



Country Programme Action Plan (CPAP)

between

the Government of the Republic of Yemen

and

United Nations Development Programme
(UNDP)

2007-2011

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List of Acronyms

ASYCUDA	Automated Systems for Customs Data
AWP	Annual Work Plan
CCA	Common Country Assessment
CEDAW	Convention on Elimination of All Forms of Discrimination
CO	Country Office
COCA	Central Organization for Control and Auditing
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
DEMFAS	Debt Management Financial Accounting System
DPPR	Development Plan for Poverty Reduction
EIA	Environment Impact Assessment
EU-EOM	EU Election Observation Mission
FACE	Fund Authorization and Certificate of Expenditures
GCC	Gulf Cooperation Council
GMS	General Management Support
GNP	Gross National Product
GOY	Government of Yemen
HACT	Harmonised Approach to Cash Transfers
HBS	Household Budget Survey
ICTD	Information Communication Technologies for Development
IFIs	International Financial Institutions
IGOs	Inter-governmental Organizations
ISS	Implementation Support Services
JSM	Joint Strategy Meeting
LCG	London Consultative Group
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MDGR	Millennium Development Goals Report
MDGs	Millennium Development Goals
MFIs	Microfinance Institutions
MIC	Medium Income Country
MoLA	Ministry of Local Administration
MoPIC	Ministry of Planning and International Cooperation
MSME	Micro, Small and Medium Sized Enterprises
MTEF	Medium Term Expenditure Framework
MYFF	Multi-year Funding Framework
NDS	National decentralization strategy
NEAP	National Environment Action Plan
NGOs	Non Governmental Organizations
ODA	Overseas Development Assessments

OECD	Organisation for Economic Co-operation and Development
OHCHR	Office of the High Commission on Human Rights
PFM	Public Financial Management
PLWA	People Living with Aids
PRS	Poverty Reduction Strategy
PRSFMS	PRS Follow-up and Monitoring System
PRSFMU	PRS Follow-up and Monitoring Unit
PRSP	Poverty Reduction Strategy Paper
RMG	Results Management Guide
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SCER	Supreme Commission for Elections and Referenda
SFD	Social Fund for Development
SMEs	Small and Medium Enterprises
STIs	Sexually Transmitted Infection
UN	United Nations
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
WB	World Bank

The Framework

The Government of the Republic of Yemen and the UNDP-Yemen are in mutual agreement on the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of the Republic of Yemen and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2002 to 2006),

Entering into a new into a new period of cooperation (2007 to 2011),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship

1.1 WHEREAS the Government of the Republic of Yemen (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country Standard Basic Assistance Agreement (SBAA) which was signed by both parties on 11 April 1977 and reconfirmed by the Republic of Yemen on 22 May 1990. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonization initiative. In light of this decision this Country Programme Action Plan (CPAP) together with an Annual Work Plan (AWP) (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.

Part II. Situation Analysis

2.1 This document derives from the United Nations Development Assistance Framework (UNDAF) and is in line with the Country Programme Document (CPD). It was developed jointly by the Government the Republic of Yemen and UNDP.

2.2 Although Yemen has improved its score on the human development index since 1990, it is still classified as a low human development country. Based on the second Common Country Assessment (CCA) and the Millennium Development Goals

(MDG) Report of 2003, Yemen is unlikely to reach most MDGs by 2015 without substantial redirection of policies, injection of additional funds and capacity building. While per capita gross national product (GNP) rose to \$ 650 in 2004, the upper poverty line has been reduced to 35.2% from 41.8% (1998) as per the preliminary results of the 2005/6 Household Budget Survey (HBS). The country's ability to expand job opportunities and social services to cater to its youthful population, which is expected to double in 23 years, is hampered by the declining oil production, if no new discovery is made, and unsustainably high rates of water use, which will lead to the exhaustion of assessed oil reserves within ten years, and threaten the very survival of many water scarce areas. Based on the assessment of progress against the MDGs, the only area where current rates of change at the national level offer hope of reaching the target by 2015 is universal primary education. However, given inter-governorate disparities, achievement of the desired 100% access to primary education across the whole country, especially for girls, is not assured.

2.3 The donors' conference for Yemen held in London in November 2006 confirmed substantial interest by the member countries of the Gulf Cooperation Council and Islamic and Arab funds in expanding their assistance to Yemen within the framework of the country's Third Socio-economic Development Plan. The traditional OECD donor countries also indicated their continued support to Yemen, and expressed a willingness to consider increasing levels of support once reforms initiated in 2006 are further consolidated. The prospect of a substantial increase in international assistance to Yemen over the coming four year period, 2007-2010, opens up prospects for significant progress towards attainment of MDGs, on the condition that the pledges made in London are transformed into well thought out programmes on the ground in a timely manner.

2.4 The Common Country Assessment (CCA) has identified four underlying reasons for the poor outcome of development interventions in Yemen: (a) Lack of transparency and participation; (b) Disempowerment of women and children; (c) Inequitable and unsustainable use of water resources; and (d) Jobless growth together with a growing population.

2.5 Governance failures contribute to lack of transparency and participation, gender inequality, inequitable use of water resources and jobless growth. Access to oil revenue has lessened the urgency of internal resource mobilization and consistent revenue collection and led to suboptimal use of what has until now been considered a gift. The delicate balance between the central government and a tribal society has led to a situation that gives substantial influence to tribal leaders and other socially influential persons. Respect for and protection of human rights in general, and women's rights in particular, are yet to be institutionalized, despite some positive moves. The legal system lacks credibility in creating conditions for the full enjoyment of the rights granted to the Yemeni population by the Constitution. Responsive and capable local governance and effective participation of civil society in public life remain elusive, and corruption has proven to be a pervasive problem.

2.6 Even though Yemen has endorsed the Convention on Elimination of All Forms of Discrimination against Women (CEDAW), and taken steps to remove inconsistencies with its provisions, the ability of women to participate fully in development remains constrained.

2.7 Yemen's water utilization rates substantially exceed the annual recharge of ground water tables. There are also concerns about the concentration of ever more limited and precious water resources in the hands of the wealthier and more influential segments of society.

2.8 Yemen has followed an economic development path that is overly dependent on the capital intensive oil sector, with little attention paid to job creation and equitable and sustainable growth. This has led to high youth unemployment rates which, if left unchecked, will exceed 40% within a decade, with the accompanying risk of social and political instability.

Part III. Past Cooperation and Lessons Learned

3.1 This section draws on the findings of the "Country Evaluation: Assessment of Development Results", recently conducted by the Evaluation Office of UNDP.

3.2 The UNDP programme for 2002-2006 focused on (a) governance, including decentralization, justice, human rights, elections and mine clearance; (b) poverty issues, including the Poverty Reduction Strategy Paper (PRSP), the Poverty Reduction Strategy (PRS) monitoring and evaluation system, microfinance, community-based development and HIV/AIDS; and (c) sustainable natural resources development, including biodiversity protection, pollution control and water resource and natural disaster management.

3.3 Supported by the United Nations Capital Development Fund (UNCDF), UNDP advocated and raised resources for decentralization, and built the capacity of the Ministry of Local Administration (MoLA) to support nascent local authorities. UNDP became a trusted partner by providing quality technical assistance, substantive guidance and strong project management and oversight.

