

United Nations Development Programme
Country: Republic of Yemen
Project Document

Project Title: Immediate Support to Solid Waste Management, Debris Removal, and to Women affected by War, through Cash for Work in Yemen

UNDAF Outcome(s): TBC

Expected CP Outcome(s): TBC

Expected Output(s): Crisis affected households benefit from temporary income through labour intensive activities for increased self-reliance

Executing Entity: UNDP

Implementing Agencies: UNDP

Brief Description

The objective of the project is to improve the living conditions of the population of Aden by clearing affected areas of debris, managing solid waste and supporting women-led activities through cash for work.

The specific objectives of the project are to:

- Support the safe return of displaced persons by allowing them access to their homes, as well as to facilitate the movement of basic supplies and services;
- Help protect public health and environment with the removal of accumulated solid waste and the removal of rubble to safe locations;
- Support women affected by war through cash for work.

Programme Period:	_____
Key Result Area (Strategic Plan)	Outcome 6
Atlas Award ID:	_____
Start date:	March 2016
End Date	March 2017
PAC Meeting Date	_____
Management Arrangements	DIM

Total resources required	USD 1,500,000
Total allocated resources:	USD 1,500,000
• Regular	_____
• Other:	
○ Japan	USD 1,500,000
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government)

Agreed by (Executing Entity):



Agreed by (UNDP):



I. SITUATION ANALYSIS

Yemen's transition that started in 2011 with the support of the international community tragically unravelled after the conclusion of the National Dialogue Conference and spiralled into a full blown conflict by March 2015 with little prospect of an immediate peaceful political solution. More than half of the 25 million Yemeni population were already below the poverty line prior to the crisis and 8 million Yemeni citizens were already receiving humanitarian assistance.

The conflict exacerbated the humanitarian disaster in Yemen. It is estimated that 21.2 million people are in need of assistance according to 2016 Humanitarian Needs Overview. With civilian casualties rising, Yemeni citizens – women, men, children, young and old – suffer from multiple and entrenched hardships. The combination of the multi-layered conflict, political crisis and stifling of imports has led to the widespread loss of power, fuel, infrastructure, commodities, businesses, livelihoods, jobs and the rapid erosion of public administration and services. The stability of Yemen is very important not only for Yemen itself but also for the stability and the peace in the region, which extends to the strategic Bab el Mandeb strait, and Saudi Arabia. Nine months into the crisis, internally displaced persons (IDPs) amount to over 2 million across the country, with their specific needs going often under-addressed. Japan's Supplemental Budget for the 2015 fiscal year will mainly focus on assistance to IDPs caused by the current conflict and other vulnerable groups such as women, youth and Muhamasheen who will be targeted by the proposed interventions. This will include the provision of emergency employment and the resumption of basic services (solid waste, debris/rubble removal) for these affected vulnerable groups.

The remarkable resilience of the Yemeni population who have endured decades of underdevelopment is now tested to its limits. The protracted conflict continues to erode all coping mechanisms they have left, plunging them into further vulnerability, poverty and insecurity in an unprecedented scale of humanitarian disaster.

The conflict has left many women vulnerable and burdened with the responsibility of caring for the family as their breadwinners were lost in fighting. Many breadwinners have also suffered injuries and disabilities. In addition, the public sector which employed 1.2 million civil servants supporting an estimated 8.4 million Yemenis has also been severely affected leaving servants with mounting salary arrears and day-to-day hardships to meet basic needs. The collapse of safety net programmes such as the Social Welfare Fund and the Social Fund for Development has also limited the capacities of the most fragile groups to cope with the crisis.

Since 2011 and the Arab Spring, the Government of Japan has supported Yemen's humanitarian situation, recovery and resilience with a USD 115 million package. The political and security expansion of the Houthis since September 2014 and the dramatic aggravation of the conflict since March 2015 have not only affected core government functions and caused a wide-scale humanitarian crisis, it also witnessed the growth of terrorist groups such as Al Qaeda in the Arabian Peninsula, which have taken advantage of the vacuum to increase their presence. The Government of Japan will support Yemen in a geographically balanced and conflict sensitive manner, in order to back peace processes and initiatives that may be concurrent to the intervention.

II. STRATEGY

1. Solid waste challenges during the crises

The absence of proper solid waste management is considered a major public health issue that if left unaddressed will contribute to the deterioration of public health and the environment. Huge amounts of solid waste accumulated inside and around residential areas as well as in random dump sites posing substantial risks as a result of military operations.

The already weak district capacities are unable to deliver the needed basic services including primary collection and transfer of accumulated solid waste to outside the residential areas and landfill sites.

In July 2015, the organization Disaster Waste Recovery (DWR) and UNDP conducted an emergency waste management assessment in six governorates to investigate the impact of the crisis on the waste management cycle and to identify areas for immediate intervention. The assessment targeted the governorates of Aden, Amran, Hadramaut, Hajjah, Sa'ada, and Sana'a.

The assessment covered four different stages of the waste management cycle, from generation to disposal, through four different questionnaires:

1. Neighbourhoods, to identify waste accumulation site and assess informal waste collection during the conflict;
2. Infrastructures, to evaluate disposal sites and their operations;
3. Local Authorities, to appraise the capacity of Cleanliness Funds to deliver waste management services; and
4. The Private Sector, to evaluate state of the recycling sector in light of the crisis.

