

## UNITED NATIONS DEVELOPMENT PROGRAMME

**PROJECT DOCUMENT**Republic of YemenEmpowered lives.  
Resilient nations.**Project Title:** The Project for Rebuilding Livelihoods and Capacities of Conflict-Affected Small-Scale Fisheries Households in Aden and Hadhramout**Project Number:****Implementing Partner:** UNDP Yemen**Start Date:** November 2020**End Date:** April 2022**LPAC Meeting date:** 01 Nov 2020**Brief Description**

The Project aims to contribute in rebuilding livelihoods opportunities for conflict affected households in fisheries sector in Yemen by strengthening their capacities and resilience. The project proposes doing that through targeted interventions that to support households improve socioeconomic opportunities through livelihoods in absorbing external shocks and stresses such conflict and pandemic (COVID-19) and this provide alternative means to disengage conflict for those who are at-risk (youths). The project is intended to tackle the above problem by adopting three key strategies; providing self learning opportunities to small scale fishermen on asset repair and maintenance, provision of assets to improve the access to catch and lastly building the entrepreneurship skills and capacities against the weaknesses and available opportunities.

The proposed intervention would target in two southern governorates; **Aden and Hadhramout**, and would expand the livelihood dimension from non-agricultural based to fisheries along the costal belt of two southern governorates.

Contributing Outcome (CPF): <b>Outcome: 2:</b> Yemenis improve their livelihoods and access inclusive productive services. <b>Indicative Output(s) with gender marker:</b> Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. GEN2	<b>Total resources required:</b>	3,500,000	
	<b>Total resources allocated:</b>		
		<b>UNDP TRAC:</b>	
		<b>Donor: Japan</b>	3,500,000
		<b>Government:</b>	
		<b>In-Kind:</b>	
	<b>Unfunded:</b>		

Agreed by (signatures):

UNDP

Auke Lootsma

Resident Representative

Date: December 2020

Auke Lootsma

## I. DEVELOPMENT CHALLENGE

Yemen is considered not only the worst humanitarian crisis in the world, but also one of most disproportional and devastating development crises.<sup>1</sup> As per the UNDP's recent report— Assessing the Impact of War on Development in Yemen – at the end of 2019, the war in Yemen had thrust development back by more than two decades. Should the war continue through 2030, this will become nearly 40 years of development lost.<sup>2</sup> In light of the COVID-19 pandemic and the global evidence, the impact on socio-economic situation of the already stressed Yemeni population, would be severe and compounded with multiple shocks and stresses.

The 2019 Humanitarian Response Plan (HRP) states that at least 600,000 jobs have been lost. Agricultural production and fishing, employing nearly 70 per cent of the workforce, has shrunk by a third. Between March and August 2015, 26 per cent of businesses closed due to the war. Business run by women have been the hardest hit with 42 per cent closing. The World Bank estimates that economic output has contracted about 50 per cent since the outbreak of the 2015 conflict and poverty has significantly increased with 52 per cent living below the US\$ 1.90 a day PPP and 81 per cent at a rate of US\$3.20 a day. It is expected that COVID-19 would impact the fisheries production and employment significantly because of business shutdown measures and social distancing.

Yemen has, since 10 April 2020 when the first case of the corona virus (COVID-19) was confirmed in the country registered an exponential increase in the number of infections to 564 confirmed COVID-19 cases, including 130 deaths as of 11 June 2020. These numbers may not representative of the severity of the outbreak, as Yemen's health system is overwhelmed and does not have adequate capacity to test all suspected cases. The case fatality rate (CFR) in observed cases is alarmingly high at around 24 per cent –about four times higher than the worldwide observed CFR. Reports indicate that many more people are symptomatic and are dying with COVID-19-like symptoms.

Livelihoods of thousands of Yemenis are being affected by three streams of influences: (1) Loss of jobs and incomes as a result of containment measures and closure (temporary and permanent); (2) Disruption in the local, national and global supply chains; and, (3) Distortion of consumption patterns due to reduced purchasing power as a result of job and income loss.

Business owners with no financial cushion such as savings or credit lines may be forced to use their business capital for consumption and close their informal business, temporarily or permanently. This will lead to loss of jobs and incomes for both owners and employees, with decreased consumption and demand having spiraling effects on production decline, shortages, price increases, further loss of income, lasting damage to the economic fabric and deepening poverty, in a vicious circle.<sup>3</sup>

As per Ministry of Fisheries and Wealth (2019), the total loss to fisheries sector was estimated at 3.1 billion dollars. Many fishermen all along the coastal line lost their incomes and jobs due to asset damage and conflict. Small scale fishers are the most vulnerable in the value chain who are the main actor at the supply side to catch fish using traditional boats and ill equipped trawlers. Lack of capital, expensive fishing equipment, untrained labor force, bad handling of products on boats due to lack of cooling and storage equipment, lack of appropriate hygienic conditions of boat and market, inadequacy of existing auction halls, frequency of accidents due to loss of power as small boats do not have a spare engine or sailing rig, are some of the common problems and weakness that the proposed project is intended to address.

As per the fisheries value chain study<sup>4</sup>, retailers, restaurants and street vendors are the most affected actors, with normal fishery outlets no longer working properly. Due to closure of fishery outlets and restaurants, trade has sharply decreased by more than half. Consequently, almost half of the workers have been laid off or suspended and only critical workers retained. Curfew has also forced employers to reduce working hours to half. Moreover, cessation of fish exports has resulted in huge losses for the fishery associations, as export is considered the main source of income for them. Fishermen with big and small boats, usually carrying a crew

<sup>1</sup> Impact of War on Development in Yemen, UNDP 2020

<sup>2</sup> Impact of War on Development in Yemen, UNDP 2020

<sup>3</sup> A Synthesis Report on Micro, Small, Medium Enterprises in Yemen with COVID-19 Impact Analysis, May 2020, UNDP.

<sup>4</sup> A Synthesis Report on Micro, Small, Medium Enterprises in Yemen with COVID-19 Impact Analysis, May 2020, UNDP.

of up to 20, could temporarily suspend and lay off most workers and go fishing using smaller boats. However, fish being an essential food item, demand will continue to exist during the outbreak.

Fishing was the main occupation of about 83,400 artisanal fishermen directly supporting about 583,600 members of their families (Annex5: Yemen Fishery Value Chain Report June 2020). Relatively high number of people were also engaged in different aspects of fishery products processing and marketing. The fish processing plants, spread along the Yemen Red Sea and Gulf of Aden coastal zones, employed large number of people, including women, in fish processing, canning and lobsters processing plants.

Yemen has one of the lowest female labor force participation rates in the world. The conflict-driven economic collapse has devastated Yemen's labor market, and available data suggest that working women were initially harder hit by the conflict than their male counterparts; proportionally, more women lost their jobs while women-owned businesses were more vulnerable to closing down. Subsequently, however, the prolonged war has pushed more women into the workforce, often through financial necessity due to the economic crisis and the loss of male breadwinners rather than any planned economic empowerment for women.<sup>5</sup> Women have been defying conservative Yemeni social norms for decades by going to sea as fisherwomen. Many of them are now supporting families after their husbands were killed in the ongoing conflict.

The effect of the COVID-19 pandemic has reached the fishery market in all governorates in Yemen, causing a drop in sales. The main reason for the decrease is customer fear, as indicated by different players in Hodeida and Lahj markets. Customers are afraid of buying fish, interacting with others in crowded market places, given that contagion safety instructions are not strictly followed. While crowded fish markets were closed by local authorities, market players indicate that fear spread among customers discouraged them from visiting markets that had not been closed. This is an aspect of the **negative demand shock**, with lowered possibility for people to consume, caused by the pandemic.

In the south, however, this fear does not exist as people believe the disease has not reached the area. Yet sales are affected owing to shortage in supply which usually comes from outside the governorate and due to the fact that other areas are affected, governorate borders have been closed and, thus, sellers are unable to fulfil demand. This is an aspect of the **negative supply shock**, with reduced ability of people and firms to produce, caused by COVID-19.

In line with Japan's positions advocated during the G7 Ise-Shima Summit, the proposed project seeks to support wider stabilization efforts acknowledging that humanitarian assistance alone cannot address root causes.<sup>6</sup> This project will adopt a **human security lens**, focusing on complex and multidimensional threats that challenge the survival, livelihood and dignity of people. Human security principles translate into interventions that are a) **people-centred**, b) **comprehensive**, c) **context-specific**, d) **prevention-oriented**, and, e) **mainstream protection and empowerment**. Within Yemen, project will address the impact of the crisis at the community level, mitigate the risk of conflict reoccurrence, with a view to complement the peace process.

The proposed intervention will be built on the ongoing UNDP stabilization programme in Aden. Currently the programme is being implemented in two southern governorates; Lahj and Aden and thus will strengthen the current model to scale up in further one more governorates Hadhramout. The lessons learned from the 2017-19 Yemen Livelihood and Human Security Impact Assessment report<sup>7</sup> highlights three key areas to strengthen; **Firstly**, the economic interventions along with the provision of livelihoods targeting unemployed youth and at-risk groups who could be potentially engaged in conflict or war if remain unemployed. **Secondly**, promote community security to enable social cohesion and thus reduce and mitigate the social conflict among the host and displaced population as well as prevention of extreme violence. **Lastly**, promote community-based initiatives that support security and stability.

<sup>5</sup> The repercussion of war on women in the Yemeni workforce.

