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Country programmes and related matters

Country programme document for Yemen (2023-2024)

Contents

	<i>Page</i>
I. UNDP within the United Nations Sustainable Development Cooperation Framework.....	2
II. Programme priorities and partnerships.....	5
III. Programme and risk management.....	8
IV. Monitoring and evaluation	9
Annex	
Results and resources framework for Yemen (2023-2024).....	10



I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Yemen is a low-income country and the poorest in the Middle East and North Africa regions, with a population of approximately 30.8 million people, 51.1 per cent of whom are female.¹ Around 62 per cent of the population live in rural areas; approximately 38 per cent of Yemenis are under 15 years of age² and 63 per cent are under 24³. The Human Development Index of Yemen in 2019 was 0.470, putting the country in the low human development category and positioning it 179th out of 189 countries and territories.⁴ Yemen ranks 155th of 156 countries in the Global Gender Gap Index, 2021, of the World Economic Forum, representing huge gender disparities. Yemeni women remain significantly underrepresented in public and elected office, holding only 4.1 per cent of managerial and decision-making positions.

2. When conflict that broke out in September 2014 with the Houthi takeover of Sana'a, the Security Council established a special political mission for Yemen known as the Office of the Special Envoy of the Secretary-General for Yemen.⁵ The mission focuses on supporting a peaceful political transition in accordance with the Gulf Cooperation Council Initiative, the outcomes of the national dialogue, and Security Council resolutions. In January 2019, the Secretary-General established a second special political mission – the United Nations Mission to support implementation of the Hodeidah Agreement (UNMHA) – Stockholm – on the City of Hodeidah and Ports of Hodeidah, Salif, and Ras Issa.

3. Following a two-month truce agreed to in April 2022,⁶ President Hadi ceded power to the new Presidential Leadership Council, raising hopes for a future peace agreement, recovery and sustainable development interventions. The governance system remains fragmented, with fraught central-subnational relationships and a proliferation of ad hoc arrangements at the subnational level. The Government of Yemen is based in the temporary capital, Aden, controlling large areas of the county. The de facto authorities in Sana'a remain in control of much of the population in the northern parts of the country.

4. Yemen is suffering one of the largest humanitarian and development crises in the world. The war directly caused the death of over 21,000 people, and indirectly, over 377,000 people.⁷ About 80 per cent of the population need humanitarian assistance. Over 4.3 million people have been displaced,⁸ more than 70 per cent of them women and children.⁹ Livelihoods of over 54 per cent of the population were eroded, the social fabric shredded, and population and institutional resilience weakened.¹⁰ Critical infrastructure – water and sanitation, education, health, telecommunications and transportation – was damaged or destroyed, adversely affecting public service delivery. UNDP estimates that, due to the damaged infrastructure and poor capacity at the main seaports, shipping, insurance (including high war-risk premiums) and demurrage costs associated with imported food comprise 50 per cent of its cost.

5. The United Nations common country analysis notes that Yemen was behind in achieving the Sustainable Development Goals even prior to the conflict in 2014. Experts estimate that human development has been set back 21 years, and if the conflict persists through 2030, development will be set back nearly four decades. The prolonged conflict, government

¹ <https://www.worldometers.info/world-population/yemen-population/> (accessed on 29 March 2022)

² United Nations Data – Yemen country profile (<http://data.un.org/en/iso/ye.html>)

³ arabdevelopmentportal.com. If provided with the right incentives and opportunities, the ‘youth bulge’ offers significant potential for development.

⁴ Human Development Report 2020

⁵ Security Council resolution 2216

⁶ <https://osesgy.unmissions.org/press-statement-un-special-envoy-yemen-hans-grundberg-two-month-truce>

⁷ Draft Humanitarian Needs Overview 2022

⁸ Humanitarian Needs Overview 2022 and Humanitarian Response Plan 2022, Office for the Coordination of Humanitarian Affairs

⁹ https://reliefweb.int/sites/reliefweb.int/files/resources/Yemen_HNO_2021_Final.pdf

¹⁰ UNDP country strategy note (2021-2024)

fragmentation, lack of preventive and restorative planning and implementation, and constrained resources, impede humanitarian development and peace efforts from taking root.

