

PRF – PROJECT DOCUMENT



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

<p><b>Project Title:</b>  <b>Livelihood and economic recovery: strengthening social cohesion and community resilience</b></p>	<p><b>Recipient UN Organisation(s):</b>                  UNDP, FAO, ILO, IOM, UNHCR and WFP</p>
<p><b>Project Contact:</b>                  Rosemary Willey-Al'Sanah                   Address: UNDP, Republic of Yemen                  Telephone: 00967 712222323                  E-mail: rosemary.willey-alsanah@undp.org</p>	<p><b>Implementing Partners:</b>                  Social Fund for Development, Ministries of Planning and International Cooperation/Agriculture and Irrigation/Fisheries/Technical and Vocational Training/Social Welfare and Labour, Governorate Based National NGOs, District Councils and CSOs.</p>
<p><b>Project Number:</b>  <i>(To be completed by UNDP MPTF Office)</i></p>	<p><b>Project Location:</b></p> <ul style="list-style-type: none"> <li>• Mukalla and Sayun in Hadramaut governorate</li> <li>• Apps, Baqil, Haradh, Khayran, Mabayan, and Mastaba in Hajjah governorate</li> <li>• al Daher and Al Misrakh in Sa'ada governorate</li> </ul>
<p><b>Project Description:</b>  <i>(One sentence describing the main purpose of the project and how it contributes to the peacebuilding process in the country with reference to the main expected overall programme outcomes / theory of change)</i></p>	<p><b>Total Project Cost: \$ 4,800,000</b>  <b>Peacebuilding Fund: \$ 4,800,000</b>  <b>Recipient UN Organisation(s): \$ 4,485,981.31</b></p> <ul style="list-style-type: none"> <li>• UNDP: \$ 1,920,244.20</li> <li>• FAO: \$ 1,005,288.43</li> <li>• IOM: \$ 529,906.54</li> <li>• UNHCR: \$ 499,626.17</li> <li>• WFP: \$ 302,803.83</li> <li>• ILO: \$ 228,112.14</li> </ul> <p><b>Service fees 7%: \$ 314,018.69</b></p>
	<p><b>Project Start Date and Duration:</b>                  1 May 2014 - 30 September 2015</p>
<p><b>Gender Marker Score<sup>1</sup>:</b> This project will score 2 on the gender marker. Specific components of the project are targeted to female headed households in order to ensure culturally sensitive inclusion in livelihoods activities. Components not specifically targeted at women will also ensure that at least at 30% of the total number of project beneficiaries are women benefitting from the project. This percentage will be lower in the case of cash for work activities that could be perceived as culturally unacceptable for both the woman herself as well as of her family, with the risk of being looked upon as unable to provide for her. Special attention and support will be given to ensure that women are able to fully participate in community representation and take part in decision making processes.                  Infrastructure projects will ensure gender sensitive planning e.g. private internal space for women where they can feel at ease and sanitary facilities and women engagement in decision making processes with respect to project prioritization.</p>	

<sup>1</sup> The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;

Score 2 for projects with specific component, activities and budget allocated to women;

Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and

Score 0 for projects that do not specifically mention women.

**PBF Outcomes<sup>2</sup>:**

**Strengthened social cohesion and increased levels of resilience for conflict at the sub-national and community level through livelihoods recovery**

The *overall objective of the project* is to promote unemployed IDPs youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to become drivers of innovation and economic recovery, and contributors to peaceful coexistence and a successful political transition. The *specific objective* of the project is to support 2,300 unemployed IDPs, youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to engage in productive economic activity over an 18 month period in selected Governorates of Yemen. The **Theory of Change** underpinning the project is that poverty and unemployment, (the main drivers of the conflict in Yemen), of youth, women and marginalized populations is reduced through improved livelihood opportunities contributing to reduced levels of risk of return to conflict supporting a peaceful transition process.

Strengthening the resilience of fragile, conflict affected communities in Yemen requires a holistic, integrated and multi partner approach. The project approach is in line with the three track approach (UN Policy for Post Conflict Employment Creation, Income Generation and Reintegration) by focusing on i) livelihoods stabilization; ii) local economic and governance strengthening, including reintegration of affected groups such as IDPs; and iii) inclusive social and economic growth. The various proposed outputs of the project complement each other and jointly contribute towards the overall outcome of resilience, through:

i) **Community Development Committees (CDCs)**-In order to create a sustainable institutional framework for the implementation of this project inclusive CDCs will be established. CDCs will consist of, female, youth, IDPs, marginalised and vulnerable groups as well as local authorities. CDCs representatives will be trained in conflict sensitive planning and development and will be responsible for implementing conflict sensitive projects. The capacity of CDCs to deliver conflict sensitive development projects will be strengthened through trainings and mentoring including skills development to analyse, prevent and mitigate conflict through negotiation and participatory project planning and implementation. The trainings will be based on a successful model of Integrated Social Cohesion and Development, which has been piloted in other governorates in Yemen. This process increased social cohesion and has contributed to a sense of purpose and hope within communities through the CDCs some of the main triggers of conflict will be addressed such as social exclusion (especially of IDPs, women, youth, and ethnic minorities), poverty, unemployment and lack of access to social services. The focus will thereby be on targeted geographical areas most affected by conflict.

ii) **Livelihoods stabilization**- The project aims to create peace dividend through livelihoods stabilization of conflict affected communities, through rapid employment creation (implemented through participatory service delivery, managed through CDCs') as well as small enterprise recovery. Rapid employment creation through cash for work helps beneficiaries to regain self-respect and optimism by providing an income, it offers and entry point to develop life skills through a tailored training course and the preparation of business plans for SMEs and make a tangible and highly visible rehabilitation of socio-economic community infrastructure by (supporting the local government in their basic social service delivery) or the rehabilitation of agricultural land. Importantly, cash for work projects also inject cash into local economies, which can help kick start economic activities much beyond the project itself.

iii) **Promotion of sustainable self- or wage employment**- Beneficiaries of the cash for work projects are encouraged to save a part of their salaries. Under the second phase of the project, aimed to support more sustainable livelihoods, project beneficiaries will be supported in the development of business plans, for which savings will be multiplied through a small start-up grant.

Vulnerable female heads of households and victims of explosive remnants of war, who for social, cultural or physical reasons could not participate in the cash for work program, will be encouraged to participate and receive specific support to develop pragmatic business plans.

A market assessment and value chain analyses will be carried out, as a basis for the development of the business plans.

<sup>2</sup> PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure

If necessary, vocational training will be provided to strengthen the employability of project beneficiaries. Activities are jointly aimed to improve sustainable and diversified livelihoods opportunities for youth, women as well as vulnerable and, at risk population groups in an environmentally sustainable manner, targeting agriculture, livestock, and fisheries sub-sectors.

iv) **Women's (economic) empowerment and participation in peacebuilding and decision making processes-** Women will be trained in and practice conflict sensitive community development, "increase access to income generating activities and increase their economic capacity. Female project staff will be engaged to facilitate easy and culturally acceptable communication with female beneficiaries to ensure their needs are addressed, their views heard and respected. Experience with the ISCD project has shown that with sufficient support and mentoring, women can play an active role in community planning and decision making as members of CDCs and women's associations. The conservative nature of Yemeni society in relation to women's rights and freedom has necessitated a separate and tailored approach to employment and sustainable livelihoods for women. The project will support the rehabilitation of a war damaged 'safe space' for women in Sa'adah. The women's center has proven to be an acceptable venue for vocational training and craft workshop serving more than 100 women on any given day.

# PROJECT DOCUMENT COVER SHEET

(for PRF-funded projects)

## Co-chairs of the Joint Steering Committee

<p><i>Mr. Jamal Benomar</i> Special Advisor to the Secretary-General on Yemen</p> <p>Signature _____</p> <p>Date &amp; Seal _____</p> 	<p><i>HE Mr. Mohammed Al-Sa'adi</i> Minister of Planning and International Cooperation</p> <p>Signature _____</p> <p>Date &amp; Seal _____</p> 
<p><i>Mr. Paolo Lembo</i> United Nations Resident Coordinator</p> <p>Signature _____</p> <p>Date &amp; Seal _____</p> 	
<p><b>Recipient UN Organisation(s)</b></p>	<p><b>National Implementing Partner(s)</b></p>
<p><i>Ms. Mikiko Tanaka</i> UNDP Country Director</p> <p>Signature _____</p> <p>Date &amp; Seal <i>13 / 5 / 2014</i></p>	<p><i>HE Mr. Farid Mujawar</i> Minister of Agriculture and Irrigation</p> <p>Signature _____</p> <p>Date &amp; Seal _____</p>
<p><i>Mr. Salah Ali Hajj Hassan</i> FAO Representative</p> <p>Signature _____</p> <p>Date &amp; Seal _____</p>	<p><i>HE Mr. Awadh Al Suqatri</i> Minister of Fisheries</p> <p>Signature _____</p> <p>Date &amp; Seal <i>27.5.2014</i></p>

<p>Ms. Nada Al-Nashif ILO Regional Director For the Arab States</p> <p>Signature</p> <p>Date &amp; Seal</p>	<p>HE Mr. Abdulhafedh Noman Minister of Technical Education and Vocational Training</p> <p>Signature</p> <p>Date &amp; Seal</p>
<p>Ms. Nicoletta Giordano IOM Chief of Mission</p> <p>Signature</p> <p>Date &amp; Seal</p> 	<p>HE Ms. Amat Al-Razaq Hu'maad Minister of Social Affairs and Labour</p> <p>Signature</p> <p>Date &amp; Seal</p> 
<p>Mr. Johannes Van Der Klaaw UNHCR Representative</p> <p>Signature</p> <p>Date &amp; Seal</p>	
<p>Mr. Bishow Parajuli WFP Representative</p> <p>Signature</p> <p>Date &amp; Seal</p>	

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## **Component 1 (The "Why")**

### **a) Situation Analysis/Context**

Yemenis are particularly concerned about poverty and rising food prices and that economic inequality serves to generate a sense of economic unfairness and exclusion. These concerns are related to conflict as empirical research indicates that income inequality increases the likelihood of conflict by contributing to frustration with the government and a sense of desperation. Yemen's large and increasing youth population, its high rate of unemployment, and overall economic challenges are often viewed as two or three separate conflict drivers. However, they combine to create dynamics for conflict, in part by generating a pool of unemployed men who are 'available' to fight in armed groups, but also because unemployment feeds into a broader "sense of alienation and marginalization".<sup>3</sup> Although 'not sufficient' in themselves to cause conflict in areas where other potential triggers of conflict, including ideological or political divisions are strongly present, unemployment has been seen as the tipping point.