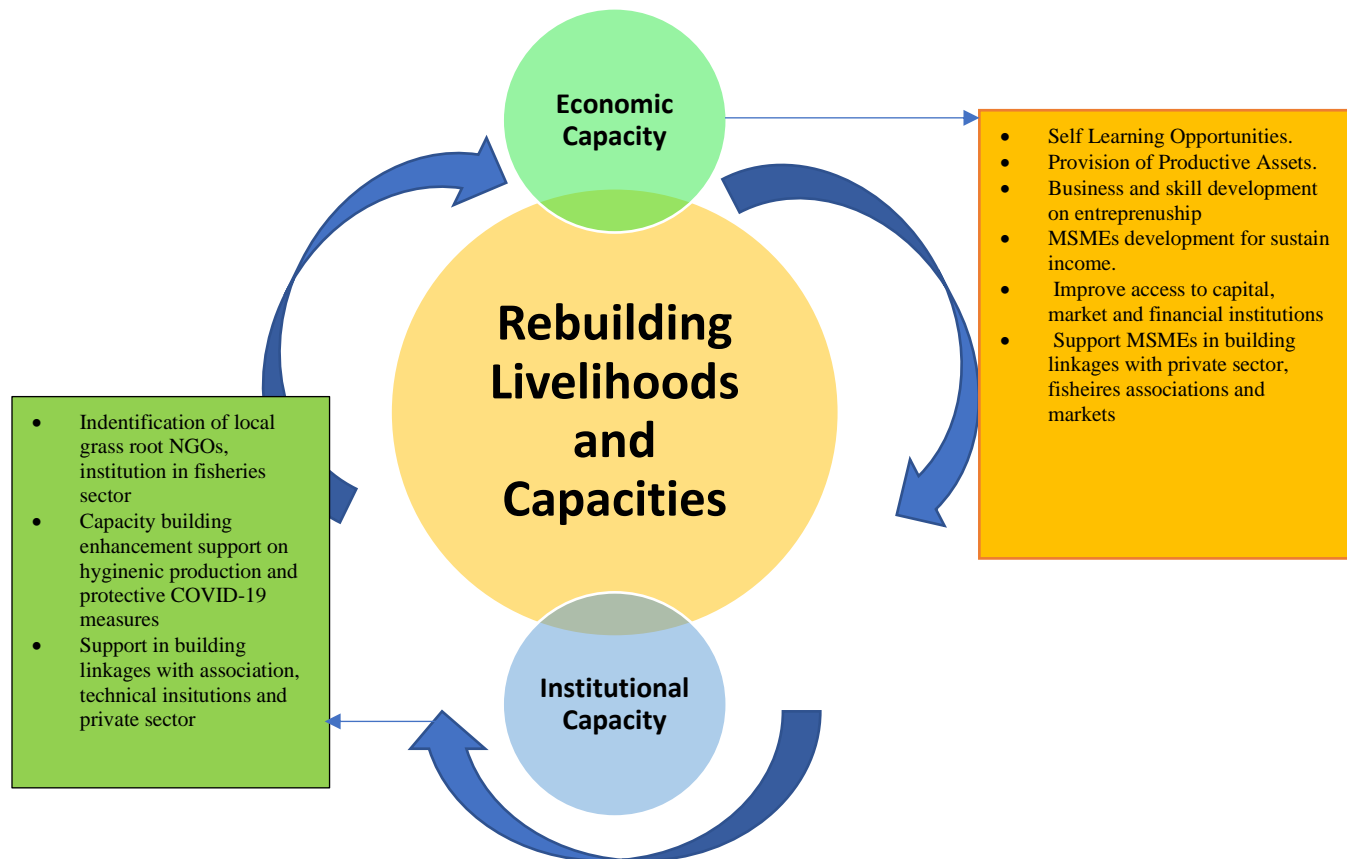
<sup>6</sup> <http://www.mofa.go.jp/files/000158507.pdf>

<sup>7</sup> <https://www.ye.undp.org/content/yemen/en/home/library/yemen-livelihoods-and-human-security--impact-assessment-2017---2.html>

## II. STRATEGY

The political stalemate and worsening of the socio-economic situation require flexible response with integrated approach of confidence building and community protection through livelihoods. The COVID-19 response would require be mainstreamed into the strategy to ensure that the area of intervention, and expected outcome are protected from any major risks impact of pandemic or mitigated in due course of implementation.

The project encompasses and rests on capacity building in two key areas; Economic and Institution.



The economic aspect would focus on employment and jobs creation in sustainable manner. Whereas, the institutional part would emphasize on; building the capacity of local and grass roots organizations, backward and forward linkages among fisheries MSMEs, association, technical institutions and private sectors. The project proposes the intervention to tackle the **through two prong strategies**:

- Restoring livelihoods opportunities, productive assets and capacities to improve socio-economic conditions of small scale fishers;
- Rebuild and support capacity expansion of technical institutions, cooperatives, local expertise in strengthening the value chain.

The project will focus to reduce vulnerabilities and contribute to improved levels of livelihood opportunities. It will also apply the livelihoods and resilience frameworks<sup>8</sup> to address vulnerability issues through project and in strategic partnerships between humanitarian and development partners.

The approach would complement, but is distinct from, humanitarian support by focusing on:

- Community livelihoods, productive assets and capacities improved and strengthen in the area of fisheries sectors;
- Cooperating with local partners, based on comparative advantages (local capacity development,);
- Addressing the impact of conflict across different livelihoods (fishery, community assets, financial, social, human, physical, natural).

The project will focus on the link between humanitarian and development initiatives in the targeted areas. Where possible, the project will be implemented in areas that are relatively secure and stable and with the

<sup>8</sup> Sustainable Livelihood Approach, DFID Five CAPITALS Model (social, institutional, physical, financial, and natural)  
Rev.: July 2019

groups that receive limited humanitarian assistance in the southern governorates. Considering the fluid nature of the conflict, COVID-19, coordination with providers of humanitarian assistance will be ensured through the Food Security and Agriculture Cluster (FSAC) coordination system.

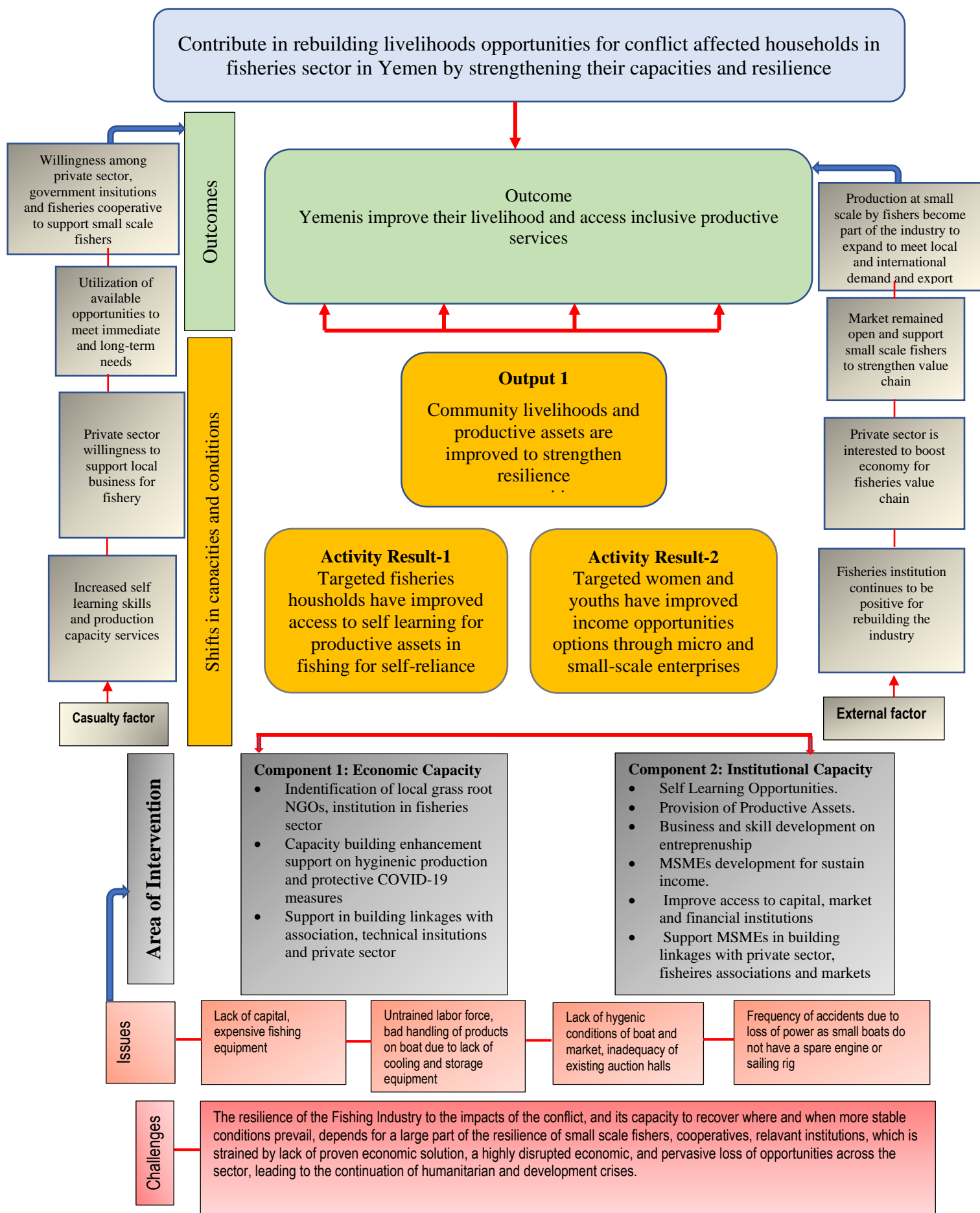
The overall strategy for economic capacity building is as follows:

- (1) **First**, the overall strategy would be to support small scale fishers to provide opportunities for self learning for operational and maintenance for fishing equipments and gears. The self learning opportunities would support and tackle the bottlenecks of maintenance of equipments and support in continuing their livelihoods without any disruptions. For the self learning opportunities, International Labor Organization (ILO) and Ministry of Technical and Vocational Education and Institute would be roped to institutionalize the model. The self learning would be mandatory and prerequisite to access the input grants.
- (2) **Second**, the project would provide the input and equipment to targeted households based on comprehensive asset capacity needs assessment, those who lost their assets completely or partially. These assets would support the households in rebuilding the livelihood opportunities through enterprise development and self learning opportunities would provide the confidence to access skills and minimize the expenditure.

The institutional capacity building would focus on developing mechanism for local expert capacities, but fisheries value chain can deepen the backward and forward linkages.

- (1) **First**, institutional capacity is to expand the local expertise and build linkages. MSMEs will be trained on business development including the contingency planning to absorb shocks like COVID-19, at the same time, they would be supported to collaborate with the fisheries associations to tackle the bottlenecks of lack of access to markets.
- (2) **Second**, the project would promote the collaboration of MSMEs, local experts, association, technical institution and private sector together. This would support in strengthening the local capacities of fisheries association to tackle to improve trained work force, hygienic practices and promote COVID-19 protective measures to support MSMEs to excel the production as well as sales.

Theory of Change (ToC) assumes that improving capacities of the local communities, enabling conditions for the access of affected people to livelihoods means and addressing cross-cutting issues will enable the local communities to manage risks and shocks with increased economic self-reliance and enhanced institutional capacities. The theory of change that underlies the project rests on a number of interconnected assumptions, principles, and lessons learned on fragile and conflict-affected settings and from the ongoing work in Yemen, as detailed below:



- Local economic stabilization and revitalization through building assets, alternative income and livelihoods opportunities, business recovery, diversification of rural livelihoods activities, improvement of fisheries, rehabilitation of productive assets of the vulnerable rural communities.
- Supporting livelihoods means and opportunities of the vulnerable communities will contribute to address socioeconomic issues due to COVID-19 and beyond.
- Resilience calls for an inherent and acquired condition achieved by managing risks over time in ways that minimize their negative impacts, build capacities to manage and sustain development momentum and maximize transformative potential.
- Livelihoods restoration and support to strengthen the coping mechanism, recovery and self-reliance of the communities and, but also builds the foundation for future and longer-term peacebuilding efforts.
- Inclusiveness and increasing the roles of women and youth in local decision-making and their access to services, protection and jobs. The active participation of women and youth is aimed at a substantial strengthening of their role in socioeconomic impact response at the earliest stages of COVID-19 and beyond.
- Greater participation of women and youth in public and economic spheres contributes to lowering vulnerability to conflict.
- The lessons learned from micronarrative assessment indicates that, women have a more positive view of the world-indicating that they see good outcomes. They are less likely to hold others to blame for situation and more likely to see themselves as able to improve situations. They showed great self-reliance, but this is best supported in safe social environment.
- Women's decision-making tends to be more social in nature as well-they balance their own minds with advice, instructions and social norms.
- Therefore it is important to prioritise gender under the intervention to support both men and women.