6. The economy has shrunk by half since 2014, with over 80 per cent of the population living below the poverty line. Commodity prices continue to rise – especially in the south – as the Yemeni rial depreciates – an unfavourable situation for a country importing 90 per cent of its basic needs. Sources of foreign currency such as remittances, oil exports and bilateral funding streams remain suppressed.¹¹ The fragmented government institutions and competing monetary, fiscal, and economic policies of the parties to the conflict have eroded citizens’ trust in national institutions. The country has acute food insecurity verging on famine. The Integrated Food Security Phase Classification analysis projected that in 2022, over 19 million people would need food assistance and 161,000 would face extreme hunger. The main driver of food insecurity is unaffordability, emanating from increased food prices amidst reduced incomes and livelihood opportunities. The COVID-19 pandemic has added layers of vulnerability for women and girls and exacerbated gender inequalities, increasing the burden of care work and job losses¹² and exacerbating gender-based violence, including child and early marriage.¹³

7. Temperatures have risen faster than the global average over the last three decades.¹⁴ The country ranks 172nd out of 181 countries in the Notre Dame Global Adaptation Initiative index, indicating high vulnerability and low levels of readiness to adapt to climate change.¹⁵ Yemen is one of the world’s most water-stressed countries, with extreme floods and droughts. Experts warn that Sana’a may be the first capital in the world to run out of water.¹⁶ Desert locusts have destroyed crops in key agricultural areas, while floods have worsened the condition of roads, bridges, and sewage systems.

8. Yemen is one of the world’s most energy insecure countries. Less than 10 per cent of the population have access to electricity, and most of those lacking it are women, who have fewer options to access or acquire sources of power.¹⁷ This has led to the closure of schools and health centres. Yet the country has vast untapped potential for on- and off-grid renewable energy sources – solar, wind, and geothermal. With more than 2,500 kilometres of coastline and rich fishing grounds offshore, the fisheries sector holds untapped promise in contributing to the national economy. Social norms have limited the potential of women in this sector.

9. Throughout much of the country – particularly in the west, where most of the people reside – the conflict has left widespread unexploded ordnance contamination. A potential environmental and humanitarian disaster looms on the Red Sea coast should there be an oil spill from, or explosion of the floating storage and offloading tanker *Safer*, moored off the coast of Yemen and holding about 1.15 million barrels of oil. Coastal communities in Yemen and neighbouring countries, the fishing industry, and operations of the Hodeidah port, would be severely affected.

10. The United Nations Sustainable Development Cooperation Framework, to which UNDP will contribute, places **people** at the centre of *humanitarian, development and peace* efforts, especially those at highest risk of being left behind due to the impact of conflict. They include 4.3 million internally displaced persons, 73 per cent of whom are *women and girls* experiencing high rates of poverty and exclusion from social and economic empowerment; *children*, who constitute 60 per cent of war casualties; and *youth*, over 2 million of whom are out of school, lack economic opportunities and are forced into negative mechanisms; 278,000 *refugees, asylum seekers and migrants*, excluded from mainstream economic activities and basic

¹¹ Ibid.

¹² <https://sanaacenter.org/publications/main-publications/14703>

¹³ [https://www.unicef.org/mena/media/11956/file/Child%20Marriage%20in%20the%20context%20of%20COVID-19%20MENA%20Regional%20Analysis_High%20Res%20\(1\).pdf](https://www.unicef.org/mena/media/11956/file/Child%20Marriage%20in%20the%20context%20of%20COVID-19%20MENA%20Regional%20Analysis_High%20Res%20(1).pdf)

¹⁴ RCCC-ICRC-Country-profiles-Yemen.pdf

¹⁵ <https://gain-new.crc.nd.edu/country/yemen> (accessed 30 March 2022)

¹⁶ https://www.american.edu/cas/economics/ejournal/upload/glass_accessible.pdf

¹⁷ <https://blogs.worldbank.org/energy/promoting-financial-inclusion-and-access-solar-energy-among-women-yemen>

facilities; 4.5 million *persons with disabilities*; and minorities (referred to as *Muhamasheen*), who represent 10 per cent of the population and may face stigma, abuse and exclusion from education, social protection and employment.

11. The United Nations Sustainable Development Cooperation Framework pursues four outcomes through four priorities that align with those of the Sustainable Development Goals ('planet, peace, prosperity, and people') to improve lives and build resilience that is equitable, inclusive, people-centred, gender-responsive and human rights-based:

- (a) **Planet:** increasing food security, creating livelihood options and jobs;
- (b) **Peace:** Preserving inclusive, effective, and efficient national and local development and strengthening systems;
- (c) **Prosperity:** Driving inclusive economic structural transformation; and
- (d) **People:** Building social services, social protection, and inclusion for all.