There is increasing indication that both the Houthis and AQAP have turned to salaries and payments to fighters in order to motivate them to participate in conflicts. Hence, it may be appropriate to see payments as a proximate driver and poverty and unemployment as key underlying drivers for conflicts."<sup>4</sup>

Deterioration of the political and security situation resulted in negative economic growth, reduction in quality of basic social services, fiscal instability and reduction in the capacity of the State to pay wages and salaries of public employees, and reduction in foreign currency reserves. These factors have contributed to a rise in unemployment, led to increased levels of poverty (54.4% of population in 2011) and increased food insecurity (44.5% in 2011) creating a serious deterioration of the humanitarian situation in the country<sup>5</sup>. The need for a transparent and inclusive National Dialogue as a major component of transition to peace was a cornerstone of the GCC Agreement. There is widespread consensus that the peace process is still quite fragile and the coming period will determine whether or not the transition will be successful. The complexity and uncertainty of the current situation and the importance the Government of Yemen and the International Community have placed on the transition period demands a multi-sector response to create the conditions for a peaceful and successful transition.

In its Transitional Program for Stabilization and Development (TPSD) the GoY highlighted the need for "economic recovery, stabilization, and growth foundations" alongside the political process. The proposed project will target those affected by conflict between the state and armed groups and those prompted to participate in conflict around regime change. Vulnerable at risk populations (IDPs, youth, women and men living in poverty, and vulnerable households such as female headed households) will be a focus. Through the establishment of an inclusive institutional framework ensuring the participation of community representatives (host families, IDPs, women, youth and marginalized groups) the project will create short-term employment and rehabilitate and restore socio-economic infrastructure at the local level by utilizing an innovative approach developed by UNDP which includes compulsory savings that people later invest in livelihoods initiatives which, create sustainable employment, as well as generating income and self-employment opportunities through development of enterprises in urban and rural areas. The project will support people to realize their aspirations for better lives, including durable solutions for IDPs, through improved incomes and employment creation; thus laying the foundation for economic growth in the medium term and, most important, generating immediate, visible peace dividends that contribute to a peaceful and successful transition. Financing from the PBF mechanism will create a unique model for "what might be" that will be utilized to scale up the intervention to other geographic areas of the country.

The proposed multi-agency project will facilitate and establish linkages with the private sector, civil society, local government, and community-based structures to bring about immediate and concrete changes in the lives of people most affected and at risk to a return to violence.

### **b) Project Justification and Core Strategy (Theory of Change)**

The proposed project has been developed by the Working Group for Sustainable Livelihoods and Employment Generation (SL-EG) established within the Joint UN framework to support the transition in Yemen with active participation of five (5) government Ministries and seven (7) UN Agencies<sup>6</sup>; reflecting the commitment of the

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<sup>3</sup> Conflict Assessment of the Republic of Yemen, April 2013 pages 38-39

<sup>4</sup> Ibid pages 50-51

<sup>5</sup> Reported in the Transitional Program for Stabilization and Development (TPSD), pages 4-7, September 2012

<sup>6</sup> Ministries of Planning and International Cooperation; Agriculture; Fisheries; Technical Education and Vocational Training; and Social Affairs & Labour and the following UN Agencies: FAO; HCR; IFAD, IOM;

government and United Nations System (UNS) to address critical issues of unemployment, poverty and displacement. The Working Group on SL-EG holds the firm belief that IDPs, unemployed youth, poor women, and at risk populations who are marginalized and excluded, if properly supported, can drive innovation, economic recovery, and peaceful coexistence and stability. Catalytic support through the PBF mechanism is needed to generate peace dividends in the immediate, short-term that, parallel to successful national dialogue, will contribute to a peaceful transition period.

The proposed project will contribute to peace building in Yemen as it is aligned with the overall goal of the Transitional Program for Stabilization and Development (TPSD) of “restoring political, security and economic stability and enhancing state building”, by addressing one of two major pillars of the TPSD – Socio-economic recovery. The proposed project will address Focus Area 4 of the TPSD: “economic recovery, stabilization, and growth foundations” (see TPSD, page 9). Further, the project falls within the Mutual Accountability Framework (MAF), pillar II, creating employment opportunities, especially for youth and women.

The proposed project is aligned with the five peace building priorities established by the UN Secretary General – “Economic revitalization, employment and livelihoods” – and is framed within and will make a contribution to peace building outcome, priority area 3 of the PBSO, “revitalize the economy and create immediate peace dividends” (see PBF Global Results Framework / Performance Management Plan (PMP)).

Further, the project builds on the National IDP Policy, adopted by the Yemeni Government in June 2013, more specifically its Goal 3 of “creating conditions enabling safe, voluntary and durable solutions to internal displacement.” (The National Policy for Addressing Internal Displacement in the Republic of Yemen, June 2013)

Despite government willingness the TPSD has been delayed due to the complexity and sensitivities of the on-going negotiations between different stakeholders; nevertheless, it is moving forward and government commitment remains strong. The International Community has made ambitious pledges to the transition period that have remained unfulfilled, creating additional financial pressure on the capacity of the state to deliver goods and services to its citizens. Financial support to implement the TPSD is urgently needed and the Ministry of Planning and International Cooperation, MOPIC, has already expressed this need to the Peace Building Support Office (PBSO).

Support from the PBF mechanism will provide innovative technical and financial support needed for immediate interventions that will generate concrete and visible changes in the lives of people most adversely affected by the conflict. “Business as usual” will not meet the unique needs of Yemeni populations during this historic transition phase. This project will lay a solid foundation for peace consolidation and economic recovery in the short and medium terms and will create a model that could be used to demonstrate to other stakeholders (international and national) that unemployed youth, poor women, and at risk populations who are marginalized and excluded from political, social, economic, and decision making processes can contribute to economic recovery, peaceful coexistence and stability. Through strategic targeting of interventions in conflict affected / prone areas, the PBF financing will be unique and contribute to changing perceptions of international and national actors standing on the margins waiting for the termination of the transition period, hoping for a successful national dialogue and transition into development. Catalytic funding from the PBSO will be used to leverage other resources from the international community and national stakeholders, including the private sector.

Youth in Yemen were key drivers of the political changes that swept the country in 2011. From an agenda originally grounded on the issues of unemployment and poverty, the movement grew to demand regime change, greater political voice, and for the establishment of a government that is more transparent and accountable to its citizens. Young women and men have driven the process for change and created a dynamic movement that has inspired other citizens. A current and pointed example is the highly reported “No Qat” campaign initiated by young women and men that has gained significant momentum drawing in national celebrities, high level personalities, as well as members of parliament and government demanding change. Additionally the lack of alternative livelihood opportunities has promoted the recruitment of youth and children into the armed forces of non-state actors, particularly in Abyan.

The proposed project will build on an innovative approach developed in Burundi that has made significant contributions to a peaceful transition, creating alternative incomes and livelihoods for conflict affected populations that contributed to peaceful elections and stability in that central African country. The proposed project is designed to mobilize poor or unemployed young women as well as the most vulnerable populations living in conflict affected / prone communities (such as female headed households, internally displaced populations) to drive innovation, economic recovery, peaceful coexistence and stability thus contributing to the transition process that will consolidate



political change and ensure stability. Through the project, improved livelihoods for urban and rural populations will be achieved, households participating will experience increase in income and sustainable employment will be created. These results will contribute to greater confidence in the government and the transition process and ultimately contribute to a national dialogue and a successful transition into peace. Conditions will be established so that people will feel no need for a return to violence thus creating peace dividends in the immediate term while laying a foundation for economic growth in the medium and long term.

The approach is based on the belief that people can be actors in defining and managing development processes and outcomes. The project will provide the means for engagement with the private sector (financial institutions and other economic actors) so that youth and conflict affected populations have access to finance, technology, and other market services to develop alternative, improved livelihoods. Moreover, through the project, participating private sector companies such as financial institutions will see that engaging with youth will contribute to creating peace dividends more broadly, while improving their business success. Financing from the PBF mechanism will provide the space for innovative products and services from the private sector to citizens in Yemen that will endure into and shape the future in positive ways.

## Component 2 (The "What")

### a) Project Results

Prior to the crisis of 2011, the United Nations Development Assistance Framework, UNDAF, was developed for the period 2012 – 2015 in response to the National Priority / Goal of the Government of Yemen of “Stimulating economic growth and reducing unemployment”. Outcome 1 of the UNDAF stated that “By 2015, coherent policies and strategies that are gender friendly and climate-change resilient to diversify economy, increase employment, decent work and productivity in the rural areas; SME and non-oil (fisheries, agriculture, industry and tourism) sectors are developed and implemented”.

The crisis of 2011 prompted a review of the UNDAF and conclusion that it’s appropriateness in the context of decreasing access to volatile geographic areas where the security situation declined and shift of national focus away from development, required a significant revision. Following the GoY’s development of its Transitional Program for Stabilization and Development (TPSD) the continued commitment of UN partners to the agenda of the Government of Yemen was articulated in a joint UN framework with the overall aims to: realign to the TSDP; “complement the Yemen Humanitarian Response Plan 2012; and to bridge the gap between that plan and the longer-term UNDAF.....” (see Joint UN Framework to Support the Transition in Yemen, 2012 – 2014”, pages 4 – 5).