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### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

**Project Outcome:** *Enhancing opportunities for livelihoods to vulnerable groups which will result in strengthening the resilience of communities.*

**The objective of the project is** to strengthen the capacities of the targeted fisheries communities to cope up with the effects conflicts and pandemic those whose livelihoods were severely disrupted.

#### *1.1 Outputs, activities and actions*

**Output 1:** Community livelihoods and productive assets are improved to strengthen resilience

#### **Activity Result 1:** Targeted fisheries households have improved access to self learning for productive assets in fishing for self-reliance.

The project will reach small scale fishermen and fisherwomen, focusing on quick and high impact initiatives that will create sustainable income generation for affected low-income households. As identified one of the key bottlenecks is lack of untrained human resources, the selected households would be provided self learning skill development and operation and maintenance training. This training will be defined based on consultation with women to identify the sectors or commodities that, offer the highest potential for benefitting women according to their current roles in the fishery sector value chain. Concurrently with the provision of self-learning equipment which will be inputs and productive assets at the same time to those who have lost their main productive assets for fishing. The project will support female-headed households to process and market fish products.

- In the inception of the intervention, total 1,000 households (at least 10% female headed households) would be identified based on the household income and assets availability. In consultation with ILO and their master trainers would be engaged to provide the basic on-job training to the selected households. The households would also be trained on COVID-19 preventive measures and sensitized. The training would focus on the bottle necks of operation and maintaince the productive assets available with the households in order to make it as income generation tools. Beneficiaries would be trained also on how to self-assess the damage of their productive assets. The self-assessment would be pre-requisite to access the input grants. The capacity building would be designed with engagement

of Ministry of Fisheries and ILO would also be engaged in providing the overall training material and support.

- Concurrently with receiving the trainings, same 1000 households (at least 10% female headed households) will be provided with appropriate self-learning equipment for further improvement of their artisanal skills, which will be inputs and their productive assets that totally or partially lost such as fishing boats, fishing gears, nets, motor engine or water irrigation facilities. Capacity building and technical assistance will accompany the provision to support households and community-based food and feed production, processing and marketing. For fisheries, 1000 households would be provided with fishing equipment depending upon the damage and needs assessment by the targeted fisheries households. Emphasis will be placed on accompanying measures that have the greatest potential for productivity improvements in the targeted areas. Please see below description.

Assets	Description	Beneficiaries	Unit Cost (USD)	Total Cost (USD)
Fishing Boat	Purchase	100	\$2,000	\$200,000
Fishing engine	Purchase	100	\$5,000	\$500,000
Fishing net	Purchase	500	\$500	\$250,000
GPS Sonar	Purchase	500	\$500	\$250,000
Cost of Equipments				\$1,200,000

- The situation of each beneficiary will be assessed and analyzed individually through needs assessment field surveys. Direct beneficiaries (households) will be selected according to rigorous criteria, including: i) drawing main source of income; ii) prioritizing poor, female-headed households; iii) small-scale fisher iv) small-scale fishermen/women, with commercial activities integrated with aquaculture; v) fishermen with experience in fish stock, drying, with capacity to accommodate the proposed interventions, and vi) willingness to cooperate with the project and participate in training sessions.
- The project will indirectly benefit 1,000 (HHs) in the target districts through a spill over effect, including through processing and marketing and training to strengthen capacities. Extension agents from Ministry of Fish Wealth, NGOs and other organizations working with other fisheries projects in the targeted areas will also benefit from the training sessions and extension manuals and leaflets produced by the project.

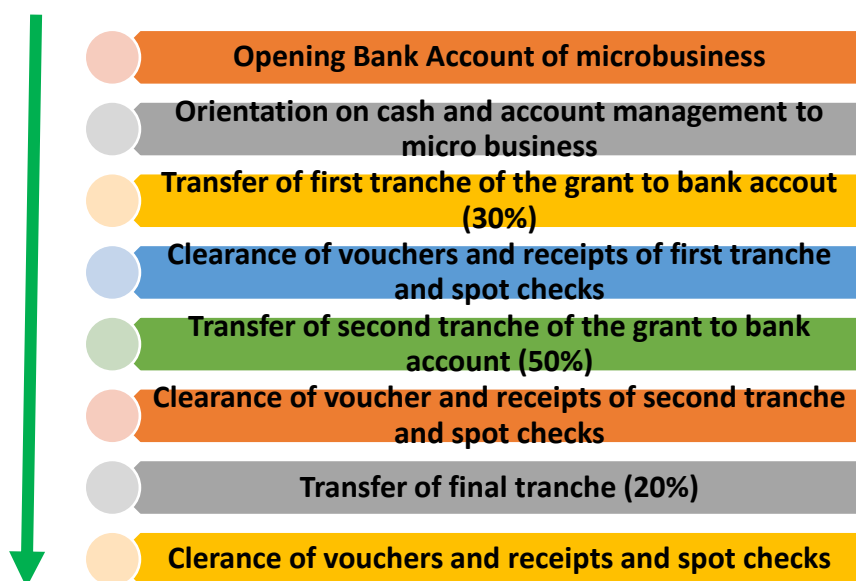
#### **Activity Result 2: Targeted women and youths have improved income opportunities options through micro and small-scale enterprises.**

- All 1,000 households (at least 10% female headed households) would be trained on business skills on fisheries to establish their own enterprises. As the project would promote the self-learning approach for the targeted households, the gained knowledge would assist fisherfolks (men and women) to build their businesses for livelihood recovery. The business skills training would be in two phases; basics and advance. Phase one would provide the basics of business and life skills and households would be requested to developed business proposal for micro and small enterprises. The training would be conducted in collaboration with ILO, technical institutions of Ministry of Fisheries and Wealth as well as fisheries cooperatives/association. The advance training curriculum would be developed in association with Ministry of Technical, Education and Vocational Institute (MTVET). The training platform of MTVET would be utilized including trainers. Considering the COVID-19 situation, preventive measures would be adopted and online platforms (WhatsApp and Community Radio) to ensure that the risks are mitigated. The purpose of this engagement is to develop local training capacity and trainers. All 1,000 households would be eligible to receive basic training. Targeted households will also be encouraged to open a bank account to improve access to financial institutions. Once the basic training is completed, households will receive intensive advanced business training for microbusiness development. The focus of the training would be on how to develop business and viable proposals to establish businesses. In the training, the representative of Ministry of Fisheries and Wealth would also be joined as master trainers to train targeted households. The above approach would build the cohesive relationship between the targeted households and respective ministries to build technical cooperation and relationship for future collaboration. The capacity building training would also make an effort to certify the self-learners by ILO and respective ministries. This would help the targeted households (1,000) to become certified master trainer can in future they all can be engaged by ministries, partners and other agencies working in agriculture and fisheries sectors. As



The project will target Aden and Hadhramout where most women lack some major skills (other than basic business and life skills) to initiate/run their own business, provision of women with numeracy and literacy training, leadership, decision making, negotiation and other skills might be required.

- Soon after receiving the training, targeted households would be asked to develop their business proposals under the supervision of business advisors (that would be hired by project for short term). The role of business advisors to support the targeted households in developing proposals including developing continuity plan as well as risk mitigation for COVID-19. Later on, representative of Ministry of Fisheries and Wealth, implementing partners and UNDP along with district authority would form an evaluation committee to select 500 (at least 10% female headed households) business viable proposals. The selection criteria would be based on using the feasibility, market demand, business continuity and risk management. Women and youth households will be targeted for business development, along with other vulnerable groups such as the Muhamasheen. Each household would receive approximately \$950 as seed grant to establish business. As a part of COVID-19 measures and recommendation from the fisheries value chain study, the business would be connected to E-commerce (pilot initiative of E-RRY II project) to improve the access to virtual market. The grant would be transferred in two tranches to the selected households into their bank account. The project will provide support for women who don't hold any official papers to issue ID cards in order to establish bank account required for accessing the financial grants. UNDP has similar experience on the establishment of micro businesses and the recent livelihood impact assessment has found that, more than 80% microbusinesses have sustained and gone for regular income even after the exit of the project.
- In order to manage the micro business grant, UNDP has extensive experience. The current project; Yemen Livelihood and Human Security (YLHS) has also experienced in managing more than 650 micro grants.
- Please see below showing in flow chart as to how the grants would be managed.



UNDP does spot checks through third party (audit firm), however there are internal control also in place to ensure the utilization of grant in line with compliance policy of UNDP.

## Grants Managing Timeframe

Activity	Year 2			
	Year 2			
	Q1	Q2	Q3	Q4
Opening Bank Account of microbusiness	1 <sup>st</sup> week of the first month			
Orientation on cash and account management to micro business	Second and third week of the second month			
Transfer of first tranche of the grant to bank account (30%)	First and second week of third months of the quarter			
Clearance of vouchers and receipts of first tranche and spot checks		Second and third week of first month		
Transfer of second tranche of the grant to bank account (50%)		Second week of second months of the quarter		
Clearance of voucher and receipts of second tranche and spot checks			First week of t third months	
Transfer of final tranche (20%)			Second week of third months of the quarter	
Clearance of vouchers and receipts and spot checks				First and second week of second and third month

### Resources Required to Achieve the Expected Results

The project will rely first and foremost for its implementation on human resources, grant funds and technical services.

#### Human Resources

- **Project staff:** it will include one international staff and three national staff of which one is female (full staffing list is shown in Section VIII). The international staff is based in Sana'a and 3 national staffs (1 national coordinator, 1 procurement and finance associate, 1 monitoring and evaluation officer) would be in Aden hub. The proposed project would hire 1 fisheries specialist who would be based in Mukalla (Hadhramout). Given the security constraints, none of the project staff will be outposted in government offices whether national or local. Project staff will be involved with overall and day-to-day planning of project delivery, managing procurement and recruitment processes and agreements with responsible parties, coordinating with government and development partners, providing guidance to responsible parties and overseeing their performance, collating and analysing monitoring data and preparing progress reports. Project staff will also be involved in delivering policy advice and capacity-building support to local institutions relevant to project and crosscutting issues such as gender.
- **Local authorities and fisheries department:** the Output of the project will largely collaborate with the local authorities, department of fisheries and expert appointed by governorate and district authorities.
- **Responsible Parties:** all project activities will involve implementation by Responsible Parties (RPs) selected by UNDP, given the security and operational constraints that limit the ability of UNDP for direct implementation – except for activities taking place out of the country.

