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**Project Document**  
**Yemen Country Office**

**Project Title:** Emergency Mine Action Project – Phase II

**Project Number:** TBD

**Implementing Partner:** UNDP

**Start Date:** 1 October 2021 **End Date:** 30 September 2026 **PAC Meeting date:** 12 September 2021

**Brief Description**

Yemen has experienced protracted conflict since late 2014 and remains the worst humanitarian and development crisis in the world. Fighting since 2014 has added to the scale and complexity of explosive ordnance contamination and left large swathes of the country impacted, particularly in the Sarawat Mountains and surrounding coastal areas where the majority of the population reside. Explosive remnants of war (ERW) contamination is the result of all types of unexploded ordnance (UXO) including cluster munitions, improvised explosive devices (IEDs), landmines, sea mines, abandoned explosive ordnance (AXO) and poorly stored munitions. Explosive ordnance hazards are a result of fighting between the main belligerents, Ansar Allah and the Internationally Recognised Government (IRG) and their allies, plus religious or idealist-based groups including AQAP and criminal networks.

The erosion in the rule of law has also facilitated supply networks for weapons, ordnance, munitions, explosives, IED components and other explosive chemical precursors. Major roads, bridges and power lines across the country have been severely damaged, and oil and gas production have been totally disrupted. ERW and IED contamination continue to harm civilians and damage their homes and infrastructure. Women and girls are significantly affected by the ongoing conflict and the threat of explosive remnants of war. Existing national institutions lack capacity to handle the existing threats.

The overarching principles of the UNDP Mine Action intervention are to develop national capacity to respond to the threats posed by explosive hazards but in the interim to: support aid delivery, assist in the restoration of basic services; facilitate access to infrastructure; reduce injuries and fatalities, providing access for the delivery of humanitarian aid and developing the precursor requirements for post-conflict reconstruction, all of which are a prerequisite to stabilisation and the normalisation of economic activity in many of the most impacted regions of the country.

UNDP will achieve this by developing the national Mine Action infrastructure, re-structuring where required, developing national capacity and as the national capacity is developed providing direct support to a co-ordinated Mine Action Sector to include downstream counter-IED, specifically IED threat mitigation. By the end of the Project, interventions should be conducted in accordance with National Mine Action Standards (NMAS), which are in turn based on International Mine Action Standards (IMAS) (and coordinated by the appropriate Mine Action authorities in the IRG and De Facto Authority (DFA) areas.

Contributing Outcome: **CPD OUTCOME #3:** All people in Yemen benefit from inclusive peace processes.

**Project outputs:**

1. *National Mine Action Authorities have improved capacities to carry-out mine activities that are consistent with priorities, GEN 2*
2. *ERW clearance and land release interventions are delivered in contaminated communities, GEN 2*
3. *The Yemen Mine Action Authorities have capacity to effectively coordinate, regulate and plan the mapping of ERW contamination and assessing the impact using primary and secondary sources and fulfill international treaty obligations GEN 2*
4. *The communities at risk have increased their knowledge on identifying, dealing, and avoiding mines and unexploded ordnance GEN 2*

<b>Total resources required:</b>	US\$ 75,968,150	
	<b>Core Funding:</b>	0
	<b>Donor Funding:</b>	\$1,908,934
<b>Unfunded:</b>	<b>\$73,789,216</b>	



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Auke Lootsma

Agreed and signed by UNDP:

Auke Lootsma,  
Resident Representative  
Date: 21-Sep-2021

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## I. DEVELOPMENT CHALLENGE

Yemen remains the world's largest humanitarian and development crisis, driven by the ongoing conflict since late 2014, killing and injuring tens of thousands of civilians and internally displacing at least four-million people as well as severely impacting livelihoods and the resilience of more than 80% of the population which has been stressed to the limit. The impact of the conflict in Yemen has been devastating. Half of the Yemeni population currently live in areas directly affected by conflict. The conflict and increased Explosive remnants of war (ERW) contamination has disproportionately impacted women, girls and young people particularly in vulnerable groups placing them in the severely-at-risk category.

Intensive airstrikes, armed clashes and shelling - which continue across the country - resulted in damage or destruction of civilian facilities, including irrigation systems, agricultural sites, schools, hospitals, water points and sanitation plants. Landmines and other ERW pose long-term risks for the civilian population and humanitarian actors. Institutional and population resilience have been weakened, with food insecurity verging on famine. Major roads, bridges and power lines across the country have been severely damaged, and oil and gas production have been totally disrupted. In violation of international humanitarian law, active ground hostilities, coupled with shelling and air strikes, often in populated areas, continue to harm civilians and damage their homes and infrastructure while explosive remnants of war impede freedom of movement and kill and injure civilians.

Yemen is a signatory state to the Anti-Personnel Mine Ban Convention (APMBC) since entering into force in March 1999 and enacting national legislation in April 2005. Yemen is neither party to the 2008 Convention on Cluster Munitions (CCM) nor the 1980 Convention on Certain Conventional Weapons. APMBC extended obligations currently expire in March 2023. During this project period, Yemen Mine Action (MA) authorities in the International Recognised Government (IRG) area anticipate that clarity regarding the remaining contamination will be obtained through national surveys, the country producing a detailed plan of action and submitting an additional extension request. The Project is assisting its national counterparts through advocacy and adherence to the CCM and APMBC.

Fighting since 2014 has added to the geographic spread and technical complexity of Explosive Ordnance (EO) contamination beyond that which the Yemeni Executive Mine Action Centre (YEMAC) can handle. Specifically, large tracts of land are now contaminated with Unexploded Ordnance (UXO) in areas of land warfare, and the aerial campaign has added the new threat of unexploded aircraft bombs, particularly cluster munitions in the central and northern regions of the mountains. YEMAC does not have the capacity to deal with the scale of contamination and is neither trained nor equipped to deal with the latest technical threats, including those posed by IEDs, cluster munitions, other air dropped ordnance and maritime weapons, which prevents the organisation from reacting effectively to these challenges. During the fluid conflict, the challenges of reaching the most impacted population groups, particularly Internally Displaced People (IDPs), are complex and multi-faceted. Proactive and preventative measures include Explosive Ordnance Risk Education (EORE) plus contamination surveys and clearance operations. The reactive component of the project is victim assistance, the screening and referral of victims.

According to the 2021 Humanitarian Needs Overview (HNO)<sup>1</sup>, the estimated number of people who need assistance in the mine action sector is about 12.4 million (40% of the total population), with 3 million men, 2.7 million women, 3.2 million girls and 3.5 million boys.

IEDs present a significant problem for Yemen. They contribute directly to civilian casualties and their lethality (per event) is twice that of conventional mines and three times that of air strikes. Yemen's statistics are not accurate but in the last three years they have contributed to 17% of the global total, with over 50% of the casualties being women, children and youth<sup>2</sup>. At the Oslo Review Conference in November 2019, YEMAC declared over 4,000 IED events throughout the year within the IRG and DFA. Sadly, the trend is for the increasing use of IEDs by non-state armed groups, religious or idealist-based groups and criminal organisations who exploit the weakness in the Rule of Law for financial benefit.

The asymmetric and hybrid land war has spilled over to include both offensive and defensive explosive ordnance threats in littoral and near coastal waters mainly along Yemen's west coast in the Red Sea. Improvised sea mines and other IEDs have become a perennial issue in the coastal areas and have the potential to disrupt shipping in the Red Sea, approaches to seaports along Yemen's western coastline and a once flourishing fishing industry. Because of the ongoing conflict Yemen is considered a semi non-permissive environment within which to work and until a robust peace agreement, or at least a permanent cease-fire is reached, any activities to mitigate the threat from sea mines will have to be mounted from the IRG area.

The sub-optimal storage and security of munitions or recovered UXO is a considerable risk to the community and a potential security threat. For example, over 400 tonnes of ageing UXO is stored at Ras Murbat, overlooking Aden Port, with limited understanding of the dangers posed by environmental influence or poor security. This is but one of many identified sites.

### Mine Action Institutions

Until April 2020, Yemen had two state institutions for the implementation of Mine Action, the NMAC (National Mine Action Committee) and YEMAC. The former remains in the De Facto Authority (DFA) areas, whereas these responsibilities have been delegated to the Director of YEMAC in the IRG areas. This body is concerned with advocacy, policy, strategy, convention obligations, political facilitation and priority setting for their associated area of control. The latter (as the executive institution) is a national body divided by the ongoing conflict into two separate organisational structures and responsible for: conducting and/or co-ordinating risk-education; screening MA victim for referral and co-ordination of both pillars; and survey and clearance operations while conducting its own prioritisation, tasking, quality management and information management. As an institution, YEMAC is operating separately and independently through two offices: in Sana'a co-ordinating the DFA area and Aden for the IRG area. In the IRG areas, a YMACC (Yemen Mine Action Co-ordination Cell) has been established, with the support from UNDP to co-ordinate the wider sector including INGOs, commercial companies and YEMAC as operators in the field. The YMACC divorces the previous practice where there were conflicts of interest between operations and oversight in the sector; particularly, priority setting, quality management and information management. Given access, the model of using a YMACC structure and deployment of INGOs and commercial companies (with their individual value added) needs to be mirrored in the DFA area.

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HNO is consolidated by UNOCHA on behalf of the Humanitarian Country Team and partners. It provides a shared understanding of the crisis, including the most pressing humanitarian need and the estimated number of people who need assistance. <sup>2</sup> Action on Armed Violence (AOAV)

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Since 2016, with the support from UNDP, YEMAC has cleared an area of over 24.5million square meters, removed approximately 873,000 ERW and destroyed over 327,000 items. For example, in 2020, Information Management System for Mine Action (IMSMA) records the removal of the following items of specific interest in IRG governorates, which has had a direct and positive impact upon the lives and livelihoods of almost 64,000 civilians:

Mine or ERW	Numbers recovered	Effectiveness <sup>3</sup>	Lives and Livelihood Positively Impacted
AT Mine or Improvised Mine	2680	2.55	6834
AP Mine	495	1.0	495
IED	436	4.78	2085
UXO (incl CM)	24,614	2.6	63,997

Risk education activities of YEMAC and other partners reached almost one and a half million people, of whom were 140,000 IDPs. The Victim Assistance department of YEMAC, screened over five thousand survivors of which over two thousand were assisted with various aids. The estimated total of direct beneficiaries of all of the aforementioned activities has nearly reached seven million throughout the country.

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## II. STRATEGY

This project will be implemented over five years across all governorates of Yemen, subject to access and the ability to implement activities on the ground according to the decision of the Project Board. The project is a follow up phase of UNDP Yemen's Emergency Mine Action Project. The lessons learnt from the previous phase are taken into consideration and adjustments made in this phase. This phase of programming maintains the consistent priority areas of building national capacities, providing access to critical infrastructure, restoring of essential basic social and productive services, prevent worsening of the current situation and reducing injuries and fatalities.

The terminal evaluation of the project identified the following lessons:

- All stakeholders, including national authorities, YMACC, YEMAC, operators and donors must have a commonly defined vision and goal. Plans, results, and the theory of change (ToC) should be regularly assessed, upgraded, and discussed jointly. National ownership of the mine action project, including a capacity development plan, time framework, clear benchmark, risk assessment and sustainable funding, all clearly defined from the start as well as full commitment.
- Planning based on results must be transparently and constantly presented to donors. Such actions ensure continuous donor interest and reaffirm their belief in the joint vision and plan.
- Following success in engaging women in risk awareness and removal activities, the project needs to engage more women in trainings and high-level tasks.
- Huge and unprecedented diversification of pollution necessitated increasing the efficiency and further training of field staff to be able to identify and deal with this pollution, which is continuously changing.
- Improved productivity will be met by the employment of more efficient methodologies for the disposal of mines/UXO and more efficient land release surveys on which the project is working with its INGO partners.

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<sup>3</sup> Civilian casualty ratios based on CIMP data published between January 2018 and December 2020 for each type of ordnance.

- YEMAC needs to finalise the review of its organisational structure to achieve greater effectiveness and efficiency and rise to the new challenges in the country, both technical and geographic.
- YEMAC needs to further organise the field operations to meet both the emergency requirements and address the longer-term impact of the most recent contamination threats.
- Utilisation of the Mine Action Capability Maturity Self-Assessment tool (IRG area only) allows a better approach to the capacity strengthening process and defining the axis of intervention.
- Integration of Mine Action into Rule of Law (RoL) programme counters the threat posed by IEDs and provides valuable assistance to mine action through a novel human rights-based approach driven by community consultations and threat analysis.

Based on the lessons learned the project will concentrate its future work around the following areas:

- Continue to strengthen the capacities of national counterparts, and in particular NMAA, so that they are capable of managing the sector in a consistent and efficient manner while engaging all relevant stakeholders
- Continue to train counterparts and the wider mine action sector players on new contamination and ways to neutralise the same
- Support the NMAA in their efforts to reorganise and restructure the mine action bodies in order to achieve greater effectiveness and efficiency.
- Introduce and utilise new tools in the planning and execution process
- Strengthen its cooperation with the wider UN community and the existing UNDP interventions in the country to provide for better synergy and identify areas for cross cooperation
- Continue to advocate for greater focus on addressing matter from a gender perspective and for gender balance. The project activities will aim to ensure that the capabilities, contributions, concerns and needs of women, girls, boys, and men are acknowledged and addressed within the scope of its activities.

Following recommendation from the evaluation are:

Recommendation 1. Capacity development is a key component of mine action development assistance. UNDP should continue to support the national institutions YMACC and YEMAC in developing national capacity to address the long-term humanitarian and development challenges caused by the threat of ERW. This will be realized through the continuation of provision of technical advisors to undertake all aspects of operational management to address the long-term humanitarian and development challenges posed by the presence of ERW, with other United Nations actors and international partners.

Recommendation 2. Recent conflicts have dramatically changed the extent and complexity of explosive ordnance contamination (i.e. CMR, AXOs, IEDs) and UNDP responses should continue to enhance support to national institutions and authorities by building on lessons from the two different areas under IRG/DFA control with different speeds in project progress and achievements. This segmentation will be considered for a sustainable national ownership and utilizing closer engagement with national and international partners.