The TPSD goal of “restoring political, security and economic stability and enhancing state building,” provides a national road map for the consolidation of peace and reconciliation. As described in Component 1a, above, the proposed project will contribute to Focus Area 4 of the Transitional Program for Stabilization and Development TPSD: “economic recovery, stabilization, and growth foundations”, which is aligned with the Mutual Accountability Framework (MAF), pillar II, creating employment opportunities, especially for youth and women, agreed by the Government of Yemen and its development partners.

The UN Common Country Assessment, CCA, developed in 2011, identifies 4 development priorities, of which the proposed project addresses one: Women and youth empowerment. The project will align with, and contribute to Component 3 of the Joint UN Framework: “Sustainable livelihoods and basic social services” with a focus on “creating immediate jobs and income generating opportunities for groups at risk (youth, women, and poorer segments of society), and re-establishing and boosting basic social services and other social protection mechanisms” (Ibid, page 13).

The proposed project is aligned with one of the five peace building priorities established by the UN Secretary General – “Economic revitalization, employment and livelihoods” – and is framed within and will make a contribution to peace building outcome, priority area 3 of the PBSO, “revitalize the economy and create immediate peace dividends” (see PBF Global Results Framework / Performance Management Plan (PMP)).

The Conflict Assessment of the Republic of Yemen, April 2013 recommends to “Support Market-Linked Livelihoods Activities in Yemen and Abroad: While there is a need for near-term job growth to signal material improvements in the quality of life, employment generation activities should be designed from the outset as part of a carefully designed sustainable livelihoods strategy”<sup>7</sup> and “building Local Governance through Community-Driven Development-Style Approaches”. The incorporation these recommendations are most applicable in the project target areas of Hadhramout, Hajjah and Sa’adah where the project will focus.

The proposed project, as summarized in the Results Framework below, channels interventions through an inclusive institutional framework based on community participation and representation to promote three main outputs: 1) rehabilitation or restoration of socio-economic infrastructure through creation of short-term jobs for conflict affected, at risk populations; 2) improved and diversified livelihood alternatives; and 3) creation of employment opportunities in selected governorates of Yemen. The approach and implementation strategy (described in more detail in Component 3 below) will ensure stronger relationships between communities of conflict affected populations and state institutions (governorate, district and sub-district and line ministries) and support establishment of durable solutions for IDPs from Sa’adah. Promoting short-term job creation to rehabilitate / restore local socio-economic infrastructure, will also provide a mechanism to strengthen relationships between different segments of the population, i.e. between conflict affected / at risk populations (returning IDP’s, unemployed youth) and vulnerable households of the host communities, most notably female headed households.

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<sup>7</sup>Conflict Assessment of the Republic of Yemen, April 2013 Page 64

Further, the proposed project will promote small enterprise development for self-employment, job placements and promote participants to join forces with others to implement economic activities within agriculture, fisheries, or livestock sub-sectors thus creating and strengthening relationships with civil society institutions and private sector companies engaged in input and output markets, micro finance institutes, and other economic actors within agriculture, fisheries, or livestock supply chains.

## b) Results Framework

Table 1, Results framework

Programme Level			Project Level				
(1) Strategic Outcomes (National Strategies) <sup>8</sup>	(2) Conflict factors to be addressed (Theory of change)	(3) Peace building Outcomes (areas of change through PBF investment)	(4) Outcome indicators (type of change)	(5) Outcome Baselines (situation of reference) and final targets	(6) Project Results (Outputs)	(7) Output Indicators (qualitative/ quantitative)	(8) Output Baselines (situation of reference) and final targets
Economic recovery, Stabilisation & Growth foundations <b>Focus Area 4 (TPSD)</b> <b>Pillar II,</b> MAF, creating employment opportunities, especially for youth and women	Poverty and Unemployment, (the main drivers of the conflict in Yemen), of youth, women and marginalized populations is reduced through improved livelihood opportunities contributing to reduced levels of risk of return to conflict supporting a peaceful transition process	Youth, women, IDPs and other marginalized populations of conflict affected communities drive peace consolidation and economic recovery Local community structures manage livelihoods stabilization through conflict sensitive socio-economic development planning contributing to	<b>Indicator 1:</b> # of district authorities with peace and development plans elaborated through a participatory consultative process involving community development committees and governorate based NGOs.	<u>Baseline:</u> Local development planning is delinked from security and peacebuilding processes, Local Authorities and do not use institutionalized participatory consultative mechanisms <u>Target:</u> 12 district authorities have peace and development plans with earmarked commitments to sectors identified as conflict triggers	Inclusive Community Development Committees(CDCs), including female, youth, IDP, marginalised and vulnerable group representation, linked to local authorities and trained in conflict sensitive development and are implementing conflict sensitive projects	1.1 # CDCs formed and trained in conflict sensitive development alongside governorate and district council officials 1.2 # of CDC led participatory projects undertaken to rehabilitate / restore socio-economic infrastructure (60% specific to needs / interests of women & young girls)	<u>Baseline:</u> Tbc <u>Target:</u> 20 CDCs formed and trained
<b>Component 3, Joint UN Framework:</b> “Sustainable livelihoods and basic	Local community structures with enhanced capacity to manage conflict arising within the community, creating stability and						<u>B: N/A</u> <u>T:</u> 70 community ‘public goods’ projects completed

<sup>8</sup>In line with national peacebuilding strategies if existing, PRSPs etc. and with PBF Performance Management Plan (PMP)

social services"	improved capacity to identify and manage local socio-economic development in support of a peaceful transition	peaceful transition (Priority Area 3)			<p>1.3 community population perceive that they can influence decision making about development in their community.</p> <p>1.4. # of CDC with priority list of conflict sensitive socio-economic restoration / rehabilitation</p> <p>1.5 # of men and women who directly benefitted from improved access to socio-economic infrastructure</p> <p>B: tbc T: 75% of population that they can influence decision making about development in their community</p> <p>1.4. 80% of formed CDCs have a prioritized development plan</p>	
			<p><u>Baseline:</u> 10%</p> <p><u>Target:</u> 50%</p>	<p>1. Livelihoods of conflict affected communities are stabilized through rapid and temporary employment creation for participatory service</p>	<p>2.1 # of work days created (# of days for men and women)</p>	<p>2.1 1,800 have been included in cash for work programs lasting for more than 40 days</p>
			<p><b>Indicator 2:</b> target % of population with positive perceptions of the roles of governorate- and district-level administrations in</p>			

		<p>providing peace dividends through implementation of district plans and the delivery of basic social services (disaggregated by women, youth at risk, etc.)</p>	<p>delivery managed through CDCs</p> <p>4. Access to social services is improved by rehabilitation of infrastructure.</p> <p>2. Improved, sustainable and diversified livelihoods opportunities created for youth, women &amp; vulnerable, at risk populations in an environmentally sustainable manner, targeting agriculture, livestock, and fisheries sub-sectors</p>	<p>2.2.# of women &amp; men who benefited from cash for work</p> <p>2.3 % of (monetary equivalent) benefits from temporary employment received by women and girls</p> <p>2.4 % of jobs created which contribute positively to the environment (either through reduction of negative environmental impact or contribute positively)</p> <p>2.5 # of men and women who moved on from temporary to more sustainable self or wage employment</p> <p>2.6 % of (monetary equivalent)</p>	<p>2.2. B; N/A T: 1,000 people have benefited from value chain development (at least 40 % women)</p> <p>2.3 B: N/A T: 1,400 SME created and sustained for more than 4 months. (at least 50% women)</p> <p>2.4 75% community population perceive that the local authorities are aware of and committed to improve the level of basic services in the community.</p>
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						<p>benefits from productive livelihoods options received by women and girls</p> <p>2.7. # small enterprises created in the different sub-sectors (mixed ownership; women, youth &amp; men)</p> <p>2.8 % of community population who perceive that the local authorities are aware of and committed to improve the level of basic services in the community.</p>	
		<p><b>Indicator 3: # of Women led civil society organisations monitoring peacebuilding activities</b></p>	<p>Baseline: tbd Target: 30%</p>	<p>Women are trained in and practice conflict sensitive community development. Women have increased income earning capacity through livelihoods initiatives.</p>		<p>3.1 % of women members of CDCs trained and active in CDC decision making processes</p>	<p>3.1. B: N/A T: 305 of CDC members are women 3.4 B:N/A</p>

						<p>3.2. #of small enterprise start ups created by women</p> <p>3.3 % of women who perceive that they have more control over their family finances</p> <p>3.4 % of women who perceive that they have more control over their life decisions e.g. marriage of girl children</p>	<p>T: 600 women created, owned / managed SMEs</p>
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### **Component 3 (The "How")**

#### **a) Target Groups/Key actors and Geographic Criteria:**

The project will target a minimum of 2,300 households consisting of unemployed IDPs, youth, women and men living in poverty, and vulnerable, marginalized households living in conflict prone areas where there is a risk of return to violence if economic opportunities are not created in the immediate short – term (see next section). Indirectly the project will reach 16,100 people (based on average family size of seven) relatives of the direct beneficiaries from income earning initiatives and an additional 20,000 people living in communities where CDCs have been formed and 70 ‘public goods’ projects implemented.

Because of the security situation in the country and the immediate need to deliver dividends of peace through creating opportunities for livelihoods improvement for the population most affected by the conflict and at risk of return to violence (unemployed IDPs, youth and people living in poverty, especially males), 3 sequential Phases have been created as described below.

The key actors include strategic partners of Government ministries and UN agencies members of the Sustainable Livelihoods and Employment Generation working group (SL&EG), community-based organizations, and local NGO’s / CSO. A summary of key actors, their role based on areas of expertise follows below.