Findings from the assessment show a dramatic drop in solid waste management in all assessed areas especially in primary collection and transfer of generated/accumulated waste. The following table shows the drop in collection rates and the amount of expected accumulated waste in all assessed areas, with Aden highlighted, estimated from the UNDP Waste Assessment (December 2015) and complemented from GIZ data ("*Country Report on the Solid Waste Management in Yemen*", April 2014).

	City	Collection Rate (%)		Population	Waste Generation Kg /Capita /day	Total Daily Generation (Tons)	Reused/ Recycled (tons)	Daily Generated Waste (Tons)	Daily Collected after Crisis (Tons)	Daily Accumulated after Crisis (Tons)
		Before the crisis	After the Crisis							
1	Amran	70	5	967,634.00	0.65	628.96	188.69	440.27	22.01	418.26
2	Aden	80	40	589,419.00	0.65	383.12	114.94	268.19	107.27	160.91
3	Hajjah	100	95	1,811,394.00	0.65	1,177.41	353.22	824.18	782.98	41.21
4	Mukalla	65	45	531,205.00	0.65	345.28	103.58	241.70	108.76	132.93
5	Sa'ada	50	30	887,482.00	0.65	576.86	173.06	403.80	121.14	282.66
6	Sana'a	85	70	1,042,468.00	0.65	677.60	203.28	474.32	332.03	142.30
7	Abyan	70	60	522,978.00	0.65	339.94	101.98	237.95	142.77	95.18
8	Taizz	45	30	2,917,881.00	0.65	1,896.62	568.99	1,327.64	398.29	929.35
Totals				9,270,461.00		6,025.80	1,807.74	4,218.06	2,015.26	2,202.80
2,202.80 x 30 days x 6 months										396,504

The total amount of waste accumulated until October 2015 in Aden is 28,000 tons, as it has been most affected governorate with a reduction in staff ranging between 80% for waste collection crews to 97% for street sweepers.

Accompanied with poor solid waste management, the accumulation of such substantial amount of solid waste is a breeding ground for environmental health related diseases and high morbidity rates that adversely affects the population.

Solid waste related diseases include asthmatic and child bronchitis, chronic bronchitis, congestive heart failure, diarrhoea, cholera and typhus as well as pest transmitted diseases such as haemorrhagic fever. In addition, the assessment shows that the solid waste sector in all assessed

areas encounter the following critical problems: a) improper or inactive collection system; b) improper treatment of hazardous waste; and, c) overloaded landfills.

Immediate support is therefore critically needed for the primary collection and transfer of accumulated solid waste from residential areas and random dumpsites to safer permanent or temporary landfill sites away from residential areas. Immediate support to solid waste management activities is labour-intensive and adapted for emergency employment through cash for work, which can support the livelihoods of many residents of affected crises areas.

2. Debris/rubble removal

Eight months into the escalation of the conflict, the staggering impact of the ongoing violence on the civilian population has become increasingly clear. Markets, social infrastructure, roads and bridges as well as numerous private homes and community buildings have been destroyed.

According to analysis of satellite imagery, commissioned by UNDP and analysed by UNOSAT and taken between April and October 2015, at least 3,000 structures have been destroyed by the conflict generating around 1,000,000 tons of debris in the cities of Aden, Hajjah, Sa'ada, Taizz, Abyan and Sana'a.

Conflict debris are often associated with explosive remnants of war (ERW) and need to be screened and cleared by specialized teams. Early assessment by UNDP partner Yemen Executive Mine Action Center (YEMAC) reports that new contamination by unexploded ordnance in 13 Governorates (Sa'ada, Amran, Hajjah, Sana'a, Amanat Al Asimah (Sana'a City), Al Hudaydah, Aden, Taizz, Al Bayda, Abyan, Shabwah, Lahj and Al Dhale'e), posing grave risks to surrounding communities – especially children and further complicating debris removal and management. More detailed contamination in Aden has been assessed through a first analysis of needs and capacities with YEMAC teams in Aden.

The following table shows the total number of destroyed buildings based on partial surveys from humanitarian and development partners in four cities in Yemen during the conflict, showing Aden among the worst hit.

Governorate	Totally Damaged Structures	Severely Damaged Structures	Generated Rubble from Totally Damaged (tons)	Generated Rubble from Severely Damaged (tons)	Total (tons)
Aden	327	163	235,440.00	117,360.00	352,800.00
Sa'ada	273	271	196,560.00	195,120.00	391,680.00
Sana'a	92	139	66,240.00	100,080.00	166,320.00
Taizz	54	66	38,880.00	47,520.00	86,400.00
Total					997,200.00

Preliminary assessment of the generated debris, including in Aden, shows that it is a mixture of concrete, non-concrete and other hazardous materials such as chemicals and IT equipment in addition to a certain amount of polluted rubble from medical centres and schools. In addition to hazardous environmental impacts imposed by the generated debris and solid waste, the generated debris is blocking the streets, limiting the mobility of people, cars and most importantly ambulances with potentially life threatening consequences. The removal of the debris and its disposal in safe and environmentally friendly disposal sites is a high priority.