Recommendation 3. UNDP must multiply efforts into exploring partnerships and fostering cooperation among the UN system actors and agencies such as UNICEF in the particular

domain of Explosive Ordnance Risk Education (EORE) and improvised explosive device education as well as Victim Assistance (VA) for women and children.

The project will further explore partnerships with international and national institutions and programmes, including women organisations, that are perceived as fair and impartial in delivering services to communities. The project will maintain its strong cooperation with the Office of the Special Envoy of the Secretary-General for Yemen and increase its efforts to explore partnerships and synergies with other UN system agencies, in particular UNICEF, in the particular domain of risk awareness with a stress on women and children. Such partnerships are key to improving and achieving greater impact from the UN's overall assistance to Yemen.

Recommendation 4. UNDP Mine Action should reinforce its mechanism for planning, field monitoring and evaluation (M&E), risk management and results achieved or ongoing. This should feed into an updated Theory of Change (ToC) and their use in results management.

The compilation and mapping of results across activities is important to ensure their complementarity in terms of results, and to make necessary adjustments and optimize activities and interventions. Certain indicators have been changed to recognize the desired changes in institutional and behavioral capacities, so that the conditions for change which occur between the completion of the outputs and the achievement of the objectives, are optimized. The project will continue to employ its existing and work on new mechanisms of meaningful data collections and activities monitoring in the field.

Recommendation 5. UNDP should maintain and reinforce its efforts to strengthen the gender dimension of its mine action project and further support the structuration and capacities on women's empowerment

In accordance with UNDP's Handbook for Capacity Development in Mine Action<sup>4</sup>, the MA Project in Yemen introduced the Mine Action Capability Maturity Self-Assessment Tool to monitor the status of the sector and to measure its development. The United Nations Institute for Disarmament Research (UNIDIR) C-IED Maturity Self-Assessment Tool for C-IED is also used to monitor progress within IED threat mitigation. Both tools will be revisited annually to assess where UNDP's work has been successful or not in the development of the sector, while meeting the immediate humanitarian needs. Findings and suggested adjustments to the Project will be presented to the Project Board for review and general guidance.

The Project is aligned with the UNDP global Strategic Plan 2022-2025 as part of the Organisation's efforts in building resilience: 'strengthening countries and institutions to prevent, mitigate and respond to crisis, conflict, natural disasters, climate and social and economic shocks'. The Project is in support of UNDP's signature solution 'Resilience Supporting countries and communities in building resilience to diverse shocks and crises, including conflict, climate change, disasters and epidemics.'<sup>5</sup>

The Project is in line with the Yemen Country Programme Document (CPD 2022 - 2024) Output 3.3 “:

*Capacities of national institutions improved to manage the mine action sector and improve community safety, protection from explosive ordnance”.*

<sup>4</sup> Chapter 3, UNDP Handbook for capacity development dated July 2021.

<sup>5</sup> UNDP Strategic Plan 2022-2025 (<https://www.undp.org/publications/undp-strategic-plan-2022-2025>)

IED downstream capacity development will also contribute to Outcome 2 (Empowered Community), which has a strategic focus on local government, access to justice, community safety and security/social protection.

The Project is also aligned with UNDP Yemen's Country Strategy Note (CSN - July 2021 – December 2024), as part of the Programming Area #11:

*UNDP Yemen CSN - Programming area #11: Mine clearance*

*Throughout much of the country, particularly in the west, where most of the population resides, the conflict has left widespread Unexploded Ordnance (UXO) contamination. Large tracts of land are contaminated in areas of direct and indirect violent conflict. The aerial campaign has added a new threat of unexploded aircraft bombs.*

Working within the wider UN the Project is part of the Protection cluster and is contributing to its Strategic Objective 3

*Yemen HRP 2021 – Protection Cluster – Mine Action*

*Strategic Objective 3 - Protecting and assisting civilians*

*Specific Objective 3.2 - Human rights, inclusiveness, safety and dignity are promoted and protection risks identified and addressed through protection monitoring, community-based mechanisms and humanitarian response.*

The principal areas – prerequisites for the normalisation of social and economic activity in the most conflict-affected areas of the country – of the proposed UNDP Mine Action intervention assistance are:

- Building national capacities
- Providing access to critical infrastructure.
- Restoring of essential basic social and productive services.
- Reducing injuries and fatalities.

Resilience frameworks, at both the global and local levels, address the transformational changes required to achieve sustainable well-being and account for the adaptations needed. These frameworks also call for developing capacities to prevent, mitigate, respond and recover quickly from all the shocks that a system may be exposed to in the course of this transition to sustainable development. The increasing frequency and severity of these shocks (environmental, economic, political, etc.), accelerated by conflict and outdated operating systems, lead UNDP to engage with the individual (for both men and women), community and institutional transformations that are needed for early recovery and at some point, sustainable development.

The surveying of mine and UXO contamination and clearance of hazardous areas is an essential component of reducing the impact of the conflict on people. The NMAS guidelines and requirements will form the basis for all land release activities. Information on the extent and impact of contamination and its geographical spread and clearance leads to land and facilities being declared safe. This in turn allows for agricultural production, local service delivery, the development of safe communities and economic activity as well as a drastic reduction of the actual number of casualties. EORE contributes to reducing the number of victims (especially women and children) aiming to influence behavioural changes. Through

improving the surveillance and referral pathways of victims the MA programme will support their integration into the health system.

The overarching principles of the proposed UNDP Mine Action intervention are: to assist in the restoration of normal services; allow access to the infrastructure; reduce injuries and fatalities all of which are a prerequisite to the normalisation of economic activity in many of the most impacted regions of the country. UNDP will achieve this by developing capacity and providing mine action activities in the interim. UNDP will ensure that the organic Yemeni Mine Action frameworks and organisations, such as NMAC/YMACC/YEMAC, are re-structured where required and technically competent to conduct the efficient and effective physical operations in order to reduce the socio-economic impact of explosive remnants of war and mines on people and communities.

UNDP's Mine Action intervention adheres and contributes to the UNDP Yemen CPD with the ultimate goal to increase people's self-reliance and revitalise the local economy. In support of NMAC/YEMAC/YMACC, UNDP: assist institution building and capacity development; provide operational support; transfer technical knowledge and assist in resource mobilisation.

### **Theory of Change**

As highlighted, the impact of mines and other ERW on Yemen is severe in many parts of the country. Even during conflict, YEMAC is active and has had notable success improving people's lives and livelihoods, decreasing casualties and enhancing compliance with the APMBC. In addition, mine action intervention has often been demonstrated in Yemen as a prerequisite for other humanitarian or development activities.

The theory of change is based on the assumptions that the impact of the conflict on people can effectively be mitigated, the capacity for increased resilience at the community level be strengthened, that proper access to affected areas be allowed and the contamination does not increase beyond manageable levels.

Risk education is designed to change people's behaviour but statistics of casualties during conflict when there is a rising threat makes any beneficial analysis of the activity impossible. Evidence from similar theatres post-conflict draw the conclusions that behaviour, particularly among high-risk groups, does change and risk education does reduce the casualty rates.

Survey and clearance when well targeted against high-threat ERW, contributes both as a preventative measure to casualties and an enabler to improved livelihoods and economic activity. Survey and clearance activities are, and will be, targeted towards high-impact, high-threat areas. More systematic clearance of identified hazardous areas shall commence at the end of hostilities according to the humanitarian and economic priorities.

The MA project's Theory of Change flow chart is given as Annex F to this document.

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## **III. RESULTS AND PARTNERSHIPS**

The project will realise the following main outputs:

**Output 1:** *National Mine Action Authorities have improved capacities to carry-out mine activities that are consistent with priorities.*

Activity 1.1. Support the establishment and training of coordination bodies (mine action coordination centre - MACC) and systems (IMSMA or adequate system) in the DFA areas following the example YMACC in IRG areas, whilst continuing the development of the coordination mechanism in the IRG areas.

Activity 1.2. Introduce modern land release methodologies and processes

Activity 1.3 Provide professional advice and guidance to YEMAC/YMACC so that their operations become NMAS/IMAS compliant and gender sensitive

Activity 1.4 Provide professional advice and training to YEMAC/YMACC on dealing with C-IED threat

UNDP and its partners will support the capacity development of the MA sector. This will range from the development of coordination bodies and systems to the introduction of modern land release methodologies and processes, to counter IED and Small Arms and Light Weapons (SALW) proliferation, while providing an enabling environment for women and men to benefit equally. All activities planned under this Output will be implemented based on equitable not equal approach and will depend on permissive environment for engagement.

According to the UN Policy on Mine Action and Effective Co-ordination, the primary responsibility for addressing the threats faced by the population from contamination remains with the affected State. To promote national ownership, responsibility, leadership and effective coordination, the UNDP is mandated by the General Assembly to assist the national authorities in their efforts to review and strengthen existing co-ordination mechanisms and further develop a national Mine Action programme.

C-IED capacity development within Mine Action will focus on the following specific areas: IED render safe (through IMAS Improvised Explosive Device Disposal Levels 1 – 3); Risk Education (cross cutting with Output 4); PSSM; the establishment of empowered and informed community networks; information management; incident response coordination; and IED component and precursor recognition. The same principle to be applied to mitigating the impact and proliferation of SALW (Small Arms and Light Weapons).

The UNDP C-IED efforts will cover a wide spectrum of activities in terms of upstream (IED prevention) and downstream (IED threat mitigation) capacity development, and it is envisaged there will be considerable complementarity between the work currently undertaken on land and the work required to counter the threat at sea. The UNDP MCM (Maritime Counter Measures for explosive ordnance) spectrum of activities are to include both upstream (measures to prevent the proliferation of the contamination) and downstream components to counter the threat once it is already in place.

**Output 2:** *ERW clearance and land release interventions are delivered in contaminated communities*

Activity 2.1. Equip YEMAC demining/NTS/TS teams with necessary assets

Activity 2.2. Support YEMAC to deploy teams to conduct clearance and land release activities and encourage the participation of women in these teams.

Activity 2.3. Provide professional advice to YEMAC so that their work aligns with IMAS thus increasing effectiveness and reducing accidents

Activity 2.4. Provide professional advice to YEMAC so that their management systems become IMAS compliant with a particular focus on gender equality

Activity 2.5. Train YEMAC staff on the most common IEDs encountered in Yemen, including incident coordination and control

Activity 2.6. Establish and communicate to different actors the Prioritisation systems (Prioritisation matrix and Explosive Hazard matrix) so that they are utilised for 100% operations.

Activity 2.7 Support NMAA with developing capacities and responses to maritime contamination

YEMAC will be geographically organised according to the assessed mine/ERW contamination impact, and equipped, reaching operational standards according to the International Mine Action Standards (IMAS) and national standards. Technical and non-technical surveys will be completed and ERW clearance conducted addressing the impact of ERW and obligations to APMBC with special attention to the needs of women and girls.

The sub-optimal storage and security of munitions or recovered UXO is a considerable risk to the community and a potential security threat, thus UNDP will work with authorities to improve the storage facilities.

Operating in the semi non-permissive environment while conflict continues, systematic clearance of the maritime contamination is not a viable option. As such, the immediate aim is to contain the situation by taking measures to prevent weapon proliferation at sea and to identify clear areas, through survey, for safe commercial and humanitarian operations. Survey and clearance operations are to be conducted by the Coast Guard, with training provided through the Coast Guard Project.

**Output 3:** *The Yemen Mine Action Authorities have capacity to effectively coordinate, regulate and plan the mapping of ERW contamination and assessing the impact using primary and secondary sources and fulfill international treaty obligations*

Activity 3.1. Coordinate and further develop the efforts of mine action actors to establish a system of collecting contamination data

Activity 3.2. Continue to support the deployment of teams to conduct technical and non-technical surveys encouraging the participation of women to reflect the needs of women and girls

Activity 3.3 Train YEMAC staff in IEDD philosophy/principles, incident management, and the use of semi-remote means to achieve the appropriate render safe of command, victim operated, time and projected IEDs.

Available mine action data is outdated and insufficient to co-ordinate and plan efficient and effective mine action interventions according to the impact and national priorities. UNDP support will co-ordinate and lead organisations to establish a remote system of collecting information, collate available data into a useable format, publish findings and update online sources as new information becomes available and deploy teams to conduct technical and non-technical surveys to accurately define the heat map findings and update IMSMA (Information Management System for Mine Action). UNDP will also endeavour to ensure required training and equipment is provided, and that new mine action interventions are

prepared based on findings. Threat maps will be produced and disseminated, as well as an updated mine action work plan. Separate to the peripheral mine action activities, the core activities of survey/mapping and clearance operations should be given priority. A nationwide Yemen Baseline Survey (YBS) will be the focus over the next project period. This is in line with the Article 5 extension request submitted to the APMBC.

**Output 4:** *The communities at risk have increased their knowledge on identifying, dealing and avoiding mines and unexploded ordnance.*

Activity 4.1. Coordinate Explosive Ordnance Risk Education events with the participation of women national organisations.

Activity 4.2. Record notified accidents related to explosive hazard by gender and age

Activity 4.3. Support the coordination role of YMACC/YEMAC and their efforts to deliver effective messages on the ground highlighting risks specific to women and girls

Activity 4.4. Support the inclusion of Community liaison activities in YEMAC and other actors in the Risk Education toolbox to conduct victims surveillance activities

Activity 4.5. Support national counterparts with coordinating efforts on surveying ERW survivors

Awareness of the threat posed by ERW is insufficient amongst resident population and IDPs, while it is essential for prevention of ERW related incidents and can mitigate to a degree the impact on society. Explosive Ordnance Risk Education provided in affected communities effectively reduces the number of ERW casualties. By disseminating targeted appropriate messages, knowledge and understanding of the proper attitudes and practices is improved. Technical assistance, equipment and materials will be provided under this activity should sufficient funding be available.

