

Joint Programme on Maritime Governance to Promote Security and Safety in Yemen
MPTF OFFICE ANNUAL FINAL PROGRAMME NARRATIVE REPORT
REPORTING PERIOD: 01.2020 – 06.2022

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results								
<ul style="list-style-type: none"> ● Programme Title: Maritime Governance to Promote Security and Safety in Yemen ● MPTF Office Project Reference Number: 00122874 	<p><i>Yemen</i></p> <p>Output 1: Assessments of Maritime Law enforcement and port security agencies are completed Output 2: Coast Guard capability to interdict and investigate maritime crime strengthened Output 3: Operational capacity of the maritime law enforcement agencies are strengthened Output 4: An enabling environment for maritime safety and security is promoted</p>								
Participating Organization(s)	Implementing Partners								
<ul style="list-style-type: none"> ● UNDP ● UNODC 	<ul style="list-style-type: none"> ● Public Works Project 								
Programme/Project Cost (US\$)	Programme Duration								
Total approved budget as per project document: 12,594,195 MPTF /JP Contribution:	<table border="0"> <tr> <td>Overall Duration</td> <td>18 months</td> </tr> <tr> <td>Start Date</td> <td>1 January 2020</td> </tr> <tr> <td>Original End Date</td> <td>30 June 2021</td> </tr> <tr> <td>Current End date</td> <td>30 June 2022</td> </tr> </table>	Overall Duration	18 months	Start Date	1 January 2020	Original End Date	30 June 2021	Current End date	30 June 2022
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TOTAL:									
Programme Assessment/Review/Mid-Term Eval.									
Assessment/Review <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: N/A Mid-Term Evaluation Report <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: N/A									



NARRATIVE REPORT

EXECUTIVE SUMMARY

The Joint UNDP-UNODC Programme on Maritime Governance to promote security and safety in Yemen (the “joint programme”) aims at re-establishing the Yemen Coast Guard, strengthening the criminal justice chain on the investigation, prosecution, and trial of maritime crimes, and progressing towards port security and maritime security. The programme was implemented from January 2020 to June 2022.

The programme has supported the Yemen Coast Guard in three different geographical areas of Yemen - Aden, Mocha, and Al Khokha. The combination of infrastructure rehabilitation, training, provision of equipment and restoration of boats to operational order has helped return the Yemen Coast Guard to international performance standards, and significantly improved the maritime and port security in the Gulf of Aden and the Red Sea region.

The key results of the Maritime Governance programme were:

- Completion of capacity assessments for the Yemen Coast Guard in Aden, Mocha and Al Khokha, covering training, equipment, personnel, infrastructure, doctrine, organization, information and logistics.
- Training courses developed and delivered for over 300 Yemen Coast Guard personnel, spanning topics including maritime law enforcement, seamanship and navigation, port security and marine engineering.
- Restoration of Yemen Coast Guard patrol capacity in Aden through training, the provision of equipment and spare parts, and the repairs to return 6 patrol boats to operational status. Using these repaired patrol boats and equipment, during the project the Yemen Coast Guard:
 - Escorted over 1,125 commercial vessels into and out of Aden Harbour, and provided security for vessels in port. The escorted commercial vessels carried over 958,000 20-foot equivalent units of shipping containers, the major hub for international trade entering and leaving Yemen.
 - Provided security for water access routes to the Presidential Palace, following the return of the Minister and Presidential Leadership Committee to Aden.
 - Conducted maritime operations including search and rescue, and interception of vessels smuggling contraband goods.
- Rehabilitation of priority infrastructure in Aden, including the Yemen Coast Guard Headquarters building, barracks and kitchen building, the first stage of the floating jetty repair, and establishment of a training centre at the Yemen Coast Guard Headquarters in Aden and a training room in Mocha.
- Promoting inter-agency collaboration, including:
 - joint training with the Yemen Coast Guard and rule of law actors on Improvised Explosive Devices prevention and response, to link the Yemen Coast Guard’s role in detection and disruption to the role of other authorities in prosecution and emergency response.
 - Joint training on Vessel Tracking System operation for the Yemen Coast Guard and Gulf of Aden Port Corporation personnel.
 - A series of bilateral consultations were convened with the Yemen Coast Guard, Gulf of Aden Port Corporation, Customs Department, and Governor of Aden to discuss port security, cargo handling and inspections protocols.