3. Specific challenges faced by women in crisis

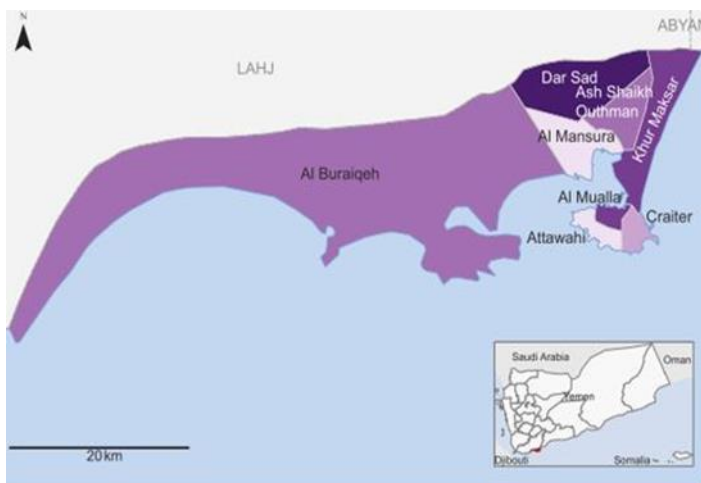
In addition to the economic and psychological impact of the war referred to in the previous section, women in Yemen have greater difficulty than men in accessing assistance and access to livelihood opportunities. Conflict and displacement also have very different impacts and implications for women and men.

Gender therefore remains a high concern across the humanitarian response. It is critical to ensure that modalities for delivering assistance take into account local realities around women's mobility and seclusion in different areas, and that partners plan adequately to ensure that women can receive assistance directly. This is particularly important during conflict and displacement, where men and adolescent boys are often separated from their families and the number of female-headed households – already estimated at 9% before the conflict – is likely to increase significantly.

Current estimates project that 20% to 30% of displaced households might be headed by females. Given greater incidence of food insecurity and poverty among women – particularly female-headed households – the ability to support women directly through cash for work schemes is crucial to delivering an effective humanitarian response.

The UNDP-commissioned "Rapid Assessment on the Impact of the Yemen Crisis on Business Activity" shows that women-led businesses are the least resilient (42% of women businesses surveyed nationwide have closed as of mid-September, compared to 19% for man-owned businesses), pointing further to a need for focus support of women.

4. Coverage



The project will work in targeted districts of the Governorate of Aden which will be selected in close coordination with local authorities, according to the needs, synergies with other actors, and accessibility. UNDP will prioritize the areas of critical importance to public health, access and mobility. Work will commence in densely populated areas, and where waste and rubble are accumulated around public facilities. UNDP will coordinate with GoY's High Relief Committee, members of the Early Recovery Cluster of the Humanitarian Country Team and other humanitarian actors engaged in Aden.

Source: UNOCHA

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: TBC				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: TBC				
Applicable Outcome and output from the Strategic Plan 2014-2017				
Outcome: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings (Outcome 6)				
Output: From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women (Output 6.1)				
Partnership Strategy: Develop strategic partnerships with local authorities, Local Councils, religious leaders, NGOs, private sector, and relevant institutions, and contributes to strengthening their capacity as responsible service providers, facilitators and advocacy actors				
Project title and ID (ATLAS Award ID): Immediate Support to Solid Waste Management, Debris Removal, and to Women affected by War, through Cash for Work in Yemen (ID:XX)				
INTENDED OUTPUTS	OUTPUT TARGETS FOR 2016-2017	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p><i>Crisis affected households benefit from temporary income through labour intensive activities for increased self-reliance</i></p> <p><u>Baseline:</u></p> <ul style="list-style-type: none"> - <i>To be defined during project inception</i> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> - <i>Volume of debris, rubble and solid waste collected and removed</i> - <i>Number of work-days created</i> 	<p><i>Targets for Year 1 and 2</i></p> <ul style="list-style-type: none"> - <i>55,000 tons of generated debris/rubble removed;</i> - <i>22,000 tons of accumulated domestic solid waste collected, transferred and safely disposed in official landfills;</i> - <i>47,300 working days generated for 620 workers/families in solid waste and debris/rubble activities;</i> - <i>160 women directly supported through cash for work.</i> 	<p><u>Activity Result 1: Affected communities benefit from emergency employment interventions targeting solid waste removal and management</u></p> <ul style="list-style-type: none"> - <i>Contract NGO partner</i> - <i>Define inclusive beneficiary selection criteria and identify targeted districts and neighbourhoods</i> - <i>Set up mobile payment scheme with active Micro-Finance Institutions</i> - <i>Procure the necessary tools and equipment</i> - <i>Interview and select beneficiaries</i> - <i>Conduct the solid waste management cash-for-work</i> - <i>Monitoring and evaluation</i> 	<p><i>UNDP</i></p> <p><i>Implementing partners</i></p> <p><i>Private sector actors</i></p>	<p><i>Programme Specialist</i></p> <p><i>Cash for Work Project Manager</i></p> <p><i>Field Coordinators</i></p> <p><i>Contractual Services</i></p> <p><i>Materials</i></p> <p><i>Supplies</i></p> <p><i>Miscellaneous</i></p> <p><i>Travel</i></p>