3.4 UNDP assisted with the 2003 elections, i.e. how to manage the electoral system, train personnel and improve public information, voter registration and education. In 2006 the Supreme Commission for Elections and Referenda (SCER) was supported through the development of an effective outreach structure, encouragement of greater civil society organization (CSO) involvement, and capacity building in the technical and administrative aspects of elections. SCER's women's department was assisted to enhance the capacity of civil society organizations to train and support the potential women candidates for the local councils on nomination procedures and election campaigns. UNDP also supported an EU Election Observation Mission (EU-EOM) through the provision of logistical and administrative support.

3.5 The mine action programme, covering mine awareness and care of mine victims, completed a mine impact survey, helped clear 30 percent of mined areas and built the capacity of the Yemen Mine Action Center.

3.6 The PRS Follow-up and Monitoring Unit (PRSFMU) produces annual reports on progress in poverty alleviation and the MDGs. A common database of socio-economic indicators was established under the first PRSP (2003/05). This database will now be updated based on the second Household Budget Survey (2005/06). The

Government's leadership role in the PRSP process has been strengthened via capacity-building, coordination and advocacy efforts, with the Government now leading several of the five PRSP thematic groups. The current PRSP set-up will be extended to monitor the Third Socio-economic Development Plan for Poverty Reduction 2006-2010 using MDGs as its platform.

3.7 Microfinance institutions (MFIs) are now able to reach beneficiaries, particularly women, and assist them on a sustainable basis. Community credit societies have strengthened self-help capacities of communities and set-up lending windows for social and economic development, mobilizing over \$ 2 million for basic social infrastructure. Social indicators in target areas have risen, and the average household has seen a 32% increase in income.

3.8 UNDP targeted some programmes towards women, but there was no overall strategic approach to gender equality. The Micro-Start initiative supported women's empowerment. However, gender mainstreaming was not rigorously incorporated into the first PRSP process.

3.9 UNDP efforts raised awareness of environmental challenges and prompted changes, such as establishment of the Ministry of Water and Environment, drafting of the National Environment Action Plan (NEAP), and approval of a Water Strategy and Investment Plan. Disaster management plans are being prepared to deal with natural disasters, including earthquakes, floods, droughts, desertification, and landslides.

3.10 UNDP supported the establishment of a Human Rights Complaints department and a Human Rights information center, as well as supporting the publication of the Human Rights journal. These activities have led to greater awareness of and sensitivity to human rights concerns in the public at large and amongst government officials.

3.11 The use of Information Communication Technologies for Development (ICTD) in the Debt Management Financial Accounting System (DEMFAS) and Automated Systems for Customs Data (ASYCUDA) have been promoted. The ASYCUDA system has increased customs collection and improved governance in the Customs Authority.

3.12 A number of key lessons and good practices can be drawn from UNDP's previous work in Yemen. In 2005, UNDP's Evaluation Office undertook an assessment of the development results of the organization's work in Yemen. One of the most important lessons drawn from this assessment is the good relationships that have been developed with the Government and other development partners in the field. The trust and respect that exist between UNDP and its counterparts have been paramount for the success of UNDP's programme, and will form the basis for its continued work in the country. Finding the balance between upstream and downstream support, such as in the Decentralization Programme, where support to the development of a national strategy has been coupled with pilot initiatives at the local level, has placed UNDP in a favourable position both within the Government and among local communities. In its previous programme cycle, UNDP also clearly demonstrated its ability to build capacity and pilot innovative initiatives, exemplified by the handover of community-based rural development projects to the Social Fund

for Development (SFD) and the Ministry of Planning and International Cooperation's (MoPIC) internalization of the PRSP process. Issues such as ensuring a clearer and narrower focus as well as balancing the need for long-term commitment with the ability to respond to emerging issues and unforeseen situations, are aspects that will be taken into consideration in the new programming cycle.

Part IV. Proposed Programme

4.1 The UNDAF reflects the priorities of the Third Socio-economic Development Plan for Poverty Reduction 2006-2010. It was developed in collaboration with the Government, donors and civil society. The CPD was prepared as an extension of the UNDAF in close collaboration with the Government of the Republic of Yemen, outlining UNDP's contribution to the achievement of the UNDAF outcomes. This CPAP further elaborates UNDP's support, and consultations have been held with the Government of the Republic of Yemen and other counterparts to ensure that the support is in line with national priorities.

4.2 The Joint Strategy Meeting (JSM) held upon completion of the UNDAF provided the following recommendations relevant for UNDP with regards to the implementation of the UNDAF: (i) emphasis is placed on monitoring and evaluation (M&E) and the recording of lessons learned, (ii) water continues to feature in the priorities of UN agencies as this is a major issue for Yemen, although UNDP has a limited value added and will therefore not prioritize this issue in this programming cycle, and (iii) current resources be used to mobilize additional resources as the UNDAF requires further support to ensure the success of the common strategy. These recommendations have been taken into consideration in the development of UNDP's CPD and CPAP.

4.3 This CPAP is in line with UNDP's Multi-year Funding Framework (MYFF) and places its focus within the five practice areas of the organization. The two main programme components are Governance and Pro-poor Economic Growth. The Pro-poor Economic Growth component includes environment and crisis prevention as these are considered crucial for creating an enabling environment for sustainable and equitable economic growth. The CPAP also has a small component on HIV/AIDS, where the main activities will be in building advocacy, awareness raising and leadership with regards to HIV/AIDS, as well as capacity building of national entities. Due to the great challenges faced by women and their struggle for equal rights in Yemeni society, women's empowerment and gender equality have been given an important place in the UNDAF, with a separate UNDAF outcome. This CPAP also includes a separate component on the empowerment of women. This component focuses on the enhancement of institutional and human capacity to promote gender equality and women's rights. In addition, gender has been mainstreamed throughout the other components of the CPAP.

4.4 The UNDAF has identified the following four areas of cooperation between the United Nations agencies and the Government of Yemen: (a) governance; (b) gender equality and women's empowerment; (c) population and basic social services; and (d) pro-poor economic growth.

4.5 Within the UNDAF, UNDP focuses on governance and pro-poor economic growth, as well as gender equality and women's empowerment. UNDP will also foster gender equality and women's empowerment by supporting gender mainstreaming throughout its programmes and projects. This will be done by building national capacity for inclusive and equitable development, while undertaking selected activities directly targeting women's needs and rights.

4.6 UNDP will promote an enabling environment for transparent, equitable and accountable policies and decision making. To that end, UNDP will work with the legislative and judicial entities in the country, in addition to its traditional work with the executive branch.

4.7 Tackling poverty requires a dual approach of improving governance and equipping the poor with necessary skills and access to resources to avail of economic opportunities. UNDP will support reform of economic governance in areas such as competition policy and banking, and improving access of youth and women to skills, markets and credit through vocational training, micro-enterprise development and micro-finance.

4.8 UNDP is working closely with the donor community through a signed Public Financial Management (PFM) donor agreement aimed at strengthening the capacity of the Ministry of Finance to improve PFM in Yemen. This will, in the long term, lead to ODA flow through the national budget (direct budget support).