Government Ministries & their decentralized structures (Governorate, District & Sub-district) will play a key role in the project working in coordination and collaboration with relevant UN agencies.

**Table 2: Government ministries engaged in project implementation**

<b>Ministry</b>	<b>Area of expertise</b>
Planning and International Cooperation	Expertise and capacity in planning, coordination and financial management through overview of on-going / planned support from the international community. MOPIC will play an active role in monitoring & evaluation and ensure that data from project intervention is gathered, organized and shared widely. MOPIC is also the co-chair of the Working Group on Sustainable Livelihoods and Employment Generation with UNDP.
Agriculture & Irrigation	Technical capacity and expertise to support all agriculture related interventions in the project area through decentralized structures, especially in terms of extension, mobilization, and coordination of technical support to communities and agriculture / livestock cooperatives / associations
Fish Wealth	Technical capacity and expertise to support interventions related to development of fisheries supply chains in the project area utilizing decentralized structures, especially in terms of extension, mobilization, and coordination of technical support to communities and fishing cooperatives / associations
Technical Education & Vocational Training	Provision of technical expertise, existing capacity, bring in lessons learned in the area of vocational / skills training for job placement and self-employment, with particular emphasis on youth, women, and developing skills in new areas such as alternative, non-traditional sectors such as energy and the green economy
Social Affairs & Labor	Technical expertise and knowledge of labor market, linking project interventions to broader initiatives related to the creation of decent jobs, economic empowerment of women and ensuring coherence of project interventions with labor market demand. Will play key role to ensure district specific information on employment opportunities is available to youth, women and conflict affected populations, especially IDP’s

The UN Agencies listed in the table below will either be: a) involved in the direct implementation of project components; b) providing periodic, time – bound technical support to project activities through a Letter of Agreement (LOA) with direct implementing agencies; or c) consulted on activities because of the particular expertise, knowledge of output areas or have access to information pertinent to project implementation. Collaboration among agencies of the UN is standard practice and the project will build on existing synergies. For example, the ILO Regional Office in Beirut provides significant support in the area of decent employment and recently engaging with UNDP in terms of job creation for unemployed youth. Because of the fluidity of the situation in Yemen, this table is only indicative of the collaboration at the outset of the project; it is expected to change over time.

UNDP, as co-chair of the Working Group, will play a lead role in mobilizing technical and financial support from other UN agencies throughout the life of the project.

Table 3: UN Agency by modality of engagement & area of expertise

Modality of Engagement	UN Agency	Area of expertise & role
Direct Implementation	FAO	Provision of technical expertise to introduce sustainable and efficient practices in agriculture, forestry and fisheries; training of project participants to improve production, productivity, resulting in improved incomes, self-employment through value chain development
	UNDP	Ensure support to government through provision of technical & functional expertise in the areas of coordination; knowledge management; capacity development; mobilization of additional financial resources; and development of strategic partnerships and alliances to enhance the recovery process and the transition towards sustainable development. Experience working over broad range of issues related to Crisis Prevention & Recovery (social cohesion, conflict prevention/transformation, good governance, local governance and Rule of Law), skill development & employment generation, especially for youth. Also, UNDP has mandate and significant experience in capacity building of local government and Civil Society actors. UNDP is co-chair of Early Recovery Cluster in Yemen. UNDP has played a leading role, along with the ILO, in developing the UN Policy on employment creation, income creation and reintegration in post-conflict situations.
	UNHCR	UNHCR will ensure adequate mobilization and consultation of the internally displaced population in the selected districts. It will further assist with the community mobilization and organization, ensuring that all principles of inclusion, participation and consultation are met. Direct assistance in terms of shelter support and non-food items will be provided to selected beneficiaries, i.e., returnees and those opting to resettle in order to realize their durable solution right in line with government policies and principles enshrined in the National IDP Policy. Additionally, in line with its protection mandate, UNHCR will ensure that the project enables the access to equal services of targeted population, ensures the sustainability of the project and guarantees the access to documentation and the right of use of provided shelters to the beneficiaries. UNHCR will also work with other agencies on ensuring the provision of services, in particular health, education, as well as water and sanitation. Together with other agencies, UNHCR will work to improve the women's access to services and rights by rehabilitating and re-opening of the Sa'adah City Women's Center, while supporting the rehabilitation of destroyed houses in the old city, thus enabling the accomplishment of the right to return of a selected group of displaced population, in accordance with its vulnerability standards.
	WFP	Building on technical expertise and knowledge of food security in the country, collaboration in the development of innovative and creative ways to utilize food distribution to mobilize and catalyze development efforts such as converting food distributions to conditional cash transfers where appropriate.
	IOM	Technical expertise and coordination capacities related to social and economic reinsertion of conflict affected populations to their communities of origin; including, training/capacity building of Community Based Organizations, field oversight / cooperative implementation of rehabilitation projects and development / delivery of community-based conflict mitigation schemes
On the basis of LOA	ILO	Expertise in the area of business / enterprise development ensured through timely & frequent capacity development support from the regional office in Beirut, Lebanon, to the project through intensive and extensive training programs in the areas of entrepreneurship, Training of Trainers, business

		training to support small enterprise development as well as vocational skills training. ILO has played a leading role, along with UNDP, in developing the UN Policy on employment creation, income creation and reintegration in post-conflict situations.
Will provide guidance through the SL&EG and steering committee	IFAD	Expertise in fisheries, agriculture and livestock value chain development will be communicated through participatory platforms to ensure sharing of experience in implementation in other geographic zones, lessons learned, and collaboration in designing and implementing learning exchanges between and among project participants

The Working Group on SL and EG, with all UN and GoY agencies mentioned in the tables above as members, will provide a platform and mechanism to better coordinate interventions in geographic areas, while facilitating information exchange and sharing of good practice in the field as it develops.

In some geographical locations local government administrative structures will play an important role in terms of the planning, implementation and coordination of project interventions. Other components of PBF will ensure coordination with the development of the federal structure led from the national level as part of post-NDC processes. The project will work through existing community – based structures, Community Development Committees (CDC), that will be strengthened through inclusion of representatives from the local councils, women's, youth, and other marginalized groups and workers associations (probably farmers and fisher folk). In the case the CDC's do not already exist, they will be created through the project intervention. The CDCs are linked to and supported by district and governorate level authorities and are credible interlocutors for future development planning. Social, political and ethnic specificities will be taken into account in each governorate and the structure and management of local representative bodies adapted accordingly. Particularly in Hajjah where the population, both of hosting communities, IDP and migrant populations, are less established, stable or permanent and in Sa'adah where the Houthi Executive Council may resist their development, adaptations of the CDC model will be necessary. However, in all cases full consultation with and participation of beneficiary groups and coordination with local authorities ensured. Women and youth participating in any aspect of the project will benefit from interventions to build leadership skills and become better prepared to take on positions of leadership linked to project interventions that will be useful even when the project ends. The CDC's, as well as community initiatives to rehabilitate / restore social and economic infrastructure damaged by the conflict, provide the space for people affected by the conflict and local leaders to work together for the common good; to debate, discuss, negotiate to arrive at mutually agreed plans to improve the community. Working together across different social groups is one dimension of social cohesion that will be reinforced through the project intervention. The project will build the capacity of the CDCs and enhance knowledge and experience in conflict analysis, mitigation and prevention through development of analytical and negotiation skills. CDCs will be the vehicle for the identification and implementation of rehabilitation / restoration projects and the identification of households to participate in short – term employment creation interventions. The number and nature of task groups will vary from community to community and governorate to governorate and will be based on expressed needs, interests and development priorities. For example, task groups could be formed on Natural Resource Management that focus on issues of water management, soil erosion, and practices to respond to these problems, or on food security, alternative livelihoods, etc.

The project will provide technical and material assistance to government to establish public – private platforms at governorate and district levels and strengthen capacity of government so that the platform functions effectively, ensuring coordination and coherence of the project intervention with interventions of other donors in their geographic areas of operation.

Sustainability at the end of the project period will be assured by the CDCs and local authorities, including management of specific technical issues or aspects.

Civil Society Organizations (CSO's), in addition to CDCs, will be mobilized. Especially governorate based NGOs, women's committees and farmer associations/cooperatives. Governorate level NGOs (GB NGOs) will be included in the NGO capacity building component of the overall PBF portfolio. The project will build on current partnerships established between CSO's, the private sector, and other development organizations and UN agencies involved in direct implementation.

The CDC's and GB NGOs will receive training in a range of conflict sensitive development issues based on a needs assessments, likely include organizational structure, management, and processes, including skills in facilitation, negotiation, conflict management and resolution, and in thematic areas such as natural resource management, with

specific attention to water management, resolution of disputes and complaints related to access to and control over land and its productive use, impact of climate change and adaptation and building resiliency in livelihood strategies, and prevention and management of natural disasters as appropriate.

Each project output is formulated with specific expected results, indicators, and activities that respond to the interests, aspirations, needs and capacities of women, both young and old, in order to ensure that opportunities are created for them to innovate and creatively influence implementation, monitoring and achievement of the project objectives. (see c. Approach below for details). This approach ensures that level 2 of the gender marker is attained. The local community-based mechanism will ensure that women are included in interventions and that the interventions are based on assessment of the needs, opportunities and the aspirations of women. Capacity building and training in technical areas such as feasibility studies, developing business plans, accounting, marketing, etc. will be ensured through the project which will contribute to the economic empowerment of women; additional training will be included to build leadership skills of women participating in the project. Community Development Committees (CDC) will include representatives of IDPs, youth, women and most vulnerable community members to strengthen the voice of these populations in the direction of the project.

#### **b) Duration**

The project intervention, designed for an 18 month period, will lay a foundation for sustainable change in terms of addressing the issue of durable solutions, youth unemployment as well as contribute to reducing poverty among those participating in the project. As explained above, the strategy is to scale – up or replicate the model into a wider geographic area once positive results are produced. It is felt that within the first six months, positive impact will emerge which will be used to mobilize financial support from other sources, utilizing the PBF mechanism in a catalytic manner to influence the social and economic development agendas of development partners and the Government of Yemen.