The programme was designed in 2019 following the Stockholm Peace Agreement, and included significant support on maritime governance in the South and North of Yemen (commencing in Aden and Hodeidah respectively). The original project budget was 12,594,195, anticipating an increase in donor funding availability in the wake of the Stockholm agreement. The programme ultimately received \$3,525,036 in funding.

Two significant developments occurred during implementation:

- Although the project commenced in January 2020, the initial disbursement of funds was not received until 10 July 2020. Due to the combination of COVID 19 quarantine arrangements and the lack of available funds, the UNDP and UNODC project teams were not able to deploy into Yemen until September 2020. The programme requested and received a no-cost extension for 6 months to 31 December 2021, in recognition of the delays at the start of the programme.
- Although activities were planned for Hodeidah, permission was originally not granted by SCMCHA for programme scoping and implementation. Following lengthy advocacy by UNDP, SCMCHA granted permission for site access to Hodeidah Port and meetings with the Yemen Coast Guard in Hodeidah and stakeholders to identify activities and priorities. The programme sought the approval of the UN Sanctions Committee to issue a waiver which would authorize the implementation of capacity building activities. It was ultimately not possible for the programme to receive an approval for this request. As the activities in Hodeidah could not be implemented as planned, the programme requested and received an additional no-cost extension to 30 June 2022. This allowed the funds earmarked for activities in Hodeidah to be redeployed and implemented in Aden and Mocha. This was followed by a three-month financial closure period.

I. Purpose

The Joint UNDP-UNODC Programme on Maritime Governance to promote security and safety in Yemen (the “joint programme” or “programme”) aimed at re-establishing the Yemen Coast Guard, strengthening the criminal justice chain on the investigation, prosecution, and trial of maritime crimes, and progressing towards port security and maritime security.

Specifically, the programme aimed to achieve the following results:

- Output 1: Assessments of Maritime Law enforcement and port security agencies are completed.
- Output 2: Coast Guard's capability to interdict and investigate maritime crime strengthened.
- Output 3: Operational capacity of the Coast Guard is strengthened.
- Output 4: An enabling environment for maritime safety and security is promoted.

Through achieving these results, the programme aimed to:

- Contribute to the enhancement of maritime and port security in Yemen, to prevent further deterioration in stability, and to promote the flow of aid and trade.
- Counter maritime crime, and protect the freedom of navigation off the coast of Yemen.
- Assist in avoiding security vacuums post-peace agreements by supporting planning and preparations for maritime law enforcement.

I. Assessment of Programme Results

i) Narrative reporting on results:

- **Outcomes:**

The programme is designed to contribute to Sustainable Development Goal 16:

‘to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels’.

Under SDG 16, the programme relates to the following targets:

16.3 – Promote the Rule of Law at the national and international levels and ensure equal access to justice for all.

16.4 – By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery of stolen assets and combat all forms of organized crime.

The programme has strengthened the operational capacity of the Yemen Coast Guard to deliver security and safety services to sea-farers, including fishermen and commercial vessels. At the same time, the improved operational capacity of the Yemen Coast Guard has assisted in detecting and disrupting the flow of illicit

arms, narcotics and other contraband items to and from Yemen. This has been demonstrated by the involvement of the Yemen Coast Guard in the seizure of contraband shipments during the programme.

The programme intervention logic is as follows:

If the Yemen Coast Guard is trained, equipped and capacitated to provide maritime and port security,
And the required policy and regulatory framework is put in place
Then the Yemen Coast Guard will be able to uphold the safety of life at sea and disrupt maritime crime
Thus preserving the capacities of public sector institutions to deliver basic life saving services, and contributing to a functional justice system using joint UN approaches to rebuilding the Rule of Law
Contributing to resilience to shocks and crises.