4.9 UNDP will work with various line ministries in capacity building and institution building related to all levels of planning, including development planning, regional planning and urban planning. The current focus in the Ministry of Planning and International Cooperation (MoPIC) on development planning and aid coordination will continue. Additional expansion in areas of planning that have a direct impact on living situations, community development and efficient population management will be addressed.

4.10 In addition to opportunities identified in the CPD for UNDP support to Yemen in specific thematic areas, the prospect of a substantial increase in international assistance to Yemen, following the November 2006 Donors' Conference has opened new opportunities for UNDP to provide pragmatic support in the area of project implementation capacity. UNDP has a proven track record in other countries, most notably in Latin America, of helping to build national capacity for project design and implementation, while at the same time providing direct support to implement projects in the interim to meet pressing needs while building capacity in the process. The nature of the expected support from UNDP is to be worked out in the course of ongoing consultations with the Ministry of Planning and Yemen's partners in the GCC, but is likely to include identification of bottlenecks to project implementation, building national capacity in key aspects of project design, implementation and monitoring and actual assistance with certain project implementation tasks.

Governance

4.11 The UNDAF priorities for fostering democratic governance are grouped in four major outcomes, namely;

(a) improved institutional capacity within the government of Yemen and civil society to ensure implementation of ratified human rights treaties in a systematic manner; (b) enhanced national capacities to demand and deliver transparency and accountability of public officials; (c) improved government structures and mechanisms at both centralized and decentralized levels responding to citizens' needs and rights; and (d) institutionalized rule of law and equal access to justice.

4.12 The process for institutionalizing a democratic culture will be supported by UNDP. Informed debate on use of public resources will be promoted, as well as capacity building of civil society for public debates on major issues of concern to society. UNDP will also ensure that legislatures have the capacity to effectively discharge their oversight functions over the executive branch.

4.13 In cooperation with the Office of the High Commission on Human Rights (OHCHR) and CSOs, support will be provided for the establishment of an independent human rights body, harmonization of national laws with ratified human rights obligations, strengthening the capacity of authorities and civil society to protect, promote, monitor and disseminate human rights and equal access to justice.

4.14 Decentralization and local governance are important areas of support, encompassing the review and reform of legislation and policies, capacity development for local development planning and fiscal management. Support to the Ministry of Local Administration will continue, with focus on the development and implementation of a national decentralization strategy, strengthening capacity of local authorities and civil society to plan and implement the local development agenda, strengthening national capacities for effective fiscal decentralization, and institutionalization of a system of participatory national and local development planning. UNDP will continue its strong partnership with UNCDF in introducing local governance schemes.

4.15 UNDP will, in collaboration with the United Nations Electoral Assistance Division, support the SCER to ensure sustainable, transparent and participatory electoral processes and expand democratic participation, particularly for under-represented segments of society, notably women, by facilitating greater civic, democratic and voter awareness. In cooperation with civil society and local government, women's leadership skills will be built, to ensure more meaningful participation of women in decision making positions at national and local levels.

Gender equality and women's empowerment

4.16 UNDP will contribute to the UNDAF outcome of *improved institutional and human capacity to promote gender equality and empower women in social, political, economic and legal spheres*. In addition to the areas of gender mainstreaming, access to justice, political participation, violence against women, gender budgeting, and improving the social position of women, there is a strong focus on women's empowerment in the areas of governance and pro-poor economic growth.

Pro-poor economic growth

4.17 Economic growth with equity is the engine for alleviating poverty. Therefore, expanded internal and external investment is crucial for addressing unemployment and under-employment in the country.

4.18 UNDP will support efficient and sustainable use of resources for equitable, job-creating growth, with a focus on youth and women.

4.19 UNDP, with potential partners including the United Nations System agencies, will contribute to the following results:

- (a) Strengthened and supportive economic policy, institutional framework and operating environment;
- (b) Enhanced scope for the participation of youth and women in economic activities;
- (c) Improved productivity of small enterprises and rural households, and access by food-insecure households to food through equitable and sustainable access to resources; and
- (d) Sustainable and equitable use of natural resources.

4.20 Special attention will be paid to achieving the MDGs and reducing human poverty through pro-poor policy reform and local poverty initiatives, as well as assisting in operationalizing existing sector strategies for the promising sectors that will increase job opportunities with decent pay for the people of Yemen. Access by the working poor to decent work will be facilitated. Private sector development will be supported to create economic opportunities for all, including youth and women, and thus will also deal with the potentially explosive youth unemployment problem and address gender disparities in access to opportunities.

4.21 UNDP will work with partners, including the World Bank, to improve the business environment, and to enable the private sector to flourish. National capacity to negotiate global and regional trade agreements that provide for diversifying the export base and increasing employment will be built, while continuing to strengthen national capacity for monitoring progress against MDGs and the Third Socio-economic Development Plan for Poverty Reduction 2006-2010.

4.22 The capacity of Yemeni institutions will be built to equip new entrants to the labour force, especially youth and women, with the requisite skills and package of support services to either enter formal employment or engage in self-employment activities. The productivity of youth and women will be improved by upgrading their technical and managerial skills, thus promoting a wider empowerment agenda.

4.23 With full private sector participation, UNDP will use its global experience to support small and medium enterprises (SMEs) in order to allow greater numbers of the poor to engage in self-employment activities. It will also help existing SMEs to grow by working to remove some of the constraints they face in accessing government contracts and formal credit.

4.24 With the majority of Yemenis living in rural areas and dependent on the use of natural resources, poverty and environmental degradation are closely interrelated. Therefore, the ability of the poor to derive their livelihood and income from these resources in a sustainable and equitable manner will be built up. This will be done by integrating the principles of sustainable natural resource management into national planning frameworks and promoting community participation, with priority attention to addressing the negative impacts of qat, tobacco and other water-intensive crops.

4.25 Yemen has rich biodiversity, which can be used to develop eco-tourism. This biodiversity, however, is declining, and its effective management is hampered by institutional weaknesses, lack of awareness among the stakeholders and public at large. UNDP has established a competitive advantage in this field, and can contribute to;

- (a) strengthened capacity at the central and local levels to develop and implement environmental strategies;
- (b) enhanced national capacities for the management of protected areas; and
- (c) enhanced environmental awareness in civil society.

4.26 The mainstreaming of disaster risk reduction into national development planning processes and improved emergency preparedness and response capacity will be supported by promoting community based mechanisms for disaster management. Mine clearance work will continue, and a fully functioning national institution for this purpose will be promoted through technical capacity building, legislation and the establishment of national standards.

HIV/AIDS

4.27 Yemen is a low HIV/AIDS prevalence country and there is limited institutional capacity to monitor and respond to a pandemic, should it occur. UNDP, as part of the HIV/AIDS Thematic Working Group, will focus on legal issues, capacity building and public awareness. Particular attention will be paid to enhancing government coordination capacity, while breaking the silence surrounding the disease. Priority will be given to institutional capacity building, particularly in the area of needs assessment and resource planning.

Part V. Partnership Strategy

5.1 The partnership strategy for this CPAP builds on the notion that the contribution of all partners is fundamental for the attainment of the outcomes agreed upon in the UNDAF. The support provided by the partners must be complementary and integrated. National ownership, leadership and accountability of the development process are the overriding principles of this partnership strategy.