#### **c) Approach**

As presented in Component 1, the proposed project falls within the Government framework for the transition phase, TPSD, and the Mutual Accountability Framework, MFA, that identify economic priorities agreed by the Government and the International community. Further, the project is designed within PBSO global outcomes and the joint UN program to support the transition in Yemen. The approach presented below will ensure that contributions are made at different levels, ultimately linking to higher goals and objectives articulated in these broad frameworks.

Before a presentation of the overall objective; specific objectives, expected results & activities of the proposed project, it is important to highlight certain aspects of the project approach and strategy that underpin project implementation.

a) The UN policy on employment creation, income creation and reintegration<sup>9</sup> in post-conflict situations provides an operational framework for project interventions. The UN policy identifies three specific intervention streams that are felt to be extremely relevant and ultimately useful for achieving optimum results with limited financial resources; leading to a cost-effective approach that creates immediate peace dividends by addressing poverty and unemployment in the short-term, while laying a foundation for stabilization and economic growth in the medium and long term.

Because of pockets of vulnerability in certain provinces and varied complexities and dynamics in different regions of the country, the proposed project is designed to reflect the three tracks shown in the diagram below; adapting the interventions according to the political, social, economic situation in each of the geographic areas proposed. The tracks will run concurrently but differ in intensity, depending on the context of each zone of intervention as proposed above.

*Track-I interventions that seek to stabilize the livelihoods of conflict – affected populations*, including interventions such as the rehabilitation of rural infrastructure, including bridges, markets and roads, through intensive programs of labor that create temporary jobs for women and youth; through cash for work.

*Track-II interventions that generate employment opportunities* through addressing rehabilitation / restoration needs of the local economy, which facilitates economic recovery and reintegration through interventions such as:

Training and other activities to build the capacity of young women, men and marginalized women in entrepreneurship development;

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<sup>9</sup> Referring in the context of this proposal to durable solutions of IDPs

Creating partnerships between public and private institutions at local level to improve social dialogue and economic collaboration; and,

Development of financial services (micro-finance, micro-insurance) for women and unemployed youth

Provision of safe space for vocational training and income earning activities for women.

*Track-III interventions that contribute to creation of sustainable employment and decent work through a more enabling policy environment such as:*

Reform of legislation on employment and creation of a national policy for employment which promotes employment of women and young; or,

Establishment of trade links between the local and national level through networking of local entrepreneurs with other entrepreneurs at regional, national or international through value chain development for example

This project will primarily focus on Track A and B interventions that will generate evidence to influence and ultimately achieve Track C objectives. It is critical in the current context of Yemen to create short-term employment opportunities in conflict prone / at risk areas with populations most affected by conflict or at risk of return to violence. This is important in creating immediate peace dividends. However, from the onset the project is formulated to build livelihood assets of conflict affected populations and lay the foundation to develop sustainable livelihoods opportunities.

While the three tracks of the UN policy represents an operational framework to guide the implementation of project interventions, the proposed project will: apply an innovative approach called 3 x 6to recovery in post-conflict situations that was piloted by UNDP in Sana'a, Taiz and Aden as a means to achieve project objectives at different levels and ensure greater coherence and sequencing of planned activities; models of integrated social cohesion and development successfully piloted in Yemen; and specific livelihoods interventions for women tailored to the Yemeni cultural environment.

b) The 3x6 approach was originally conceived by UNDP in Burundi to facilitate the socio-economic reintegration of populations affected by the conflict, namely returning refugees, ex-combatants, and internally displaced populations moving back to their communities of origin. The approach produced positive results and has been endorsed by the Bureau for Crisis Prevention and Recovery of UNDP as “good practice” to be scaled up to other post – conflict / crisis situations around the globe. Both the Government of Japan and the Peace Building Support Office (PBSO) have also expressed interest to bring this good practice to scale globally where possible.

The **3x6 approach**, known as, was developed as an organizational response to move from interventions that provide immediate, one-off support to populations affected by conflict to an integrated approach that creates conditions for people to take control over the process and outcomes of economic recovery over time. The approach was developed as a means to transition from emergency response (Track A interventions) to sustainable development (Track C); thus, the 3x6 **Approach** represents a tried and tested practical application of the UN policy to the specific post-conflict situation in Burundi and adapted for piloting in Yemen in 2013. The approach is organized around three principles, or phases, that include *six (6) discrete sub-phases*. These are presented in the table below and illustrated in the figure on the following page.

Table 5: The 3x6 approach

<b>Phase I</b>	<b>Phase II</b>	<b>Phase III</b>
<b>Inclusiveness</b>	<b>Ownership</b>	<b>Towards Sustainability</b>
1) <i>Enrolment</i>	3) <i>Promotion of savings</i>	5) <i>Investing</i>
2) <i>Rapid income generation</i>	4) <i>Joint-venturing</i>	6) <i>Expanding markets</i>

Six sub-phases constitute the approach:

### **Inclusiveness**

1) **Enrolment** refers to community members<sup>10</sup> signing up to participate in the reconstruction of social infrastructure thus generating community dividends.

2) **Rapid income generation:** Participants receive a daily wage for three months representing individual income and an injection of “new capital” into local economy.

### **Ownership**

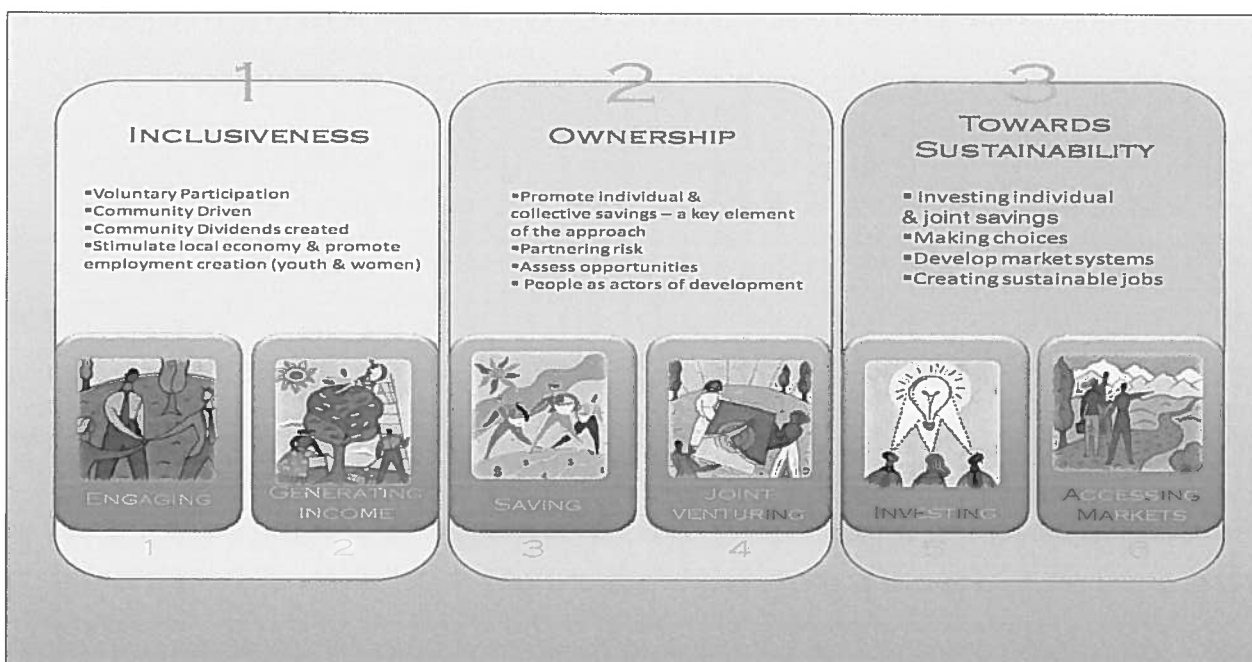
3) Participants are obliged to **save** a portion of daily wage with a local financial institute, which is then tripled by the project to provide start – up capital for an economic activity.

4) Individuals are encouraged to work in association with others in **joint-ventures** or individually to implement an economic activity once the initial three-month period ends, utilizing the start – up capital.

### **Towards Sustainability**

5) The total amount of start – up capital of the group, which was tripled by the project, represents not only an **investment** in economic activity, but also sharing of risk among individuals and UNDP. With this commitment to work, there is an investment of people’s time and creative energy that will be nurtured through the project.

6) **Expanding markets** is made possible through feasibility studies to ensure economic viability of economic activities selected in phase II and market studies to identify sectors with greatest growth potential. This information supports people to make better choices regarding markets and contributes to sustainable job creation.



**Figure 2: 3x6 Approach**

### c) Integrated Social Cohesion and Development (ISCD)

ISCD is an innovative methodology for: the prevention and transformation of conflict by addressing its local root causes to strengthen sustainable social cohesion and equitable development. ISCD applies and demonstrates an alternative approach to mitigating and preventing conflict that is community driven and integrated into development activity supported and funded by local government. Transformation of conflict and its local root

<sup>10</sup>Vulnerable members of host community, particularly women and youth, demobilized ex-combatants, and returning refugees

causes into positive equitable development results in turn enhances social cohesion. Thus a positive dynamic of social cohesion, conflict reduction and equitable is established at the community and governorate level.