- UNDP Yemen programme staff: the Governance & Rule of Law Pillar and the Economic Recovery & Development Pillar in UNDP Yemen Country office will support the project for resource mobilization, quality assurance, technical guidance and policy advocacy support towards the central government and the broader development community. UNDP Yemen will support day-to-day administrative and financial management needs of the Project team for executing the project. All UNDP Yemen staff time devoted to implementing project are accounted for in the Direct Project Costs (DPC) incorporated in the project budget calculations.

### **Equipment and other resources**

Various types of equipment will be procured by the Project for achieving the intended results. The range of equipment that may be procured has been listed in the result section for both agriculture and fisheries related activities. Any procurement done through grants will be done by Responsible Parties according to their SOPs, as they have been approved through the HACT process.

### **Partnerships**

Different actors will be responsible for the planning, implementation and monitoring/reporting of the project activities at all levels, in close coordination with the implementation team of the project. The direct implementation of activities is designed to create the organizational foundation necessary for the sustainability of the project. In addition to technical assistance and capacity development, the project will provide indirect support to stakeholders. Partnership arrangements will detail the delivery of services by local partners, respecting both national and international priorities

The project intends to partner with Ministries of Fisheries and Wealth. Also, close partnerships with sister agencies will be maintained and expanded for the ultimate benefit of the project and consequently for higher impact on the affected population. To date, UNDP has set strong cooperation with ILO, IOM and UNWOMEN, UNHCR. UN Women, Women Entrepreneurship Association and Yemen Women Unit (local NGOs), especially will be a crucial partner in enhancing women's leadership in relation to women's economic empowerment and promotion of gender equality. The project would further explore the partnership with Japanese NGOs and JICA in country and would strengthen the cooperation closely by working together from the planning, implementation and evaluation stages.

### **Risks and Assumptions**

**Political risks:** The UN works within complex dynamics reflecting competing interests of political actors and member states, limitations of responding to the scale of needs, a society under pressure and trauma, and security and access constraints. The UN maintains its operational integrity through adherence to principles of impartiality, human rights and inclusive humanitarian/civilian assistance and engages stakeholders clearly communicating these principles. UNDP coordinates with the Office of the Special Envoy to the Secretary-General and is a member of the Humanitarian Country Team and UN Country Team to collectively address political risks.

To mitigate the political risks, UNDP will put in place a communication strategy and ensure regular Project monitoring, risk analysis and oversight. Grievances from beneficiaries and stakeholders will be channelled through mechanisms established within the project. UNDP will inform MOPIC and other relevant authorities of project progress and issues and to support implementing partners in gaining acceptance of the strategies and principles of the project and enabling a conducive operating environment.

### **Operational risks:**

Due to the ongoing pandemic, conflict and related insecurity, the project will face some operational risks in relation to potential disruption in UNDP's business processes and project management services. UNDP has developed a Business Continuity Plan for COVID-19 which ensures that the critical office functions can be performed from other locations if necessary. UNDP has staff presence in Aden, through other ongoing programs in which UNDP has presence, can reach all governorates. UNDP will also rely on a contracted Third-Party Monitoring Agent to perform complementary monitoring of the project. Implementing partners would be recommended to take the preventive measures of COVID-19 for their frontline staff as well as for beneficiaries to mitigate the risks of infection.

In terms of asset delivery and management, the project will seek to establish specific arrangements with the local authorities, male/female community committees for delivery and premises protection in project sites. Further and to prevent violence against women during assets delivery, women will participate in the selection of location and timing. Regular assessments of the political and security situation will inform all project decisions and help to determine if additional security measures are required.

#### **Financial/fiduciary risks:**

The financial and fiduciary risks are defined by several factors, including hyper-inflation, fraud, and cash advance management. UNDP's anti-fraud policy, the annual audits, regular spot-checking by UNDP staff, and above the donor internal procedures to mitigate the risk of fraud, misappropriation and diversion of funds.

#### **Programmatic risks:**

The programmatic risks are associated with access and targeting due to security or conflict-related obstacles, although those can be mitigated by implementing partners widespread network. UNDP level risks are associated with UNDP's potential inability to verify results on the ground in a timely manner, potential inability to recruit staff in a timely fashion to support Project implementation, and potential inability (or significant delays) to meet delivery expectation/targets. UNDP will closely review the quarterly expenditure reports of the responsible parties to monitor financial delivery of the project.

Further, empowering women and shifting the gender roles and level of power within the targeted communities may lead to GBV. Male/female community committees established throughout the project can be utilized in the awareness creation of women human rights, GBV and PSEA and how to respond and report to such incidents. Accountability channels will be established to report these incidents in confidential matter.

#### **Security risks:**

The ongoing protracted conflict continues to pose significant security risks to the implementation of the project in the form of (petty) crime, air strikes, landmines and UXO, terrorist attacks, and ground combat, arbitrary arrests and detentions. This situation compounded by the breakdown of law and order and rise of crime and general insecurity. UNDP intends to mitigate these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to UN security procedures. Staff training on conflict-sensitive communications and risk management will continue.

#### **Stakeholder Engagement**

Further to the partnership approach described under 3.2, the implementation of the project will be highly participatory and will be overseen by a project board. The direct beneficiaries will be engaged based on their willingness and commitment to contribute to the project results on a non-monetary basis. From its onset, the project will promote ownership by the targeted local authorities and communities.

The proposed intervention would target Aden and Hadramout<sup>9</sup>. Severity of incidences, number of returnees, number of IDPs, Protection Severity, Access, People in Need, overall HNO severity, presence of UNDP and other UN agencies and YSP intervention, will be the major criterial for the proposed target area selection. Similar vulnerability scoring criteria will be developed to target beneficiaries, however IDPs, returnees, youths/women, marginalized, pregnant women and lactating mothers, malnourished households and children will be the priority in the selection criteria for households.

While activities are designed to benefit communities at large, the project will include dedicated efforts to identify the most vulnerable groups among farmers and fisheries communities and address their specific needs. Vulnerable households/individuals will be selected through a consultative and inclusive participatory process with women and men community-based institutions using beneficiary selection criteria jointly developed by partners. An accountability channels will be established to report against any unfair exclusion or selection of beneficiaries.

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<sup>9</sup> The first phase of YSP implemented in Aden, the phase two is being implemented in Aden and Lahj and proposed project will be implemented in Aden and Hadramout. This way, total 3 governorates will have the stabilization intervention and affected communities benefited from the multifaceted approach. It will also provide the solid ground for future scale up for Stabilization Programme in Yemen.

Specifically, the project will target unemployed youth, women, socially excluded and other marginalized groups, including IDPs, returnees and host communities, households with highest levels of food insecurity and malnutrition, women-headed households, as well as people with disabilities and minority groups.

**Small scale fisherfolks:** Fisherfolks owners are also among the most affected by the conflict and thus have become vulnerable. Fuel shortages and increased cost of production due to the conflict have affected the fisheries sector. Compounding this, many youths have left farming to join armed groups; women are working in fields less due insecurity; and fisherfolks cannot afford to buy fisheries inputs and hire trained labors for fishing.

**Youth:** With a rapid population growth of 3 percent per annum, nearly 63 percent of Yemenis are under the age of 25. Thirty-three percent of the total population is estimated to be illiterate<sup>10</sup>. Of the youth population, 71 percent live in rural areas and 91 percent work in the informal sector. The presence of a large youth population with limited employment opportunities fuels alienation and exclusion from the state and economy, and feeds into conflict and instability. The population pressure has serious ramifications on scarce land and water resources and on the labour market, which is exacerbated even more due to the escalation of conflict.

The project will actively engage youth in building through social and community mobilization work, which has the potential to translate into longer-term employment opportunities. The Programme will give special attention to youth –actively including young women – as an important driver of peace, providing them with income and participation opportunities through the microbusiness opportunities in fisheries interventions. In this sense, the Programme contributes by providing opportunities for jobs, facilitating community dialogue, ensuring interventions enhance inclusion, and providing opportunities for collaboration around the project implementation and monitoring.

**Women:** For more than ten consecutive years, Yemen has been at the bottom of the World Economic Forum’s Global Gender Gap Index for women’s equality (141 out of 141 countries).<sup>11</sup> Child marriage is common. Gender-based violence is hidden, but ever present in Yemen. Women have limited freedom of movement; conservative traditions prevent their participation in the economic arena; they have little control over family resources. There are striking differences between the attainments of women and men in the labour market<sup>12</sup>, both in terms of employment status and the range of occupations open to women.

Due to the ongoing conflict, women are disproportionately affected and have become increasingly vulnerable – women-headed households in particular. The number of women-headed households are increasing due to conflict as men are often absent seeking employment, engaging in fighting, or have been killed. Experiences from the ongoing intervention shows that, women are capable of leading the entrepreneurship and therefore the livelihood and income generation would target them to support the most vulnerable.

In rural areas, where strong tradition restricts women’s participation, community consultation and discussions with women will be part of the priority outreach approach in order to explore suitable cash for work and other livelihood activities, including small businesses, that women can participate in. Throughout existed local women community committees, women will be included in the project design, implementation, monitoring and evaluation to assure that they have access to benefits that they value and that they are able to manage the resource base in a sustainable manner.

**Marginalized groups:** The *Muhamasheen*, of African descent, are one of the most marginalized and socially excluded groups in Yemen. This is exacerbated by numerous and complex factors, such as discrimination and inequality, which limit their access to quality education; and racism in the wider community, which limits their employment opportunities. Often the only work options for them are low-wage and precarious such as street cleaning or smuggling; this has only been exacerbated by the conflict. Cash for work/emergency employment and competency-based skill development trainings could significantly improve their livelihood-

<sup>10</sup> UNDP, Multidimensional Livelihoods Assessment in Conflict Areas in Yemen, December 2014

<sup>11</sup> World Economic Forum, The Global Gender Gap Report 2017

generating options. To improve integration, livelihoods opportunities and reduce vulnerabilities, the Muhamasheen will be involved in community level consultation processes.

**Internally displaced people and returnees:** IDPs are another priority target group for the Programme. Livelihoods opportunities and access to food are among the top two priority needs for IDPs and returnees; the project will address this by providing emergency employment and skill development opportunities and provision of inputs for agriculture and fisheries related income opportunities. Additionally, the coping capacity of host communities and the ability of local institutions to deliver basic services has eroded, disrupting the food and livelihoods activities and markets. Support to IDPs will help alleviate this.

**Relevant government agencies and insitutions:** The project is intended to work closely with the fisheries insitutions and cooperatives to strengthen the institutional capacity in the sector. In order to build the capacities of the small scale fishers, the project would collaborate with Technical and Vocational Education Institute. (TVET).

### **South-South and Triangular Cooperation (SSC/TrC)**

Bilateral cooperation: organizing inclusive learning events gathering fisherfolks, SMEs, MFIs and private sector actors and policy makers and community representative. The learning event will be comprised off from the targeted districts of project as well as non target district would be invited to exchange learning and their experiences from the project. The project will ensure the equal representation of men and women and will encourage women to share their experience, present their achievements, discuss the challenges and document women and men success stories and lessons learnt.