Whether physical, mental or through association, victims are deemed a particularly vulnerable group and that will be paid particular attention to during project implementation. UNDP will support the NMAA/YEMAC and other counterparts with the development and potential launch of a sustainable ERW survivors referral mechanism considering the life-long needs and rights of ERW survivors and services to meet social and economic inclusion opportunities enhanced. Activities will focus on establishing a surveillance system and supporting national counterparts with their efforts in providing a system for referrals for the victims of mines and ERW to the appropriate health and social services networks.

Working together with the UNDP CO Communications Unit, the MA project will develop a communication plan to ensure appropriate visibility of the project's objectives and progress to a diverse range of groups, focusing on the project's financial support from the various donors. The plan will provide an overview of the various visibility and communication approaches and activities planned within the project. The overarching communication and visibility objectives will include, but not be limited to:

- Ensuring all stakeholders have access to information regarding objectives, progress towards their achievement and the impact of the project activities
- Supporting and further promoting the project's objectives
- Providing donor visibility among direct and indirect beneficiaries at the country level and potentially within donor countries

The plan will place pertinent information regarding project activities using:

- **Social media:** Aligned with the wider UNDP Yemen outreach, develop social media updates through Facebook, Twitter, Instagram and YouTube to effectively reach citizens, marginalized and vulnerable communities, and to communicate news and updates.
- **Website:** The UNDP Yemen website will be used to publish all relevant information and audio-visual materials including but not limited to human interest stories, Press Releases, donor contributions, etc. Additionally, communication material will be shared with UNDP global and regional webmasters to increase international reach.

### **Cross-cutting Issues**

**Environment:** Climate change and population growth place more pressure on critical resources particularly water and food, exacerbated by limited access due to the conflict. Yemen is very vulnerable and ill-prepared to address these changes. As part of the prioritisation process for survey and clearance, NMAA/YEMAC and other actors present in the country will be advised to incorporate environmental factors to assist Yemen's development and preparedness in support of environmental projects. In addition, methodologies adopted in the field, particularly during clearance activities, YEMAC will be advised to consider and adopt minimal invasive techniques to reduce or avoid completely any environmental impacts, through including a section on the subject in the NMAS as per the IMAS. Countering the threat posed by ERWs will facilitate the removal and responsible disposal of military, commercial and home-made explosives used in their manufacture. It will reduce attacks on infrastructure where the consequences would be significant to the environment and climate.

**Gender:** UNDP and through default its partners, is committed to addressing the gender and diversity elements of projects during the planning, implementation and monitoring phases. Inclusivity is addressed during the planning phase and based on surveys, whether from primary or secondary sources through the use of female surveyors where possible, and gender and age sensitised processes and forms. UNDP will endeavour to ensure all data is desegregated by gender and age. The target for clearance, risk education and victim assistance and the decision-making processes, is to reach all segments of society. In addressing gender mainstreaming and gender balance the project will ensure that the capabilities, contributions, concerns and needs of women, girls, boys and men are either acknowledged or addressed within the scope of its activities. The project will strive to have equal representation of women, girls, boys and men with access to and participation in mine action programmes as beneficiaries and employees in the decision-making processes. This will be achieved through providing an enabling environment in the national institutions. Gender awareness sessions will be integrated in all training events delivered by the project to national counterparts. Building on lessons learned from past success in the IRG areas, where a 15-member risk education team is operational, 10 women trained in NTS and the first ever female bomb disposal operator trained, UNDP will continue to push for more women to be involved in all mine action related activities. Using these success stories, UNDP will strive to mirror the structure in the DFA areas.

UNDP will maintain and reinforce its efforts to strengthen the gender dimension of the interventions and further support the structuration and capacities on women's empowerment, not only ensuring the participation of women in mine action activities but also ensuring that interventions respond to women's needs and livelihoods in areas previously affected by explosive ordnances. This would ultimately improve the socio-economic conditions in mine-affected communities.

**Conflict sensitivity:** The project will mainstream conflict sensitivity through the transparent allocation of resources using statistics from national surveys and UN figures for district and

governorate levels, in the selection and inclusion of the direct beneficiaries based on a transparent eligibility criteria and consultations with communities and leaders. The project will be implemented based on regular contextual analysis to ensure that the interventions do not cause or escalate conflicts in the target areas with close monitoring and planning to identify and mitigate possible conflicts and associated risks throughout project implementation. The activities will be designed to contribute to the rebuilding and strengthening of the social fabric in the communities.

In achieving these outputs, the project expects to contribute to a wider development change which results in enabling, countrywide, Yemeni households and communities to effectively cope with the impact of the crisis and to (re)build their resilience. At the same time, the project will strengthen confidence in and preserve and build the institutional capacities of NMAC, YEMAC and third parties to deliver essential services to citizens.

### **Resources Required to Achieve the Expected Results**

Fully mobilised, YEMAC/YMACC operational costs for one year are come to approximately \$15M, of which the national contributions in the past were around \$3-4 million. The nationally funded component has not been funded since 2015 and under the present state of affairs such contributions are not likely to happen during the life span of the project. France, Germany, the Netherlands, the UK, the US and UNOCHA have been longstanding donors to the sector in Yemen and more recently, Canada, the EU and Italy have also become donors (although following 2021 they have announced their withdrawal from the sector as did the UK). Current or pipeline funding for the project in 2021 is around \$6 million. In addition, UNDP will ensure dedicated management capacity in the Country Office to provide the required oversight and quality assurance.

**Resource Mobilisation.** UNDP will work closely with NMAA/YEMAC to continue and if possible, increase resource mobilisation. The aim is to increase NMAA/YEMAC operational assets, provide capacity development and support the sector. The target is a minimum of \$15M of funding to be available per annum including running costs and investment to expand operational capacity to meet the immediate needs on land and at sea.

**Allocation of Resources.** UNDP will continue to support NMAA/YEMAC annual work plans that are pre-agreed and where capacity and financial resources are made available. Under the Direct Implementation Modality (Modality), UNDP will allocate financial resources based on international best practices and procedures of traceability and transparency. In agreement between NMAA/YEMAC and UNDP, available resources shall be allocated throughout Yemen based on priorities and a needs assessment as well as permissible working environment. The principles of allocations are to:

- ensure compliance with terms and condition of funding agreements;
- ensure financial transparency and accountability;
- ensure operational efficiency and effectiveness;
- avoid funding gaps and duplications;
- resources should be allocated on the ground on equitable basis according to needs; and
- assist in the conduct of an external audit as may be required

**Personnel Costs Supported by UNDP.** In the absence of national contribution UNDP shall endeavour to pay allowances to technical field staff and other specialists according to funds available and only those staff pre-agreed by UNDP and formally employed by YEMAC holding

identity cards. Such allowances will be paid at pre-agreed staffing levels between UNDP and national counterparts, be paid extraordinarily and are not to be considered the right of the individuals concerned and may be revoked upon UNDP's review. Further, any individual deemed eligible for such allowances will receive sums according to the pre-agreed levels outlined in YEMAC's policy and those personnel detailed within the organisational chart and staffing lists. Field allowances are not to be deemed as salaries and are not according to seniority within YEMAC but paid as a reflection of individuals' cost of operating while national resources may be insufficient to meet the need.

### **Partnerships**

Working within the UNDP Yemen wider family the project contributes to the Country Programme OUTCOME #3: By 2023, all people in Yemen benefit from inclusive peace processes. In support of its Output 3.3: Capacities of national institutions improved to manage the mine action sector and improve community safety, protection from explosive ordnance.

UNDP's partnerships with national institutions and programmes, including women organisations, that are perceived as fair and impartial in delivering services to communities regardless of their political affiliation, are essential as a stabilising force in the current context marked by armed conflict and other forms of political, social and economic grievances.

Yemen is a signatory state to the APMBC (Anti-Personnel Mine Ban Convention) since entering into force in March 1999 and enacted legislation in April 2005. Yemen is neither party to the 2008 CCM (Convention on Cluster Munitions) nor the 1980 CCW (Convention on Conventional Weapons). The National Mine Action Committee (NMAC) and the Yemen Executive Mine Action Centre (YEMAC) are state institutions fragmented by the war from late 2014 to implement and co-ordinate the five pillars of Mine Action. The NMAC is concerned with advocacy, policy, APMBC obligations, political facilitation and priority setting in the DFA areas, while in the IRG areas these responsibilities have been delegated to YEMAC. In the DFA areas, YEMAC as the executive institution, conducts and co-ordinates risk education, victim assistance, survey and clearance operations and currently have the preserve for clearance and survey operations. In comparison, in the IRG areas other actors (international INGOs and private entities) are allowed to operate in coordination and under the guidance and coordination of the YEMAC through the YMACC. The YMACC in Aden has been successfully operating for one year now and has proven valuable coordination body able to rise up to the challenges and deliver results in coordinating the activities and actors in the IRG areas.

During the implementation of the project, working with its partners, UNDP will consider the following strategic elements within its plans:

**Technical Assistance.** UNDP technical assistance will be provided to advise on the development of the organisational structure of the NMAA and the MA sector and develop its capacity towards more efficient organisation and the adoption of effective methodologies based on global norms. Land release will be conducted in full compliance with National Standards as a minimum. Emphasis will be placed on survey methodologies to reduce the costly burdens associated with full clearance operations, often found later to have been unnecessary.

**Capacity strengthening of NMAA.** NMAC and YEMAC have long experience and expertise in managing mine action in Yemen to meet the risks posed by the legacy minefields. YEMAC

however is currently neither organised, trained nor equipped to meet the new EO hazards. This is highlighted by both the UNDP led MA maturity model and the UNIDIR C-IED maturity model. The management component of the capacity assessment exercise includes organisational structure and functions; job knowledge; teamwork; motivation and professional growth and priorities for capacity strengthening. At the operations level, the capacity assessment covered composition and structure of mine action assets available for deployment, restructuring these assets and shortfall of qualified/trained personnel, materials and equipment. Based on the findings of the rapid capacity assessment, key capacity strengthening elements will be identified and addressed during the planning phases.

**APMBC (Anti-Personnel Mine Ban Convention) Obligations.** Review APMBC obligations and support the application for an extension to Article Five early 2022 before the March 2023 deadline. Concurrently, where the humanitarian priority exists, national bodies shall prioritise reducing the impact of landmines and implement articles of the convention. While the IRG is obligated to its commitments under the APMBC, UNDP will continue to advocate DFA authorities to adhere to the intent of the Convention.

**National Mine Action Strategy.** UNDP will continue to support the appropriate mine action authority body with the development of national strategy to reflect a changed situation in accordance with the APMBC and explosive contaminants. Should the conditions not become conducive to such action, different strategies for DFA and IRG areas (in view of a robust peace process not agreed to) may be considered. In the interim, UNDP will rely on pre-agreed annual work plans between UNDP and NMAA/YEMAC in line with the above.

**National Model Structure.** UNDP endorses a single country approach; however, the current situation does not allow this. Therefore, UNDP will support the development of mine action frameworks in the IRG and DFA areas of operation, based on access and the ability to support, and adapt as and when the political situation demands an alternative approach. The aim being to mirror any future peace agreement structure.

**Structural Reform.** Separate conflicting functions within YEMAC where required. Particular attention is brought to the conflict of interest between the conduct of field operations and the self-regulation Quality Management. Following the successful establishment of the Mine Action Coordination Cell (MACC) in the IRG areas, UNDP will work closely and advise the NMAA in the DFA areas with the establishment of a similar body. The intention is for YEMAC, as an institution, to maintain and expand the core function of co-ordination in expectation that other actors will join the sector (i.e. INGO's, NNGO's, commercial companies and international organisations such as ICRC and GICHD)

**International Support.** Mine action INGOs are a vital component of the international mine action sector, they provide much needed extra resources, technical advice and their own funding. In agreement with NMAA and based on needs', UNDP will support the deployment of specialist INGO through advocacy with National authorities and depending on available funding in the DFA areas. Where INGOs have deployed UNDP will build and reinforce on this momentum and success.

**CCM (The Convention on Cluster-Munitions).** UNDP will investigate and advocate the viability of Yemen acceding to the CCM, report on findings and advise the government for their consideration. YEMAC Sana'a report that cluster munitions are the major weapon causing

injury and death to operational staff and civilians<sup>6</sup> in northern governorates, with limited capacity (in terms of training and equipment) to respond appropriately.

UNDP will maintain its strong cooperation with the Office of the Special Envoy of the Secretary-General for Yemen and will increase its efforts and explore partnerships and cooperation with the UN system actors and agencies, such as UNICEF, in the particular domain of risk awareness, explosive ordnance risk education (EORE) and improvised explosive device education as well as victim assistance (VA) for women and children. Such partnerships are key to improving and achieving greater impact from the UN's overall assistance to Yemen.

The project will be closely working with the existing UNDP interventions in the country, providing essential access to sites depending on established priorities and in close cooperation and coordination with its national counterparts:

- UNDP RoL programme on C-IED awareness and responses.
- Maritime Governance – on mapping explosive ordnance contamination along the west coast of Yemen in littoral waters,
- WASH and ERRY – on assisting with access to project sites depending on the needs and in coordination and cooperation with its national
- All other present and future interventions where suspected ERW contamination may impede the work on the ground

A number of INGOs are now implementing activities in Yemen, with a small but growing selection of national NGOs scoping the possibility of working in the sector.

- UNDP is working with Danish Demining Group / Danish Refugee Council (DDG/DRC) for supporting YEMAC Aden with capacity building, risk education and non-technical survey.
- UNDP is working with Norwegian People's Aid (NPA) to provide capacity building to YEMAC's Mine Detection Dog Unit with training and actual mine detecting dogs.
- UNDP is working with the HALO Trust on the training of YEMAC staff on orientating EOD teams to NTS, Risk Education, Non-Technical Survey and capacity building.
- UNDP is has signed and MoU and is working with the Geneva International Centre for Humanitarian Demining (GICHD) on upgrading the IMSMA and capacity building of YMACC.
- UNDP has partnered with Swedish Civil Contingencies Agency (MSB) in the implementation of capacity development activities including information management and the development of norms.