Local authorities, community representatives and GB NGOs are brought together to jointly develop and practice conflict sensitive development at the community level through Community Development Committee structures. This approach has been piloted with great success in Ibb and Abyan governorates.

d) Traditions and their impact on localised cultural norms vary considerably from location to location. This diversity impacts most on women and their level of freedom. Whilst participation in public activity may be acceptable in some governorates primarily in urban centers it is frowned upon and forbidden in others, especially in areas of Sa'adah and Hajjah. In those instances employment of women in cash for work is very challenging and in the case of Sa'adah forbidden by the de facto government. In order to ensure that women are included in this program alternatives to 3x6 have been found. For example in Sa'adah women are 'allowed' to work in women's only centers or within the extended family compound. It is important to note that in Sa'adah in particular widows who manage female headed households are exceptionally vulnerable. Whilst the project is a vehicle to 'push the boundaries of women' to the extent reasonable it must be recognised that participation of women requires alternative culturally sensitive approaches if a backlash on female beneficiaries is to be avoided. In addition victims of explosive remnants of war are another highly vulnerable group for who specific solutions are needed. UNDP has piloted livelihoods interventions in both Sa'adah and Abyan targeting these groups with tailored household specific business planning support, capacity building and small enterprise start up asset provision combined with mentoring and support on the same model as phases 2 and 3 of 3x6.

e) Finally, the project adopts a formula based on 4 concepts to drive change: innovate; demonstrate; advocate; and replicate.

To achieve profound and sustainable changes in the lives of conflict affected / at risk populations at different levels the project must *innovative* – develop an approach (“business unusual”) that generates immediate peace dividends & improved livelihoods in the short-term; document the interventions to generate evidence that *demonstrates* the visible changes in the lives of people participating in the project through this innovative approach; use this evidence to *advocate* to others (international community, government policy makers, influential leaders, and the private sector) to adopt the innovative model, influence program and policy formulation, and mobilize additional technical and financial support; and to *replicate* the model in other critical geographic areas of the country.

With this background on the operational framework and the foundation underlying the project approach to the post-conflict / crisis situation in Yemen, the following section will seek to describe the planned interventions in terms of:

- a) Strengthening peace building capacities of the different actors involved;
- b) Establishing / enhancing existing services and mechanisms that will ensure peace consolidation after the life of the project; and,
- c) Ensuring an inclusive and participatory approach for all phases in project cycle management (project conception, execution and monitoring and evaluation) that encompasses civil society organizations, non-state institutions and actors, such as the private sector, and the communities in the operational areas proposed above.

The *overall objective of the project* is to promote unemployed IDPs youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to become drivers of innovation and economic recovery, and, consequently, contributors to peaceful coexistence and a successful political transition.

The *specific objective* of the project is to support 2,300 unemployed IDPs, youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to engage in productive economic activity over an 18 month period in selected Governorates of Yemen.

The project includes three outputs, or streams of work:

- 1) Contribute to livelihoods stabilization of populations affected by the conflict, at risk of return to violence through creation of short – term employment creation to rehabilitate and restore social and economic infrastructure;
- 2) Improved and diversified livelihoods created in agriculture, livestock and fisheries sectors; and

### 3) Sustainable employment opportunities created.

The expected results and planned activities are summarized below by project output and are presented in more detail in the logical framework in Component 3(e) with budget by activity.

**Project Output 1:** Inclusive Community Development Committees (CDCs), including female, youth, IDP, marginalised and vulnerable group representation, linked to local authorities and trained in conflict sensitive development and are implementing conflict sensitive projects

#### *The problem*

Deterioration of the political and security situation in the country contributed to growing unemployment and increasing poverty. A scramble for power and control ensued in the vacuum created when the movement for political transformation and regime change grew across the country. This created conditions for violence and unrest that led to the economic crisis, creating job losses throughout the country. In addition, armed violence between the government forces and non-state actors caused displacement of populations, the loss of livelihood assets of a significant portion of the population, and the destruction of social and economic infrastructure creating a humanitarian crisis of significant proportions.

Traditional social structures have been eroded and the social contract between state and civil society has become defunct. At the community level systems for conflict mitigation and prevention have disintegrated as traditional leaders have been displaced as society as a whole has fragmented into conflict.

Community members especially the most vulnerable feel abandoned by the state and by the community. The community services in rural areas is inadequate, but perceptions of dis-empowerment and inability to influence or control personal or community decision making has led to inertia and lack of confidence to attempt change.

#### *Approach and activities to address the problem*

An integrated social cohesion and development approach has been successfully piloted in Ibb and Abyan governorates. Training of governorate and district council officials in partnership with community representatives and governorate based NGOs in conflict analysis, mitigation, prevention and conflict sensitive development has rekindled hope that effective institutions, formal and informal can effect change.

Following the governorate level training Community Development Committees (CDC) are formed to serve a group of villages with a collective population of between 500– 5,000.

The CDC, made up of youth, women, most vulnerable populations and community leaders, will receive training through the project to improve their capacity to design, manage, implement and monitor rehabilitation / restoration projects. Additional support and training will be provided in areas of mixed IDP/host community/'stayee'<sup>11</sup> populations to ensure integration and representation. Additional training and support will be delivered over the project period so that the committee members have enhanced leadership and management skills to: resolve and manage conflict within the community, especially those arising over land disputes; facilitate participatory decision making processes; negotiate, plan and coordinate development interventions in other sectors such as health, education, etc.; and develop and strengthen alliances and partnerships with other stakeholders.

Project staff will work closely with the CDC structures in each of the communities to also identify rehabilitation efforts that contribute to conserving natural resource base or the environment such as rehabilitating terraces for agriculture production that contributes to reducing soil nutrient run-off and soil erosion, or reforestation initiatives as another example, or simply, waste removal or environmental clean – up campaigns.

Project staff will work closely with the CDCs to help them develop criteria and identify vulnerable families who do not have a member who can participate in 3x6 e.g. female headed households, young women in particularly conservative societies and victims of explosive remnants of war. These beneficiaries will be targeted by alternative and tailored interventions.

**Project Output 2:** Contribute to livelihoods stabilization of populations affected by the conflict, at risk of return to violence through creation of short – term employment creation to rehabilitate and restore social and economic infrastructure;

#### *The problem*

High levels of poverty and unemployment of youth have been identified as key drivers to the conflict and the current instability. Young women and men, women and men living in poverty, IDPs and other vulnerable groups especially widows and victims of explosive remnants of war (ERW) have very limited livelihood alternatives and

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<sup>11</sup> Populations who remained in an area of origin during violent episodes



little access to productive resources, such as inputs of all kinds or appropriate financial products and services to improve their current situation. Conflict and civil unrest led to the destruction of livelihood assets and damage to productive infrastructure in conflict areas which undermined existing market systems. Even before the crisis, small scale producers in agriculture, fisheries and livestock sector were price takers and were not organized to derive greater benefits from existing markets. There is little confidence in the government to create opportunities, although expectations are high following the political transformation initiated in 2011.

#### *Approach and activities to address the problem*

Unemployed youth, poor women and men, and other socially excluded and vulnerable groups including IDPs and ethnic minorities will be mobilized to rehabilitate and restore socio – economic infrastructure in communities most affected by conflict and violence. Surveys will be conducted in affected communities to identify rehabilitation / restoration needs. A community – based structure, Community Development Committees (CDC) will be put in place (or supported if they already exist) to implement and monitor these small – scale local rehabilitation / restoration projects, and identify and select unemployed youth, poor women and men, and other vulnerable groups in the community to work on the rehabilitation / restoration projects, thus creating short – term job opportunities. If large scale rehabilitation / restoration projects are on-going in the geographic area through Social Fund for Development (SFD), project staff will support the Community Development Committees, CDC's, to engage with SFD and private contractors to include unemployed youth, poor women and men, and other vulnerable groups in their initiatives.

It is expected that a total of 70 small community projects interventions will be implemented in the 3 governorates, creating 1,780 short – term employment generation opportunities for young women and men (with indirect benefits for 12,460 family members). With a daily wage of \$ 9.00, of which one third is obligated to go into a savings account for investment in the 2<sup>nd</sup> phase of the 3x6 approach (see outputs 2 and 3 below), a total of \$704,900 will be injected into the local economy where the project is operational.

Through this intervention, it is projected that a total of 70 rehabilitation / restoration projects will be identified and implemented over the two – year period. At least sixty percent (60%) of the rehabilitation projects will respond to the specific needs and interests of women and young girls. For example, school rehabilitations may be identified and separate toilets for girls and boys constructed to ensure privacy and safety of young girls; or a health post may be rehabilitated to include more and improved quality of services for maternal health care needs. Effort will be made to identify rehabilitation / restoration projects that builds resiliency in the community to cope with and adapt to underground water resource depletion, land degradation, biodiversity loss, rangeland overgrazing and the like. Interventions that build capacity and reduce vulnerability to unsustainable use of natural resources will be identified and promoted in this phase; such as increased capacity in the community for rainwater harvesting, improved livestock and rangeland capacities, and land use and management practices. Not only will this provide short – term employment opportunities, a model for sustainable natural resource management will be created in the community that can be adapted at household level as well as by other communities.

Not only will people receive income through short – term employment, but they will also experience a restoration of dignity and conditions will be created for them to move away from relief and dependency by empowering people to work, earn, decide and buy goods and/or access services.

Small – scale local rehabilitation / restoration projects or large scale construction interventions, the project will ensure that salaries are paid to those participating in the short – term job creation initiatives and that the compulsory savings component is managed. Savings of a portion (1/3 or more) of the daily wage will be compulsory and participants will be obliged to establish savings accounts that they will only be able to access at the end of the rehabilitation / restoration project. After the cash for work employment is complete beneficiaries can choose to take out their savings and use them as they wish or they can use their savings as capital start up for an individual or group business. If they do use their savings as capital they will also receive an additional grant (3 times the saving) to support their business plan. Project staff will ensure that participating NGO' and micro finance institutes provide training on relevant topics throughout the period of short – term employment that will be defined based on the interests and needs of the community. Topics could include household budgeting and planning, awareness-raising on public health issues, women's rights, gender-based violence, for example, as well as the basics of business planning and development.