From January 2020 to June 2022, with the support of the Maritime Governance programme there has been a remarkable improvement in the operational capacity and delivery of safety and security services by the Yemen Coast Guard in Aden Port and the Red Sea. The Yemen Coast Guard has provided security and safety services to local fishermen and commercial vessels, thus supporting livelihoods and resilience while also maintaining an economic and humanitarian gateway for the delivery of international trade and aid. These imports included petroleum products (which fuel electricity generation for towns and families, as well as motor transport and local freight movements), food and non-food humanitarian assistance, and commercial goods.

The programme has used a Direct Implementation Modality to work with the Yemen Coast Guard and establish Aden as the ‘model’ and key operational hub for the Yemen Coast Guard. This has been achieved through a combined capacity building approach that included infrastructure rehabilitation, provision of equipment, design and delivery of training courses and daily mentoring. The provision of equipment and infrastructure has helped address barriers which prevented the Yemen Coast Guard from working effectively. At the same time, the training and reinforcement by daily mentoring has helped to restore the professionalism of the Yemen Coast Guard, and helped the Yemen Coast Guard progressively implement international standards around the security of shipping (such as ISPS – International Ship and Port Facility Code; and MARSEC – Maritime Security levels) and safety (such as SOLAS – the International Convention on Safety at Sea).

Using the model approach, it has been possible to deploy trainers and mentors out to personnel in other locations of Yemen (notably the West Coast), and to bring Yemen Coast Guard personnel from other duty stations to Aden for training.

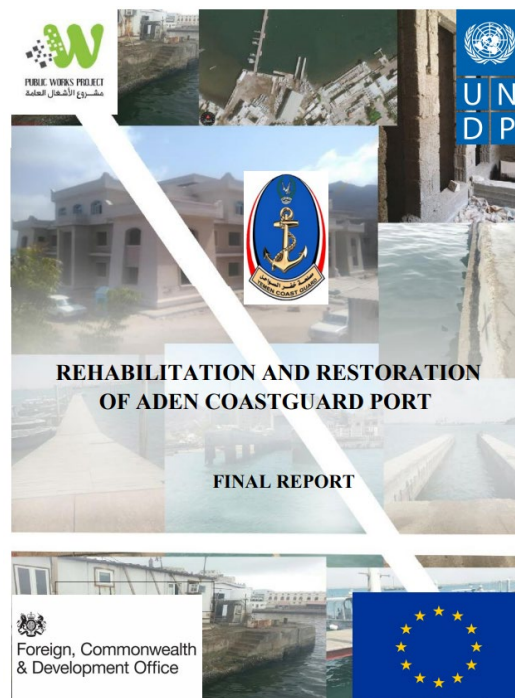
In practical terms, the rehabilitation work of the programme has provided an operational base for the Yemen Coast Guard in Aden, where the personnel trained by the programme are now able to operate the patrol boats repaired by the programme and the equipment procured by the programme. However, further support is needed, including the provision of larger boats, the completion of the floating jetty rehabilitation, the rehabilitation of the workshop building, and the progressive roll-out of support to additional locations.

In addition to working directly with the Yemen Coast Guard, the programme has promoted collaboration between the Yemen Coast Guard and other maritime agencies – notably the Gulf of Aden Port Corporation, Customs Department, Maritime Affairs Authority, the Governor’s Office, Police, Prosecution and the Judiciary. Focal these for this collaboration have included port security, inspection of shipping, and

Improvised Explosive Device disruption and response. Collaboration has been promoted at both a management level (through consultations and workshops) and at an operational level (for example, by conducting joint training courses for Yemen Coast Guard personnel and Port Authority personnel on Vessel Traffic Systems, which promotes coherent operational standards.