### **Knowledge**

The Project will develop and disseminate three types of knowledge products:

→ for use by the Project's beneficiaries (fisherfolks, CSOs, private sector organizations, microfinance institutions' and SMEs, public and commercial banks ): publications issued by the Project (including UNDP, responsible parties) such as guidelines and training manuals meant to inform local stakeholders on key processes, project business processes, templates, SMEs skill development, access to seed capital for business establishment etc.

→ for use by the wider duty-bearer and agriculture and fisheries communities in the governance and economic institutions arena in Yemen, including line ministries, civil society, private sector, as well as development partners, and consisting in openly accessible publications presenting diagnostic studies, prospective policy briefs, public outreach materials, documentaries, and so forth, developed by the Project.

→ for use by the wider international community and governments of other developing countries presenting a similar context to that of Yemen and seeking to address the resilience including lesson learnt documents, case studies, research papers on innovative approaches successfully piloted by the Project, as well as a final report presenting the Project's approach and results.

Knowledge products will fall within the thematic areas covered by the Project (capacities for service delivery, livelihoods, social cohesion, peer networking, resilient businesses) as well as on cross-cutting aspects (gender equality, social inclusion, conflict sensitivity in local governance).

### **Communications**

Project will undertake a series on communications activities. All the project communications will portray women and girls, men and boys equitably and fairly. The project will use inclusive language throughout all written communications as well as visual and audio materials.

**Online communication and visibility:** Information about the Government of Japan-financed Programme will be disseminated through web platforms and social media. The Government of Japan emblem and acknowledgement of its support will also be included, as will links to the relevant websites and social media accounts.

**Electronic newsletters, online articles and blogs:** The intervention will disseminate inclusive and gender sensitive electronic newsletters, online articles and blog posts to inform the stakeholder's audiences about the Government of Japan-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.

**Inclusive Information campaigns, events, visits, stakeholder meetings:** These will be conducted according to Government of Japan Communication and Visibility criteria. These events will link overall objectives, achievements and impacts of project with Government of Japan general partnerships with UN agencies working in Yemen. Public events (such as workshops, learning, training courses, and exhibitions) will be conducted to highlight the objectives and achievements of the Programme. The Government of Japan emblem will be displayed prominently on all these events to ensure that attendees are aware of the Government of Japan's financial support. The project will ensure equal representation of women and men in all campaigns, events and meetings.

**Press releases:** Press releases will be issued at action launches, and during events or joint field visits. The Government of Japan partnership with UNDP and implementing partner in Yemen and funds provided by the GoJ will be mentioned.

**Audio-visual material, photography and other productions:** An inclusive and gender sensitive Audio-visual and photographic materials will be produced to convey project accomplishments, impact, and key messages. All materials will comply with the GoJ-financed external actions' criteria in and will consider the generally recognized standards and best practice. The GoJ 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 GoJ 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 GoJ.*

Photographs related to project progress, results, and impact will also be available to the GoJ, 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.

Audio-visual material and photographic material will ensure that women and men are represented and should challenge any existing gender stereotypes in the targeted communities.

**An inclusive and gender sensitive 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 GoJ-financed external actions criteria. The cover or front page of any document will clearly identify the Programme as an GoJ-financed action. The GoJ emblem will be prominently visible.

**Promotional materials:** projects promotional materials (jackets, t-shirts, calenders, mugs and notebooks) will be produced and distributed to implementing partners, stakeholders and people working in the field. These promotional materials seek to increase GoJ visibility in the field and amongst government officials and stakeholders. The GoJ emblem will be prominently visible in these materials accompanied with the sentence: *This programme is supported by the Government of Japan.*

**Banners and commemorative plaques:** The GoJ emblem will be prominently visible on all project special event banners. project permanent structures (such as training centres, boats, huri, 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 Government of Japan.* 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.

### **Sustainability and Scaling Up**

Interventions will adopt the value chain approach by promoting the local producers, market actors, private sectors, and economic institutions. Building the horizon and vertical linkages will strengthen the value chain, and thus the MSMEs could be sustained. MSMEs have a significant advantage over larger organizations regarding addressing sustainability issues- their size means they can react very quickly to changes in the business environment. They are disadvantaged, however, by lack of information on marketplace changes that make sustainability an opportunity to innovate, and to inspire others. While some SMEs could become a leader in the business environment as opportunities-seeing the tasks which require more change as an additional burden, rather than a source of potential advantage. The intervention has been designed to tackle bottlenecks as mentioned above, in terms of provisioning of better information and sharing about the marketplace.

The individual MSMEs will be supported to work on further forward and backward linkages to ensure the market relevance in terms of access and income from the market. The establishment of a micro-finance grant facility will also create an opportunity for MFIs to improve their business performance to facilitate access to capital and grant MSMEs. It can further improve the sentiments of MFIs to operate in challenging environments like Yemen. The market infrastructure rehabilitation within the value chain would support the actors to scale up the businesses and profits. It can also accommodate more producers, and thus more jobs and employment can be created at the local level. The intervention at the regulatory framework level to improve the information management, provision of guiding tool, and macro-level dialogues engaging economic institutions, private sectors, MFIs, MSMEs, and local authorities will enable the business environment and cushion the confidence among private sectors and MSMEs to scale-up businesses.

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#### IV. PROJECT MANAGEMENT

##### *Cost Efficiency and Effectiveness*

Stabilization project introduces the following features to enhance the effectiveness of its development and reform interventions:

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

**Dynamic Programme Building on Lessons Learned:** The programme 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 to 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 conflict reduction making the stabilization interventions more strategic and effective for the people of Yemen.

##### *Project Management*

Effective management of the Programme 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 conflicts and disrupt the peace process.
- **Foster local ownership and skills transfer.** This will be both through the Board members, and through day-to-day involvement of counterpart institutions.
- **Manage the Programme in a flexible and responsive way.** Drawing on the experience of the project’s Yemeni staff, who are able to solicit informal feedback from counterparts, make sure that the Programme 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 programme component, with an emphasis on ‘quick wins’ and a robust M&E strategy.
- **Place a strong emphasis on lessons learned and knowledge management from the previous two phases of the project during 2017-2019.**
- **Close partnerships** with Ministry of Fisheries and Wealth, vocational training institutes, livestock departments and relevant agencies, cooperatives and associations including UN Women, Women Entrepreneurship Association and Yemen Women Unit (local NGOs).



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## V. RESULTS FRAMEWORK<sup>13</sup>

**Intended Outcome as stated in the Country Programme Framework:** *Yemenis improve their livelihoods and access inclusive productive services.*

**Related outcome indicators as stated in the Yemen CPF:** Indicator 2.1: Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support.

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<sup>13</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>14</sup>	DATA SOURCE	BASELINE	Implementation			DATA COLLECTION METHODS & RISKS
			Value	Year 2020	Year 2021	Year 2022	
<b>Output 1</b> <i>Community livelihoods are improved to strengthen resilience</i>	<b>Indicator 1</b> # fishery households benefited from self-learning skills training and equipment(Avtivity1), and business skill training(Activity2) (disaggregated by sex of the head of households) <b>Baseline:</b> 0 <b>Target:</b> 1000 HHs (6000-7000 people)	UNDP	0	0	1000	0	Pre and Post Training Evaluation Report Project Final Report
	<b>Indicator 2</b> # self-learning fishing equipments provided based on each households' needs <b>Baseline:</b> 0 <b>Target:</b> 100 fishing boats, 100 engines, 500 nets, 500 GPS sonars	UNDP	0	0	<b>100</b> boats, <b>100</b> engine, <b>500</b> nets, <b>500</b> GPS sonars	0	Project Annual Report Project Final Report Post Distribution Monitoring Report
	<b>Indicator 3</b> Contribution to enhance female employment in the fishery industry (Activity 2) <b>Baseline:</b> 0 <b>Target:</b> at least 100 women trained and employed	UNDP* (Yemen Fishery Value Chain Report June 2020)(Annex5)	0	0	0	100	Project Impact Assessment Report Project Final Report
	<b>Indicator 4</b> # selected households provided with 950\$ seeds grant to establish their fishery business (activity 2) (disaggregated by sex of the head of households) <b>Baseline:</b> 0 <b>Target:</b> 500 HHs(at least 10% female headed households)	UNDP	0	0	400	126	Longitudinal Survey Project Impact Assessment Project Final Report

<sup>14</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	<b>Indicator 5</b> # tonnes/day, # tonnes/3months increase of catch quantity by providing fishing assets and trainings (activity 1 and activity 2) <b>Baseline:</b> 1.45tonnes/day, 130tonnes/3months for 1000HHs <b>Target:</b> 4.5 tonnes/day, 405 tonnes/3months for 1000HHs (calculated from: 50,000 tonnes(2019)* / about 95,000HHs (66,7000 people)* = 0.526t per HHs, × 1000 HHs= 526 tonnes per year(=1.45t/day, 130t/3months) for 1000HHs, with considering boost impacts by providing trainings and equipments)	UNDP* (Yemen Fishery Value Chain Report June 2020)(Annex5)	1.45t/day, 130t/3months for 1000HHs	0	0	4.5t/day, 405t/3months for 1000HHs	Project Impact Assessment Project Final Report
	<b>Indicator 6</b> % of fishing industry productivity improved through the project (activity 1 and activity 2) <b>Baseline:</b> 0 <b>Target:</b> 2 % (calculated from: estimated increase of catch quantity per year from 50,000 tonnes(2019)* to 51,100 tonnes (as indicator 5: increase 275t/3months(130t→405t/3months) × 4 quarters= 1,100t))	UNDP* (Yemen Fishery Value Chain Report June 2020)(Annex5)	0	0	0	2%	Project Impact Assessment Project Final Report
	<b>Indicator 7</b> % of HHs supported by the seeds grants will keep their micro-business as regular income even after the exit of the project (activity 2) <b>Baseline:</b> TBC <b>Target:</b> 80% = 400HHs of 500 HHs benefited from the seeds grants (more than 80% microbusiness supported by the seeds grants have sustained as regular income**)	UNDP** (the 2017-2019 Yemen Livelihood and Human Security Impact Assessment)(Annex6)	TBC	TBC	0	80%	Project Impact Assessment Longitudinal Survey Project Final Report

	<b>Indicator 8</b> # HHs provided with COVID-19 Protective Gears (masks, gloves, liquid soaps) and risk mitigation trainings <b>Baseline:</b> 0 <b>Target:</b> 1000 HHs	UNDP	0	1000	0	0	Project Final Report
<b>Output 2</b> <i>Project Managemnt</i>	Delivery rate of annual funded budget	UNDP	0	0	80%	90%	Project Annual Report
	Number of knowledge products on Fisheries	UNDP	0	0	1	3	Baseline: Fisheries Value Chain Report Longitudinal Case Studies Impact Assessment