<p><i>through emergency employment</i></p>		<p><u>Activity Result 2: Affected communities benefit from emergency employment interventions targeting debris/rubble removal</u></p> <ul style="list-style-type: none"> - <i>Assess and identify targeted districts and neighbourhoods</i> - <i>Prepare tender</i> - <i>Evaluate offers and select contractor</i> - <i>Recruit site coordinators</i> - <i>Remove debris/rubble according to safe, environmentally and socially sound standards</i> - <i>Monitoring and Evaluation</i> <p><u>Activity Result 3: Women affected by the war are provided support through cash-for-work</u></p> <ul style="list-style-type: none"> - <i>Contract NGO partner</i> - <i>Define inclusive beneficiary selection criteria and identify targeted districts and neighbourhoods</i> - <i>Set up mobile payment scheme with active Micro-Finance Institutions</i> - <i>Define the emergency activities that will be led by the targeted women</i> - <i>Interview and select beneficiaries</i> - <i>Procure the necessary tools and equipment</i> - <i>Initiate the cash-for-work and vocational training</i> 		
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		<ul style="list-style-type: none"> - <i>Monitoring and evaluation</i> <p><u>Activity Result 4: Project management effectively established to achieve project results</u></p> <ul style="list-style-type: none"> - <i>Establish implementation team</i> - <i>Develop standard operating procedures, procurement plans, and assess work plans according to risks and issues</i> - <i>Publish communications and visibility products</i> - <i>Monitoring and evaluation</i> 		
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IV. ANNUAL WORK PLAN

Year: 2016-2017

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount		
<p>Crisis affected households benefit from temporary income through labour intensive activities for increased self-reliance</p> <p>Baselines:</p> <ul style="list-style-type: none"> - To be defined during project inception <p>Indicators:</p> <ul style="list-style-type: none"> - Volume of debris, rubble and solid waste collected and removed - Number of work-days created through emergency employment 	<p>Activity Result 1: Affected communities benefit from emergency employment interventions targeting solid waste removal and management</p> <p>1.1. Contract NGO partner</p> <p>1.2. Define inclusive beneficiary selection criteria and identify targeted districts and neighbourhoods</p> <p>1.3. Set up mobile payment scheme with active Micro-Finance Institutions</p> <p>1.4. Procure the necessary tools and equipment</p> <p>1.5. Interview and select beneficiaries</p> <p>1.6. Conduct the solid waste management cash-for-work</p> <p>1.7. Monitoring and evaluation</p>					UNDP	Japan	Field Coordinator for six months, \$900/month (71300 – Local Consultants)	\$5,400		
									Finance and admin assistant for six months, \$700/month (71300 – Local Consultants)	\$4,200	
									Cash for work salary, \$10/day for 88 work days per beneficiary(72600 – Grants)	\$176,000	
									Cash for work tools, \$150 per beneficiary (72300 – Materials and Goods)	\$30,000	
									M&E (71600 – Travel)	\$8,000	
									Misc, e.g. contingency and exchange rate fluctuation (74500 Miscellaneous Expenses)	\$7,000	
									NGO Implementation overhead 7% (74500 Miscellaneous Expenses)	\$ 16,142	
	<i>Sub-total Activity Result 1</i>								\$246,742		

	<u>Activity Result 2: Affected communities benefit from emergency employment interventions targeting debris/rubble removal</u>								
	2.1. Assess and identify targeted districts and neighbourhoods								
	2.2. Prepare tender	X	X	X	X				
	2.3. Evaluate offers and select contractor								
	2.4. Recruit site coordinators								
	2.5. Remove debris/rubble according to safe, environmentally and socially sound standards								
2.6. Monitoring and Evaluation									
<i>Sub-total Activity Result 2</i>									\$574,200.00
							1 Field Coordinator, SB3 level for 9 months (61100 – Salary)	\$16,200	
							Demolition, sorting and transporting concrete and non-concrete debris to agreed landfills (71200 Contractual Services – Companies)	\$550,000	
							Contingency/exchange rate fluctuation (74500 – Miscellaneous Exp)	\$5,000	
							Field visits/M&E (71600 Travel)	\$3,000	