5.2 In order to ensure that the outcomes set out in the UNDAF and CPAP are achieved, financial, human and technical resources need to be in place. It is important to note that the UNDAF and CPAP have been aligned with the Third Socio-economic Development Plan for Poverty Reduction 2006-2010, which allows the UN, and UNDP in particular, to mobilize additional resources required to achieve the agreed upon outcomes. Following are the key partners and their role in this CPAP:

5.3 The Government of the Republic of Yemen will continue to be UNDP's main counterpart with the Ministry of Planning and International Cooperation (MOPIC) as the Government coordinating agency. All workplans will therefore be developed in close consultation with MoPIC and the respective line ministries, including local administrations, as indicated in the Results and Resources Framework (RRF). UNDP will also work closely with MoPIC to ensure that Government cost-sharing contributions are made available and delivered within the agreed timeframe.

5.4 UNDP's main role in this partnership is to foster new and maintain existing partnerships. It will also coordinate the support provided in key UNDP programme areas within the relevant areas of the UNDAF, such as various aspects of good governance and pro-poor economic growth. UNDP will lead in policy advice and resource mobilisation in these areas and make available technical expertise and knowledge accumulated through extensive experience in Yemen, as well as in other programme countries. Where appropriate, resource mobilization will also be conducted at the UNDAF level to ensure a coherent approach to the achievement of the outcomes.

5.5 UNDP will also work in close partnership with its UN sister agencies to ensure that the contributions of the UN system in the efforts to achieve the UNDAF outcomes are complementary and integrated. Where deemed practical, UN Joint Programmes will be developed and implemented in line with UNDG guidelines. Joint Programmes also need to be strategic and will be developed and used in achieving optimal impact and results. It is envisaged that monitoring visits and joint reviews of the UN CPAPs will be held with participation of stakeholders.

5.6 Civil society will be a key partner in most of UNDP's programmes. The work with civil society is two-fold, to enhance its capacity (i) to monitor the work of the Government and act as a watchdog in order to promote good governance and increase public participation in decision-making processes, and (ii) to play a catalytic role in advocacy and awareness raising among the population on key challenges that Yemen faces such as population growth, gender equality and the status of women, water scarcity and HIV/AIDS. UNDP will work with civil society organizations that have representation both in urban and rural centres. Vigorous efforts will be made to engage religious and community leaders in advocacy related activities as these groups have an important status in the population and can therefore make important contributions to changing attitudes in a number of key challenges.

5.7 Private sector and International Financial Institutions (IFIs) will be increasingly engaged in development in Yemen. A strategy for private sector development will be initiated with the participation of the private sector. This strategy will include Government's consultation with the private sector in the development of economic policies and strategies and other areas that will support the fostering of vibrant economic growth that leads to an increase in employment with decent pay.

5.8 Bilateral donors and the EU will be approached to provide parts of the funding required to achieve the agreed upon outcomes. In some cases, parallel financing for the CPAP outcomes will be negotiated with key partners. UNDP will strengthen its convenor role in areas where it works closely with bilateral donors. The justice sector is an area where UNDP has recently successfully played this role and will replicate this in other areas. A resource mobilization strategy will be developed to ensure that resources are made available for all areas indicated in the RRF.

5.9 The donors' conference for Yemen held in London in November 2006 confirmed substantial interest by the member countries of the Gulf Cooperation Council and Islamic and Arab funds in expanding their assistance to Yemen within the framework of the country's Third Socio-economic Development Plan for Poverty Reduction 2006-2010. The traditional OECD donor countries also indicated their continued support to Yemen, and expressed a willingness to consider increasing levels of

support once reforms initiated in 2006 are further consolidated. The prospect of a substantial increase in international assistance to Yemen over the coming four year period, 2007-2010, opens up prospects for significant progress towards attainment of MDGs, on the condition that the pledges made in London are transformed into well thought out programmes on the ground in a timely manner. UNDP will therefore partner with Gulf Cooperation Council (GCC) countries and funds to facilitate the translation of their funding commitments at the London Consultative Group (CG) meeting in November 2006. In coordination with MoPIC such partnering may take the form of advisory and programme development services, support to benchmarking, monitoring and evaluation, as well as project implementation where needed.

5.10 UNDP will explore the possibilities of engaging academia in research and in the preparation of National Human Development Reports and other publications. Academic and research institutions will be involved in capacity building efforts for local authorities, civil society organizations and private sector.

5.11 Media will be fully engaged in various sectors as reflected in the draft Communications Strategy to educate the population on the plans and results in transforming Yemen from a Least Developed Country (LDC) to a Medium Income Country (MIC) by 2025. Media will also be involved in advocacy initiatives aimed at changing attitudes and perceptions in areas such as gender equality and HIV/AIDS.

5.12 It is foreseen that the current national PRSP structure will be revised to accommodate monitoring and evaluation related activities of the Third Socio-economic Development Plan for Poverty Reduction 2006-2010, within which the UNDAF and CPAPs outcomes will be annually reviewed. This includes the Joint Strategy Meetings (JSM) held to review and revise these documents according to national priorities. Moreover, within the context of the UN Country Team, internal reviews will be conducted periodically.

Part VI. Programme Management

6.1 The programme will be nationally executed, in line with the Harmonised Approach to Cash Transfers (HACT) modality, under the overall coordination of MoPIC. Government ministries, NGOs, IGOs and UN agencies, including UNDP, will implement the programme activities. MoPIC will nominate the Government Co-operating Agency (line ministry) directly responsible for the Government's participation in each UNDP assisted AWP and project. The AWP and projects describe the specific results to be achieved and will form the basic agreement between UNDP and each implementing partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency(ies)" as used in the SBAA.

6.2 As per the Results Management Guide (RMG) an UNDAF Outcome Board and Country Programme (CP) Outcome Boards will be established. The UNDAF Outcome Board will be composed of the Government and the UN Country Team and will monitor the progress towards achievement of the four UNDAF outcomes. The CP Outcome Boards will be composed of UNDP, MoPIC and relevant implementing agencies, as well as UN agencies and other partners as required. The role of the CP

Outcome Boards will be to monitor the implementation of the CPAP and to make decisions regarding the strategic direction of the Action Plan.

6.3 In programme design and implementation, UNDP works closely with key partners. The country programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents will be prepared using, inter alia, the relevant text from the CPAP and AWP. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the undg Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.4 The CPAP RRF has been designed in a way that allows for more than once AWP per CP output. It is envisaged that several projects and AWP may contribute to the achievement of each CP output. Each CP output may therefore list more than one implementing agency.

6.5 Atlas contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP programme.

6.6 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

6.7 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.8 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.9 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.10 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

6.11 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.12 Resource mobilization efforts will be intensified to support the Results and Resources Framework (RRF) and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

6.13 Based on previous experience, hands on support from UNDP can enhance the effectiveness of activities of a pilot nature involving partners without much prior experience of implementing externally funded projects. Having UNDP implement such activities ensures timely implementation without imposing a heavy administrative burden on the counterparts concerned, thus allowing the counterparts to focus on acquiring technical skills. It is therefore envisaged that UNDP will be the Implementing Partner in selected areas of the CPAP.