These activities, taken collectively, provide the means to stabilize livelihoods of people affected by the conflict and at risk of return to violence. Through the intervention, practical and visible results will contribute to peace dividends that contribute directly to stabilization and generating peace dividends. These activities represent the first phase of the 3x6 approach presented above, and will lay a foundation for sustainable livelihoods by a) creating capital through

savings and b) providing capacity building/mentoring/personal development during the period of short – term employment creation which will provide direction, motivation and capital to move into a sustainable livelihood options in phase II 3x6 and the tailored interventions for vulnerable groups unable to participate in cash for work.

The office of UNDP in Yemen has initiated 3 pilot projects of 3x6 (in Sana'a, Taiz and Aden) and tailored intervention for the most vulnerable in Sa'adah and Abyan. The experience from pilots will provide inspiration for communities participating in the project.

An important aspect of output 2 (as well as output 3) is the investment of individual savings into economic ventures, either in association with others or individually. The project strategy is to triple the savings in order to have seed money to initiate an economic activity. Based on the projections in terms of number of conflict affected people engaging in enterprise creation and value chain development interventions described in table 7 below, total savings and grants valuing\$ 1,644,000 will be invested in different economic activities which will be complemented by a tripling of the savings by the project. Approximately 50 coaches and 50 business services trainers will support the transition from short term to sustainable livelihoods by providing BDS training. Trainings modular will be based on the needs of the start-up enterprises and mainly covering business management topics. The coaching will be provided for technical and management skills at a rate of 3-4 visits per enterprise. This training is essential if the small enterprises are to be successful and sustainable. Lessons learned have shown that enterprises undertaken without appropriate support such as training and mentoring often fail within the first year and capital investments are lost.

Young women and men will have an opportunity to gain new skills and training in soft skill areas like interviewing and job seeking to gain short – term employment through job placement services. Grants to implementing partners or contractual services with consultants will be utilized to conduct labor market studies to identify demands and needs and the most promising sectors for employment creation. Partnerships will be developed with private enterprises to place graduates from phase I. Enterprises will provide internships of at least 3 months so that young people have an initial job experience. Experience in the country (through the Small & Medium Enterprise Promotion Service, SMEPS) suggests that roughly 60% of interns are hired for permanent positions at the end of the internship period. In addition to job placements, opportunities will be created for small enterprise development within most promising sectors and the project will facilitate linkages with micro finance institutes to ensure access to financial capital for start-up. Training will be provided through grants to implementing partners in areas of technical and business development skills, such as developing a business plan, accounting, marketing, pricing and the like. Mentoring relationships will be utilized and the enterprises will be accompanied during the life of the project to ensure sustainability.

The Ministry of Technical Education and Vocational Training have experience in design and implementation of technical and business training creating job placement and self – employment opportunities through funding from GIZ. The proposed project will build on this and other experiences to ensure that past interventions and lessons learned inform project implementation.

In addition to the reference to experience of GIZ and the Ministry of Technical Education and Vocational Training, the project will build on 3 pilot projects developed by UNDP. In these pilots, agreements have been reached with two micro finance institutes that will provide financial products and services appropriate for unemployed youth participating in the project. A higher than normal maximum loan amount is being introduced with a three-month grace period and lower rate of interest. If successfully implemented and a high rate of loan repayment is achieved, it will create an advanced business model that could be adopted by other financial institutes.

### **Project Output 3: Women led civil society organisations monitoring and implementing peacebuilding activities**

#### *The problem*

Women in level hold second class citizen status. For the sixth consecutive year Yemen is at the bottom of the World Economic Forum- Global Gender Gap index for women's equality. Child marriage is common and gender based violence a hidden but ever present reality in Yemen. Women have limited freedom of movement and conservative traditions prevent participation in the economic arena with women having little or no control over family resources or financial transactions.

In areas of conflict and post conflict women have become increasingly vulnerable. Men are often absent from IDP households, having gone to seek employment, being engaged in warfare or having fallen victim to war. In many cases lack of a male 'protector' or authority women are increasingly restricted in movement or activity in other however these social changes form an opportunity for change. Large numbers of widows, especially in Sa'adah governorate,

are aware their potential and eager to improve their conditions in general and financial situation in particular through employment. However, employment opportunities for women are extremely limited.

#### *Approach and activities to address the problem*

The project has prioritized support to women in all phases. Women are encouraged and supported to engage in CDCs in a socially acceptable way e.g. through women's committees inclusion. At least 50% of community leaders trained during pilots in Ibb and Abyan governorates were women. Women are supported by specific confidence building training in order that they are not merely present but participatory within CDCs.

Female members of NGOs and project staff are employed to ensure access to vulnerable groups of women for inclusion in the project, especially widows and other female headed households.

Tailored livelihoods approaches have been developed during pilots in Abyan and Sa'adah governorates to ensure the inclusion of women. When possible young women are encouraged and supported to join 3x6 (30% inclusion rates in pilot areas) but for many women this is not an option. Widows often have young children and/or are not 'permitted' to participate by male family members. In response the project has developed a set of alternatives for women. Safe working environments have been created in women's centers or within the extended family compounds for SMEs have proved to be effective as well as homed based food and craft production.

#### **Summary of Project Outputs:**

- 20 CDCs will be formed and trained.
- Water management and vocational organizations will be supported and trained.
- 2,300 people will be employed in the short and long term.
  1. 1,837 by the 3x6 approach
  2. 466 female headed households of households with a victim of war member.
- 70 CDC led community small projects will be completed
- 150 IDP will be supported to attain durable solutions in terms of sustainable livelihoods but also through provision of shelters constructed as part of 3x6 cash for work phase I
- The Sa'adah Women's Association building which was bombed during the 2009 war will be rehabilitated as a vocational training center, safe work space and a community protection center.
- Market research to inform job placement will be undertaken.
- Research into improved value chains will be conducted and local practice aligned to maximize profit but protect the environment.

As described in component 3.a) above a thorough and systematic documentation of the project implementation and the subsequent positive and visible changes in the lives of people, in the way private companies do business to address poverty and generate sustainable employment opportunities, and in defining support needed from public institutions to create a more enabling environment for peaceful transition, stability and economic recovery will generate evidence that will be used to *advocate* to others (international community, government policy makers, and influential leaders) and *replicate* the project model. Strategic partnerships will be further developed based on the results generated from phase I and phase II interventions of the 3x6 Approach that will inform policy and programming for phase III that will further solidify the foundation for recovery and sustainable growth.

An inclusive participatory approach was initiated in the formulation of the project based on the knowledge and experience of different government ministries and technical experts of UN agencies. Once funding is secured, a project launch will be organized at the national level with the participation of private sector companies (in micro-finance, construction, and fisheries, agriculture and livestock value chains), Civil Society Organizations with experience and know-how in the three thematic areas of the project, as well as other interested stakeholders, including development partners. A project launch will also be organized at the governorate / district levels to ensure broad participation from communities. The purpose of the launches will be to explain the project concept and identify specific opportunities for collaboration among different stakeholders at the local level, including the identification of new partnerships if needed.

Letters of Agreement (LOA) between UN agency implementing partners will be made with CSO or national NGO's with past experience and expertise to deliver the project outputs as described above. Partnership with SFD is particularly valued as pilots have demonstrated the added financial and social value of working with such a well-respected and experienced agency. The project will engage private sector companies to facilitate access to financial and other market services to improve greater access to markets to improve livelihoods, incomes and employment opportunities in the eleven governorates. Agreements will be established between the different UN agencies and

appropriate line ministries to build capacity of civil society and other project stakeholders to ensure effective and successful implementation of the project.

Capacity building at multiple levels will contribute to a process whereby conflict affected populations and decentralized government structures (line ministries at governorate and district levels) define and manage development processes and outcomes. Evidence generated by the project will be widely disseminated so that positive changes in people's lives and livelihoods and the capacities of government and non – state actors (civil society organizations and private companies) will contribute to change in policy and programs to further consolidate dividends of peace and more comprehensively address unemployment and growing poverty. More important though is the increase in confidence that people will develop as actors of their own development rather than passive recipients of handouts and top – down solutions. Immediate needs of people will be met through improved access to productive inputs that will be utilized to mobilize people to join with others in groups to implement economic activities in livestock, agriculture or fisheries supply chains; or develop business ideas with others or individually to improve their lives.

With growing confidence and visible positive impacts in the lives of people affected by the conflict, a narrative will emerge contributing to greater confidence in the government to create an enabling environment to address poverty and unemployment leading to sustainable peace dividends and political stability needed to shift perceptions of the population and respond to and meet the expectations of the general population.

In governorates where there are demining activities or interventions to rid the area of Unexploded Ordnances (UXO), the project will seek to complement these actions to create economic opportunity and for the population in line with the 3 outputs presented above. Mine Action is the essential first step to recovery in conflict-affected areas. Until homes, businesses, public services and land are free from explosive remnants of war (ERW) and improvised explosive devices (IED), and safe to enter, peace, normal life and livelihoods cannot be restored. Only when contaminated areas are cleared and handed back to local authorities is it safe for internally displaced people to return and the restoration of land for economic purposes. More than 75% of populations in post conflict areas depend upon agricultural and safe access to land is the precursor to any development in that area. UNDP has an on-going mine action project (2103 – 2017) but this focuses on core life-saving components and activities of mine clearance, Mine Risk Education, or MRE, and Victims Assistance; but lacks interventions to enhance / rehabilitate livelihoods This project will complement mine action where possible.

The Early Recovery Cluster and the Working Group on Sustainable Livelihoods and Employment Generation will provide the mechanism to identify these complementary interventions. The project will also seek complementarities with interventions addressing gender based violence building on these interventions where possible to support the economic empowerment of women experiencing domestic violence. Important partners for this will be UNDP, UNICEF and UNHCR.

Other important interventions that the project will seek to complement or develop synergies with that support livelihoods improvement, address growing poverty and / or unemployment are briefly summarized below.