UNDP is also working with the UN's Global IED Task Force to implement cross-programme integration and coordination with partner agencies. Such integration provides the mechanism by which the most appropriate organisation can be identified to pursue a task that is out of UNDP MA's responsibility, but which has an indirect but complementary impact on Output 3.3. For example, UNODC is taking the lead for aspects of IED precursor chemical recognition with the border force and coast guard, based on trends analysis

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<sup>6</sup> Meeting Director YEMAC/CTA C-IED July 2021.

provided by UNDP Yemen's MA programme and UNDP's RoL programme is progressing the establishment of robust community networks to address priorities for ERW clearance impacting on programmes such as WASH and ERRY.

## **Risks and Assumptions**

**Financial/fiduciary risks:** The financial and fiduciary risks are defined by a number of factors, including shortage of donor funding, high-inflation, fraud, and cash management. UNDP will work closely with NMAA to continue and if possible, increase resource mobilisation, and approach new donors in order to diversify its funding sources. UNDP's anti-fraud policy, the audits, regular spot-checking by UNDP staff, and the Third-Party Monitoring Agent are oversight measures over and above the existing internal procedures, which will be used to mitigate the risk of fraud, misappropriation and diversion of funds. The Harmonised Approach to Cash Transfers (HACT) capacity assessment results are and will be used in strengthening the financial management capacities of the responsible parties (national and international CSOs).

**Programmatic risks:** The programmatic risks are associated with access and targeting due to security or conflict-related obstacles, although mitigated by the widespread network of NMAA. UNDP level risks are associated with UNDP's potential inability to verify results on the ground in a timely manner, potential inability to recruit experts in a timely fashion to support Project implementation, and potential inability (or significant delays) to meet delivery expectation/targets. The risk of low number of women benefiting from the project activities stems from lack of awareness, restricted access and other culture restraints. Without funding for co-ordination the plan for activities and capacity development is severely weakened. The mitigation measures that have been put in place include the contracting of a Third-Party Monitoring Agent and the recruitment of four national project coordinators in Sana'a, Aden, Mukalla and Mokha. Circumstances (funding and access) permitting, UNDP will expand the pool of national coordinators in the country and provide enabling environment and opportunities for women to be included in capacity building efforts. UNDP will closely monitor and review the expenditure reports quarterly, or more frequently as required, to ensure financial compliance of the project.

**Security risks:** The ongoing protracted conflict continues to pose significant security risks to the implementation of the project in the form of crime, air strikes, ERW, terrorist attacks, and ground combat, arbitrary arrests and detentions. This situation is compounded by the breakdown of law and order and rise of crime and general insecurity. UNDP intends to mitigate these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to UN security procedures. Staff training on conflict-sensitive communications and risk management will continue. A Third-Party Monitoring Agent will be contracted to conduct the monitoring of the implementation of the project in hard-to-reach areas.

**Reputational risks:** In view of the scale and importance, the project also carries a reputational risk for UNDP as well NMAA. It may be subject to politically motivated defamation, and it may be perceived as partial and biased vis-à-vis one or more parties to the conflict. UNDP's reputation as a reliable partner may be affected by issues arising from the project. To mitigate these risks, UNDP will put in place a communication strategy, strengthen Project oversight and quality assurance with documentation of issues, and work very closely with the NMAA. Grievances from beneficiaries and stakeholders will be channelled through the mechanisms established.

A full list is given in the risk log in Annex C to this document.

### **Stakeholder Engagement**

The Project will be implemented across Yemen where the security situation allows the responsible parties and the third-party monitoring agent to operate. Efforts will be made to equitably support national counterparts across the country through technical assistance and capacity support for clearance, risk education, information management and victim assistance. Having identified the regional autonomy or semi-autonomous governance of the governorates, UNDP will adopt a flexible approach – local solutions to local problems.

The selection of geographical areas will take into consideration and prioritise the tasks based on population density, contamination density, concentration of IDPs, and impact of the conflict to community infrastructures in line with the developed priority matrix. Higher weight will be given to communities where the overlap between population and contamination densities are highest, as well as those with higher concentration of IDPs. At present, YEMAC teams have access almost everywhere in terms of clearance, except near the frontlines, and can reach all segments of the society with EORE. A flexible approach is required according to the security situation and peace negotiations. Accessibility of governorates and sub-districts combined with priorities of work will dictate operational interventions. Continued fighting may limit field operations in certain areas but there are endless priorities of work in other areas. It is the flexible, adaptive approach to geographic deployment that will prevent teams being idle as the security situation unfolds. A widening of the conflict may not halt field operations but would almost certainly affect the prioritisation of work and could mean lower priority clearance and survey being conducted.

During implementation it is important to ensure that all sectors of the community, whichever gender, age group, ethnicity, tribal attachment, minority or vulnerable grouping are included and have their needs included based on the priorities. Inclusivity is addressed during the planning phase and based on surveys, whether from primary or secondary sources.

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

In view of ongoing conflict, this project will solicit any potential opportunities to benefit from south-south and triangular cooperation with other countries with similar contexts that are relevant to Yemen. UNDP has many years of experience in building and supporting national capacity in mine action in various parts of the world, as well as in the region, and hence UNDP's technical advisory support to NMAA will include identifying relevant and appropriate opportunities for South-South cooperation, focusing particularly on mine action management experience and reaching out to countries in the Middle East and the wider Region. UNDP will seek and support opportunities for YEMAC and YMACC to learn from and share best-practice regional experiences, with an anticipated focus on Information Management, technical and non-technical surveys and advanced clearance techniques.

Potentially, depending on ability to travel and funding, a study visit to another mine action management body may be planned during the project to learn from mine action experiences and gain information about how it deals with remaining ERW threats (known as 'residual contamination'). A standing offer has been secured from the mine action management body in Iraq, in cooperation with UNMAS Iraq, as well as the Turkey Mine Action Centre (TURMAC).

## **Knowledge**

The project will produce a mid-term and final evaluation report, as outlined in the Monitoring and Evaluation Plan below, as well as Annual Project Reports; the Annual Project Reports will provide updates on all the indicators listed in the Results Framework.

Lessons Learnt, including a gender perspective, will be captured in Annual Reports and presented to all stakeholders.

## **Sustainability and Scaling Up**

The current NMAA, and their predecessor national organisations, are well-established and credible national institutions that have delivered mine action activities in Yemen for almost three decades. By helping to reactivate their operations, that were suspended or disrupted by the war and all its consequences, this project will contribute to the preservation and sustainability of their implementation capacity of much needed mine and ERW clearance programs. The nationwide coverage of YEMAC will enable scale-up and their potential wide network of non-state partners such as CSOs, NGOs and private sector (e.g., contractors and small and micro enterprises) will also extend the outreach. The newly established YMACC has a key role to play in the further development of the mine action activities and their coordination in the country and will become a part of the framework of NMAA. Through building on their strong partnerships and with donor support, which will hopefully increase as the conflict winds down, the NMAA will survive the conflict and be instrumental during the period of rebuilding and early recovery. This project will act as a catalyst for attracting additional support from interested donors.

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## **IV. PROJECT MANAGEMENT**

### **Cost Efficiency and Effectiveness**

Recognising that robust contamination survey methodologies require minimal input for maximum output, emphasis will be placed on survey in the Land Release processes. Clearance operations, while an essential component of Land Release, require maximum input with minimal output and should only be employed where hazardous contamination is confirmed. Initially, full clearance will be targeted against high-threat, high-impact tasks more commonly referred to as 'spot-tasks' as opposed to systematic clearance of large areas which often prove to have lower impact and effectiveness. Lower priorities will be noted during the emergency phase and incorporated within future clearance plans when the priority allows. Additionally, lower priority tasks should be included within local risk education activities to reduce the risk and impact on society. With limited resources, direct victims will be screened and prioritised for assistance and rehabilitation. Third-party agencies will be contacted to accelerate the process.

Ideally, the whole population of Yemen should be exposed to basic awareness education of the risk associated with mines and other ERW. More intense education activities will be conducted in areas of high-priority, specifically areas with high levels of contamination and higher population densities. vulnerable groups, particularly those at higher risk such as IDPs, will be prioritised within the education projects.

Operational support costs including security and medical support are shared across the UN Country Team (UNCT) in Yemen. The UNDP benefits from collaboration with implementing

partners, which have already established offices that can be utilised on a pro-rata basis without requiring UNDP to fund the construction of new facilities.

**Using competitive processes:** The UNDP procurement policy requires projects to consider and compare competing methods and partners in procurement or programme decisions, and to select the option that offers the optimal mix of costs and benefits. The project will strictly apply competitive selection processes when selecting partners and contractors.

**Adopting flexibility:** Value for money requires that organisational systems are proportional to the capacity and need to manage results and/or deliver better outcomes and be calibrated to maximise efficiency. UNDP's ongoing commitment to business process reforms to eliminate inefficiencies, waste and duplication will help achieve this. At project level, UNDP's business processes, policies and systems will be adopted with a clear understanding of transaction costs, measured against the potential benefits.

**Risk Management:** Performance and risk management are integral to value for money and to maximising the effectiveness of interventions. The project will continuously review contracts and other engagements and projects for quality to ensure that they are meeting their objectives and delivering maximum impact.

**Experimentation and innovation:** All of the project's interventions will be delivered in an inherently volatile and risky environment. To maximise impact, the project will adopt creativity and flexibility in the design and delivery projects whenever possible and if to the benefit of the project beneficiaries.

**Accountability and Transparency:** Accountability and transparency are central to value for money as they strengthen responsibility for results and can contribute to the continuous improvement of organisational processes. Effectiveness requires that the project is held accountable by donors, by national partners and beneficiaries for delivering results.

### **Project Management**

The Project activities will be conducted across the country with support from the UNDP Country Office (CO) in Sana'a and its respective sub-offices in Aden, Hodeidah and field office in Mukalla.

**UNDP Headquarters:** UNDP HQ will provide corporate level management oversight and accountability including management of donor contributions and certification of financial reports, audits, investigations, and the corporate Stakeholder Response Mechanism.

**UNDP Country Office oversight and quality assurance:** The UNDP (CO) will provide overall oversight and quality assurance over the Project Management Team and through higher-level relationships with respective Yemeni counterparts. The UNDP CO will ensure coordination within its operational units to enable smooth and speedy financial and operational services to the project. The UNDP senior management will maintain regular institutional level coordination with the donors, Government of Yemen and other international partners to foster an enabling environment for the project. They will also coordinate with UNDP HQ for corporate level support to the project. Different staff of the Country Office will also provide support to the implementation of the Project as needs are identified.

**Direct Project Costs:** In line with the UNDP Executive Board approved Policy on Cost Recovery (EB document DP-FPA/2012/1, and DP-FPA/2013/1 and EB Decision 2013/9), organizational costs incurred by UNDP in terms of staff time and other implementation costs of a policy-advisory, technical and implementation nature essential to deliver development results of the project will be included in the project budget and directly charged. This includes the Direct Project Services (DPS) provided by UNDP Country Office, according to UNDP Direct Project Cost (DPC) policy. DPS costs are those incurred by UNDP for the provision of services that are execution driven costs, directly related to the delivery of project.

**Common services:** This cost includes the yearly payments for office space and secured accommodation occupied by Project staff and consultants in UNDP office and sub-offices, as well as secured accommodation for internationally deployed staff and consultants in UNDP accommodation and guest houses in the field – and the share for the security services and installations and use of the UN clinic services and transportation costs to run the armoured convoys for trips to and from work and internal movement. The secured accommodation costs are directly linked to and necessary for implementation of the project activities by the project personnel working in Yemen. Yemen is a conflict country and secured accommodation for the project personnel is crucial to ensure their safety and security as prescribed by the United Nations Safety Security framework. The costs are calculated on a prorated basis and shared by all the projects implemented in the country office as per UNDP methodology.

### **Project Monitoring**

The monitoring of project outputs will be undertaken at multiple levels. YEMAC has internal mechanisms that will provide the first line of monitoring. UNDP will carry out regular monitoring through review of mandatory quarterly reports for quality assurance and verifications. As part of the risk mitigation measures, UNDP is in contract with a Third-Party Monitoring Agent for the sole purposes of monitoring the implementation of the project. The Third-Party Monitoring Agent is expected to contribute to improving the development effectiveness and efficiency of the project through reviewing its performance and using evidence to propose adjustments to its programming for optimal results achievement.

The Third-Party Monitoring Agent is expected to: 1) track performance through the collection of appropriate and credible gender and age disaggregated data and other evidence; 2) analyse evidence to inform project management and UNDP decision-making; and 3) report on performance and lessons to facilitate better support to counterparts. The details of the Monitoring and Evaluation are captured in section VI of the project document.

UNDP Mine Action will reinforce its mechanism for planning, field monitoring and evaluation, risk management and results achieved or underway to include a gender perspective. An analysis of lessons learned, and success stories will be periodically created and reviewed to allow better visibility of mine action intervention and to facilitate communication and shared understanding with its partners aimed at achieving sustainable change, should be improved.

### **Project Audit arrangements**

The UNDP's use of project resources will be subject exclusively to the internal and external auditing procedures provided for in the UNDP Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP's governing body.

### **Asset disposal**

Assets procured under this project will, on project completion be disposed in line with UNDP policies and guidelines on asset disposal. UNDP will consult the project board prior to disposal of any project assets.

## V. RESULTS FRAMEWORK

### Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

(UNDAF Outcome) **Outcome 2:** Local authorities and communities effectively engaged in sustainable management of natural resources biodiversity conservation, adaptation to climate change and disaster risk reduction by 2015.

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

CPD OUTCOME #3: By 2023, all people in Yemen benefit from inclusive peace processes. Output 3.3: Capacities of national institutions improved to manage the mine action sector and improve community safety, protection from explosive ordnance.