12. The Framework focuses on operationalizing the humanitarian, development and peace nexus to enable human development. UNDP will support the United Nations system in achieving the priorities of the Framework through its integrator role, using a two-pronged approach centred on building the resilience of **people and institutions**. These two integrated and mutually reinforcing prongs have been identified based on evaluative feedback on UNDP experiences in Yemen;¹⁸ the efficacy of coherent and concurrent efforts across humanitarian and development domains in reducing vulnerabilities, enabling transitioning to recovery and development;¹⁹ and the realization that humanitarian aid alone is not sufficient to address the increasing vulnerability of Yemenis, driven by the conflict and exacerbated by development and governance deficits.²⁰

13. The independent country programme evaluation noted that the programme grew six-fold since 2016,²¹ largely due to the ability of UNDP to identify and link immediate humanitarian assistance with medium- to longer-term development and peacebuilding interventions, increasing resilience, dignity, self-sufficiency, and autonomy. UNDP **operationalizes** the humanitarian, development and peace nexus by: bridging humanitarian action with stabilization, recovery, and peacebuilding programming; putting subnational actors in the lead at early programme stages; contributing to local peace agreements brokered by the Office of the Special Envoy of the Secretary-General for Yemen and UNMHA; supporting local partners and institutions to plan and implement area-based programmes; investing in local conflict and political economy analysis and integrating conflict sensitivity into all such interventions and processes; integrating medium- to longer-term gender equality and women's empowerment, and environmental and urbanization considerations of large populations of internally displaced persons, returnees, and refugees, into all area-based interventions and processes²².

14. UNDP has a track record and experience in building institutional and people's resilience. Working through and building capacities of key national institutions, UNDP has, over the past five years provided over 1.5 million vulnerable, conflict and (since 2020) COVID-19-affected Yemenis with emergency employment (12.5M workdays), livelihood, and income-earning opportunities.²³ With funding from the World Bank, UNDP ensured over 759,000 vulnerable women and children benefitted from improved nutrition whilst over 5.7 million people accessed improved social services from newly constructed 903,000 cubic meters of water reservoirs, 24,000 hectares of rehabilitated agricultural lands, 600km of repaired roads and 2,552 rehabilitated classrooms.

¹⁸ Final Social Protection Lesson Learnt (2021)

¹⁹ Lessons learnt from the Yemen Emergency Crisis Response Project, 2020

²⁰ UNDP Yemen country strategy note (2021 to 2024)

²¹ Independent country programme evaluation, 2018

²² Ibid.

²³ Yemen Emergency Crisis Response programme, Enhanced Rural Resilience in Yemen programme (I and II)

The country programme evaluation noted that the UNDP partnership with national institutions was essential for preserving national institutional capacity. In partnership with the World Bank, UNDP will deepen partnerships with national institutions to enhance their programme implementation capacities and participation in the recovery and reconstruction of Yemen, including through future loan implementation. The UNDP comparative advantage stems from its strategic positioning and trust generated with authorities and the population during previous programming cycles, and ongoing investments in 322 districts to strengthen governance and service delivery-systems and implement confidence-building measures and initiatives stemming from peace negotiations led by the Office of the Special Envoy of the Secretary-General. UNDP will use its integrator role to catalyse collaborations within the United Nations and with the private sector, international finance institutions, donors, foundations, academia, national and subnational institutions, and civil society in implementing the humanitarian, development and peace nexus through a joint approach that draws on the strengths of the different partners; policy and economic analysis; and UNDP thought leadership, comparative advantages and convening power.

II. Programme priorities and partnerships

15. The UNDP theory of change mirrors that of the United Nations Sustainable Development Cooperation Framework, driven by the expectation that by 2024, all people of all ages in Yemen affected by conflict, forced displacement and poverty in all its dimensions, will experience a change in their quality of life. The Framework identifies four priority areas; increase food security and nutrition, sustainable and resilient livelihoods and environmental stability; improve rights-based good governance, inclusive, gender-sensitive public services and the rule of law; increase income security and decent work for women, youth and vulnerable populations; and strengthen social protection and basic service delivery focused on support to marginalized groups, and women and youth leadership in decision-making processes.