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected, disaggregated by sex and analyzed 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.	UNDP	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a gender sensitive 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 (gender sensitive) are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP	10,000
<b>Learn</b>	Knowledge, good practices, lessons and gender impact will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project. All learning materials will include gender equality as cross cutting issues.	At least annually	Relevant gender sensitive lessons are captured by the project team and used to inform management decisions.	UNDP	20,000
<b>Annual Project Quality Assurance</b>	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. The report will indicate the project contributions to gender empowerment.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	

<b>Review and Make Course Corrections</b>	Internal review of disaggregated data and evidence from all monitoring actions to inform gender sensitive decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP	10,000
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of disaggregated 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. Gender issues will be overviewed in the report.	Annually, and at the end of the project (final report)		UNDP	10,000

**Evaluation Plan<sup>15</sup>**

<b>Evaluation Title</b>	<b>Partners (if joint)</b>	<b>Related Strategic Plan Output</b>	<b>UNDAF/CPD Outcome</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
e.g., Mid-Term Evaluation	Joint			June 2021	Ministry of Fisheries and Wealth, Implementing Partner, UNDP	20,000

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<sup>15</sup> Optional, if needed

## VII. MULTI-YEAR WORK PLAN <sup>1617</sup>

*All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.*

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2020 <sup>18</sup>	2021	2022		Funding Source	Budget Description	Amount
<b>Output 1:</b> <i>Community livelihoods are improved to strengthen resilience</i> <b>Activity Result 1:</b> Targeted fisheries households have improved access to self learning for productive assets in fishing for self-reliance. (disaggregated by sex of the head of households) <b>Indicator 1</b> # fishery households benefited from self-learning skills training and equipment <b>Baseline:</b> 0 <b>Target:</b> 1000 HHs (6000-7000 people), 10% female headed households	1.1 Activity: Capacity building and training on self-learning of affected households in fisheries asset building skills				TBC	GoJ	Consulting Services (Training fees lump sum) for three months	\$43,600
	1.2 Activity: Provision of self-learning equipment/inputs for improvement of skills for building productive assets				TBC	GoJ	100 beneficiaries (purchasing of fishing boat @\$2000/boat)	\$200,000
						GoJ	100 beneficiaries (purchasing fishing engine @\$5000/engine)	\$500,000
						GoJ	500 beneficiaries (purchasing fishing net @\$500 /beneficiaries)	\$250,000

<sup>16</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>17</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2020 <sup>18</sup>	2021	2022		Funding Source	Budget Description	Amount
<b>Indicator 2</b> # self-learning fishing equipments provided based on each households' needs <b>Baseline:</b> 0 <b>Target:</b> 100 fishing boats, 100 engines, 500 nets, 500 GPS sonars (1000 HHs-10% female headed households)  <b>Activity Result 2:</b> Targeted women and youths have improved income opportunities options through micro and small-scale enterprises (disaggregated by sex) <b>Indicator 1</b> # fishery households benefited from business skill training <b>Baseline:</b> 0 <b>Target:</b> 1000 HHs (6000-7000 people), 10% female headed households <b>Indicator 4</b> # selected households provided with 950\$ seeds grant to establish their fishery business (activity 2) <b>Baseline:</b> 0 <b>Target:</b> 500 HHs(at least 10% female headed households) <b>Indicator 7</b> % of HHs supported by the seeds grants will keep their micro-business						GOJ	500 beneficiaries (purchasing GPS Sonar @ \$500/beneficiaries)	\$250,000
						GoJ	Implementing Partner Operational cost *	\$150,000
							Travel 3,000 USD × 10 visits	\$30,000
						GoJ	National Coordinator 4000\$ X 12 months (\$32,000 covered by UNDP)	\$48,000
						GoJ	Personnel- International Project Manager (40% covered by GOJ) and 60% will be covered by UNDP)	\$194,200
						GoJ	Fisheries Specialist 4000\$ X 13 months (for the duration of the implementation of activity related to fishery)	\$52,000



EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		2020 <sup>18</sup>	2021	2022		Funding Source	Budget Description	Amount
<p>as regular income even after the exit of the project (activity 2) (disaggregated by sex of the head of households) <b>Baseline:</b> TBC <b>Target:</b> 80% = 400HHs of 500 HHs benefited from the seeds grants (more than 80% microbusiness supported by the seeds grants have sustained as regular income**)  <i>Gender Market:2</i></p>						GoJ	Monitoring and Evaluation	\$65555.45
	2.1 Activity: Business skill development training for targeted households on micro and small-scale enterprise development				TBC	GoJ	Contractual Services for skill development (training fee lumpsum)	\$51,377.88
	2.2 Activity: Provision of seed grant for micro/small scale enterprise establishment				TBC	GoJ	500 beneficiaries (Grant 950\$ for each beneficiaries)	\$475,000
						GoJ	Travel 3,000 USD × 7 visits	\$21,000
						GoJ	Implementing Partner Operational cost	\$79,000
						GoJ	Provision of COVID-19 Protective Gears for 1000 beneficiaries @\$51	\$51000
						GoJ	Procurement and Finance Associate 4000\$ X 12 months (\$24000 will be covered by UNDP)	\$48,000
						GoJ	Monitoring and Evaluation	\$70,320.87

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPO NSIBLE PARTY	PLANNED BUDGET		
		2020 <sup>18</sup>	2021	2022		Fundin g Source	Budget Description	Amount
	Sub-Total for Output 1							\$2,579,054.20
Output 2:  Gender marker:2	Project Management				UNDP	GoJ	Communication	\$35,000
					UNDP	GoJ	Security	\$111,600
					UNDP	GoJ	Premises	\$82,600
					UNDP	GoJ	Oversight (Governance Programme Team at HQ: Team Leader, Programme Specialist and Programme Associate)	\$50,400
	Direct Project Cost				UNDP	GOJ	General Operating Cost	\$199,850
		UNDP Support - This includes only staff technical and operational support cost from country office. For instance, support from procurement officer or travel department or HR Unit or other officers. It does not include travel, equipment or any other supplies.					UNDP Support	\$150,150
	Sub-Total for Output 2							\$629,600
Sub Total Project								\$3,208,654.20

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPO NSIBLE PARTY	PLANNED BUDGET		
		2020 <sup>18</sup>	2021	2022		Fundin g Source	Budget Description	Amount
GMS (8%)								\$256,692.3
Total Programme Budget								\$ 3,465,346.5
Coordination levy (1%)								\$34,653
TOTAL								\$3,500,000

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the direct implementation modality. The project will be implemented in the Aden and Hadramout). The established project team would be expanded to implement the activities under this project. The management structure described in the table 1 (below) is a structure specifically designed to manage the project to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in and required by the project.

### **The Project Board**

A Project Board established under the current ongoing Stabilization Programme will preside over this project offering advice and guidance to overall implementation of the project. Should there be in major changes in the landscape this organ will lay the strategic guidance on how to meet such challenges and with what appropriate measures. The Project Board will consist of the Resident Representative of UNDP and representatives of GOJ. The project board will be supported by UNDP Governance and Peacebuilding Programme Unit and the Project Manager.

Based on the approved AWP, the project board may review and approve quarterly project plans and authorize any major deviation from these agreed plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next. This ensures that required resources are committed, arbitrates on any conflicts within the project, and negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its project assurance responsibilities. The project board will be convened bi-annually. Procedures for interest income and unspent balances are in line with the policies and procedures of the Japan-UNDP Partnership Fund.

### **The board will:**

- Review and approve the annual work plan of the project and the quarterly work plans if necessary
- Review the progress report and ensures that obstacles to smooth implementation of the project are addressed.
- Ensure gender is mainstreamed throughout the project lifecycle
- Suggest revisions/measures or reallocation of funding if the project faces obstacles in implementation under any given section.
- Facilitate audits and evaluations, and report back to the Project Board;
- Review and approve M&E plan
- Review and approve gender initiatives and side activities
- Promote synergies across the project activities and with all cross-cutting themes;
- Coordinate and compile narrative reports received from Participating UN Agencies, and report back to the Project Board for review and approval

### **The Project Implementation Team UNDP**

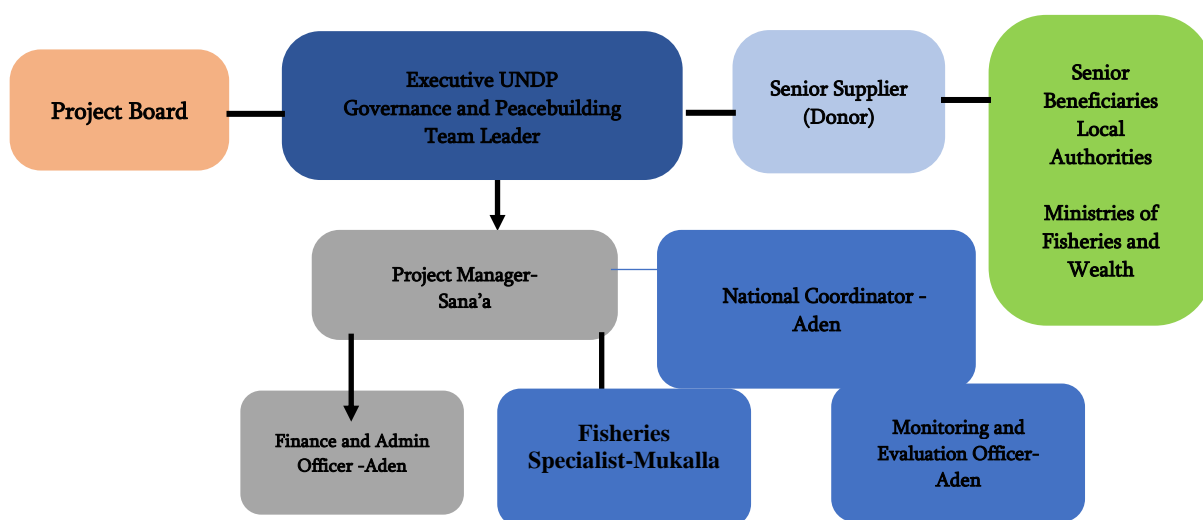
The project team will be responsible for implementing the present project according to specific terms of reference, under the overall direction of the project manager and the Project Board. The percentage of female project staff and consultants will be 50%, if applicable. This will ensure gender inclusion, mainstreaming and empowerment throughout all the project phases.

**The Project Manager** (International) will be based in Sana'a and will be responsible for day-to-day management and decision-making for the project. Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The project manager also manages the ongoing Yemen Livelihood and Human Security project supported by Government of Japan.

**National Coordinator** will be based in Aden and will be responsible for strategic coordination support and support the implementation of key activities under project. The National Coordinator would provide his/her expertise and technical assistance and advisory support to implementing partners and relevant counter partners. The National Coordinator will analyze political, social and economic trends and be involved in the formulation, management and evaluation of project activities within project outputs and will provide advice services to the Project Manager and project team.

**Fisheries Specialist:** The role of fisheries specialist would be to work closely with the national coordinator and support in the implementation of the small-scale fisheries related activities. The specialist would also be responsible to ensure that the technical assistance and advisory support is being provided to implementing partner and relevant counter parts.