	<p><u>Activity Result 3: Women affected by the war are provided support through cash-for-work</u></p> <p>3.1. Contract NGO partner</p> <p>3.2. Define inclusive beneficiary selection criteria and identify targeted districts and neighbourhoods</p> <p>3.3. Set up mobile payment scheme with active Micro-Finance Institutions</p> <p>3.4. Define the emergency activities that will be led by the targeted women</p> <p>3.5. Interview and select beneficiaries</p> <p>3.6. Procure the necessary tools and equipment</p> <p>3.7. Initiate the cash-for-work and vocational training</p> <p>3.8. Monitoring and evaluation</p>	x	x	x	x			<p>Field Coordinator for 8 months, \$900/month (71300 – Local Consultants)</p> <p>Finance and admin assistant for 8 months, \$700/month (71300 – Local Consultants)</p> <p>Cash for work salary, \$10/day for 66 work days per beneficiary (72600 – Grants)</p> <p>Cash for work tools, \$150 per beneficiary (72300 – Materials and Goods)</p> <p>M&E (71600 – Travel)</p> <p>Vocational Training (71200 – Contractual Services, Companies)</p> <p>Misc, e.g. contingency and exchange rate fluctuation (74500 – Miscellaneous Exp)</p> <p>NGO Implementation overhead 7% (74500 Miscellaneous Expenses)</p> <p>Project Coordinator in Aden, SB4 for 12 months (61100 – Salary Cost)</p>	<p>\$7,200</p> <p>\$5,600</p> <p>\$105,600</p> <p>\$24,000</p> <p>\$8,000</p> <p>\$48,000</p> <p>\$ 4,580</p> <p>\$ 14,208.60</p> <p>\$36,000</p>
<i>Sub-total Activity Result 3</i>									253,188.60

	<u>Activity Result 4: Project management effectively established to achieve project results</u>						Programme Specialist, 30% of P3 for 12 months (61300 – Salary)	75,600	
	4.1. Establish implementation team						Security relocation/evacuation cost-share, DSA and compound stay (71600 – Travel)	25,000	
	4.2. Develop standard operating procedures, procurement plans, and assess work plans according to risks and issues						CFW Project Manager Sana'a, SB4 for 12 months (61100 – Salary)	40,000	
	4.3. Publish communications and visibility products	x	x	x	x		Cost recovery support team (61100 – Salary)	38,000	
	4.4. Monitoring and evaluation						(73100 – Rental and Maintenance of Premises - Aden)	38,000	
							Communications and Visibility (72500 – Supplies)	9,500	
							Reporting and Partnerships (1.5%)	22,500	
							Direct Project Costs 5% (74598 - General Operating Expenses and 64398 – Salaries)	66,158.29	
	<i>Sub-total Activity Result 4</i>								314,758.29
	<i>Total programmable amount</i>								1,388,888.89
<i>GMS 8%</i>								111,111.11	
TOTAL								1,500,000	

V. MANAGEMENT ARRANGEMENTS

The proposed project will be implemented by UNDP through DIM. In the DIM modality, which takes into account the institutional capacities, the legal setting and evolving situational context, UNDP is responsible for project implementation and works in partnership with national and local authorities, civil society, the private sector, the international community and UN sister agencies. The capacity of potential implementing partners and contractors will be assessed through standard UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged 8% cost recovery for the provision of general management support (GMS) as well as Direct Project Costs (DPC) for implementation support services provided by UNDP and/or an executing entity/implementing partner.

Interest income and unspent balances from the contribution will be handled in line with the policies and procedures of Japan-UNDP partnership fund.

Solid waste management

- For household's primary collection, UNDP will enter in cooperation agreements with NGOs that will carry out needs assessment, coordinate with solid waste service providers, contract individuals, and supervise implementation of primary solid waste collection.
- UNDP will contract coordinate and liaise with local actors for the transference of accumulated waste collected by NGOs to agreed landfills.

The proposed project will complement existing solid waste management activities funded from the CERF in the total amount of \$480,000 covering three governorates (Aden, Taizz and Sa'ada). CERF will be aware of JSB support, and coordination will be sought with NGO partners (local NGOs, Mercy Corps, ICRC), UNICEF, etc.

Debris removal

UNDP will coordinate with Yemen Executive Mine Action Center (YEMAC) for UXO clearance and disposal where relevant in addition to other actors such as the Early Recovery cluster and the High Relief Committee. In such cases, YEMAC will be responsible for operational tasking, managing, and monitoring the implementation of UXO activities carried out by its contractors to ensure that such activities are implemented in accordance with international standards. UNDP mine action activities are funded under the CERF in the total amount of \$1,000,000 for Aden.

- UNDP will contract a qualified Construction Company with proper classifications (grade A or B) for work implementation. Engaging skilled and unskilled workers will be mandatory for each contract. At least 25% of contract's amount should be allocated for workers' salaries. The company will hire required number of skilled and unskilled workers for sorting non-concrete elements from debris beside demolition and transportation of sorted debris to agreed landfill.
- UNDP will enter into agreement with women NGOs to hire women affected by the war for the provision of meals to workers and to organize workshops on rubble removal.

Women Cash for Work

Cash for work will be implemented in coordination with women NGOs, the women's branch of the Aden Chamber of Commerce, the Hygiene Fund and other UN agencies engaged in humanitarian assistance.

Risk Mitigation Measures

UNDP will use risk-analysis and conflict-sensitive parameters throughout the implementation of the programme. In the likely scenario of protracted, complex and volatile conflict, the project will be adjusted according to risk and varying conditions across geographical area. Critical risks to be monitored include: a) political context, b) security situation, c) programmatic and operational risks. Basic principles and criteria will include:

- Political: Any support funded by the project will adhere to the principles of international human rights and humanitarian law (especially non-discrimination and impartiality)
- Security: Legitimate security conditions and access to target areas and assurances that activities will not endanger the lives of partners and of UNDP staff
- Programmatic: Presence of implementation partners
- Operational: operational capacity to do financial payments and operational feasibility to monitor programme implementation.