### Applicable Output(s) from the UNDP Strategic Plan (Global): CSN Programme priority #3 - Support confidence building measures and national and local peace processes. CSN Programming area #11: Mine clearance

#### Project title and Atlas Project Number: Emergency Mine Action Project- Phase II

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS <sup>7</sup> (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year	Year	Year	Year	Year	
					1	2	3	4	5	
<b>Output 1:</b> National Mine Action Authorities have improved capacities to carry-out mine activities that are consistent with priorities. <b>GEN 2</b>	1.1. Number of National Mine Action Authorities staff completing training on coordination.	YMACC/ YEMAC	90	2020	100	100	100	50	50	Methods: - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector Risks: low response from local communities
	1.2. Percentage of trained staff that were rated as more effective in doing their job one year later, through a KAP survey	YMACC/ YEMAC	25%	2020	50%	65%	80%	85%	95%	Methods: - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector Risks: inability to contract experts

<sup>7</sup> Not cumulative

## V. RESULTS FRAMEWORK

	1.3 Progression of minimum of one+ step in 4 categories as outlined in the mine action and CIED Maturity Model	YMACC/ YEMAC	CM Level 1 – Initial	2020	CM Level 1 – Initial	CM Level 2 – Developing	CM Level 2 – Developing	CM Level 3 – Defined	CM Level 3 – Defined	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: inability to contract experts</i>
<b>Output 2:</b> ERW clearance and land release interventions are delivered in contaminated communities <b>GEN 2</b>	2.1. Number of ERW cleared according to national standards	YMACC/ YEMAC	68,621	2020	70,000	90,000	100,000	80,000	60,000	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: old equipment and techniques hamper larger clearance operations</i>
	2.2. Surface of land cleared through field clearance operations (km2)	YMACC/ YEMAC	6km2	2020	6km2	7km2	8km2	7km2	7km2	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: old equipment and techniques hamper larger clearance operations</i>
	2.3 Percentage of task orders carried out to NMAS as verified by the YMACC and confirmed by UNDP	YMACC/ YEMAC	N/A	2020	45%	55%	75%	85%	100%	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: low response from local communities</i>

## V. RESULTS FRAMEWORK

	<i>2.4 Percentage of population in UXO-contaminated communities who perceive that UXO interventions have supported improvements in safety and better lives (data disaggregated by sex)</i>	YMACC/ YEMAC	N/A	2020	85%	85%	90%	90%	100%	<i>Methods:</i> - Independents surveys - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: inability to contract experts / funding shortage</i>
<b>Output 3:</b> The Yemen Mine Action Authorities have capacity to effectively coordinate, regulate and plan the mapping of ERW contamination and assessing the impact using primary and secondary sources and fulfill international treaty obligations <b>GEN 2</b>	<i>3.1 Percentage of Strategic plan completed along with associated policies</i>	YMACC/ YEMAC	0	2020	80%	100%	100%	100%	100%	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks:</i>
	<i>3.2. A Results-Based Management system to track activities in place</i>	YMACC/ YEMAC	no	2020	yes	yes	yes	yes	yes	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks:</i>
	<i>3.3 Number of explosive threats to shipping recorded and mapped to identify areas of safe passage</i>	YMACC/ YEMAC	0	2020	100	100	100	50	50	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks:</i>
	<i>3.4 Percentage of entries in the IMSMA</i>	YMACC/ YEMAC	50%	2020	65%	75%	85%	95%	100%	

## V. RESULTS FRAMEWORK

<b>Output 4:</b> The communities at risk have increased their knowledge on identifying, dealing and avoiding mines and unexploded ordnance. <b>GEN 2</b>	<i>4.1 EORE strategy including Mines/UXO and IED risks drafted with all actors involved</i>	YMACC/ YEMAC	No	2020	Yes	Yes	Yes	Yes	Yes	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: YEMACA staff unable to properly coordinate</i>
	<i>4.2 Percentage of population, in contaminated areas with improved knowledge) related to Mine/ERW/IED risk reduction</i>	YMACC/ YEMAC	N/A	2020	50%	70%	90%	100%	100%	<i>Methods:</i> - Independent surveys - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: unreliable data received</i>
	<i>4.3. Number of community risk education events conducted</i>	YMACC/ YEMAC	1,200	2020	1,200	1,300	1,500	1,300	1,000	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: low response from local communities</i>
	<i>4.4 Victim Assistance sector strategy drafted including consideration on gender and diversity and regularly updated</i>	YMACC/ YEMAC	no	2020	yes	yes	yes	yes	yes	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: NMAA perceived as balanced in their interventions</i>

**V. RESULTS FRAMEWORK**

	4.5 Number of victims' referrals made (data disaggregated by sex and age)	YMACC/ YEMAC	N/A	2020	500	600	1000	1000	1500	<i>Methods:</i> - Project progress reports - YMACC/YEMAC reports - Field visits - Review of records/reports from the sector <i>Risks: NMAA perceived as balanced in their interventions</i>
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## VI. MONITORING AND EVALUATION

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

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs. The quarterly reports will be considered as independent verification reports.	Monthly and quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
<b>Learn</b>	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least bi-annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
<b>Project Review</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and	Six months	Any quality concerns or slower than expected progress should be discussed

<b>(Project Board)</b>	review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialise project results and lessons learned with relevant audiences.		by the project board and management actions agreed to address the issues identified.
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UNDP will develop an elaborate M&E plan which will guide monitoring and evaluation activities during the course of the project.

### Evaluation Plan

The project will be subjected to two independent external evaluations as follows:

- **Mid-Term Evaluation:** An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outputs and outcomes and will identify course correction if needed. Findings and recommendations from the MTE will be incorporated for enhanced implementation during the final half of the project's term.
- **Final Evaluation:** An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the effectiveness, efficiency and timeliness of project implementation; and will present initial lessons learned about project design, implementation and management; it will also look at impact and sustainability of results, including cross cutting issues such as gender mainstreaming.

Project monitoring, mid-term and final evaluations will be undertaken in line with UNDP's Monitoring and Evaluation Policies and in consultation with UNDP Independent Evaluation Office, project partners, relevant counterparts and project donors.

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation				End-2023	Government of Yemen, NMAC, YEMAC, UNDP, Donors	US\$ 50,000 Project Budget
Final Evaluation				End-2026	Government of Yemen, NMAC, YEMAC, UNDP, Donors	US\$ 50,000 Project Budget

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES		Planned Budget by Year (in \$US)					RESPONSIBLE PARTY	PLANNED BUDGET			Description
			Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount in \$US	
<b>Output 1: National Mine Action Authorities have improved capacities to carry-out mine activities that are consistent with priorities. GEN 2</b>	1.1	Support the establishment and training of coordination bodies and systems in the DFA areas following the example YMACC in IRG areas	0	375,000	375,000	0	0	UNDP	Donor funding TBD	72100 - Contractual Services - Companies	750,000	Contracting an international MA company to conduct training, capacity building and field activities
	1.2	Introduce modern land release methodologies and processes	0	375,000	375,000	0	0	UNDP	Donor funding TBD	72100 - Contractual Services - Companies	750,000	Contracting an international MA company to conduct training, capacity building and field activities
	1.3	Provide professional advice to YEMAC/YMACC so that their operations become NMAS/IMAS compliant	0	54,250	54,250	0	0	UNDP	Donor funding TBD	71200 - International Consultants	108,500	Procure the services of international consultants
	1.4	Provide professional advice and training to YEMAC/YMACC on dealing with C-IED threat	30,000	30,000	30,000	30,000	30,000	UNDP	Donor funding TBD	75700 - Workshops / trainings	150,000	Training provided to YEMAC staff, YEMAC capacity assessment, Formulation of institutional capacity building policy, EOD teams (workshops, travel, materials, venue, allowances/fuel/maintenance)
			15,000	15,000	15,000	15,000	15,000	UNDP	Donor funding TBD	71600 - Travel	75,000	
10,000			10,000	10,000	10,000	10,000	UNDP	Donor funding TBD	72200 - Supplies	50,000		
	<b>Sub-Total Output 1</b>	<b>55,000</b>	<b>859,250</b>	<b>859,250</b>	<b>55,000</b>	<b>55,000</b>				<b>1,883,500</b>		
<b>Output 2: ERW clearance and land</b>	2.1	Equip YEMAC demining/ NTS/TS teams	1,110,940	1,110,940	391,000	391,000	391,000	UNDP	Donor funding TBD	72200 - Equipment and Furniture	3,394,880	Procurement of mine action field equipment (vehicles, PPEs, detectors, uniforms)

release interventions are delivered in contaminated communities GEN 2	with necessary assets	100,000	100,000	100,000	100,000	100,000	UNDP	Donor funding TBD	72200 - Equipment and Furniture	500,000	Procurement of tools and marking materials for YEMAC field teams	
		50,000	50,000	50,000	50,000	50,000	UNDP	Donor funding TBD	72200 - Equipment and Furniture	250,000	Procurement of tools and equipment for C-IED support to YMACC/YEMAC with downstream activities	
	2.2	Support YEMAC to deploy teams to conduct clearance and land release activities	5,940,000	5,940,000	5,940,000	5,940,000	5,940,000	UNDP	Donor funding TBD	71600 - Travel	29,700,000	Mine/ERW clearance, field staff allowances (estimated for 1,100 people at \$450 per person per month)
			144,000	144,000	144,000	144,000	144,000	UNDP	Donor funding TBD	71600 - Travel	720,000	Repairs and spare parts estimated at \$6,000 per month per each Aden and Sana's centric operations
			600,000	600,000	600,000	600,000	600,000	UNDP	Donor funding TBD		3,000,000	Fuel estimated at \$25,000 per month per Aden and Sana'a centric operations
			108,000	108,000	108,000	108,000	108,000	UNDP	Donor funding	73100 - Rental and maintenance premises	540,000	Regional offices running costs (Aden, Taiz, Mukalla, Sa'ada, Hodaydah and Sana'a) estimated at \$1,500 per month each
			78,000	78,000	78,000	78,000	78,000	UNDP	Donor funding TBD	73100 - Rental and maintenance premises	390,000	Mine Detection Dog Unit (fuel/maintenance/running costs, kennel running costs, field operational costs, dog food, vaccines and veterinary services )
	2.3	Provide professional advice to YEMAC so that their work aligns with IMAS thus increasing effectiveness and reducing accidents	0	54,250	54,250	54,250	0	UNDP	Donor funding TBD	71200 - International Consultants	162,750	Technical assistance to support YEMAC management
	2.4	Provide professional advice to YEMAC so that their management systems become IMAS compliant	54,250	54,250	54,250	0	0	UNDP	Donor funding TBD	71200 - International Consultants	162,750	Procure the services of international consultants

	2.5	Train YEMAC staff on latest clearance and EOD techniques, incident coordination and control	30,000	30,000	30,000	30,000	30,000	UNDP	Donor funding TBD	75700 - Workshops / trainings	150,000	Training provided to YEMAC staff, YEMAC capacity assessment, Formulation of institutional capacity building policy, EOD teams (workshops, travel, materials, venue, allowances/fuel/maintenance)
			15,000	15,000	15,000	15,000	15,000	UNDP	Donor funding TBD	71600 - Travel	75,000	
			10,000	10,000	10,000	10,000	10,000	UNDP	Donor funding TBD	72200 - Supplies	50,000	
	2.6	Establish and communicate to different actors the Prioritisation systems (Prioritisation matrix and Explosive Hazard matrix) so that they are utilised for 100% operations.	0	100,000	100,000	0	0	UNDP	Donor funding TBD	71200 - International Consultants	200,000	Procure services of international experts
			15,000	30,000	30,000	10,000	10,000		Donor funding TBD	75700 - Workshops / trainings	95,000	Conduct training activities for YMACC/YEMAC staff
	2.7	Support NMAA with developing capacities and responses to maritime contamination	0	120,000	240,000	0	0	UNDP	Donor funding TBD	72200 - Equipment and Furniture	360,000	Procurement of underwater detection equipment (three)
			0	270,000	270,000	270,000	270,000	UNDP	Donor funding TBD	71600 - Travel	1,080,000	Support Coast Guard units with incentives (five teams; ten strong each at estimated \$450 per person per month)
			0	60,000	60,000	60,000	60,000	UNDP	Donor funding TBD	72200 - Equipment and Furniture	240,000	Support Coast Guard units with running costs
		<b>Sub-Total Output 2</b>	<b>8,255,190</b>	<b>8,874,440</b>	<b>8,274,500</b>	<b>7,860,250</b>	<b>7,806,000</b>				<b>41,070,380</b>	
	Output 3: <b>The Yemen Mine Action Authorities have capacity to effectively coordinate, regulate and plan the mapping of ERW contamination and assessing the impact</b>	3.1	Coordinate and further develop the efforts by NMAA/YMACC and NGOs to establish a system of collecting contamination data	54,250	0	54,250	0	0	UNDP	Donor funding TBD	72200 - Equipment and Furniture	108,500
15,000				0	15,000	0	0		Donor funding TBD	72100 - Contractual Services - Companies	30,000	Technical assistance to support usage of new equipment
15,000				15,000	15,000	15,000	15,000	UNDP	Donor funding TBD	72200 - Equipment and Furniture	75,000	Update Equipment, YMACC/YEMAC offices
3.2		Continue to support the deployment of teams on the ground to conduct technical and	540,000	540,000	540,000	540,000	540,000	UNDP	Donor funding TBD	71600 - Travel	2,700,000	Deploy teams to conduct technical and non-technical survey to confirm the threat map findings for IMSMA update, staff allowances, 100 people