6.14 UNDP Yemen is the implementing agency in two ongoing projects. In the area of human rights UNDP is building the capacity of a new ministry and will continue doing this. Capacity assessment will be conducted to determine future collaboration. UNDP is also implementing a rural development project under the Global Compact, namely the Masilla project. This project continues into the current CPAP and implementation arrangements will remain the same.

6.15 In the area of Justice Sector Reform, a project has been developed in which the Ministry of Justice and the Ministry of Interior are partners. This is the first time donors provide assistance to the two ministries to address complex issues of judicial reforms, which will require effective and efficient implementation arrangements. All concerned actors agree that there is a need for a third party (UNDP) to have overall responsibility for the implementation of the project in order to facilitate full and effective participation of all Yemeni partners in the substance of the programme. Within this support, implementation capacity will be addressed with the aim of future take-over of implementation responsibility by the national institutions. The two ministries will have full ownership of the project in terms of policy reform and related actions to improve the judicial system in Yemen. This will, in the near future, result in increased national budget support and ODA flows targeting the sector.

6.16 UNDP will continue its support to the electoral process in Yemen, also during the period between elections. Previous interventions to assist the SCER to enhance their capacity in electoral management and administration have been through UNDP

implementation. Due to the complexity of the tasks involved in electoral assistance, UNDP will continue to be the implementing agency for selected activities. As the capacity of SCER improves over time, activities of an increasingly complex nature will be implemented by the SCER.

6.17 Given the relative youth of civil society organizations in Yemen, most CSOs do not have sufficiently experienced administrative machineries, capable of fulfilling the obligations of an implementing agency. Thus, activities in support of capacity building for civil society, in areas including women's empowerment, HIV/AIDS and participation, will be directly implemented by UNDP. However, over time, as more and more CSOs reach maturity, such activities will be directly implemented by concerned CSOs.

6.18 UNDP will also directly implement the programme component of mainstreaming gender into UNDP programmes, as the activity is largely concerned with influencing UNDP funded projects by making sure they adequately cover gender issues.

6.19 At the beginning of and during the CPAP cycle, UNDP will undertake programme formulation in a number of areas outlined in the RRF. In addition, evaluations will be conducted of several ongoing and closing programmes and projects. Resources for these exercises will be implemented by UNDP and have been spread across the outcomes.

6.20 Although parts of this CPAP will use UNDP as its implementing partner, UNDP will strive to build the capacity of its national counterparts to enable them to assume implementation responsibilities in the nearest possible future. UNDP will be the Implementing Partner only in cases where no other agencies or institutions are found suitable.

Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews, in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 The Millennium Development Goals Report (MDGR) that is developed for the Republic of Yemen will serve as the primary means for reporting on UNDAF activities, complemented by the Annual Report and work plan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs. The current PRS Follow-up and Monitoring System (PRSFMS), which uses MDGs at its platform, will be enlarged to monitor progress of the Third Socio-

economic Development Plan for Poverty Reduction 2006-2010 and MDGs. PRSFMS will provide inputs for the preparation of future MDGRs in Yemen. UNDP will continue its work to enhance national capacity in M&E through the development of the M&E process of the Third Socio-economic Development Plan for Poverty Reduction 2006-2010 M&E. As part of its support to the UNDAF outcome addressing pro-poor economic growth, the country office will assist in carrying out data and statistical analyses to allow for improved planning and policy making. UNDP will also support capacity-building on aid coordination, harmonization and alignment, as well as aid effectiveness in order to improve monitoring and coordination of donor activities and ensure results.

7.3 Baselines and indicators are included as part of the CPAP and UNDAF M&E plan. The UNDP will work within the UNCT to ensure that baselines and indicators are aligned to those being formulated or used by the Third Socio-economic Development Plan for Poverty Reduction 2006-2010. This will allow the UNDP to ensure its M&E efforts are supporting national M&E processes and builds on national efforts in that regard. Additionally, any resources needed to establish baselines or indicators will be well spent, as they also can be used for the national plan. Where no plan for a baseline or indicator is foreseen by the national M&E process, UNDP will invest its resources to develop these to ensure the CPAP results can be measured and monitored. Consequently, the CPAP baselines and indicators may be revised accordingly.

7.4 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies and in consultation with the Ministry of Planning and International Cooperation, will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.5 To facilitate assurance activities, Implementing Partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.6 The audits will be commissioned by UNDP and undertaken by private audit services. The Implementing Partner may select such a public accounting firm from a shortlist of accounting firms pre-approved by UNDP. The Central Organization for Control and Auditing (COCA) is one of the beneficiaries of the donor supported PFM capacity building programme, which will assist COCA in undertaking a full auditing role in the future.

7.7 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

7.8 The targets, indicators and baselines are taken from the UNDAF and may be revised during programme development and implementation and UNDAF and CPAP reviews.

Part VIII. Commitments of UNDP

8.1 The total resources required to implement this CPAP is US\$ 80 million over the period 2007-2011. UNDP core resources are estimated at approximately US\$ 25 - 30 million over the five-year cycle (depending on allocations of TRAC 2 and 3 resources). UNDP will mobilize the additional resources required from the bilateral and multi-lateral funding institutions, global trust funds and the private sector, subject to interest by funding partners. These resource allocations do not include funds that may be mobilized in response to any emergency and humanitarian situation that may occur. These resource allocations will be utilized for policy advice, technical assistance, capacity building, system development and knowledge generation and sharing.

8.2 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and implementing partners will be emphasized.

8.3 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner expeditiously. UNDP will provide a consolidated periodical report to MoPIC on all cash transfers undertaken to the various implementing partners.

8.4 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment expeditiously.

8.5 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.6 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

9.1 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 11 April 1977. The Government

shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants.

9.2 In case of government cost-sharing through the CPAP:

- i. The schedule of payments shall be agreed upon and UNDP bank account details shall be provided.
- ii. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
- iii. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of CPAP delivery.
- iv. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- v. All financial accounts and statements shall be expressed in United States dollars.
- vi. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
- vii. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [vi] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
- viii. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
- ix. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the

Contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:

(a) Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to a 5%.

(b) Direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner. As long as they are unequivocally linked to the specific programme/project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project/programme according to standard service rates.

The aggregate of the amounts budgeted for the CPAP, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the CPAP under this agreement.

- x. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- xi. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme reviews, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

Part X. Roles and Responsibilities of Implementing Partners

10.1 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

10.2 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP only.

10.3 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within three months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN agency regulations, policies and procedures will apply.

10.4 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within three months after receipt of the funds.

10.5 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by UNDP;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

10.6 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UN agencies, on a quarterly basis.

Part XI. Other Provisions

11.1 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2011.

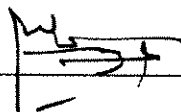
11.2 This CPAP supersedes any previously signed CPAP between the Government of the Republic of Yemen and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this Sunday 1st April 2007 at the Ministry of Planning and International Cooperation, Sana'a, Republic of Yemen.