Planning and Management of Activities

UNDP will assign a Cash-for-Work Project Manager who will be responsible for day-to-day management and decision-making for the project. The Project Manager's principal responsibility is to ensure that the project produces the results specified in the project document to the required standards of quality and within the specified work plan and budget. In order to ensure effective implementation and progress monitoring, the Project Manager will be assisted by one Livelihoods Coordinator based in Aden, and one Field Coordinator. Overall quality assurance will be led by the Livelihoods and Economic Recovery Programme Specialist. A support team consisting of: an Administrative Assistant, a Finance Associate, an NGO contract focal point, and a M&E officer will also directly contribute to the achievement of results.

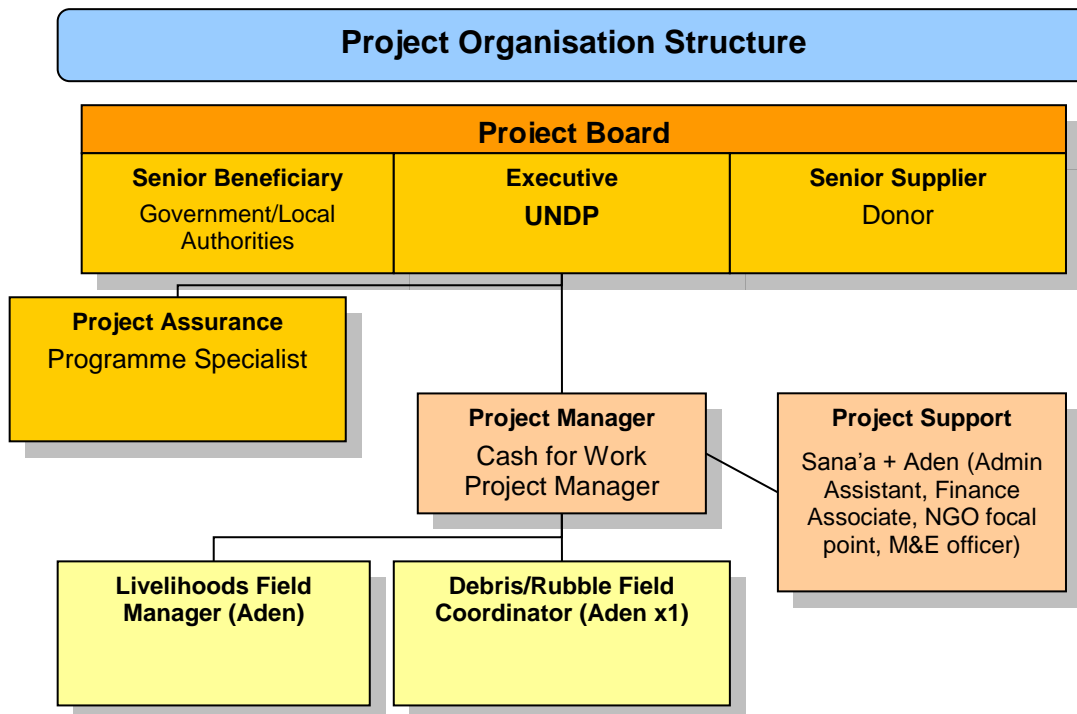
UNDP also leads the Early Recovery cluster coordination at the area level in Aden, which oversees solid waste management, debris/rubble removal and non-agricultural livelihoods opportunities. Activities will be coordinated with local actors to optimize synergies and provide additional visibility to the Government of Japan's contribution.

Project Oversight and Assurance

A Project Board will be established to undertake project oversight and assurance. The Project Board is responsible for making management decisions for the project when guidance is required by the Project Manager, including recommendations for approval of project revisions. Project reviews by the Board are made at designated decision points during the duration of the project, or as necessary when raised by the Project Manager. The Board will be consulted by the Project Manager for decisions when project tolerances (i.e. constraints normally in terms of time and budget) need to be revised. The Project Board will convene quarterly. The Project Board consists of representatives from following:

- Executive: UNDP, representing the project ownership to chair the group (Country Director for Deputy Country Director, Programme),
- Senior Supplier: International partners providing resources for project implementation
- Senior Beneficiary: to ensure the realization of project benefits from the perspective of project beneficiaries (Representatives from the Government, local authorities)

The project board makes decisions on a consensus basis. Final decision making on project activities and accountability however rests with UNDP in accordance with its applicable regulations, rules, policies, and procedures.



UNDP Japanese staff may be invited to contribute to project activities as applicable.

Visibility

- Press release (both English and Arabic), upon the approval of the programme and initiation of major steps in the implementation of activities, use of social media for dissemination
- Success story with main results disseminated on UNDP's corporate website and social media
- Usage of Japanese logos on equipment and printing materials supported by Japan (in consultation with Embassy where security risks exist)
- Production of brochures and videos regarding the project's achievements and Japan's contribution
- Information sharing with national counterparts about Japan's support
- Arrangement of joint field visits if the security situation permits
- Participation of Japanese staff (UNDP officers, consultant, project members, etc.) to the project when applicable
- Participation of Japanese NGOs to the project when applicable
- Partnership with other Japanese development projects (eg.JICA projects) when applicable
- Partnership with Japanese companies when applicable

Audit

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

UNDP will submit a written request to the Government of Japan for prior approval in case (1) the extension of the project is required, and/or (2) the re-deployment of funds between approved project budget components is required, if more than 20% increase or decrease is expected.