16. The **overarching theory of change** of the country programme is: ***If** food security and green, inclusive economic recovery and development are boosted, and **if** national and subnational governance structures are strengthened and preserved, and **if** confidence-building measures and national and local peace processes are supported; **then** Yemenis will experience *better, equal and inclusive access* to nutritious food, sustainable and resilient livelihoods, environmental stability **and improved rights-based good governance**, effective people-centred, equitable and inclusive gender- and age-responsive public services and rule of law, and *confidence in the peace processes* will be enhanced, laying the ground for sustainable peace.*

17. To achieve the Framework priorities, UNDP will apply a holistic, conflict-sensitive, gender-responsive and evidence-based development approach derived from its unique mandate, comparative advantage, and experience across the four priority areas. Fifteen per cent of the programme budget will be dedicated to gender results. As recommended by the independent country programme evaluation, UNDP developed an interim programme that guided the country programme from July 2019.. The interim programme's achievements,²⁴ decentralized project evaluations findings and lessons learned²⁵ and studies²⁶ informed the design of the new programme. The UNDP programme will uphold the pledges to 'leave no one behind' and 'do no harm', underpinned by the key programming principles: *human rights, gender equality and women's empowerment; sustainability and resilience; and accountability*. The programme will strengthen South-South cooperation to tap into lessons and best practices from countries that recovered from civil unrest and prolonged conflict.

²⁴ Corporate results reports, including the results-oriented annual reports 2019-2021

²⁵ Final project evaluation of the rule of law, water, sanitation and hygiene, social protection and mine action projects; lessons learned studies for the Yemen Emergency Crisis Response programme and social protection projects

²⁶ Yemen Emergency Crisis Response programme and social protection projects

18. The UNDP theory of change for programme priority one is: *if* macro-economic stability is enhanced, the cost of food is reduced, social protection systems are improved, value chains are diversified; and employment opportunities for vulnerable population groups are expanded, and *if* natural resources are managed sustainably, *then food security and green, inclusive economic recovery and development will be boosted*. This programme area addresses three Framework priorities: **(a) increasing food security, creating livelihoods options and jobs;**²⁷ **(b) driving inclusive economic structural transformation;** and **(c) building social services, social protection and inclusion for all.**

19. In collaboration with the World Bank, Japan, the King Salman Humanitarian Aid and Relief Centre, other donors, and local institutions, UNDP will provide technical support to enhance the capacity of the Central Bank to restore trust and support the implementation of sound monetary and fiscal policies to **stabilize the exchange rate and curb inflation;** and to the Ministry of Planning and International Cooperation for improved fiscal policy formulation and implementation. UNDP will improve the efficiencies of the Yemeni seaport; once rehabilitated, the importation costs of food could decrease from 50 per cent to 10 per cent, translating into **reduced food prices.**

20. In partnership with and funded by the World Bank, the European Union, Japan, the King Salman Humanitarian Aid and Relief Centre, the United Nations Children's Fund (UNICEF), and other partners, UNDP will **enhance social protection** and safety nets to improve people's capacity to deal with shocks and stressors; scale up climate-resilient livelihoods and revive small businesses; boost the purchasing power and economic self-reliance of vulnerable households by providing access to gender-appropriate **employment and income opportunities** that take into consideration women's different vulnerabilities; and enhance equal access to productive community assets and facilities. Working with micro-finance institutions and banks, UNDP will **promote value-chain development and access to innovative financial services** and products for entrepreneurs, particularly women entrepreneurs. UNDP will partner with the Food and Agriculture Organization and the World Food Programme to implement a comprehensive food security improvement programme that will **boost climate-smart local agricultural production** and build a diversified export of premium crops such as coffee.

21. Given the potential of renewable energy sources, UNDP will partner with the private sector in **extracting solar, wind, and geothermal energy resources** and implementing waste-to-energy initiatives. Since water resources are increasingly scarce, resulting in competition over water resources, sustainable water management is an essential component of economic recovery and social cohesion. UNDP, the Food and Agriculture Organization (FAO) and partners will build the capacity of local institutions to **undertake climate-resilient livelihoods and integrated water resource management,** restoring and improving access to water.

22. The theory of change for programme priority area two is: *if* subnational governance institutions, civil society and the private sector are enabled to foster local governance, and *if* rule-of-law institutions are capacitated to ensure the security, safety, and protection of Yemenis, *then subnational governance structures will be preserved and strengthened to deliver on their respective mandates*. This programme area addresses the Framework priority of **preserving inclusive, effective and efficient national and local development, and systems strengthening.** UNDP will partner with the European Union, Japan, the Netherlands, the Republic of Korea, other donors, local institutions and the private sector in this area.

23. In partnership with the World Bank, the European Union, Sweden, Japan, and other donors, UNDP will enhance the capacity of the private sector and civil society to engage with subnational authorities on local economic recovery and development; promote public-private partnership opportunities to improve community service delivery; and ensure that local economic recovery and development plans are inclusive, integrating, and addressing the needs

²⁷ Also addressed by UNDP programme priority 3 – confidence-building measures

of women, youth, and those at the risk of being left furthest behind, including the Muhamasheen, people with disabilities, internally displaced persons, and returnees.