Project Output 1:

Assessments of Maritime Law enforcement and port security agencies are completed (UNDP and UNODC)



The programme had a target of conducting 2 assessments, and achieved this by conducting four assessments:

- UNDP carried out a detailed infrastructure assessment of the Yemen Coast Guard facility in Aden, including the Headquarters building, workshop, barracks and kitchen building, floating jetty and fixed pier.
- UNODC carried out two capacity building assessments using the TEPIDOIL instrument. These capacity assessments were conducted for the Yemen Coast Guard in Aden and the West Coast. The capacity assessments cover the topics of Training, Equipment, Personnel, Doctrine, Organisation, Information, and Logistics. The assessments were finalized and distributed to stakeholders, and were also used to customize training courses to meet the Yemen Coast Guard's training needs. A capacity assessment was initially planned for the Yemen Coast Guard in Hodeidah, however this support was redeployed to the West Coast during implementation.
- UNODC deployed a specialized Port Security expert to assess the facilities at Aden ports, including Ma'lla Container Terminal (MCT), Aden Container Terminal (ACT), and the Oil Refinery Terminal. Two other

companies bordering the port and directly interface with the ships docking at the port that delivers material directly to the silos handling grains, wheat, and flour were included as part of the assessment.

Project Output 2: Coast Guard capability to interdict and investigate maritime crime strengthened (UNODC)



Based upon the assessments conducted in Output 1, UNODC designed and delivered training courses for the Yemen Coast Guard on the following topics:

- Maritime Law Enforcement
 - Seamanship & Navigation (basic, advanced)
 - First Aid
 - Operational Readiness for Patrol Boats

- Marine Engineering
 - Hull maintenance
 - Occupational Safety
 - Outboard engines maintenance
 - Inboard engines maintenance
 - Vessel Traffic Services (VTS Basics)
- Maritime Communications

In addition, UNODC GMCP developed and customized a range of training curricula and materials, including the Yemen Coast Guard Operators Training Manual and Yemen Improvised Explosive Device Directory.

The thorough capacity needs assessments conducted by the programme have significantly helped in identifying and prioritizing training needs, and in customizing training programmes to meet these needs. The capacity needs assessment led to the development of a prioritized training workplan, which was agreed with

the Yemen Coast Guard leadership. The workplan included delivery of the specialized training under three main areas, Maritime Law Enforcement, Marine Communications and Marine Engineering.

Although the training target was initially set at 40 personnel, over 300 personnel were trained by the programme. This is due to several factors, including:

- The enthusiasm and willingness of personnel at all levels to participate in training courses.
- An increase in the number of active personnel working at the Yemen Coast Guard, due to personnel returning to work after the conflict – partly as the Government of Yemen resumed paying salaries and partly because personnel were informed of the training and professional development opportunities available to them.
- Some Yemen Coast Guard personnel from additional locations were trained.
- A small number of courses (such as the Vessel Traffic System course) combined joint training of the Yemen Coast Guard personnel and staff from other institutions, including the Gulf of Aden Port Corporation. The VTS Basics course for personnel from the Operator's Rooms in both YCG and Aden Port Corporation was intended to promote consistency of approach and interoperability.

The Yemen Coast Guard personnel were trained to professionally operate the tools and equipment that was provided by the programme, including workshop tools, communications equipment, safety equipment and boat navigational tools. As a result, the Yemen Coast Guard has acquired a cadre of very well trained and equipped personnel, who can conduct maritime missions safely and professionally. Furthermore, through the continued presence of subject matter experts on the ground in Yemen, the programme has created the conditions for a culture of learning and improvement at the Yemen Coast Guard.

In addition to the training with the Yemen Coast Guard personnel, UNODC GMCP also procured and delivered fuel for electricity generators and computers to support the delivery of training courses at the Port Authority Training Center.

Finally, and aiming at enhancing the role of the female personnel within the YCG, UNODC GMCP held a one-day event in which the programme manager met with 19 YCG female officers/staff to understand and assess their needs and plan for targeted support to ensure they have equal opportunities within such a male-dominated environment.

Project Output 3: Operational capacity of the Coast Guard is strengthened (UNDP and UNODC)



This Output was designed to rehabilitate Yemen Coast Guard infrastructure, and provide a range of tools, spare parts and equipment required by the Yemen Coast Guard to operate effectively. It was originally anticipated that UNDP would implement this Output. However due to the scale of the needs of the Yemen Coast Guard, both UNDP and UNODC provided this material support.