For any fund balances at the end of the project, UNDP will consult with the Government of Japan on its use.

The interest income should be treated in accordance with the Japan-UNDP agreement on Arrangement for the Interest Income derived from Japan-UNDP Partnership Fund.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with UNDP programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Deliverables to the donor:

Mid-term report

- UNDP will provide a mid-term report including a substantive and financial report after six months of implementation of the programme.
- A mid-term financial report will include information on the resources allocated to the

programme, expenses and the balance. The financial report will be preliminary as of the first six months.

Final report

- UNDP will provide a final report, including a financial statement, by 30 July of the year following the operational financial completion of the project.
- UNDP will make efforts to share with the Government of Japan financial data when requested.

Quality Management for Project Activity Results

OUTPUT 1: Crisis affected households benefit from temporary income through labour intensive activities for increased self-reliance		
Activity Result 1 (Atlas Activity ID)	<i>Affected communities benefit from emergency employment interventions targeting solid waste removal and management</i>	Start Date: March 2016 End Date: August 2016
Purpose	<i>To help protect public health and environment with the removal of accumulated solid waste</i>	
Description	<i>The project will hire 200 workers to support primary waste collection in all eight restricts of Aden</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Volume of solid waste removed	Implementing Partner Report	Weekly
Number of work-days created	Implementing Partner Report	Monthly
Activity Result 2 (Atlas Activity ID)	<i>Affected communities benefit from emergency employment interventions targeting debris/rubble removal</i>	Start Date: March 2016 End Date: January 2017
Purpose	<i>Support the safe return of displaced persons by allowing them access to their homes, as well as to facilitate the movement of basic supplies and services</i>	
Description	<i>The project will remove 29,700 tons of debris/rubble in all eight restricts of Aden</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Volume of debris/rubble removed	Implementing Partner Report	Weekly
Number of work-days created	Implementing Partner Report	Monthly
Activity Result 3 (Atlas Activity ID)	<i>Women affected by the war are provided support through cash-for-work</i>	Start Date: May 2016 End Date: January 2017
Purpose	<i>Support women affected by war through cash for work</i>	
Description	<i>The project will support 160 vulnerable women, primarily widows and women-headed households, through cash for work</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Number of work-days created	Implementing Partner Report	Monthly
Activity Result 4 (Atlas Activity ID)	<i>Project management effectively established to achieve project results</i>	Start Date: March 2016 End Date: March 2017
Purpose	<i>To achieve project results</i>	
Description	<i>Constitute project management structure to implement intervention</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Results achievement	Project Progress Reports	Mid-term and final

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Yemen and UNDP, signed on 11 April 1977.

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

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

VIII. ANNEXES

Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Escalation of protracted conflict renders project locations inaccessible	22 December 2015	Political/Security	Enter probability on a scale from 1 (low) to 5 (high) P = 3 Enter impact on a scale from 1 (low) to 5 (high) I = 4	What actions have been taken/will be taken to counter this risk <i>Monitor the security situation, outreach to non-state actors, change project location if inaccessible</i>	Who has been appointed to keep an eye on this risk <i>Farah Abdessamad</i>	Who submitted the risk <i>Farah Abdessamad</i>	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
2	Families may restrict women from participating to cash-for-work activities	22 December 2015	Operational	P = 2 I = 3	<i>Community outreach and involvement of female field coordinators</i>	<i>Farah Abdessamad</i>	<i>Farah Abdessamad</i>		
3	Banks have low liquidity and this may prevent UNDP from paying beneficiaries, implementing partners and contractors	22 December 2015	Financial	P = 3 I = 5	<i>Link with mobile banking, informal financial providers, and notified banks ahead of large payments</i>	<i>Farah Abdessamad</i>	<i>Farah Abdessamad</i>		
4	Hygiene Fund is	22	Operational	P = 3	<i>Coordination with</i>	<i>Farah</i>	<i>Farah</i>		

	impacted by the fuel crisis and their fleet cannot operate, thus solid waste removed does not reach the disposal sites	December 2015		I = 4	<i>the Hygiene Fund, UNICEF and other local actors to ensure synergies</i>	<i>Abdessamad</i>	<i>Abdessamad</i>		
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IX. ANNEX – REGIONAL CONTEXT

Preventing Violent Extremism in the Arab States: A Development Response

Background:

Violent extremism poses a threat to more societies – and, therefore, more people – than ever before. Never in recent history have violent extremists been responsible for more deaths. Their actions are dividing societies, undermining political transitions, hindering sustainable development, and making it impossible for countries to overcome chaos and instability. It is considered now among the main obstacles to the universal aims of “social progress, better standards of life and freedom” that were proclaimed 70 years ago in the Charter of the United Nations.