24. To facilitate the security, safety and protection of Yemenis, UNDP will collaborate with the Netherlands, the Republic of Korea, the United Kingdom, other donors, the Office of the Special Envoy of the Secretary-General for Yemen, UNICEF, UN-Women, the Office of the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Office on Drugs and Crime under the umbrella of the rule-of-law sector-wide approach to ensure that rural and urban areas receive support based on their needs and capacities. Support to the security sector – particularly the police, prisons, and coast guard – will focus on developing operational and planning capacities through human resources management, training, and gender-sensitive infrastructure development. In stable areas, and where politically feasible, UNDP will work on improving access to justice, particularly for women, by working with civil society on legal rights awareness-raising; establishing legal help desks in police stations and other sites easily accessible by vulnerable groups; training legal aid providers; paralegal outreach; and providing access to direct legal aid through bar associations, lawyers networks and civil rights civil society organizations.

25. The high penetration of mobile phones provides opportunities to deploy mobile applications to disseminate and gather information on gender-based violence. UNDP will support institutional capacity-building for key government institutions and enhance digital services and data management, exploring opportunities for South-South and triangular cooperation with countries in the region and beyond.

26. The theory of change for programme priority area three is: *if* social cohesion, livelihoods, productive assets, and production levels of crisis-affected communities are restored, trust is (re)built among conflicting parties; and *if* deep-rooted social divisions are addressed to overcome the threat of political tensions and social unrest, *then confidence among in the peace processes is enhanced, laying the ground for sustainable peace*. This programme area addresses the Framework priority of **increasing food security, creating livelihoods options and jobs and strengthening inclusive, effective and efficient national and local development and systems**.

27. In partnership with Canada, Denmark, the European Union, France, Germany, Italy, the Netherlands, Norway, the Swedish International Development Cooperation Agency, the Swiss Agency for Development and Cooperation, the United Kingdom, the Office of the Special Envoy of the Secretary-General for Yemen, UNMHA and the Resident Coordinator's Office, UNDP will deliver on national and local peace process support through three main areas under the Peace Support Facility; support to track I peacebuilding initiatives, including confidence-building measures – rehabilitation and improved functionality and efficiency of seaports and airports; track II peacebuilding at the community level, with an emphasis on women, youth, and civil society, collaborating with academia and the private sector; and track III – special initiatives including *Safer* salvage operations to reduce environmental and social risks. UNDP will continue supporting the Government of Yemen to operationalize the National Action Plan on women, peace, and security.

28. In collaboration with FAO, UNDP will continue to address resources-based conflicts, especially concerning water. As prerequisites for the normalization of social and economic activity in the most conflict-affected areas of the country, UNDP, in partnership with Germany, Italy, Norway, the United States Bureau of International Narcotics and Law Enforcement Affairs, other donors, local institutions and non-governmental organizations will expand mine action operations to enable access to critical infrastructure and essential social and productive services and reduce injuries and fatalities from unexploded ordnance.

29. The temporary truce and the formation of the Yemen Presidential Council provide a unique opportunity for UNDP to expand the implementation of confidence-building measures such as

technical support for reopening airports and seaports and to lead discourses on peacebuilding and transitional governance milestones as agreed by the parties to the conflict and the Office of the Special Envoy of the Secretary-General for Yemen.

III. Programme and risk management

30. The complex and dynamic context in Yemen calls for conflict-sensitive programming with a continuous ‘finger-on-the-pulse’ of changes in the national and local context, allowing the programme to: change course in terms of scenarios, strategies, partnerships, and assumptions, without losing track of delivering the desired longer-term results; and identify and address complex and multifaceted challenges and issues from a multidimensional perspective. UNDP Yemen calls this ‘adaptive management’, allowing regular programmatic and operational adaptations based on gender-, age-, and conflict-sensitive analysis and evidence gathered from internal and external learning loops to achieve and contribute to better development results. Together, they define adaptations to theories of change, portfolios, and pathways. UNDP will deploy tools for real-time and geospatial data and conflict analysis to gain in-depth understanding of the nature, geographic variation, and trajectory of existing or emerging opportunistic or disruptive factors.