Infrastructure:

On the basis of the detailed infrastructure assessment conducted for UNDP by the Public Works Project (under Output 1 above), the infrastructure needs of the Yemen Coast Guard were prioritized. The following rehabilitation works were undertaken by UNDP:

- Rehabilitation of the Yemen Coast Guard Headquarters (Aden) – middle floor and ground floor, including electrical works, plumbing, masonry, tiling and painting.
- Rehabilitation of the Barracks, kitchen and store building (Aden) – this building had been struck by rockets during the conflict and had extensive structural damage.
- Installation of a fire-fighting system for the Barracks, kitchen and store building, with a feeder pipe to the warehouse.
- Installation of a 25,000 litre diesel storage tank, 20,000 petrol tank and fuel pumping system, to safely store fuel for boat operations.
- Rehabilitation of stage 1 of the floating jetty repairs, involving the removal of the structure from the water, sandblasting and rust-treatment, assessment of damage to floating pontoons, and testing design options for replacement pontoons.

UNDP initially implemented works under a letter of agreement with the Public Works Project, a Yemeni semi-government authority established under decree. To explore cost and time efficiencies, and at the request of the Yemen Coast Guard, UNDP also piloted the direct implementation of the ground floor rehabilitation through a commercial construction company. On the basis of this pilot, UNDP has now moved to a hybrid approach where some rehabilitation work is implemented through commercial contractors, and other tasks continue to be implemented by the Public Works Project, according to their skills and capacities. This helps UNDP ensure value for money and timeliness during implementation. Direct contracting by UNDP is considered particularly appropriate when specialized expertise is required (as in maritime construction projects) and also where there are uncertainties which may lead to adjustments to the scope of work.

Provision of equipment

Equipment was procured by both UNDP and UNODC, based on quantities and specifications advised by UNODC's maritime engineers, and endorsed by the Yemen Coast Guard. The equipment under the programme was delivered to the Yemen Coast Guard and inspected by the programme personnel and Yemen Coast Guard. Finally, UNODC trainers provided training on the use of the equipment, and mentored the Yemen Coast Guard personnel in the installation of spare parts to restore ten patrol boats.

Under the programme, the following types of equipment and materials were procured by UNDP:

- Safety equipment for boats, jetties and personnel
- Rescue equipment to respond to emergencies at sea
- Workshop tools and equipment

- Protective Personnel Equipment (PPE) for Yemen Coast Guard personnel in the workshop
- Furniture and equipment to partly furnish the rehabilitated Headquarters building
- Spare parts required to repair the boat lift hydraulic system
- Yamaha boat engines, special tools and spare parts required to repair 6 patrol boats and return them to operational condition.
- UNDP provided deliveries of supplementary fuel in several months when the Yemen Coast Guard’s fuel allocation was not sufficient for them to conduct patrols towards the end of the month.

Under the programme, the following types of equipment were procured by UNODC

- Provision of furniture and equipment to furnish three classrooms at the Aden Headquarters building and one classroom at the Yemen Coast Guard base in Mokha. Each classroom was equipped with a projector, projector screen, chairs, mobile whiteboards and air conditioning.
- Additional spare parts, electrical accessories and hull repair accessories, for the repair of the hulls and electrical systems on an additional four patrol boats.
- 175 nautical charts and 10 navigatoin were handed to the Red Sea units, and 10 navigation kits were delivered to enhance training on charts.

With the approval of the Maritime Governance Programme Board, the legal title to the assets and equipment procured by the programme was formally transferred to the Yemen Coast Guard upon programme closure.

The linkage between the delivery of the equipment and the use of the equipment and tools in training courses has been a unique feature of this programme, which has helped to ensure that the provided tools and equipment are used safely, professionally and for their intended purposes.