For the Government of the Republic of
Yemen

For the United Nations Development Programme
(UNDP – Yemen)

Signature: _____



Signature: _____



H.E. Mr. Abdul Karim Ismail Al-Afnabi

Flavia Pansieri

Minister of Planning and International
Cooperation

Resident Representative

ANNEX 1

Country Programme Action Plan Results and Resource Matrix 2007-2011

ANNEX I: Results and Resources Framework (RRF)

UNDAF Outcome 1		Enhanced transparency & accountability of public institutions and participation of all constituencies in systematic national and local decision-making within the scope of international treaties ratified by the Republic of Yemen		Indicative Resources by Programme Component (per year, million US\$)						
UNDP Programme Component	CP Outcome	CP Outputs	Output Targets, Baselines, and Indicators	Implementing Partners	2007	2008	2009	2010	2011	Total
Fostering democratic governance	1- Improved institutional capacity within the GoY and civil society to ensure implementation of ratified human rights treaties	1.1- Strengthened legal and institutional capacities for promotion and protection of human rights	T.a.- 70% of discrepancies amended; b.- Establishment of an independent Human Rights Commission (UNDAF outcome targets)	UNDP implementation. Ministry of Human Rights and Ministry of Legal Affairs may be used as Implementing partners based on capacity assessments.	0.4	0.65	0.4	0.2	0	1.65
			B.a.- Lack of harmonization between international treaties and national laws; b. Lack of independent Human Rights Commission (UNDAF outcome baselines)							
			I.a.- Number of provisions in national law that contravene international treaties signed by Yemen; b.- Existence of an independent Human Rights Commission (UNDAF outcome indicators)							
			T.a.- Fully functioning independent Human Rights Commission *							
		1.2- Strengthened capacity of authorities to meet their obligations as enshrined in international treaties & conventions		UNDP implementation, Ministry of Legal Affairs and Ministry of Human Rights may be used as implementing partners based on capacity assessments.	0	0.02	0.1	0.205	0.5	0.825
			B.a.- No existing Human Rights Commission *							

T=Target; B=Baseline; I=Indicator; also all Outcome/Output numbering matches UNDAF

ANNEX I: Results and Resources Framework (RRF)

Service Line 2.3: Electoral systems and processes	2- Enhanced national capacities to demand and deliver transparency and accountability of public officials	1.3- Strengthened capacity of the public at large, particularly CSO/NGOs and the media, in effectively advocating for the fulfillment of rights enshrined in international treaties and conventions, notably with respect to political, social, economic and human rights	I.a.- Number of cases addressed by the Human Rights Commission*							
			T.a.- At least one investigative report on development issues disseminated per week	UNDP will initiate implementation to thereby identify appropriate Civil Society Implementation thereafter	0.2	0.25	0.3	0.075	0	0.825
			B.a.- Very few investigative reports in media and no formally recognized human rights advocates							
			I.a.- Number of investigative reports on development issues in different media outlets							
Service Line 2.3: Electoral systems and processes	2.1- Legal and institutional frameworks for ensuring fair and free multiparty elections strengthened	2.1- Legal and institutional frameworks for ensuring fair and free multiparty elections strengthened	T.a.- Regular reporting of electoral violations to courts by 2011; b.- All needed adjustments in election law provisions are undertaken and endorsed	UNDP will implement selected electoral assistance activities. SCER, Shura council and Parliament will implement based on capacity assessments.	0.25	0.6	1	0.63	0	2.48
			B.a.- Very few cases of electoral violations presented to courts; b. to be determined							
			I.a.- Number of electoral violations cases presented to courts; b. - Number of election law provisions that need adjustment							

ANNEX I: Results and Resources Framework (RRF)

Service Line 2.2: Parliamentary development	2.2- Strengthened parliamentary capacity for monitoring and ensuring accountability of the executive branch	T.a.- At least 3 major parliamentary committees have sufficient staff to raise a methodological investigation of the Government, follow up on corruption cases and communicate with the media; b. A transparent information system on cases of corruption B.a.- No support staff in parliamentary committees address issues of corruption*; b. - Limited number of reports sent to Parliament by independent investigation bodies I.a.- Number of parliamentary support staff for monitoring transparency and accountability of public officials; b. - Number of reports on violations of public finance rules presented to Parliament and the public	Shura council and Parliament	0.27	0.28	0.5	0.24	0.2	1.49
				0	0.3	0.3	0.2	0.19	0.99
Service Line 2.5: E-governance and access to information	2.3- Strengthened civil society capacity for meaningful participation in allocation and use of public resources	T.a.- Improved quality and accessibility of information on public finance management B.a.- Lack of public availability of information on public resources I.a.- Quality and regularity of available information on use of public resources	UNDP will initiate implementation to thereby identify appropriate Civil Society Implementation thereafter						

ANNEX I: Results and Resources Framework (RRF)

Service Line	3. Improved government structures and mechanisms at both centralized and decentralized levels responding to citizens' needs and rights	3.1- National decentralization strategy (NDS) operational, with strong engagement of local authorities and civil society entities in managing and overseeing local development in a participatory and equitable manner	T.a.- Clarified mandate, related functional assignment and institutional structures of central sector ministries, governorates and districts; b.- A 20% annual increase in the number of districts producing participatory local plans and budgets.	Ministry of Local Administration, and Local authorities with technical support of UNCDF	1.02	1	1	0.93	4.95
2.6: Decentralization, local governance and rural/urban development			B.a.- Lack of clarity of mandates and limitations on abilities of governorate and districts to carry out mandates as per decentralization strategy; b. - In 2005, 28 districts in 6 governorates were producing participatory local plans						
			I.a.- Clarity of mandates and functional assignments of different levels of government; b.- Number of districts producing local plans and budgets through elected local councils						
		3.2- An institutionalized system of participatory national & local development planning	T.a.- Documented and clear linkage of annual budgeting process with the 3rd Socio-economic Development plan for Poverty Reduction 2006-10 (MTEF - Medium-term Expenditure Framework) and MDGs at national level and in selected districts*; b.- At least 2/3 of donor assistance harmonized with the national plans in selected districts	MOPIC, MoLA, and other Line Ministries where planning activities will be initiated	1.2	1.5	1.5	1.03	6.73
			B.a.- Yemen does not yet have an MTEF; b. - No systematic donor dialogue						
			I.a.- Existence of MTEF-linked (Medium term expenditure Framework) annual budgets at national and local levels; b.- The extent of donor harmonization with national and district development priorities						

ANNEX I: Results and Resources Framework (RRF)

3.3- Strengthened capacity for effective fiscal decentralization that allows local districts to meet investment requirements & operational costs	T.a.- 10-15% annual increase in all items of revenues raised at district level in selected districts; b.- Capital subsidy to increase by 10% annually, while subsidy for recurrent budget should increase at 25% annually to cover existing shortfalls (UNDAF Outcome targets)	Ministry of Local Administration and Ministry of Finance	1.85	1.25	1.35	1.15	1.13	6.73
	B.a.- 2004 local revenues were 6,748 million Riyals, shared revenues 6,554 million Riyals and general joint revenues 3,227 million Riyals; b.- 2004 subsidy for capital budget 3,850 million Riyals, subsidy for recurrent budget 127.8 billion Riyals (UNDAF Outcome baselines)							
3.4- Increased participation of children, youth, and women as decision makers in decentralized governance	I.a.- Amount of revenues raised at district level broken down into: local, shared and central; b.- Amount of subsidy received from central govt towards capital and recurrent budget at district level (UNDAF Outcome indicators)							
	T.a.- At least 20% of local elected positions are held by women; b.- At least 30% of local government employees are made up by women	Ministry of Local Administration, and UNDP Implementation initially where wider civil society involvement required with aim to have CSO implementation thereafter	0	0.2	0.2	0.5	0.49	1.39
	B.a.- 36 women elected to local councils (.49%); b.- Very few female staff in local government bodies							