31. The protracted humanitarian situation, aggravated by the COVID-19 pandemic and the effect of the war in Ukraine – especially on food security – may result in continued prioritization of humanitarian needs by funding partners, with minimal allocations to the economic and governance sectors, which could leave UNDP unable to mobilize sufficient financial support to deliver on its three programme areas. Increasing instabilities and conflicts globally – as in Afghanistan, the Democratic Republic of the Congo, Iraq, and Ukraine – will result in resources being channelled to other emergencies, and a dwindling resource base for Yemen. UNDP will explore new partnership opportunities with non-traditional donors: the Gulf Cooperation Council, the private sector, and foundations, and will pursue opportunities for South-South and triangular cooperation. If the resources do not materialize, or the context prevents programme implementation, the programme will scale down in accordance with UNDP procedures.

32. Given the high dependency of Yemen on food imports, food supply chain disruptions, and shortages, eventual price increases may undermine UNDP efforts to improve food security by improving food affordability. UNDP will collaborate with FAO and other stakeholders to boost local agricultural production.

33. A significant risk is the spread of armed conflict to an increasing number of areas, limiting or impeding access for UNDP and its partners. UNDP Yemen coordinates with the Office of the Special Envoy, humanitarian and United Nations country teams to address political risks collectively. The decentralized structure of UNDP – main office in Sana’a and sub-offices in Aden (south) and Hodeidah (north) will facilitate business continuity in the event of programme disruption in Sana’a or any other region. Support to non-United Nations security forces will be informed by applying the human rights due diligence policy issued by the Secretary-General.

34. In terms of financial risk associated with the weak capacity of partners, UNDP will be guided by the Enterprise Risk Management Policy and the Harmonized Approach to Cash Transfer guidelines as a mitigation measure. UNDP operates a comprehensive results monitoring system, including country office, project and independent (third-party) monitoring. UNDP will apply corporate social and environmental safeguards, accountability, early warning, and grievance-redress mechanisms to communities that could be negatively affected by UNDP actions following the Social and Environmental Standards Policy.

35. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional, and headquarters levels with respect to country programmes are prescribed

in the programme and operations policies and procedures and the internal control framework. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable a response to *force majeure*. The Harmonized Approach to Cash Transfers will be coordinated with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

IV. Monitoring and evaluation

36. The country programme outcome areas and performance indicators are aligned with the UNDP Strategic Plan, 2022-2025, and the United Nations Sustainable Development Cooperation Framework, 2022-2024. Due to the increasing demand for data and evidence-based analysis to complement decision-making processes, UNDP will use online beneficiary feedback mechanisms, real-time monitoring, reporting, and micro-narratives building on traditional data collection methods. UNDP will engage third-party monitoring agencies to access hard-to-reach areas for UNDP personnel, due mainly to insecurity. Data generated by the country office will be gender-disaggregated and supplemented, to the extent possible, by available national qualitative and quantitative data. Routine monitoring across the outcome areas will be undertaken as part of the joint Framework workplan with stakeholders, led by results groups, with support from the country team's monitoring and evaluation working group. The results groups, co-chaired by the respective United Nations organization outcome leads, will meet on a quarterly basis, while the Resident Coordinator will chair the high-level annual review.

37. Evaluation of projects will be executed as defined in the evaluation plan for the purposes of learning/knowledge management, adaptive programming, and quality assurance. These will include gender-responsive project, programme, and outcome level evaluations as agreed with development partners in cost-shared agreements. As part of United Nations Sustainable Cooperation Framework requirements, UNDP will participate in United Nations system-wide evaluations. To enable effective monitoring and evaluation, 5 per cent of the country programme budget will be allocated to monitoring and evaluation activities. Project quality assessments, including the use of the gender marker, will continue to use the corporate programming quality standards to review project performance and progress.

38. UNDP will continue to build the monitoring and evaluation capacities of its responsible parties and relevant government counterparts and departments. UNDP will provide support to the Ministries of Finance and Planning and International Cooperation, when the context permits, on (a) implementation of the Sustainable Development Goals monitoring and evaluation framework to track the progress being made towards achievement of the 2030 Agenda for Sustainable Development; and (b) enhancing the capacities of the statistical office for data generation and analysis.

39. UNDP will use various communications strategies and tools to provide information about its results and to augment its advocacy efforts around key development issues. Traditional and social media platforms will be used to tailor communication products to specific audiences, and communications costs will be covered by programme and project budgets.