<b>using primary and secondary sources and fulfill international treaty obligations GEN 2</b>		non-technical surveys										at estimated \$450 per month	
			36,000	36,000	36,000	36,000	36,000	UNDP	Donor funding TBD	Spare parts	180,000	Spare parts and repairs estimated at \$1,500 per month per each Sana'a and Aden centric operations	
			120,000	120,000	120,000	120,000	120,000	UNDP	Donor funding TBD	Fuel	600,000	Fuel estimated at \$5,000 per month per each Sana'a and Aden centric operations	
		3.3	Train YEMAC staff in IEDD philosophy/principles, incident management, and the use of semi-remote means to achieve the appropriate render safe of command, victim operated, time and projected IEDs.	37,500	37,500	37,500	37,500	37,500	UNDP	Donor funding TBD	71600 - Travel	187,500	Training related costs for YEMAC staff (50 staff trained in Aden) per annum
				54,250	54,250	54,250	54,250	54,250	UNDP	Donor funding TBD	71200 - International Consultants	271,250	International training experts
			<b>Sub-Total Output 3</b>	<b>872,000</b>	<b>802,750</b>	<b>872,000</b>	<b>802,750</b>	<b>802,750</b>				<b>4,152,250</b>	
<b>Output 4: The communities at risk have increased their knowledge on identifying, dealing and avoiding mines and unexploded ordnance. GEN 2</b>	4.1	Coordinate Explosive Ordnance Risk Education events	54,000	54,000	54,000	54,000	54,000	UNDP	Donor funding TBD	75700 - Workshops / trainings	270,000	RE provided or coordinated by YEMAC	
	4.2	Record notified accidents related to explosive hazard	22,000	35,000	22,000	15,500		UNDP	Donor funding TBD	71200 - International Consultants	94,500	International training experts	
	4.3	Support the coordination role of YMACC/YEMAC and their efforts to deliver effective messages on the ground	54,000	54,000	54,000	54,000	54,000	UNDP	Donor funding TBD	74210 - Printing and Publications	270,000	MRE distributed materials	

	4.4	Support the inclusion of Community liaison activities in YEMAC and other actors in the Risk Education toolbox to conduct victims surveillance activities	30,000	30,000	30,000	30,000	30,000	UNDP	Donor funding TBD	72100 - Contractual Services - Companies	150,000	Conference and meeting facilities, engaging national CSOs
	4.5	Support national counterparts with coordinating efforts on surveying ERW survivors	81,000	81,000	81,000	81,000	81,000	UNDP	Donor funding TBD	71600 - Travel	405,000	Support YEMAC VA team to conduct field activities, staff allowances, 15 people at estimated \$450 per month
		<b>Sub-Total Output 4</b>	<b>241,000</b>	<b>254,000</b>	<b>241,000</b>	<b>234,500</b>	<b>219,000</b>					<b>1,189,500</b>
<b>Project Management: Adequate technical and operational management of the project to achieve intended objectives is ensured. Gender marker: GEN2</b>	5.1	Project Staffing (International and National) costs	325,618	325,618	325,618	325,618	325,618	UNDP	Donor funding TBD	Salary and post adjustments	1,628,090	International – CTA / Programme Mgr (P5)
			325,618	325,618	325,618	325,618	325,618	UNDP	Donor funding TBD	Salary and post adjustments	1,628,090	Senior Technical Advisor, MAS (P5)
			325,618	325,618	325,618	325,618	325,618	UNDP	Donor funding TBD	Salary and post adjustments	1,628,090	Chief Technical Advisor on Counter IED (P5)
			294,309	294,309	294,309	294,309	294,309	UNDP	Donor funding TBD	Salary and post adjustments	1,471,545	Mine Action Operations Coordinator (P4)
			236,708	236,708	236,708	236,708	236,708	UNDP	Donor funding TBD	Salary and post adjustments	1,183,540	Planning & Monitoring Specialist (P4)
			257,791	257,791	257,791	257,791	257,791	UNDP	Donor funding TBD	Salary and post adjustments	1,288,955	Mine Action Quality Management Specialist (P3)
			257,791	257,791	257,791	257,791	257,791	UNDP	Donor funding TBD	Salary and post adjustments	1,288,955	Information Management Specialist:(P3)
			168,707	168,707	168,707	168,707	168,707	UNDP	Donor funding TBD	Salary and post adjustments	843,535	Reporting and Coordination Analyst (P2)
			259,344	259,344	259,344	259,344	259,344	UNDP	Donor funding	Salary and post adjustments	1,296,720	National Mine Action Project Area Coordinators - six posts (NPSA8)
			61,151	61,151	61,151	61,151	61,151	UNDP	Donor funding	Salary and post adjustments	305,755	National Operations Officer (NPSA10)
			82,730	82,730	82,730	82,730	82,730	UNDP	Donor funding TBD	Salary and post adjustments	413,650	National Admin Analyst - two posts (NPSA6)
			41,365	41,365	41,365	41,365	41,365	UNDP	Donor funding TBD	Salary and post adjustments	206,825	National IM Analyst (NPSA6)

			795,000	973,500	973,500	973,500	973,500	UNDP	Donor funding TBD	Common Services	4,689,000	Common services and security related costs. Estimates: \$113,500 per international and \$32,500 per nat/nal staff
5.2	UNDP management related costs (GOE&Staff)		700,000	700,000	700,000	700,000	700,000	UNDP	Donor funding TBD	Direct Project Costs	3,500,000	Management services, Quality Assurance and Oversight services, Communication and Visibility, Regional services, Operations services (DPC)
5.3	Auditing		50,000	50,000	50,000	50,000	50,000	UNDP	Donor funding TBD	Professional services	250,000	Audit expenses (external audit of the project)
5.4	Lessons learnt are developed and shared and contribute to shaping the post-conflict Yemeni state		0	0	15,000	0	20,000	UNDP	Donor funding TBD	72100 - Contractual Services - Companies	35,000	Evaluations (mid and final evaluation)
			55,000	55,000	55,000	55,000	55,000	UNDP	Donor funding TBD	72100 - Contractual Services - Companies	275,000	Third party monitoring
			12,500	12,500	12,500	12,500	12,500	UNDP	Donor funding TBD	71600 - Travel	62,500	Annual conferences/meeting (International Flights UNHAS Flights, transport costs, DSA)
			10,000	10,000	10,000	10,000	10,000	UNDP	Donor funding TBD		50,000	Communications
	<b>Total Project Management Cost</b>		<b>4,259,250</b>	<b>4,437,750</b>	<b>4,452,750</b>	<b>4,437,750</b>	<b>4,457,750</b>				<b>22,045,250</b>	
	<b>Total Direct Cost</b>		<b>13,682,440</b>	<b>15,228,190</b>	<b>14,699,500</b>	<b>13,390,225</b>	<b>13,340,450</b>	<b>0</b>			<b>70,340,880</b>	
	<b>Indirect cost (8%)</b>		<b>1,094,595</b>	<b>1,218,255</b>	<b>1,175,960</b>	<b>1,071,220</b>	<b>1,067,240</b>				<b>5,605,270</b>	<b>Donor specific</b>
	<b>GRAND TOTAL</b>		<b>14,777,035</b>	<b>16,446,445</b>	<b>15,875,460</b>	<b>14,461,470</b>	<b>14,407,740</b>				<b>75,968,150</b>	

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## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

### Project Board

**A Project Board** will preside over this project offering advice and guidance to overall implementation of the project. Should there be any major changes in the landscape, this organ will lay the strategic guidance on how to meet such challenges and with what appropriate measures. The project board will be supported by UNDP Governance and Peacebuilding Programme Unit, and the CTA/Project Manager. The project board will be convened bi-annually.

#### The Project board will:

- Review and approve the annual work plan of the project and the quarterly work plans if necessary;
- Review the progress report and ensure that obstacles to smooth implementation of the project are addressed; and
- Suggest revisions/measures or reallocation of funding if the project faces obstacles in implementation under any given section.

**In addition, the Project Board** will have the following roles:

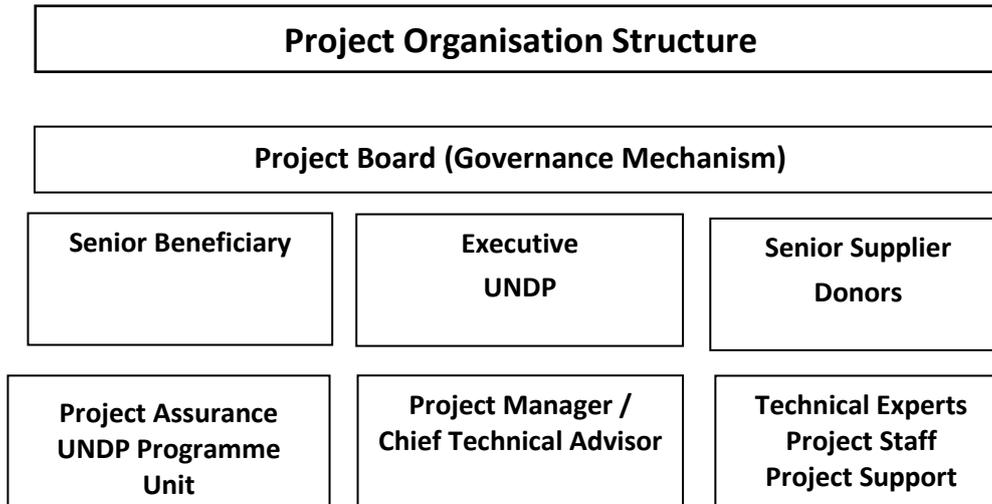
**Executive**, the Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. the Project Board will consist of the Country Director of UNDP.

**Senior Suppliers**, to represent the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Project Board will include as senior suppliers' representatives of donors contributing to the programme. Representatives of participating UN agencies may elect to join the Project Board as senior suppliers, or instead to meet at the component level to deal directly with technical issues.

**Senior Beneficiaries**, responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets to ensure the realization of project benefits. In this case, the Project Board may include representatives of the relevant institutional stakeholders as nominated by the IRG and De-facto authorities and competent CSO representatives.

Representatives of other stakeholders can be included in the Board as appropriate.

UNDP will be in charge of day-to-day project monitoring to ensure achievement of results. Independent project evaluations are addressed in Section 6 (Monitoring Framework and Evaluation) and individual contribution agreements. UNDP is also responsible for the recruitment of project staff and the procurement of equipment in accordance with the project work plan and budget.



A comprehensive Terms of Reference of the Project Board is attached as Annex E.

### **The Project Implementation Team**

The project team will be responsible for implementing the present project according to specific terms of reference, under the overall direction of the CTA / Project Manager and the Project Board. The main roles and responsibilities of UNDP's proposed core implementation team members are set out below. Physical representation in both operating areas by key personnel is paramount to be able to fulfil strategy and objectives over the next 5-year project timeline. i.e., technical and non-technical knowledge transfer, relationship building, daily internal support to UNDP staff, daily external support to national authorities, efficiency of communication, accurate and timely contextual decision making etc.

**International Chief Technical Advisor (CTA).** The Chief Technical Advisor (Mine Action) will be responsible for providing high-level and continuous technical advice to the NMAC in relation to UNDP's support to mine action, and in particular to advise on the development and maintenance of a credible mine action concept of operations and mine action plan, prepared under the guidance of the Chairman, NMAC, and in cooperation with UN agencies, local authorities and other relevant partners, and develop approaches to bring forward the national mine action strategy. The CTA oversees the deployment of YEMAC teams, making sure that this support is co-ordinated and integrated with the components of UNDP's early recovery and resilience programming. The CTA will also be responsible for assisting in the preparation of work plans in conjunction with all national counterparts, to coordinate reporting against these work plans and tracking the project's critical path, providing substantive support to the organisation of all Project Activities, including management of YEMAC operations and coordination with national and international NGOs within the broader framework of the mine action programme, liaising with all counterparts, preparing and contributing to an ongoing program formulation exercise, intensive human resources development implementation, monitoring Project activities and reporting to UNDP's management on progress and results achieved by the Project activities.

**Senior Technical Advisor, MAS** – works closely with the Yemen Executive Mine Action Centre to co-ordinate, enhance and develop the internal and external planning and reporting processes including the donor requirements. Including, but not limited to the monitoring and

implementation of: a) Yemen's legal mandates and policies; b) Implementation of the Project Document 'Phase Five of the Support to Eliminate the Impact of Mines and Explosive Remnants of War in Yemen'. This includes assisting YEMAC in the planning of field operations, introduction of efficient and effective land release methodologies, advising on national standards implementation, quality management and information management; c) Collection, integration and analysis of strategic mine action information and its dissemination to all mine action actors and other stakeholders involved in the emergency recovery and development efforts; and d) The preparation, monitoring and budgetary reporting.

**Mine Action Operations Coordinator** - works closely with the mine action team in the country, other UN agencies and counterparts to develop and implement the mine action plan in the areas under the authority of the YEMAC and in support of the humanitarian efforts in Yemen. This will include, but not limited to, the five pillars of land release from explosive contamination, risk awareness for the population in impacted communities, victim assistance, stockpile destruction of redundant ammunition and advocacy towards implementation of the APMBC.

**Mine Action Quality Management Specialist** - will develop all aspects of the quality management system in the mine action AoR in line with national standards. In line with applicable UN policies and Security Council Mandates, the QM specialist will act as the local focal point between the programme and other key stakeholders under the guidance and direction of the Operations Coordinator. In addition, the WQM specialist will provide strategic and technical advice, including field coaching, to stake holders on effective and efficient Quality Management practices that are integrated with national peace and development objectives and advise the mine action authorities on the planning and transfer of Quality management capacity to the national authority.

**Chief Technical Advisor on Counter IED** - will support the identification, establishment and implementation of Counter- IED capacity building and disposal training programs to be provided to local security forces in Yemen. The advisor will build strategic partnerships and alliances with government counterparts, civil society, and the international community and contribute to the development of knowledge products, and project reporting, monitoring and evaluation activities. The advisor will also be an integral part of the UNDP Rule of Law project team contributing towards achievement of project results, and will be supported by a team of policing and rule of law specialists at different levels.

**Planning and Monitoring Specialist** - The Project Planning and Reporting Officer shall be responsible for providing continuous and timely support to the CTA ensuring internal and external planning and reporting requirements are met. Including; financial monitoring, project quality management and monitoring of complete project cycles to proactively flag issues that will impact the project's outputs/activities and conduct remedial actions. The PaMS will be responsible for assisting the CTA in the preparation of work plans in conjunction with national counterparts, to co-ordinate reporting against these work plans and tracking the project's critical path, providing substantive support to the UNDP Country Office of all project activities. The PaMS will encourage efficiency within the project, streamlining activities to ensure delivery from both UNDP CO and national counterparts.