ANNEX I: Results and Resources Framework (RRF)

Service Line 2.4: Justice and Human Rights	4. Institutionalized rule of law and equal access to justice with a focus on women and children	4.1- Increased consistency in the application of a fair and efficient justice system, in a timely, child and women friendly manner	I.a.- Number of women members in local elected bodies; b.- Number of women employed by local government bodies	UNDP Implementation with Ministry of Justice, Ministry of Interior, and Ministry of Human Rights as partners	1.02	1	0.69	0.5	4.21			
			T.a.- 50% of courts have automated archive systems; b.- Clear delineation of the respective roles and responsibilities of the traditional and formal justice systems and the interface between the two systems*	B.a.- Two courts had automated archives in 2005; b.- Lack of clarify vis-à-vis the roles and responsibilities of the two systems*	I.a.- Number of courts with automated archives; b.- Directive specifying the roles and responsibilities of the two justice systems*							
			T.a.- 100% dialogue and coordination between all integrated Justice system entities, mainly the 3 ministries of Justice, Interior and Human Rights*	B.a.- No current coordination between Ministry of Interior and Ministry of Justice, and the lack of shared information*	I.a.- Number of shared reports of investigation between the two ministries*							
							0	0	0.12	0.22	0.4	0.74
							6.21	7.05	7.77	6.61	5.37	33.01
TOTAL												

ANNEX I: Results and Resources Framework (RRF)

Improved institutional and human capacity to promote gender equity and empower women in social, political, economic and legal spheres

UNDP Programme Component <i>Achieving the MDGs and reducing human poverty</i>	CP Outcome	CP Outputs	Output Targets, Baselines, and Indicators	Implementing Partners	Indicative Resources by Programme Component (per year, million US\$)					
					2007	2008	2009	2010	2011	Total
Service Line 1.6: Gender mainstreaming	1- Improved institutional framework ensuring that women and girls have the benefit of their equal rights	1.2- Improved access of women to both formal and traditional justice systems	T.a.- 60 Female judges in judicial courts (5% of all judges); b.- 60 help desks for women in courts (5 % of all courts)	UNDP Implementa- tion with Ministry of Justice, Ministry of Interior, and Ministry of Human Rights based on capacity assessments	0	0.02	0.1	0.15	0.13	0.4
			B.a.- 12 female judges in judicial courts (1% of judges); b.- No helpdesks in existence*							
			I.a.- Number of female judges; b.- Number of courts with help desks for women							
		1.3- Strengthened monitoring of gender mainstreaming and development of gender indicators for all UN programmes	T.a.- All UNDP projects and programmes to include gender indicators*	UNDP Implementa- tion in partnership with UNCT	0.1	0.2	0.1	0.1	0.1	0.6
			B.a.- Gender indicators not consistently integrated in UNDP projects and programmes*; b.- One training and one on-line course for UNDP staff completed*							
			I.a.- Number of UNDP projects and programmes including gender indicators*							

ANNEX I: Results and Resources Framework (RRF)

1.4- Increased active representation and participation of women in decision making political and social sectors	T.a.- Increased number of women voters by 50% of potential women voters*; b.- A ten fold increase in the number of women candidates; c.- Parliament, Shura councils are comprised of 15 % women B.a.- 3.4 million women voted in 2003 elections for Parliament; b.- In 2003, out of 1,529 candidates for Parliament, 11 were women; out of 23,892 candidates for local councils, 120 were women; c.- One woman in Parliament (two ministers), 2 female members of Shura council; 36 female members of local councils in 2003 I.a.- Number of women voters; b.- Number of women running for office; c.- Number of women in Parliament, local councils and the Shura council	UNDP implementation. The National Women's Committee and the SCER Women's	0.22	0.4	0.2	0.1	0.08	1
1.5- Increased national and community level action to eliminate violence against women	T.a.- At least 5 operational assistance centres for women subject to domestic violence	Ministry of Human Rights and National Women's Committee	0.02	0.2	0.5	0.5	0.78	2
	B.a.- Zero number of women assistance centers for women subjected to violence*							
	I.a.- Number of operational women assistance centers for women subjected to violence*; b.- Number of perpetrators brought to trial and held accountable							

ANNEX I: Results and Resources Framework (RRF)

Service Line 1.6: Gender mainstreaming	2- Increased reflection of gender concerns in the allocation of public financial resources	2.1- Development of line ministries' capacity to apply, assess, and monitor gender differentiated budgets	T.a.- All social sector ministries and at least two ministries dealing with economic issues use gender budgeting	Ministry of Planning and International Cooperation, Ministry of Finance and National Women's Committee	0	0.12	0.2	0.3	0.38	1
			B.a.- No ministry uses gender differentiated budgeting at present							
			I.a.- Number of ministries using gender differentiated budgeting							
Service Line 1.6: Gender mainstreaming	3- Improved social perceptions and attitudes towards statuses and roles of women and men	3.1- Media, young people and CSO networks mobilised to change perceptions of gender roles	T.a. - At least 10 CSOs/women's organisations able to monitor gender budgeting	Ministry of Planning and International Cooperation, Ministry of Finance and National Women's Committee	0	0.1	0.4	0.5	0.5	1.5
			B.a.- The current capacity of CSOs in this area is extremely limited							
			I.a.- Number of CSOs/women's organisations able to monitor gender budgeting							
Service Line 1.6: Gender mainstreaming	3- Improved social perceptions and attitudes towards statuses and roles of women and men	3.1- Media, young people and CSO networks mobilised to change perceptions of gender roles	T.a.- At least five weekly programs dedicated to gender issues	UNDP Implementation at the beginning with identification of appropriate CSOs thereafter, including possible impl with National Women's Committee and National Yemen Women Union	0.02	0.25	0.5	0.5	0.48	1.75
			B.a.- No regular radio or TV programmes on gender issues							

T=Target; B=Baseline; I=Indicator; also all Outcome/Output numbering matches UNDAF

ANNEX I: Results and Resources Framework (RRF)

UNDAF Outcome 3 Improved policy framework, resource allocation and implementation capacity to bring growing population needs and rights in line with development options enabling equitable access to quality basic social services