Annex. Results and resources framework for Yemen (2023-2024)

NATIONAL PRIORITY OR GOAL: Not applicable (N/A)				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP No. 1. By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods, and environmental stability.				
RELATED STRATEGIC PLAN OUTCOME 1. Structural transformation accelerated, particularly green, inclusive and digital transitions				
Cooperation framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs	Major partners/partnerships Frameworks	Estimated cost by outcome (\$)
Indicator 1.1 Proportion of the population experiencing moderate to severe food insecurity (modified Sustainable Development Goal (SDG) 2.1.2) Baseline (2021): 16.2 million (54%) Target (2024): 13 million (43%)	Integrated Food Security Phase Classification reports	<p>Output 1.1. Improved productive infrastructures and assets to increase food security, local economic recovery, and access to services²⁸</p> <p>Indicator 1.1.1 Number of people benefiting from increased access to community infrastructures Baseline (2022): 5,715,006; Female 2,743,203, Male 2,971,803 Target (2024): 6,584,130; Female 2,962,858; Male 3,621,272 Data source: Programme reports; frequency: semi-annual</p> <p>Indicator 1.1.2: Number of people benefitting from immediate income opportunities (a) Jobs created Baseline (2022): 461,706; Female 92,341; Male 369,365 Target (2024): 646,771; Female 129,354; Male 517,417 (b) Access to business opportunities Baseline (2022): 6,901 Female: 3,243; Male: 3,658 Target (2024): 16,322 Female: 6,991; Male: 9,331 Data source: Programme reports; frequency: semi-annual</p> <p>Output 1.2. Increased access to renewable energy sources for vulnerable population groups</p> <p>Indicator 1.2.1 Number of social facilities supported with renewable energy Baseline (2022): Solar 593 Target (2024): Solar 697 Data source: Project reports</p> <p>Indicator 1.2.2 Number of people benefiting from access to clean energy. Baseline (2022): Female 585,000; Male 585,000 Target (2024): Female 685,000; Male 685,000 Data source: Project reports</p>	<ul style="list-style-type: none"> -World Bank -European Union -Sweden -Japan -King Salman Humanitarian Aid and Relief Centre -FAO -WFP -International Labour Organization -UNICEF -Ministry of Planning and International Cooperation -Social Fund for Development -Public Works Project -Small and Micro Enterprise Promotion Service 	<p>Regular \$2.9 million</p>
		<p>Other \$148.2 million</p>		

²⁸ Public service systems that fill basic human needs, including drinking water, sanitation, hygiene, energy, mobility, waste collection, health care, education and information technologies (SDG 1.4.1).

		<p>Output 1.3. Natural resources management improved to enhance sustainable agricultural productivity and climate resilience</p> <p>Indicator 1.3.1 Number of households directly benefiting from water resource management initiatives, disaggregated by sex of head of household. Baseline (2022): 0; 0 Female 0; Male 0 Target (2024): 34,186 Female 8,826; Male 25,360 Data source: Programme reports; frequency: semi-annual</p> <p>Indicator 1.3.2 Number of assessment studies on climate change impacts on Yemen natural resources and livelihoods base. Baseline (2022): 0 Target (2024): 1 Data source: Assessment study delivered</p> <p>Output 1.4. Yemeni women's access to finance, cash transfers and business development in the fishery value chain improved.</p> <p>Indicator 1.4.1 Number of women-owned businesses accessing financial and business development support. Baseline (2021): Female 0 Target (2024): Female 420 Data source: programme reports</p> <p>Indicator 1.4.2 Number of women supported with cash for nutrition or other social services Baseline (2022): 275,197 Target (2024): 345,397 Data source: programme reports</p>		
NATIONAL PRIORITY OR GOAL: N/A				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP No. 2. By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities experience more rights-based good governance, comprised of effective people-centred, equitable and inclusive gender and age-responsive improved public services, and rule of law.				
RELATED STRATEGIC PLAN OUTCOME 2. No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development				
Indicator 2.1 Number of gender-responsive district capacity development plans implemented	Ministry of Education Ministry of Legal Affairs, Administrative data	<p>Output 2.1. Local governance systems strengthened for the socio-economic opportunity and inclusive basic service delivery</p> <p>Indicator 2.1.1 Number of subnational governments (at district level) with improved capacities to plan, budget, manage and monitor basic services</p>	-European Union -Sweden -Japan -Netherlands -Republic of Korea -UN-Habitat	<p>Regular \$3 million</p> <p>Other \$66 million</p>