**Reporting and Coordination Analyst** - contributes to the Project's resource mobilization, donor coordination and reporting prepares activities. The incumbent works closely with the CTA and team members in developing partnerships with donor communities and other development partners in support of planning processes for funding and strategy development. The incumbent coordinates the activities of the project related to mine action AoR, engaging

current and potential donors to leverage additional resources for the project; is responsible for ensuring that the results-monitoring system is adequately implemented, results-data and information are systematically collected and analysed and ensures that all reports of the Project are prepared in a timely manner and in accordance with UNDP corporate and donor guidance.

**Information Management Specialist:** leads the information management system in support of explosive hazard management and risk education activities in Yemen. Coordinates the installation of the IM system, developing the database and making sure that the overall system is operational and meets the operational needs of the programme. Provides overall quality assurance and quality control for operations data from field operators and ensures the internal information management system continuously facilitating the recording of all relevant data related to survey, clearance and risk education activities and the Quality Management of these. The incumbent also supports the delivery of the overall objectives of the Emergency Mine Action Project's operations.

**National Mine Action Project Area Coordinators.** Under the direct supervision of the UNDP CTA, the project coordinators will be responsible for the timely and cost-effective implementation of the activities in their area of responsibility. They will support the CTA and Project team in engaging with national counterparts and other national stakeholders, as appropriate.

**Admin/Finance/IT Unit.** will be responsible for guidance on overall financial management of the project including the release of funds, quality of financial delivery, audit process, financial reports to UNDP and donor etc. In addition, all administrative and IM issues, both related to the Project and its cooperation with NMAA counterparts will be covered by the members of the team.

### **The Project Quality Assurance**

The project assurance role supports the project board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project assurance should be independent of the project manager; therefore, the project board cannot delegate any of its assurance responsibilities to the project manager. At the UNDP Yemen Country Office, the project assurance role is held by the project specialist and the country office monitoring and evaluation specialist.

## IX. LEGAL CONTEXT AND RISK MANAGEMENT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Yemen and UNDP, signed on 11 April 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

### UNDP anti-fraud policy

The Parties involved in implementing the activities as per this Project Document have a general accountability for fiduciary management of funds put at their disposal by UNDP. In this regard, the Parties will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, and responsible parties in implementing the programme/project or using the UNDP funds. The Parties will ensure that appropriate financial management, anti-corruption and anti-fraud policies are put in place and are enforced for all funding received from or through UNDP.

The Parties shall comply with and be subject to the requirements of the following documents then in force at the time of signature of the Project Document:

- (a) UNDP Policy on Fraud and other Corrupt Practices (“UNDP Anti-fraud Policy”);
- (b) UNDP Office of Audit and Investigations (OAI) Investigation Guidelines; and
- (c) UNDP Social and Environmental Standards (SES), including the related Accountability Mechanism.

The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this project document and are available online at [www.undp.org](http://www.undp.org).

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## X. RISK MANAGEMENT

### UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

- i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and subrecipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and subrecipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and subrecipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit

and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or subrecipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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

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**XI. ANNEXES**

Annex A	List of Acronyms
Annex B	Social and Environmental Screening assessment
Annex C	Risk analysis
Annex D	Partner capacity assessments
Annex E	Project Board Terms of Reference and TORs of key management positions
Annex F	Project Theory of Change flow chart
Annex G	“Emergency Mine Action Project” terminal evaluation

## Annex A List of Acronyms

<b>APMBC</b>	Anti-Personnel Mine Ban Convention (Ottawa convention)
<b>AWP</b>	Annual Work Plan
<b>AXO</b>	Abandoned Explosive Ordnance
<b>DDG</b>	Danish Demining Group
<b>ERF</b>	Emergency Response Fund
<b>ERW</b>	Explosive Remnants of War
<b>EORE</b>	Explosive Ordnance Risk Education
<b>GICHD</b>	Geneva International Centre for Humanitarian Demining
<b>HALO Trust</b>	Hazardous Area Life Support Organisation
<b>HI</b>	Humanity and Inclusion
<b>IED</b>	Improvised Explosive Device
<b>IMSMA</b>	Information Management System for Mine Action
<b>MANPADS</b>	Man-Portable Air Defence System
<b>MDDU</b>	Mine Dog Detection Unit
<b>MRE</b>	Mine Risk Education
<b>MSB</b>	Swedish Civil Contingencies Agency
<b>NMAA</b>	National Mine Action Authorities
<b>NMAC</b>	National Mine Action Centre
<b>NMAS</b>	National Mine Action Standards
<b>NPA</b>	Norwegian People's Aid
<b>QA</b>	Quality Assurance
<b>QC</b>	Quality Control
<b>SOPs</b>	Standard Operating Procedures
<b>TDI</b>	The Development Initiative
<b>ToT</b>	Training of Trainers
<b>UNDP</b>	United Nations Development Program
<b>UNOPS</b>	United Nations Office for Project Services
<b>UXO</b>	Unexploded ordnance
<b>VA</b>	Victim Assistance
<b>YEMAC</b>	Yemen Executive Mine Action Committee
<b>YMACC</b>	Yemen Mine Action Coordination Cell

## Annex B Social and Environmental Screening assessment

<b>Project Information</b>	
1. Project Title	Support to Eliminate the Impact from Mines and ERW – Phase IV
2. Project Number	To be assigned
3. Location (Global/Region/Country)	Yemen
4. Project stage (Design or Implementation)	Design
5. Date	(to insert)

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

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

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

The project aims at releasing land back to the rural communities improving access to natural resources and basic social services. The project is expected to deliver social and economic benefits to all people affected by mine and UXO. Adopting a phased approach, the project will aim to cover the whole country, scaling up to new geographical areas as and when political and security conditions allow.

The project targets its support to the most vulnerable populations. Important considerations for targeting support included readiness of communities and local institutions for resilience and peace building, acceptance of local powers and political actors for indiscriminate support to the most vulnerable – particularly women and girls – and respect for human rights, security and access to target communities.

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

UNDP and through default its partners, is committed to addressing the gender elements of projects during the planning, implementation, and monitoring phases. Inclusivity is addressed during the planning phase and based on surveys, whether from primary or secondary sources. In the planning phase, emphasis is placed on the gender and human rights issues by UNDP ensuring the issues are addressed. The target for clearance, risk education and victim assistance and the decision-making processes, is to reach all segments of society. In addressing gender mainstreaming and gender balance the project ensured that the capabilities, contributions, concerns and needs of women, girls, boys and men are either acknowledged or addressed within the scope of its activities. The project strived to have equal representation of women, girls, boys, and men with access to and participation in mine action programmes as beneficiaries, employees and decision-makers. The project incorporated the principles of gender mainstreaming in UN mine action programmes in its activities.

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

Although the primary outcome of the project is not directly linked to environment, it does ensure that there are no adverse impacts on it. Climate change and population growth combined place more pressure on critical resources particularly water and food, exacerbated by conflict. Yemen is very vulnerable and ill-prepared to address these changes. As part of the prioritisation process for survey and clearance, YEMAC will

incorporate environmental factors to assist Yemen's development and preparedness in support of environmental projects.

## Part B. Identifying and Managing Social and Environmental Risks

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b></p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b></p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>Risk 1: Active military hostilities including aerial bombardment direct / indirect impact on project location</p>	<p>I = 4 P = 5</p>	<p>High</p>	<p>Clearance operations in the field are expressly denied in areas where the conflict is ongoing</p>	<ul style="list-style-type: none"> <li>- Assess security risk prior to selecting target area</li> <li>- Communicate the GPS coordinates of project activities to de-conflict the area</li> </ul>
<p>Risk 2: Terrorism / terrorist attack given the heavy presence of both ISIS and AQ</p>	<p>I = 4 P = 4</p>	<p>High</p>		<ul style="list-style-type: none"> <li>- Conduct periodic security assessment of project area</li> <li>- Strictly implement the security measures recommended by UNDSS</li> </ul>
<p>Risk 3: Kidnapping of staff by criminal or terrorist groups</p>	<p>I = 4 P = 3</p>	<p>High</p>		<ul style="list-style-type: none"> <li>- Disseminate regular security advises on the dynamic</li> <li>- Strictly implement security measures and travel/mission protocol recommended by UNDSS</li> </ul>
<p>Risk 4: Increased crime due to worsening economic situation</p>	<p>I = 3 P = 4</p>	<p>Moderate</p>		<ul style="list-style-type: none"> <li>- Closely monitor security situation and disseminate advisories</li> <li>- Strictly implement security measures recommended by UNDSS</li> </ul>

				<ul style="list-style-type: none"> <li>- Use area-based approach to incorporate local economic and community security in the target area</li> </ul>
Risk 5: Perception of lack of impartiality from all sides of the conflict	I = 4 P = 4		Greater need for conflict sensitivity mechanisms as scrutinizing the programme activities is needed	<ul style="list-style-type: none"> <li>- Conduct a broad-based consultation prior to project initiation</li> <li>- Ensure equitable intervention in the areas controlled by both parties</li> </ul>
Risk 6: Lack of access to target area and beneficiaries	I = 4 P = 4	High	Could potentially harm operations, hence the need to keep the areas of operations flexible so that existing resources can be directed elsewhere	<ul style="list-style-type: none"> <li>- Incorporate accessibility factor in the selection of target areas</li> <li>- Establish local partnerships with partners based in the target area</li> <li>- Develop remote working arrangements with partners</li> </ul>
Risk 7: Disruption/absence of basic energy supply and communication services in target areas	I = 4 P = 5	Moderate	Existing inability to import essential equipment	<ul style="list-style-type: none"> <li>- Assess availability of essential services in the selection of target area</li> <li>- Equip key essential personnel adequately</li> </ul>
Risk 8: Inability to mobilize project inputs in the form of goods and equipment in the target areas	I = 3 P = 5	Moderate	Existing inability to import essential equipment	<ul style="list-style-type: none"> <li>- Prioritise activities which require minimal capital investment</li> <li>- Focus activities on labour intensive inputs and inputs available on the local market</li> </ul>
Risk 9: Programme outputs are achieved but impact of outcome level is minimal	I = 3 P = 3	Moderate		<ul style="list-style-type: none"> <li>- Design the programme to deliver short term activities with long lasting impact</li> <li>- Conduct periodic programme reviews to ensure continued relevance and contribution to outcome</li> </ul>
Risk 10: Failure to verify progress/result on the ground due to lack of access and security conditions	I = 3 P = 4	Moderate		<ul style="list-style-type: none"> <li>- Engage an independent third-party monitoring agent with outreach capacity in the programme area</li> <li>- Develop a remote monitoring mechanism</li> <li>- Establish collaborative monitoring mechanisms involving beneficiaries and stakeholders</li> </ul>
Risk 11: Weak implementing partner's capacity to deliver programme	I = 4 P = 4	Moderate		<ul style="list-style-type: none"> <li>- Conduct capacity assessment of potential partners prior to engagement</li> <li>- Include capacity development component in partnership agreements</li> </ul>
Risk 12: Inability to mobilize resources required to implement programme	I = 5 P = 3	High	No sustainability of project impact regardless of the improved	<ul style="list-style-type: none"> <li>- Design the intervention in a modular approach so activities can be implemented independently and achieve their intended results</li> </ul>

			implementation capacity of local counterparts	<ul style="list-style-type: none"> <li>- Phase the implementation in building block approach so one block can be implemented while resources are being mobilized</li> <li>- Develop clear resources mobilization plan</li> </ul>
Risk 13: Misappropriation of funds by implementing partners	I = 4 P = 3	Moderate		<ul style="list-style-type: none"> <li>- Assess and establish the risk of fraud of every partner prior to engagement</li> <li>- Train partners in fund management</li> <li>- Select the appropriate cash transfer modality based on the assessed capacity of implementing partners.</li> <li>- Implement rigorous assurance activities in line with the established risks.</li> </ul>
<b>QUESTION 4: What is the overall Project risk categorization?</b>				
<b>Select one (see <a href="#">SESP</a> for guidance)</b>			<b>Comments</b>	
<i>Low Risk</i> <input type="checkbox"/>				
<i>Moderate Risk</i> <input checked="" type="checkbox"/>			The future of the project depends on the overall situation in the country and the availability of funding. Evidence shows that there is a long standing commitment towards the activities supported by the Project on both the local counterparts and donors.	
<i>High Risk</i> <input type="checkbox"/>				
<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>				
Check all that apply			<b>Comments</b>	
<i>Principle 1: Human Rights</i> <input type="checkbox"/>				
<i>Principle 2: Gender Equality and Women's Empowerment</i> <input checked="" type="checkbox"/>				
<i>1. Biodiversity Conservation and Natural Resource Management</i> <input type="checkbox"/>				
<i>2. Climate Change Mitigation and Adaptation</i> <input type="checkbox"/>				
<i>3. Community Health, Safety and Working Conditions</i> <input checked="" type="checkbox"/>				
<i>4. Cultural Heritage</i> <input type="checkbox"/>				
<i>5. Displacement and Resettlement</i> <input checked="" type="checkbox"/>				
<i>6. Indigenous Peoples</i> <input type="checkbox"/>				
<i>7. Pollution Prevention and Resource Efficiency</i> <input type="checkbox"/>				

### Final Sign Off

Signature	Date	Description
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QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

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

<sup>8</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>9</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No

<sup>9</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	Yes
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	Yes
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>10</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	N/A

<sup>10</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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

### Annex C Risk analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Active military hostilities including aerial bombardment direct / indirect impact on project location	Feb-21	Security	Inability of activities to be implemented as planned Probability - 3; Impact - 3	Assess security risk prior to selecting target area Communicate the GPS coordinates of project activities to de-conflict the area	CTA		Feb-21	No change
2	Terrorism / terrorist attack given the heavy presence of both ISIS and AQ	Feb-21	Security	Inability of activities to be implemented as planned Probability - 2; Impact - 3	Conduct periodic security assessment of project area Strictly implement the security measures recommended by UNDSS	CTA		Feb-21	No change
3	Kidnapping of staff by criminal or terrorist groups	Feb-21	Security	Inability of activities to be implemented as planned Probability - 2; Impact - 3	Disseminate regular security advises on the dynamic Strictly implement security measures and travel/mission protocol recommended by UNDSS	CTA		Feb-21	No change
4	Increased crime due to worsening economic situation	Feb-21	Security	Inability of activities to be implemented as planned Probability - 3; Impact - 2	Closely monitor security situation and disseminate advisories Strictly implement security measures recommended by UNDSS Use area based approach to incorporate local economic and community security in the target area	CTA		Feb-21	No change
5		Feb-21	Political	Inability of activities to be implemented	Conduct a broad based consultation prior to project initiation	CTA		Feb-21	No change