UNDP Programme Component Responding to HIV/AIDS	CP Outcome	CP Outputs	Output Targets, Baselines, and Indicators	Implementing Partners	Indicative Resources by Programme Component (per year, million US\$)					
					2007	2008	2009	2010	2011	Total
Service Line 5.3: HIV/AIDS, Human Rights and Gender	3- Improved capacities of authorities to meet obligations and the public to demand their rights, enabling better delivery of and access to equitable, quality basic social services, including health, education, water and sanitation and social protection	3.4- High-risk groups and vulnerable children and adolescents are reached with health life-skills services, with a focus on reproductive rights and health, STIs, HIV/AIDS, qat and tobacco use in targeted areas	T.a.- Network of social focal points in the most vulnerable areas established*; b.- Law on PLWA (People Living With AIDS) rights established*; c.- Increased number of stakeholders engaged in 'breaking the silence' in the field of HIV/AIDS*; d.- Decreased percentage of population chewing Qat by 10%	Ministry of Health and Population, Ministry of Religious Affairs, and Ministry of Social Affairs and Labour. UNDP may be implementing partner depending on the outcome of capacity assessments.	0.39	0.3	0.21	0.1	0	1
			B.a.- b., c. to be determined; d.- 41.5% of population chews Qat at least occasionally, (25.7% chew daily)							
			I.a.- Number of social workers working in the most vulnerable areas*; b.- Law on rights of PLWA approved by Government*; c.- Number of stakeholders involved in the field of HIV/AIDS*; d.- Percentage of population chewing Qat							
TOTAL					0.39	0.3	0.21	0.1	0	1

ANNEX I: Results and Resources Framework (RRF)

UNDAF Outcome 4 An environment that fosters the efficient & sustainable use of resources leading to equitable, job creating growth in promising sectors, with a focus on youth & women

UNDAF Outcome 4	CP Outcome	CP Outputs	Output Targets, Baselines, and Indicators	Implementing Partners	Indicative Resources by Programme Component (per year, million US\$)				
					2007	2008	2009	2010	2011 Total
UNDP Prog-Component Achieving the MDGs and reducing human poverty	1- Strengthened and supportive economic policy, institutional framework and operating environment	1.1- Plans for implementation of macro and sectoral economic strategies agreed upon. (Three key areas are population dynamics, employment, and private sector development. At a sectoral level, work would cover all the promising sectors, as defined by the government, namely: agriculture, fisheries, labour-intensive manufacturing, tourism and free zones)	T.a.- A 6 fold increase in the share of credit to agriculture and a 50 % increase in the share to the industrial sectors (UNDAF outcome target)	Ministry of Planning and International Cooperation, Ministry of Finance in collaboration with other key Line Ministries and agencies	0.85	1.6	1.55	1.5	7
			B.a.- Credit distribution by sector in 2003: Agriculture: 0.64%, Industry: 19.28%, Trade: 47.71% (UNDAF outcome baseline)						
			I.a.- Distribution of credit by sector (UNDAF outcome indicator)						
		1.2- Improved data sources, statistical systems and monitoring and evaluation procedures and capacities, providing gender disaggregated data in a timely manner with organic links established to the planning and implementation of development interventions.	T.a.- A well functioning poverty monitoring system, integrated into public policy making and implementation process; b.- A doubling of the number of areas receiving coordinated donor support	Ministry of Planning and International Cooperation and Central Statistical Organization	0.5	2	1.75	1.75	7

T=Target; B=Baseline; I=Indicator; also all Outcome/Output numbering matches UNDAF

ANNEX I: Results and Resources Framework (RRF)

Service Line 1.3: Local poverty initiatives, including micro-finance	3.Improved productivity of small enterprises and rural households and access by food insecure households to food through equitable and sustainable access to resources and services for micro, small and medium enterprises	3.1- Improved food security through, inter alia, reduction of post-harvest losses; promotion of crops that reduce water demand and increased food availability and access	T.a.- Increase in crop yields by 5 %; b.- Reduction in crop loss by 20%	Ministry of Water & Environment; Ministry of Agriculture and Irrigation	0	0.02	0.76	0.79	0.79	2.36
			B.a.- Number of tons produced per hectare by crops in 2003: sorghum 0.7, wheat 1.2, barley 0.7; b.- Establish baseline on post-harvest loss to be determined							
			I.a.- Yield of major cereal crops; b.- Extent of post harvest loss of crops							
			T.a.- Micro credit repayment loan raised over 93%*							
		3.2- Improved access to credit and marketing in rural households and MSMEs	B.a.- 90% rate of payment*	Social Fund for Development	0.02	0.1	1	0.98	0	2.1
			I.a.- Repayment rate on micro credit							
		3.3- Focused support to enterprise development, though inter alia business incubators and trade capacity building	T.a.- Total production of MSME increased by 30 %*; b- 20% increase in the number of registered investment projects*; c.- 20% increase in export of selected fruits, vegetables, and fish products*	Ministry of Industry and Trade; Ministry of Agriculture and Irrigation; Ministry of Fish Wealth; in collaboration with other key agencies	0.52	0.1	0.17	0	0	0.79
			B.a.- Establish baseline to be determined; b.- Number of registered investment projects in 2005 were 333*; c.- Export potential of fruits, vegetables, and fish products not fully exploited*							

ANNEX I: Results and Resources Framework (RRF)

UNDP Programme Component: Energy & environment for sustainable development (Service Lines 3.1 Frameworks and strategies for sustainable development, 3.2: Effective Water Governance, 3.5: Conservation and sustainable use of biodiversity)	4- Sustainable and equitable use of natural resources	4.1- Enhanced national and local capacities for sustainable and equitable management of natural resources, including water	I.a.- Total production of MSME, b.- Number of registered investment projects*; c.- Export of selected fruits vegetables and fish products*	T.a.- Total integration of EIA in developmental studies, including gender aspects (UNDAF Outcome target); b.- Triple the number of operational protected areas; c.- Increase in usage of wood/coal alternative by 30 % (UNDAF outcome target); d.- Two additional water basin management plans developed*	Ministry of Water and Environment; Environmental Protection Authority, National Water Resources Authority; UNDP will implement the Masila project according to the Global Compact (see narrative).						9.71
						3.34	3	1.71	1	0.66	
				B.a.- Currently EIA is not integrated into developmental studies* (UNDAF Outcome baseline); b.- In 2005 there were only two operational protected areas; c.- 53.5% of households use wood/coal alternative* (UNDAF Outcome baseline); d.- Only one water basin management plan developed*							

ANNEX I: Results and Resources Framework (RRF)

Programme Component: Crisis Prevention and recovery (Service Lines 4.3 Small arms reduction, disarmament and demobilisation, 4.4 Mine action, 4.5 Natural disaster reduction)	4.2- Reduced risk and impact of natural and man-made disasters to enhance national security and stable of economic growth	I.a.- Degree of integration of EIA in developmental studies UNDAF Outcome indicator); b.- Number of protected areas; c.- Usage of alternatives to firewood/coal (UNDAF outcome indicator); d.- Number of water basin management plans*	Ministry of Interior and Yemen Mine Action Committee	1.7	1	0.54	0	0	3.24
		T.a.- National disaster management system is operational; b.- Zero land mine victims by 2010 c.- A further 1/3 of mined areas, consisting of all high and medium risk and 27% of low impact areas cleared by 2010							
		B.a.- There are no operational disaster management and preparedness plans; b.- Number of landmine victims fell to 21 in 2005; c.- 1/3 of mined areas were cleared by end 2005							
		I.a.- Existence of Disaster management plans; b.- Number of land mine victims; c.- Areas cleared of land mines							
TOTAL			7.02	8.39	8.32	6.92	5.35	36	
Grand Total			14	17.38	18.7	16.28	13.65	80.01	