Project Output 4: An enabling environment for maritime safety and security is promoted (UNDP and UNODC)



The following activities have been implemented under this Output:

- Five bilateral consultations were convened by UNDP and UNODC in Aden with the Aden Port Corporation, the Customs Department, the Governor of Aden and the Yemen Coast Guard, to discuss port security, cargo handling, and inspections. This included inspection of the Port facilities and discussions on the impact of security issues on insurance premiums. At the beginning of this project, it has not been feasible to convene a physical stakeholder dialogue event as originally considered in the Annual Workplan Due to COVID-19 restrictions in Yemen.
- From Q3 2020, UNODC pooled funds from other projects, as well as activities from other partners (Container Control Programme and International Maritime Operations), to create an Aden Port Working Group. This group gathers all the agencies operating at the Port to discuss issues and best practices that will enhance coordination and current operations, particularly concerning security and cargo inspections. UNODC has offered to support the Working Group engagements and to help coordinate Container Control Programme and International Maritime Operations deliverables.
- UNODC GMCP encouraged the local security authorities to have a combined operation center and urged the presence of YCG representation in it. This is now achieved and YCG is currently represented in the combined operations center which allows better intelligence sharing and efficient response to any emergencies.

There are positive signs of collaboration between the agencies with maritime responsibilities, including:

- Participation in joint training, such as the Vessel Traffic System basics course
- Participation in inter-agency working groups
- Cooperation on repairs and exchange of equipment, including the loan of a floating crane by the Gulf of Aden Port Corporation to the Yemen Coast Guard
- Collaboration on maritime domain awareness and information sharing, including protocols for responding to vessels in distress
- Interest in establishing a joint Emergency / Incident Control Room, a National Maritime Information Sharing Centre, and a Regional Maritime Information Sharing Centre. The National centre would promote the exchange of maritime data within Yemen, while the Regional Centre would be established in fulfilment of Yemen's role under the Djibouti Code of Conduct and would facilitate the exchange maritime data between other countries in the Red Sea and West Indian Ocean region.

Qualitative assessment:

The programme has exceeded the intended outputs and targets, although additional time was needed to finalise the programme activities due to delays associated with COVID, international procurement and the redeployment of programme activities from Hodeidah to the West Coast of Yemen.

The key partnership was the collaboration of the programme with the Yemen Coast Guard, and the collaboration between UNDP and UNODC to jointly implement the programme. At the commencement of the programme, UNODC had no in-country presence and UNDP provided operational support, office premises, transport and accommodation until such time as UNODC was able to establish their own operational

presence in country. Similarly, UNDP benefited from UNODC's specialised technical expertise in some areas, particularly in defining the tools and equipment needed for boat repairs and boating operations.

On the basis of the strong partnership with the Yemen Coast Guard in Aden, the programme was able to expand its support to include Yemen Coast Guard personnel in the West Coast towns of Mocha and Al Kokha. The programme was also able to promote collaboration between the Yemen Coast Guard and other maritime institutions, which is now being formalized in more structured ways around Container security, Port Security, Maritime Domain Awareness and Search and Rescue operations.

The funding provided by the MPTF has been catalytic in assisting both agencies to mobilise additional funds. These parallel funds were used to complement the activities of the programme. For example, UNDP was able to use bilateral funding to purchase dual military–civilian use communications equipment for the Yemen Coast Guard, which could not be procured under the programme due to donor restrictions. Additionally, UNODC was able to mobilise bilateral funds to support training of the Yemen Coast Guard in Vessel, Board, Search and Seizure competencies. Together with the training provided under the programme, this ensured that the Yemen Coast Guard benefited from a comprehensive and coherent training package. UNODC GMCP has also collaborated with UNODC's World Customs Organisation Container Control Programme to have a coherent approach to port and container security.

ii) Indicator Based Performance Assessment:

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1 Indicator: Baseline: Planned Target:			
Output 1 Assessments of Maritime Law enforcement and port security agencies are completed Indicator 1.1: Number of thematic assessments completed Baseline: Zero Planned Target: Two	Four assessments completed: <ul style="list-style-type: none"> • Aden – Yemen Coast Guard TEPIDOIL capacity assessment. • Aden – detailed infrastructure assessment • Aden – security assessment of port facilities, including commercial terminals • Mocha and Al Khokha – Red Sea District TEPIDOIL Coast Guard capacity assessment. Note: TEPIDOIL assessment – spans training, equipment, personnel, infrastructure, doctrine, organization, information, logistics, and courses:	A detailed TEPIDOIL assessment was originally planned for Hodeidah. It was not possible to gain authorization to conduct the detailed assessment in Hodeidah. Following the decision of the Project Board, the Hodeidah activities were relocated to the Red Sea District (Mocha and Al Khokha)	<ul style="list-style-type: none"> • Assessment reports

<p>Output 2 Coast Guard capability to interdict and investigate maritime crime strengthened (Including the capacity building of any female personnel)</p> <p>Indicator 2.1: Number of Coast Guard personnel benefit from training and mentoring</p> <p>Baseline: Zero Planned Target: 100 personnel</p>	<p>More than 300 YCG members received training.</p> <p>Training was delivered by international and national mentors on subjects including Maritime Law Enforcement and Marine Engineering.</p>	<p>The number of trainees has significantly exceeded the targets for two reasons:</p> <ol style="list-style-type: none"> 1. The personnel were more willing than expected to participate in the training programmes. 2. The number of active Yemen Coast Guard personnel increased during the programme period, due in part to the resumption in salary payments by the Government of Yemen. 	<ul style="list-style-type: none"> ● Training reports ● Attendance records
<p>Output 3: Operational capacity of the coast guard is strengthened</p> <p>Indicator 3.1: Number of Coast Guard facilities rehabilitated and equipped</p> <p>Baseline: Rehabilitation sites not agreed and basic equipment is not available</p>	<p>UNDP rehabilitated and equipped:</p> <ul style="list-style-type: none"> ● Yemen Coast Guard Headquarters (middle and ground floor) ● Barracks, store and kitchen building (partly equipped) ● Fuel storage system ● Fire fighting system ● Floating jetty (first stage) 		<ul style="list-style-type: none"> ● Engineers' reports ● Procurement orders ● Signed delivery notes ● Asset management records

<p>Target: Four facilities rehabilitated</p>	<p>UNODC furnished three training rooms in Aden, and one training room in Mocha.</p> <p>UNDP provided tools, equipment and spare parts to repair 6 patrol boats and one boat lift.</p> <p>UNODC provided equipment and spare parts to repair 4 patrol boats.</p>		
<p>Project Output 4: An enabling environment for maritime safety and security is promoted</p> <p>Indicator 4.1: Number of coordination dialogue events convened with stakeholders</p> <p>Baseline:0 Target: 3 events</p>	<ul style="list-style-type: none"> ● Five bilateral consultations were convened by UNDP and UNODC in Aden with Aden Port Corporation, Customs Department, Governor of Aden and Yemen Coast Guard, to discuss port security, cargo handling and inspections. ● UNDP convened a joint workshop for the Yemen Coast Guard, Police, Prosecutors, Judges on Improvised Explosive Device supply chain disruption and emergency response. ● UNODC delivered one joint VTS operators training for Yemen Cost Guard and for Yemen Port Authority together ● UNODC successfully engaged with Aden governor to promote interagency cooperation in Aden 	<p>Although the target number of coordination and consultations has been exceeded, due to COVID 19 restrictions it was not feasible to convene large physical events as originally planned.</p>	<ul style="list-style-type: none"> ● Meeting minutes ● Joint training conducted for Yemen Coast Guard and Yemen Port Authority ● Meeting with Governor and other stakeholders on maritime security in Aden

iii) Evaluation, Best Practices and Lessons Learned

- **Assessments and studies**

The programme has undertaken a series of assessments and studies during implementation, including infrastructure assessments, capacity assessments and security assessments. These reports have been used to negotiate priorities with the programme counterparts, and helped guide implementation.