<p>Baseline (2019): 0 Target (2024): 40</p> <p>Indicator 2.2 Number of districts with an increased investment budget (actual) per capita</p> <p>Baseline (2019): 0 Target (2024): 40</p>	<p>Investment funds channelled through Local Resilience and Recovery Fund</p>	<p>Baseline (2021): 24 Target (2024): 40 Data source: Strengthen Institutional and Economic Resilience project reports Frequency: annual</p> <p>Indicator 2.1.2 Number of new measures that improve agility and responsiveness of local governance institutions for basic service delivery Baseline (2022): 0 Target (2024): 2 Data source: Rule of Law project reports; frequency: annual</p> <p>Output 2.2. Women empowered to contribute to local decision-making.</p> <p>Indicator 2.2.1 Proportion of women empowered to participate actively in local decision-making Baseline (2021): 0% Target (2024): 10% Data source: Strengthen Institutional and Economic Resilience, Rule of Law project reports; frequency: annual</p> <p>Output 2.3. Capacities of justice and rule of law institutions strengthened to expand human rights, access to justice, safety, and security with a focus on women, girls and other marginalized groups</p> <p>Indicator 2.3.1 Number of rule of law-related institutions rehabilitated and operationalized Baseline (2021):18 Target (2024): 25 Data source: Rule of Law project reports; frequency: annual</p> <p>Indicator 2.3.2 Number of people who have access to justice, disaggregated by sex and marginalized groups. Baseline (2021): 1,315,286; female 216,403; internally displaced persons (IDPs) 0; Persons living with disabilities 0 Target (2024): 1,500,000; female 300,000, IDPs 20,000, PLWD 5,000 Functions in line with provisions of the peace process Data source: Rule of Law project reports; frequency: annual</p> <p>Output 2.4. Key governance institutions are enabled to perform core functions in line with provisions of the peace process</p> <p>Indicator 2.4.1 Extent to which governance institutions have requisite capacities to perform core functions.</p>	<p>- Office of the Special Envoy of the Secretary-General for Yemen -UN-Women -UNICEF -UNHCR</p>	
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		Baseline (2022): 0 Target (2024): 2 Scale: 1=limited capacity; 2=some capacity; 3=high capacity Data source: Project reports; frequency: annual		
NATIONAL PRIORITY OR GOAL: N/A				
COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP No. 3. By 2024, people in Yemen, especially women, adolescents, girls and those at risk of being left behind, become more resilient to economic shocks by increasing their income security and access to decent work.				
RELATED STRATEGIC PLAN OUTCOME 3. Resilience built to respond to systemic uncertainty and risk				
Indicator 3.1 Proportion of population in humanitarian need Baseline (2021): 67% Target (2024): 60%	Humanitarian Needs Overview Humanitarian Response Plan Frequency: annual	<p>Output 3.1. Critical infrastructure/facility and restored to facilitate implementation of peace agreements and increase citizens' confidence in the peace processes.</p> <p>Indicator 3.1.1 Number of critical infrastructure/facilities²⁹ partially and fully restored³⁰. Baseline (2022): partially restored 0; fully restored 0 Target (2024): partially restored 3; fully restored: 0 Partially (40-89%), fully (more than 90%) Data source: Assessment report, project report; frequency: annual</p> <p>Indicator 3.1.2 Percentage increase of imported goods handled by all seaports in Yemen Baseline (2022): 0% Target (2024): 6% Data source: Annual port reports; frequency: annual</p> <p>Output 3.2. Capacities of communities, local institutions and civil societies enhanced to manage local conflicts and promote social cohesion</p> <p>Indicator 3.2.1 Number of conflicts resolved through local institutions and/or civil societies such as water users' associations Baseline (2022): 0 Target (2024): 20 Data source: Project reports, Frequency: annual</p>	-Canada -Denmark -European -France -Germany -Italy -Netherlands -Sweden -Switzerland -Norway -United Kingdom -Port authorities	<p>Regular \$2 million</p> <p>Other \$120 million</p>

²⁹ Key targeted infrastructure/facilities are: one seaport, one airport and *Safer* tanker salvage operations.

³⁰ Partially (40-89%), fully (more than 90%)

		<p>Output 3.3. Capacities of national institutions improved to manage the mine action sector and improve community safety and protection from explosive ordnance</p> <p>Indicator 3.3.1 Number of explosive remnants of war removed Baseline (2021): 27,000 Target (2024): 167,000 Data source: Project reports, Frequency: annual</p> <p>Indicator 3.3.2 Area cleared and free from the threat of explosive ordnance Baseline (2021): 1,600,000 m2 Target (2024): 8,600,000 m2 Data source: Project reports, Frequency: annual</p> <p>Output 3.4. Capacity of women-led organizations, local non-governmental organizations and community-based organizations enhanced to promote and mainstream gender equality and the Women, Peace and Security agenda</p> <p>Indicator 3.4.1 Number of initiatives that promote women’s participation in the local and national peace process Baseline (2022): 0 Target (2024): 4 Data source: Project reports, Frequency: annual</p>		
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