Despite the seriousness and magnitude of the challenge, responses to violent extremism have -so far – been divided, one-sided, insufficient and unrealistic. In response to these challenges, security-based approaches have taken precedence, but have until now achieved limited success. Still, many governments have failed to learn from past failures, while others refuse to acknowledge that the threat is more than a security/military challenge.

The ability of violent extremist groups to expand and project themselves beyond their national points of origin has grown exponentially over the last decade. Widespread social and political intolerance, marginalization and alienation of individuals and groups, is contributing to fragmentation of societies and is fueling conflict and radical ideologies globally. Further, the radicalization of many young people in the Arab countries, and engagement in violent extremist groups in their own countries or abroad, highlight the need to adopt the necessary measures to face and address this phenomenon.

Drivers to Radicalization in the Arab Region:

UNDP’s global conceptual framework highlights the following 7 drivers that may lead to radical behavior and ultimately violent extremist movements: (1) the role and impact of global politics; (2) economic exclusion and limited opportunities for upward mobility; (3) political exclusion and shrinking civic space; (4) injustice, violation of human rights, corruption and mistreatment of certain groups; (5) disagreement with socio-economic and political system; (6) disagreement with growing diversity in society; (7) weak state capacity and failing security.

These drivers behind radicalization are contributing to fragmentation of societies and fueling conflict and radical ideologies regionally and globally. The Arab Spring demonstrated a shared desire for change among populations in the region. With few exceptions, these demands were not met. The radicalization of many young people in these countries, and engagement in violent extremist groups in their own countries or abroad, highlights the need to adopt the necessary measures to face and address this phenomenon.

The nature and range of possible drivers of violent extremism, variety of local contexts, and nascent evidence around responses make identifying possible interventions in these environments particularly challenging. Multiple drivers often work in concert in the same setting, and their significance may change over time. They can fuel individual level radicalization in different ways, and the pathways to violent

extremism are multiple. Some may be longstanding grievances, while others can be more recent developments. The importance of understanding the local context cannot be underestimated, and rarely will only one driver be identified for programming.

Commonality of issues in the Arab States and UNDP Theory of Change:

There are some key reasons to examine the challenges of radicalization and violent extremism through a regional lens.

- Firstly, many of the drivers are similar across different states in the region, including: legitimate unmet needs and grievances, psychological impacts of the cycle of violence affecting the region, continued limitations of citizen participation in political life, and an unfulfilled desire for political and social change.
- Secondly, there are clear regional dynamics to the radical groups that are fueled by regional rivalry. Governments, international actors, security forces and powerful individuals support radical groups in other countries. Fighters are joining extremist groups from other countries, networks of supporters transcend borders and groups are forming alliances and allegiances.
- Thirdly, the impacts of radicalization and violent extremism are clearly felt across the region: through the spread of conflict and violence; through refugee flows; through growing fears, senses of insecurity and distrust; and a roll-back in development gains.

The region is now experiencing several on-going conflicts where 'radical groups' or ideologies are playing a role, including in Syria, Iraq, Libya and Yemen. In the medium-term and as the demands from population groups are not being met, the divisions are likely to widen, and groups promising an alternative path become more attractive to disenfranchised and frustrated populations. If the basic needs of affected people (both economic and political) are not met, and their dignity continues to be under threat, violent extremism is likely to become an even more significant regional challenge.

Experiences in both development and peace-building show that more inclusive and tolerant societies are better able to achieve lasting peace as well as sustainable development. Inclusion and tolerance are vital features of resilient institutions when managing diversity. There are linkages between violent extremism and displacement, from different points of view. The massive displacement into Europe finds its causes also in the conflicts and related violent extremist groups operating in Iraq, Yemen and Syria to mention a few.

In many countries security measures or stop-gap interventions have only further inflamed violent extremism. Strict security measures by themselves clearly do not work. Hence development practice has a critical role in providing the foundation for preventing violent extremism. UNDP's theory of change defines 10 interlinked building blocks, these include: A rule of law and human rights-based approach to increased home land security measures, enhancing the fight against corruption, promoting insider mediation to identify groups at risk, working with the media to promote an alternative discourse, engaging women and women's groups and youth in social cohesion, prevention and re-integration, working with faith-based organisations and religious leaders, educating respect for diversity in schools and universities, creating meaningful job-opportunities for groups at risk, and enhancing participatory decision-making at national and local levels.

These building blocks are all closely interlinked. For example, security sector institutions need to work closely together with local authorities and community police. Media interventions will benefit greatly from the support of religious leaders, youth and women organisations. Employment generation for groups at risk need to be accompanied with measures to increase voice and participation.

Addressing issues that are rooted in larger societal problems requires solutions anchored in inclusive development, tolerance, political and economic empowerment, and reduction of inequalities.

Violent extremism offers critical challenges at both the national and regional levels. At both levels, it renders inadequate some of the traditional tools of violence prevention and peace-building. It challenges policy makers to enter new arenas of thought and action. Given the cross-border, regional and global dimensions of the problem, UNDP seeks to ensure that responses at a national level will be coherent and feed into an integrated approach for the region to more adequately address the root causes of violent extremism.