In addition, two independent donor commissioned studies have been conducted:

- The United Kingdom commissioned an independent programme evaluation, to validate programme results and guide future resource prioritization.
- The European Union listed the programme for inclusion in a Consolidation Report on the Humanitarian-Peace-Development Nexus in Yemen

- **Challenges and constraints**

The programme faced a number of challenges during implementation, some of which were originally foreseen during the programme design, and others that became apparent during implementation.

Of particular note were the following:

- Although the programme was designed with a commencement date of January 2020, the initial deposit of funds was not available until July 2020.
- COVID 19 impacted programme implementation in several significant ways:
 - The initial deployment of the UNDP and UNODC international programme personnel was delayed until September 2020, due to quarantine arrangements, and UN restrictions on non-Yemeni staff entering Yemen.
 - COVID 19 had significant impacts on global supply chains. The Yamaha boat engines were not available globally and needed to be ordered before manufacturing at the factory, which took over 12 months.
 - Training and mentoring was initially conducted in small groups to minimize COVID 19 risks, while workshops and events were deferred until towards the end of the programme.
- International procurement – in addition to supply chain disruptions associated with COVID, import of all equipment into Yemen requires a series of clearances from Government authorities, followed by an external approval by the Saudi-led Coalition Evacuation and Emergency Operations Committee (EHOC), followed by inspections and normal customs procedures. Accordingly, international procurement permissions and delivery initially took over twelve months, when the programme had anticipated a three-month delivery schedule for international procurements.
- Security remained fragile in Yemen during programme implementation, with operations and movements of UN personnel subject to UNDSS security guidelines during the entire period.
- The programme initially planned to work in the South and North of Yemen, adopting a conflict sensitive approach. It was initially difficult for the programme personnel to obtain visas to visit the North of Yemen. When visas were finally issued, UNDP conducted a rapid assessment and sought a waiver from

the UN Sanctions Committee to authorize support based on the rapid assessment. The requested waiver was not granted after a protracted period. Following the decision of the Project Board and in consultation with the Yemen Coast Guard, the support earmarked for Hodeidah activities was reallocated to the southern part of the Red Sea (Mocha and Al-Khokha).

- **Lessons learned and best practices**

The programme was designed in a lean way, to maximise the budget available for activities and equipment. UNDP's plan did not include sufficient personnel, relying on the technical personnel of UNODC and the engineers of UNDP's partner organization the Public Works Project, supervised by one UNDP Country Office engineer. It became apparent during implementation that at a minimum a national Engineer was required for the programme, to strengthen oversight and quality assurance on infrastructure rehabilitation activities. This change was made during implementation. However the programme would likely have commenced more effectively if a national programme team member could have deployed initially, particularly while the international programme staff could not enter Yemen due to COVID restrictions.

One identified best practice has been the integrated approach to the provision of equipment and capacity building that the programme has adopted. Using this approach, the Yemen Coast Guard personnel were trained and mentored in the proper use, storage and maintenance of the equipment and materials provided by the programme. In addition, the tools, spare parts and materials were used in hands-on training courses to develop capacities, such as the repair of boat engine electronics and boat hulls. Training courses were reinforced by post-course mentoring, which helped with the adoption of trained practices and methods.

iv) Communications and visibility



- The programme established a visibility and communications policy, to guide the use of visibility materials.

- Three programme videos were created and publicly released through social media, to demonstrate the project activities and impacts to stakeholders in Yemen and donor countries. Each video involved the participation of the Yemen Coast Guard personnel.
- Donor visibility was provided in various ways, including a commemorative plaque installed at the Yemen Coast Guard Headquarters, through branding on shirts worn by programme trainers and Yemen Coast Guard personnel, signboards on infrastructure rehabilitation activities, inclusion of donor logos on printed banners and training certificates, and acknowledgement of donor support in social media posts.
- UNODC has published at least two news at GMCP newsletter in a bi-weekly basis highlighting the progress of activities delivered under the programme.
- Multiple news about the delivered activities were posted at the local websites in Yemen, such as Yemen Port Authority, Yemen Coast Guard website and local media.