**Finance and Administration Officer** to be based in Aden and will be responsible for guidance in overall financial management of the project including the release of funds, quality of financial delivery, audit process, financial reports to UNDP and donor etc.



### Composition and organization

This group contains three roles:

- **Executive (UNDP):** is responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes; ensures that the project gives value for money, uses a cost-conscious approach to the project and balances the demands of beneficiary and supplier.
- **Senior Supplier (Donors/UNDP):** primary function within the project board is to provide guidance regarding the technical feasibility of the project. The senior supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing) and has the authority to commit or acquire required supplier resources.
- **Senior Beneficiary (MOPIC):** represents the interests of those who will ultimately benefit from the project or those for whom the deliverables resulting from activities will achieve specific output targets. The senior beneficiary's primary function within the project board is to ensure the realization of project results from the perspective of project beneficiaries. They validate the needs and monitor so that the solution will meet the needs of the project. The senior beneficiary also monitors progress against targets and quality criteria.
- **Ministry of Fisheries and Wealth:** represent the interest of those who would be able to take the initiative forward and replicate. The engagement would also ensure that, the intervention is in line with the agreed stranded and institutional arrangements.

**Other project roles within UNDP are as follows:**

- **Project Assurance:** project assurance is the responsibility of each project board member. The project assurance role supports the project board by carrying out the objectives and independent project oversight and monitoring functions. This role ensures appropriate project-management milestones are managed and completed.
- **Project Support:** the project support role provides project administration, management and technical support to the Project Manager, as required by the needs of the individual project. The provision of any project support on a formal basis is optional. It is necessary to keep project support and project assurance roles separate in order to maintain the independence of project assurance.

## IX. LEGAL CONTEXT

[NOTE: Please choose **one** of the following options, as applicable. Delete all other options from the document]

### **Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)**

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 1 April 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

## X. RISK MANAGEMENT

*The Project would be a direct implementation modality (DIM) as option b.*

### **Option b. UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>19</sup> [UNDP funds received pursuant to the Project Document]<sup>20</sup> 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

<sup>19</sup> To be used where UNDP is the Implementing Partner

<sup>20</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
- h. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- i. *Choose one of the three following options:*
  - Option 1:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.
  - Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
  - Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such



amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Note:* The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- j. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- k. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- l. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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## **XI. ANNEXES**

- 1. Risk Analysis**
- 2. Schedule of the implementation of activities**
- 3. Project Accountability Structure**
- 4. Administrative Map**
- 5. Yemen Fishery Value Chain Report June 2020**
- 6. The 2017-2019 Yemen Livelihood and Human Security Impact Assessment**

## Annex 1: Risk and Mitigation Measures

RISK	LIKELIHOOD	POTENTIAL IMPACT	MITIGATION MEASURES
<b>GENERAL CIVIL INSECURITY</b>			
Violence, incidents at distribution points involving the implementing partner staff and beneficiaries	Medium	<u>High</u> [fatalities, Injuries and asset damages]  to <u>Medium</u> [violent behaviour, abuse, exclusion, fear, reduced acceptance]	<ul style="list-style-type: none"> <li>Awareness and sensitization on the distribution process among beneficiaries and communities;</li> <li>Coordination with Local Authorities;</li> <li>Activation of the Feedback and Complaint system before and during the distribution days to capture dissatisfactions and address them preventatively;</li> <li>Use of beneficiary volunteers to facilitate communications for crowd control and general services;</li> <li>Timely suspension of activities in case of high violence risk;</li> </ul>
Lack of acceptance by the communities as the partner organization may be perceived as one sided in the current conflict or power struggle, reduces access due to increased security incident risks	Medium	<u>High</u> [reduced trust, reduced access to communities in need, increased threat and violent behavior toward the organization]	<ul style="list-style-type: none"> <li>Coordination with Local Authorities and parties by implementing partners;</li> <li>Local awareness on Independence, impartiality of the work carried out;</li> <li>Factual neutrality through transparent and balanced targeting;</li> <li>Development Community acceptance strategy implementation guidance for cash transfer activities in the target governorates.</li> </ul>
Strong interference by conflicting parties in the program implementation putting at risk independence, neutrality and fairness.	Medium	<u>High</u> [reduced acceptance by one of the parties, subsequent insecurity, reduced access, activity suspension]	<ul style="list-style-type: none"> <li>Coordination with Local Authorities and parties;</li> <li>Development of Key messaging on proposed intervention</li> <li>Programme and intervention logic and clear local level communication strategy in place;</li> <li>Local awareness on Independence, impartiality of the work carried out;</li> <li>Suspension of activities in case of unbearable political pressure;</li> </ul>
<b>RISK LINKED TO BENEFICIARY TARGETING</b>			
Disgruntled communities feeling excluded from program benefits cause security threat to the partner staff and actual beneficiaries	Medium	<u>Medium</u> [violent behaviour, abuse, exclusion, fear, reduced acceptance]	<ul style="list-style-type: none"> <li>Clear Area and Community selection criteria shared and agreed with local authorities;</li> <li>Balancing between multi-sector interventions</li> <li>Keep clusters of neighbouring communities benefitting from the interventions;</li> <li>Coordinate effectively at local level with other actors ensuring balanced coverage and avoiding duplications;</li> <li>Collect grievances through the complaint system and ensure dialogue with community leaders and representatives;</li> <li>Security Team monitor security and advice accordingly on routes in the field;</li> </ul>
Exclusion/inclusion errors - Influence of Local leaders/ authorities on the selection Of beneficiaries.	Medium	<u>Medium</u>	<ul style="list-style-type: none"> <li>Establishing of community-based selection committees drawn from all segments of the society; develop vulnerability-based targeting criteria</li> </ul>
Disgruntled <u>non-beneficiaries</u> in the same communities' cause tensions leading to abuse and violent behaviour against beneficiaries and partner staff for cash transfer activities	Medium	<u>High</u> [abuse, exclusion, fear, injuries]  <u>Medium</u> [reduced acceptance, reduced access for the partner]	<ul style="list-style-type: none"> <li>Clear and transparent targeting process with shared and accepted eligibility criteria for beneficiaries [Eligibility Criteria Table];</li> <li>Independency, impartiality, fairness and inclusion of the poorest and most marginalized is applied clearly;</li> <li>Multichannel Feedback and Complaint mechanism in place and active, staff, community members, leaders and vendors made aware on [Feedback and Complaints Reports];</li> <li>Avoidance of "gatekeepers"- local leaderships interference in beneficiary selection (e.g.: lists provided by local leaders or political parties), clear role definition/agreement in the process;</li> <li>Beneficiary lists are verified based on the Eligibility Criteria Independently from the program team of partner [Verification</li> </ul>

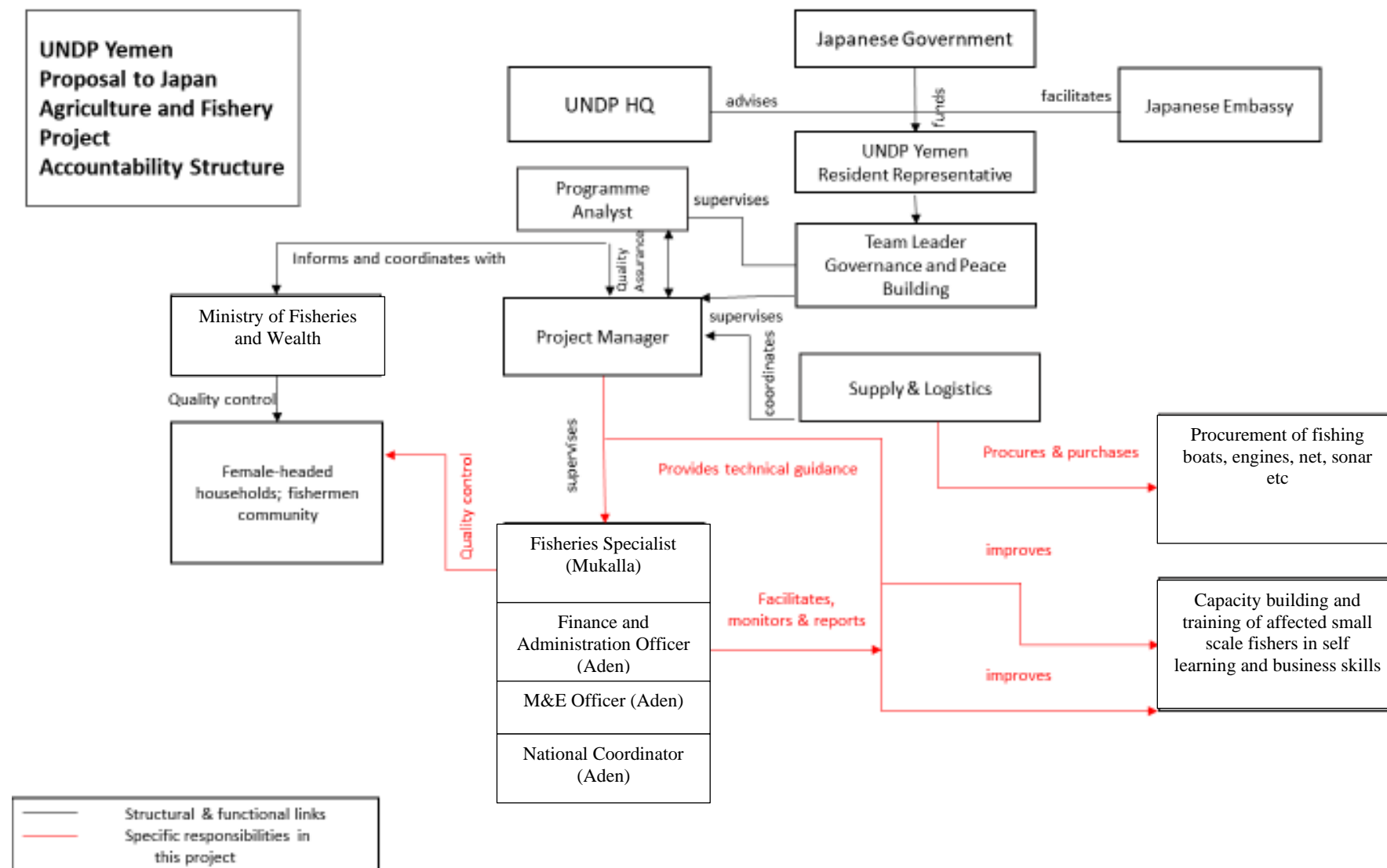
			<p>Report] Inclusion and exclusion errors thresholds (%) defined and shared;</p> <ul style="list-style-type: none"> <li>Community level meetings to clarify any grievance arising;</li> <li>Duplication avoidance, coordination with other stakeholders/actors (if any) on targeting process;</li> <li>During Distribution Monitoring (DDM or Exit interviews) to highlight undergone abuse or violence by beneficiaries (gender disaggregation, female interviewers);</li> <li>Prompt temporary suspension and review of the targeting in case of clear tensions arising within communities on targeting process.</li> </ul>
<p>Intra-household tension and conflict on project benefits</p> <p>[e.g.: women recipients towards men]</p>	Medium	<p><u>High</u></p> <p>[domestic violence, GBV, injuries, reduced acceptance of the partner organization]</p>	<ul style="list-style-type: none"> <li>Clear and transparent targeting process with shared and accepted eligibility criteria for beneficiaries [Eligibility Criteria Table];</li> <li>Awareness creation with culturally sensitive messaging on the importance of the gender inclusion;</li> <li>Men must be addressed equally as women, involved in creating consensus on gender sensitive targeting process (Women headed households, women recipients, household with pregnant or lactating women, disabled, etc.);</li> <li>Local leaders involved in the awareness creation on the importance of women programme intervention</li> <li>Awareness campaigning and monitoring intra-household tension/conflict on social cohesion</li> </ul>
<b>MISBEHAVIOUR</b>			
<p>Diversion through beneficiary lists manipulation by the partner organization staff or local leaders</p> <p>[ e.g.: "ghost beneficiaries", introduction of complacent beneficiaries' through bribes, etc.]</p>	Low	<p><u>High</u></p> <p>[reduced program positive impact, reduced trust by communities toward the partner organization, financial losses, reputation damages]</p>	<ul style="list-style-type: none"> <li>Selection process conducted with the <u>community participation</u>;</li> <li>Avoidance of "gatekeepers"- local leaderships interference in beneficiary selection (e.g.: lists provided by local leaders or political parties);</li> <li>Beneficiary lists are verified based on the Eligibility criteria</li> <li>[Verification Report] Inclusion and exclusion errors thresholds (%) defined and shared;</li> <li>Multichannel Feedback and Complaint mechanism in place and active, staff, community members, leaders and vendors made aware on [Feedback and Complaints Reports, sensitive complaints procedure and investigation report];</li> <li>Post Distribution Monitoring;</li> </ul>
<p>Diversion operated by cash transfer agents or vendors, in kind distributors (staff)</p> <p>[e.g.: fees, "taxation", shares, re-purchasing of goods at low rates]</p>	Medium	<p><u>Medium</u></p> <p>[reduced program positive impact, reduced trust by communities toward the organization, limited financial losses, reputation damages]</p>	<ul style="list-style-type: none"> <li>Beneficiary Awareness on process steps and their rights, entitlement values/quantities and quality;</li> <li>During Distribution Monitoring (DDM or Exit interviews) to highlight abuse and corruption (gender disaggregation, female interviewers);</li> <li>Multichannel Feedback and Complaint mechanism in place and active, staff, community members, leaders and vendors made aware on;</li> <li>Agreement and Coordination with Cash transfer agents' management on the diversion cases to be addressed;</li> </ul>
<b>MARKET RELATED RISKS</b>			
<p>National level Market price inflation (external causes)</p>	Medium	<p><u>High</u></p> <p>[reduction of the purchase power, reduced positive impact to beneficiaries, costly adjustment needed]</p>	<ul style="list-style-type: none"> <li>Participation and data sharing with the CVTWG on market prices and comparison with the WFP monitoring results;</li> </ul>
<p>Failure or closure of cash transfer institutions</p>	Low	<p><u>High</u></p> <p>[delays, high costs, reduced beneficiary coverage, losses of funds]</p>	<ul style="list-style-type: none"> <li>All money transfer institutions will be assessed regarding their financial capacity at the start of the project.</li> <li>Continuous contacts are kept with transfer institutions to ensure proper planning and avoid sudden changes due to reduced capacities;</li> <li>Funds are transferred progressively to minimise the impact of bankruptcy or mismanagement.</li> </ul>
<p>Fuel prices further increase/lack of fuel availability</p>	Medium	<p><u>Medium</u></p>	<ul style="list-style-type: none"> <li>Partner organization is able to source fuel for maintaining the operational capability from the Logistics Cluster for priority activities.</li> </ul>

