender justice.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project will strengthen the integration of environment across the humanitarian response and *humanitarian-plus* interventions initiatives associated with humanitarian-development coordination and collaboration in the Yemen crisis response

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses). If no risks have been identified in Attachment 1 then note "No Risks Identified" and skip to Question 4 and Select "Low Risk". Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1: The security conditions in the country do not allow the implementation of ER activities</p>	<p>Significance (Low, Moderate, High) Low P = 3 I = 4</p>	<p>Develop a remote management system that relies of national staff and existing partners' network on the ground.</p>
<p>Risk 2: The concept and objectives of ER and humanitarian-plus in Yemen are not understood actors and stakeholders</p>	<p>Low P = 2 I = 3</p>	<p>Increase understanding about ER through training, workshops and publication awareness products in simple language and adapted to the context of Yemen</p>
<p>Risk 3: Further deterioration of the humanitarian crisis due to the escalation of conflict and lack of progress on the political front (add additional rows as needed)</p>	<p>Low P = 3 I = 4</p>	<p>Realignment of activities to prioritize those that are applicable to complex emergencies and support to activities aimed at preventing the situation of affected populations from further deterioration.</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>		
<p>Select one (see SESP for guidance)</p> <p>Low Risk <input type="checkbox"/></p> <p>Moderate Risk <input type="checkbox"/></p> <p>High Risk <input type="checkbox"/></p> <p>The project is carried out in a context of conflict</p>		
<p>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</p> <p>Check all that apply</p>		
<p>Comments</p>		

	Principle 1: Human Rights	<input checked="" type="checkbox"/>	It is important to ensure that the project contributes to creating and sustaining an environment promoting human rights of affected communities
	Principle 2: Gender Equality and Women's Empowerment	<input checked="" type="checkbox"/>	The project will avoid further discrimination based on gender lines, but capitalize on opportunities created by the change in the context and the shift in gender roles to promote gender inequality
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	The project will promote sustainable environmental conservation approaches and prevent further negative effect to the environment and biodiversity;
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	The project will promote environmentally-sensitive fuel and the use of renewable energy as part of the Build-Back Better approach.
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	Guidelines and standards will be developed to ensure partners' interventions take into account health, safety, acceptable working condition and age limit.
	4. Cultural Heritage	<input type="checkbox"/>	The Project will ensure that interventions do not promote the dilapidation of cultural heritage of Yemen
	5. Displacement and Resettlement	<input checked="" type="checkbox"/>	The project will contribute to the protection of affected populations from displacement, contribute to protection during displacement and supports integrated solutions to displacement.
	6. Indigenous Peoples	<input type="checkbox"/>	Inclusive approaches will ensure that minorities and indigenous people's rights are respected, protected and fulfilled.
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	Renewable energy and fuel-efficient cooking approaches will be promoted.

Signature	Date	Description
QA Assessor	24/7/2017	Aleen Hamza Programme Officer - Governance & Peacebuilding Unit
QA Approver	1/8/2017	Auke Lootsma Country Director UNDP Yemen
PAC Chair	1/8/2017	Auke Lootsma Country Director UNDP Yemen

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	NO
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹	NO
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	NO
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	NO
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	NO
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	NO
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	NO
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	NO
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	NO
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	NO
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	NO
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	NO
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	NO

¹ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	NO
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	NO
1.4	Would Project activities pose risks to endangered species?	NO
1.5	Would the Project pose a risk of introducing invasive alien species?	NO
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	NO
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	NO
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	NO
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	NO
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	NO
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	NO
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ² greenhouse gas emissions or may exacerbate climate change?	NO
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	NO
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	NO
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	NO
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	NO

² In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	NO
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	NO
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	NO
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	NO
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	NO
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	NO
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	NO
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	NO
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	NO
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	NO
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	NO
5.3	Is there a risk that the Project would lead to forced evictions? ³	
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	NO
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	NO
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	NO
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	NO

³ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	NO
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	NO
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	NO
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	NO
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	NO
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	NO
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	NO
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	NO
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	NO
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	NO
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	NO