	Perception of lack of impartiality from all sides of the conflict			as planned Probability - 3; Impact - 3	Ensure equitable intervention in the areas controlled by both parties				
6	Lack of access to target area and beneficiaries	Feb-21	Operational	Inability of activities to be implemented as planned Probability - 4; Impact - 3	Incorporate accessibility factor in the selection of target areas Establish local partnerships with partners based in the target area Develop a remote working arrangement with partners	CTA		Feb-21	No change
7	Disruption/absence of basic energy supply and communication services in target areas	Feb-21	Operational	Inability of activities to be implemented as planned Probability - 3; Impact - 2	Assess availability of essential services in the selection of target area Equip key essential personnel adequately	CTA		Feb-21	No change
8	Inability to mobilize project inputs in the form of goods and equipment in the target areas	Feb-21	Operational	Inability of activities to be implemented as planned Probability - 3; Impact - 3	Prioritise activities which require minimal capital investment Focus activities on labor intensive inputs and inputs available on the local market	CTA		Feb-21	No change
9	Programme outputs are achieved but impact of outcome level is minimal	Feb-21	Programmatic	Inability of activities to be implemented as planned Probability - 3; Impact - 3	Design the programme to deliver short term activities with long lasting impact Conduct periodic programme reviews to ensure continued relevance and contribution to outcome	CTA		Feb-21	No change
10	Failure to verify progress/result on the ground due to lack of access and security conditions	Feb-21	Programmatic	Inability of activities to be implemented as planned Probability - 3; Impact - 3	Engage an independent third party monitoring agent with outreach capacity in the programme area Develop a remote monitoring mechanism Establish collaborative monitoring mechanisms involving beneficiaries and stakeholders	CTA		Feb-21	No change

11	Weak implementing partner's capacity to deliver programme	Feb-21	Programmatic	Inability of activities to be implemented as planned Probability - 3; Impact - 3	Conduct capacity assessment of potential partners prior to engagement	CTA		Feb-21	No change
					Include capacity development component in partnership agreements				
12	Bureaucratic hurdles impeding import of equipment and materials	Feb-21	Programmatic	Inability of activities to be implemented as planned Probability - 4; Impact - 3	Maintain constant contact with authorities and process documentation timely.	CTA		Feb-21	No change
					Utilise services of UN clusters more effectively and efficiently				
13	Misappropriation of funds by implementing partners	Feb-21	Financial	Inability of activities to be implemented as planned Probability - 2; Impact - 3	Assess and establish the risk of fraud of every partner prior to engagement	CTA		Feb-21	No change
					Train partners in fund management				
					Select the appropriate cash transfer modality based on the assessed capacity of implementing partners.				
					Implement rigorous assurance activities in line with the established risks.				

## **Annex D Partner capacity assessments**

The project will select and screen partners in accordance with UNDP's partnership policies and standards. This includes conducting an assessment of the partners' financial, procurement, operational and management capacities.

Previous and current partners under the UNDP Yemen Emergency Mine Action project:

- DDG/DRC
- HALO Trust
- MSB
- NPA
- TDI

Additional future partners will be selected based on their organisational expertise and capacities, utilising international expertise as well as UNDP Yemen's NGO rosters where appropriate and where value added can be demonstrated.

## Annex E: Terms of Reference: Project Board and key management positions

### Project Board

The Project Board is the group responsible for making - on a consensus basis - management decisions for the project when guidance is required/solicited by the day-to-day manager of the project, the Chief Technical Advisor/Project Manager, including recommendations for approval of project revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Resident Representative or Country Director in line with DIM modalities. The main function of the Project Board is to provide quality assurance and strategic guidance to the project.

A Project Board will be established for this Project, to ensure strategic direction and oversee the implementation of the project. The Project Board will be chaired by UNDP and composed of NMAC, contributing donors and other governmental institutions directly concerned by the implementation of the project.

### Composition and organisation:

1. Executive: chairs the group and is ultimately responsible for the project. He/she has to ensure that the project remains focused on achieving its objectives and is cost effective. In cases of direct implementation this is UNDP by default.
2. Senior Beneficiary(s): represent the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realisation of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the national mine action commission.
3. Senior Supplier(s): represent the interests of the parties providing funding and/or technical expertise to the project. Their primary function within the Board is to provide guidance regarding the technical feasibility of the project. They are accountable for the quality of the resources (funding or technical assistance) provided by the suppliers. Therefore, they must have the authority to commit or acquire the resources required. The Senior Supplier role is held by one or several representative(s) of donors.

Representative of other stakeholders can be included in the Board as appropriate.

UNDP will be in charge of day-to-day project monitoring to ensure achievement of results. Independent project evaluations and audits are addressed in Section 4 (Monitoring Framework and Evaluation) and individual contribution agreements. UNDP is also responsible for the recruitment of project staff and the procurement of equipment in accordance with the project work plan and budget.

### Overall responsibilities<sup>11</sup>

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<sup>11</sup> Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

The Project Board is the group responsible for making by consensus<sup>12</sup> management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards<sup>13</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative or his/her designate. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. The Project Manager to seek guidance and decisions from the Project Board when PM tolerances (normally in terms of time and budget) are exceeded.

The Project Board reviews and approves the annual work plans (AWP) and authorises any major deviation from these plans. It ensures that the required resources are available, arbitrates on any conflicts within the project and negotiates a solution to any problems between the project and external bodies.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorises the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. The Project Board may address the technical details of activities that face difficulties with implementation.

### **Specific responsibilities:**

#### When the project is initiated

- Agree on the Project Manager's responsibilities, as well as the responsibilities of the other members of the Project team;
- Delegate any Project Assurance function as appropriate;
- Review and appraise detailed Project Plans and AWP, including the risk log and the monitoring and communication plan. During the implementation of the project
- Provide overall guidance and direction to the project;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible management actions to address specific risks;
- Agree on Project Manager's tolerances within the AWP;

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<sup>12</sup> Decisions by consensus are essential to reflect the dual accountability of the Government and UNDP in accordance with applicable regulations, rules, policies and procedures.

<sup>13</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16. 05: a) The administration by executing entities or, under the harmonised operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonised operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions.

#### When the project is being closed

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation if it is required;
- Notify operational completion of the project to the Outcome Board.

#### **The Project Board meets:**

- On a bi-annual basis to review and approve the regular project reports.
- At any other time, a meeting is requested by one of its members, the Project Manager or the Project Assurance because guidance is required, tolerances have been exceeded, or a particular issue or risk requires the intervention of the Project Board.

#### **Executive**

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

#### **Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief relevant stakeholders about project progress
- Organise and chair Project Board meetings

#### **Senior Beneficiary**

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role

monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

**Senior Supplier**

The Senior Supplier represents the interests of the parties, which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role.

**Specific Responsibilities** (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project.

**Project Assurance:**

The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

**Specific responsibilities of the assurance function:****During the implementation of the project**

- Ensure that funds are made available to the project;
- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity

**Quality log in particular:**

- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

**When the project is being closed**

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

**CTA/Project Manager**

**Overall responsibilities:** The UNDP Chief Technical Advisor/Project Manager will provide coordination and management of the UNDP project. The Chief Technical Advisor /Project Manager will be responsible for implementing the project activities and will be accountable to the Project Board and UNDP. S/he will also be responsible for preparing a detailed project work plan and indicative budget, reporting on the day-to-day activities and progress of the project, and submitting progress and financial reports. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

## **Specific responsibilities include:**

### *Overall project management:*

- Manage the realisation of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles.

### *Running a project*

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilise goods and services to initiative activities, including drafting terms of reference and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

### *Closing a Project*

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR for signature by UNDP and the Implementing Partner.

## **Project Support**

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

**Specific responsibilities include:**

*Provision of administrative services:*

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

*Project documentation management:*

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

*Financial Management, Monitoring and reporting*

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

*Provision of technical support services*

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

### Annex F Project Theory of Change flow chart

<b>Problem Statement</b>		<b>The impact of ERW and mines on the population is increasing, challenging humanitarian, early recovery and recovery activities, access to natural or other resources, access to rescue and social services, and the recovery of business activities</b>					
<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>	<b>Short-Term Outcomes</b>	<b>Mid-Term Outcomes</b>	<b>Long-Term Outcomes</b>	<b>Impact</b>	
<i>Resources needed to conduct the activities efficiently.</i>	<i>Activities needed to reach the outcomes.</i>	<i>Tangible results through the activities.</i>	<i>Outcomes expected of the intervention(s).</i>	<i>Outcomes one wants to see in timeframe.</i>	<i>Outcomes to observe beyond intervention timeframe.</i>		
<b>UNDP expertise in MA and RoL</b> , as well as expertise of INGOs and commercially contracted specialist companies engaged in the country, providing the technical assistance in MA, C-IED and maritime hazards fields, essential for providing technical assurance, quality management and competencies required within IMAS.	Mapping / marking of contamination through technical and non-technical surveys providing further information for clearance and risk education activities	Contamination is mapped/marked through survey informing clearance. Mine and UXO contamination is mapped and impact assessed nationwide using primary and secondary resources. This is based on evidence based survey.	People's lives improved through increased access to basic services	More targetted clearance is conducted reaching a greater portion of the population; Only land where there is a risk is marked as hazardous.	New and effective strategies and plans adopted by the government;	<b>Reduce the socio-economic impact of explosive remnants of war and mines on people and communities by achieving concrete changes in people's lives by strengthening communities' resilience and social cohesion and progress against the SDGs.</b>	
<b>Materials</b> needed to complete agreed activities. Ranging from vehicles and IT equipment, through specialised mine action tools and equipment, to IED disposal equipment and PPE. Local sourcing is the preferred option for enduring sustainability.	Landmine and ERW clearance activities based on established priorities and targeting vulnerable groups including women and children	Mine action activities are delivered in affected areas in support of human development, dignity and livelihoods and leading to increased access to resources, livelihoods. Land released following effective tasking and prioritisation	Increased access to resources, livelihoods and infrastructure through clearance and land release	Food and economic activity revitalised;	Health, wealth and wellbeing of communities is improved;		

<b>Counterparts</b> , National and International, who will participate in the mine action activities across the country	Explosive Ordnance is disposed off with positive impact to local communities		Increased national capacity to address ERW contamination through technical support and training provided to national mine action bodies and authorities	Better social integration;	Greater compliance with political commitments to the APMBC	
<b>Funding</b> in support of the Project activities, through Donor agreements	Coordination of Mine/ERW risk education delivered by partners and counterparts, targeting beneficiaries and linked to prioritisation and clearance, with accent on the needs of women and children	The awareness of threats posed by mines and UXO is increased in affected communities, especially among women and children	Increased awareness on the risks of contamination and increased safe behavior through mine risk education	Wider adoption of safe practices and an improved quality of life	Improved physical security and livelihoods lead to poverty reduction and progress towards the following SDGs:	
<b>Data</b> , accurate and reliable, obtained from partners and managed effectively and efficiently	Coordination of activities related to survivors by national counterparts and other actors in the country	Sustainable ERW survivors referral mechanism is established	Referral mechanism is put in place		<b>Poverty</b> – clearance activities will facilitate the implementation of social protection systems;	
		Survivors of ERW incidents are effectively supported and rehabilitated socio-economically.	Increased access for mine survivors to medical and psychosocial care and reintegration support channels	Survivors integrated into society	<b>Zero Hunger</b> – clearance activities facilitate the implementation of food security measures, enabling access, safe storage and transportation.	

	Capacity building of national counterparts with a focus on mine action, C-IED and maritime hazards		Better planning by trained personnel;	Increased productivity and reduced injuries and fatalities among operators	<b>Quality Education</b> - mine action activities directly facilitate access to primary, secondary and tertiary education in areas affected by their presence.	
	Capacity building of national counterparts to address the needs of women and children	NMAA capacity is strengthened to further improve the contribution towards mine action activities for human development in contaminated areas with accent on the needs of women and children	Advancing women's rights through addressing their needs	Inclusion of women into wider mine action operations	<b>Gender Equality</b> – addressing the needs of women and girls, through mine action activities, contributes to improving their life conditions. Prospective engagement of female employees in mine action will increase the reach of the teams and help address the specific needs of women and girls in the affected areas.	
	Coordination between national authorities, mine action implementers, donor community and other development actors		Mine action more closely linked with wider development planning and implementation		<b>Clean Water and Sanitation</b> - clearance activities will facilitate access to clean water and sanitation, the repair of critical infrastructure and	

					reduce instances of cholera.	
	Enhance AoR to be fully functional and contributing to the coordination of all activities implemented with the support of the project in the country		Capable and trained staff in national mine action and C-IED authorities meeting identified needs	Greater support to development and humanitarian actions	<b>Decent Work and Economic Growth</b> - clearance and associated activities enhance local employment and ultimately investment and prosperity to communities.	
			Safer practices with fewer accidents and lowered stress		<b>Sustainable Cities and Communities</b> - clearance activities facilitates reconstruction and rehabilitation of vital infrastructure, enhances a sense of community in areas affected by the conflict.	
					<b>Environmental Action</b> - removing and responsible disposal of ERW directly reduces possibilities of attacks on infrastructure	

					where the consequences would be significant to the environment and climate.	
<b>ASSUMPTIONS</b>						
Strong Programme design / predictable resourcing	YEAMC is able to continue operating	The overall conflict does not worsen	Interventions are implemented in a conflict-sensitive manner and contribute to social cohesion	Donor Support is continuous and coordinated	Coordination of stakeholders to achieve goal	The parties to the conflict support the mine clearance activities

**Annex G “Emergency Mine Action Project” terminal evaluation (attached file)**