OPERATIONAL RISKS			
Bank raises the interest of business transaction for IPs due to central bank regulatory framework revise the exchange rate (competitive to black market rate)	Medium	<u>High</u>	<ul style="list-style-type: none"> <li>Strictly follow on UNROE for agreement with partners.</li> </ul>
Lack of understanding about project objectives and approach among stakeholders leading to the risks of unwarranted expectations for IPs to deliver through project	Medium	Medium	<ul style="list-style-type: none"> <li>Regular interface with the stakeholders and present the progress of proposed project</li> <li>Support IPs for active engagement of stakeholders at all levels of proposed project implementation</li> <li>Facilitate IPs to share human interest stories, impact stories or case studies with the stakeholders</li> <li>Joint monitoring visits with the stakeholders</li> </ul>
Utilization of resource support (seed capital) for humanitarian needs leading to risks of failure of micro businesses	Medium	<u>High</u>	<ul style="list-style-type: none"> <li>Support partner to conduct awareness campaign on CT activities and livelihood approach</li> <li>Facilitate partners to organize exposure visits of successful micro business</li> <li>Support partners to promote successful business owner as grass root mentors for their community</li> </ul>
Local authority tightens the coordination procedures for IPs leading to delay in implementation	Medium	<u>Medium</u>	<ul style="list-style-type: none"> <li>Support implementing partners to have better coordination and communication with the local authorities and power holders</li> <li>governorate and district level coordination meeting to share the progress and achievements of the project</li> <li>Engage positively the local authorities in the implementation of the proposed project activities</li> </ul>
COVID Risks			
Lack of protective gears and social distancing measures in the targeted communities leading to potential threat of spread	High	<u>High</u>	<ul style="list-style-type: none"> <li>Awareness and orientation to targeted communities in COVID-19.</li> <li>Provision of Protective Gears to fishers</li> <li>Crowd management for asset distribution, self learning, business skill training and cash grant for microbusiness</li> </ul>
Potential Impact of COVID-19 on fisheries enterprises	High	<u>Medium</u>	<ul style="list-style-type: none"> <li>Support enterprises with business continuity and risk mitigation measures</li> <li>Explore the market potential using E-commerce platform</li> </ul>
Programmatic Risks			
Lack of support from communities to engage women entrepreneurs a gender barrier	Medium	<u>High</u>	<ul style="list-style-type: none"> <li>Gender inclusion criteria development for beneficiaries selection</li> <li>Development of community engagement strategy</li> <li>Power walk Analysis to identify the INVITED and UNVITED space for gender</li> <li>Awareness and Sensitization of Community Committees on Gender</li> <li>Gender budgeting and planning session with Implementing partners</li> </ul>

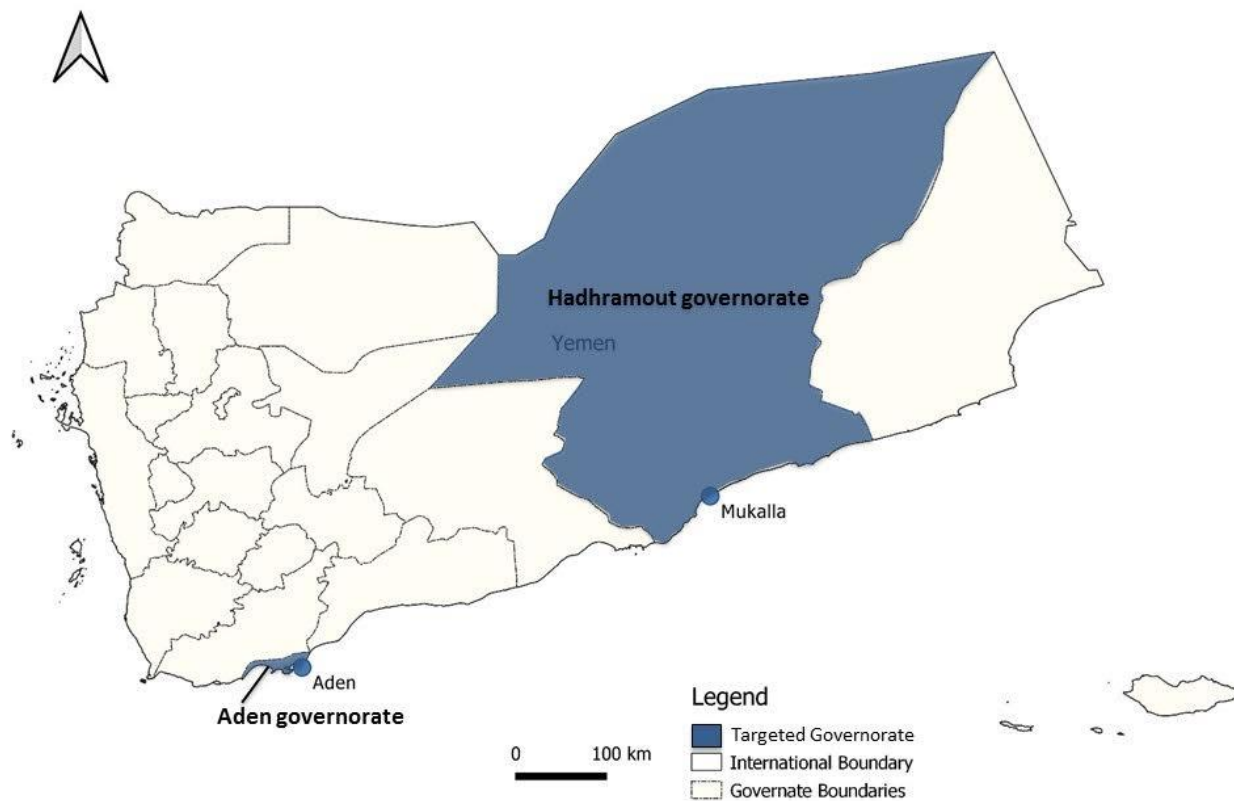
**Annex: 2. Schedule of the implementation of activities**

Activity	2020		2021												2022			
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4
Activity Result 1.: Targeted women and youths redeveloped artisanal skills and built productive assets in fishing and farming for self-reliance.																		
Activity 1.1 Capacity building and training on self-learning of affected households in fisheries asset building skills																		
Activity 1.2: Provision of self-learning equipment/inputs for improvement of skills for building productive assets																		
Activity Result 2: Targeted women and youths stabilized agricultural and fishing livelihoods options through micro and small-scale enterprises.																		
Activity 2.1: Business skill development training for targeted households on micro and small-scale enterprise development																		
Activity 2.2: Provision of seed grant for micro/small scale enterprise establishment																		
Activity Result 3: Project Management Support																		
Project Management																		

### Annex 3: Accountability Structure



## Annex 4: Administrative Map



**Annex 5: <https://www.ye.undp.org/content/yemen/en/home/library/fishery-value-chain---market-study.html>**

**Annex 6: <https://www.ye.undp.org/content/yemen/en/home/library/yemen-livelihoods-and-human-security--impact-assessment-2017---2.html>**