IFAD is by far the most important actor with a number of project interventions that address livelihoods improvement, poverty reduction, and unemployment. IFAD takes a value chain development approach to empower rural communities, promote empowerment of women, and gender mainstreaming. Operating in agriculture, fisheries and livestock sectors, IFAD promotes communities to mobilize, builds capacity of producer organizations, promotes sustainable financing for rural areas, and encourages the development of small and medium size enterprises to create employment opportunities. IFAD support to date totals \$ 233 million in loans and grants delivered through 22 programs and projects. The budget for 2013 includes \$ 33 million in new money and an additional \$ 34 million has been secured for 2014. IFAD partners with the European Union, Islamic Development Bank, International Labor Organization, and the World Bank and has secured funding from the Global Environment Fund (GEF) mechanism to promote environmentally sustainable livelihoods and climate proofing of rural productive systems.

The World Bank has a large project supporting rain-fed agriculture and livestock sectors that began in 2006 and recently restructured / reformulated in 2012 in response to the changing political scenario brought on by the crisis in 2011. The project is implemented through the Ministry of Agriculture and Irrigation and the Social Fund for Development and with additional financing from IFAD of \$ 16.7 million to support rural producers organizations / associations. A total of \$ 14.37 million has been disbursed through 2012 and additional funding is estimated for disbursement in 2013 (\$ 1.33 million); 2014 (\$ 3.5 million) and, the final year of the project in 2015 (\$ 0.80 million) for a total disbursement of an estimated \$ 20 million since the project inception. The project is designed to enable rural producers in rain-fed areas to organize into producer associations to improve their production, processing and

marketing systems and better manage their soil, water, rangeland, seeds and animals. The project is being implemented in five governorates: Al-Mahweet, Hajjah, Al-Hodeidah, Lahej and Sana'a.

The Ministry of Technical Education and Vocational Training has a number of capacity building initiatives at central level through support from different bi-lateral donors. The ministry oversees a skills development and job creation initiative targeting young women and men to access decent work through financing from the Norwegian government in the amount of \$ 800,000 implemented in the governorates of Aden, Sana'a and Hadhramout. The ILO, Swiss government and other donors have allocated \$ 670,000 to finance a labor force survey in 2013.

To ensure that synergies and linkages with other development interventions in the same geographic zone, the project will support government at the governorate and district levels to establish a Public – Private Platform where social and economic development issues are discussed and debated and coordination, collaboration, information exchange and planning with other stakeholders (public, private, and CSO) specific to Livelihoods Enhancement and Employment Generation is ensured. The platform will provide a forum for debate on key issues commonly shared among the different stakeholders that will encourage free exchange of information and create the space needed to explore collaboration and greater coordination. The platform will also provide a formal space to share good practice as it emerges and develop lessons learned that can be used internally within the forum or shared outside with other governorates and districts facing youth unemployment and growing poverty.

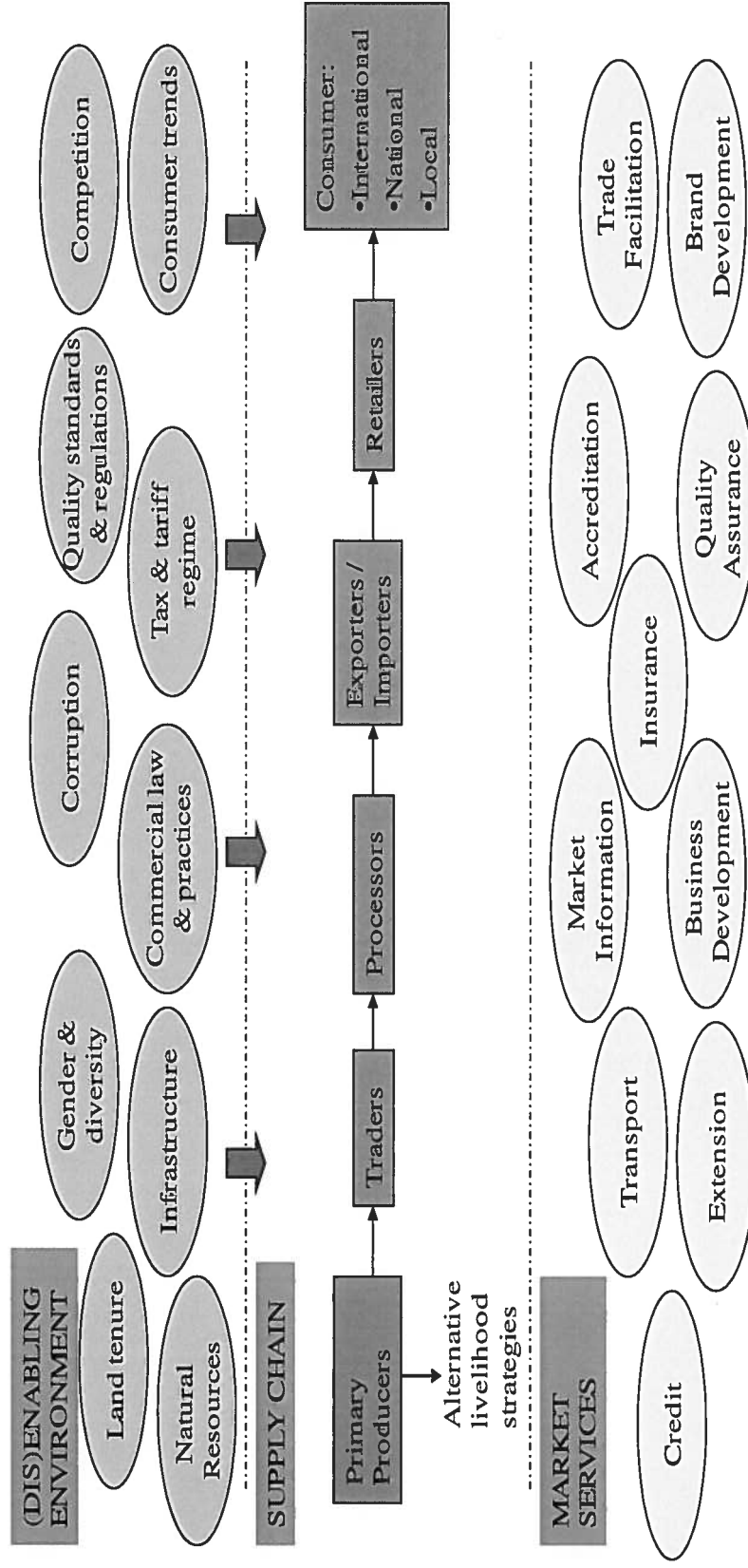
Moreover, the donors and ministries identified above are also members of the working group on Sustainable Livelihoods and Employment Generation which provides another forum to ensure synergies and linkages.

As presented in the section above, there is some geographic overlap with on-going initiatives in livelihoods enhancement and employment generation. Complementarities with other interventions will be assured through two ways: a) through targeting communities and vulnerable populations, and b) through applying the Market Model to identify gaps and complementarities. These are explained below.

As described in component 3.a) above, unemployed youth, women and men living in poverty, IDPs and other vulnerable populations will be targeted in the proposed project. This is a very different target group from the IFAD and World Bank initiatives described earlier in this section. Following bi-lateral discussions and discussions in the working group on sustainable livelihoods and employment generation, the proposed project will complement other interventions by reaching out to populations not reached or meant to be reached. However, targeting unemployed youth, women and men living in poverty, and vulnerable conflict affected / at risk populations through the approach described above provides a pathway for these vulnerable populations to integrate into the other interventions over time which will contribute to a sustainable exit. For example, groups implementing economic activities promoted in the 2<sup>nd</sup> phase of the 3x6 Approach will have the possibility to link up with existing producer associations or cooperatives supported through other initiatives, which will open up greater opportunities to access input and output markets consistent with phase III of the 3x6 Approach.

The market model approach will provide the means to ensure complementarities with other interventions. This is illustrated in a generic market model presented in Figure 3 below:

Figure 3: The market model (adapted from Oxfam GB, Global Markets Initiative)



The diagram on the previous page depicts a supply chain through the middle of the page, with elements related to an enabling policy environment situated above and different market services below. Based on the presentation of the IFAD and World Bank programs in the section above, it is possible to identify or situate their interventions within this generic market model. For example, IFAD program interventions take a value – chain development approach focusing mostly on the primary producers who are supported to access market services such as rural financing and agriculture extension services. The approach adopted by IFAD seeks to build resilience to climate change in production systems and promotes environmental sustainability. The implementation of this approach will likely generate evidence to shape policies regulating natural resources. The IFAD program seeks to promote women’s empowerment and gender mainstreaming, which again has the potential to develop outputs to inform and shape policies that might increase women’s access to credit, secure land tenure, or other productive resources and services. The same can be said of World Bank initiatives described earlier.

The approach developed for the implementation of the proposed project, as described in detail in section 3.c) above, will actively use the value chain development approach to identify entry points for the target population to improve incomes and livelihoods. For example, the proposed project could work with highly vulnerable households in Abyan, supporting them to restore livelihood assets destroyed during the war between GoY and AQAP, organize with other vulnerable populations in order to integrate into on-going IFAD program / projects linked to the fisheries, agriculture or livestock value chains. It is these kinds of initiatives that the project will develop to complement on-going initiatives.

As explained, implementation and progress will be documented with the objective to generate evidence to inform and influence the policy environment. Business development planning will include training and capacity building so that entrepreneurs are enabled to access more and better market services. The market model will serve as a means to ensure complementarities and synergies with other interventions.

The 3x6 approach provides a reference point for the sequencing of project interventions and activities. As explained above, in phase I, short-term job creation to rehabilitate / restore social and economic infrastructure constitutes the first 6 months of the project, including 2-3 months preparation to initiate rehabilitation / restoration projects.

Figure 4: Time line of activity implementation by output (18-month period)

Activities by Outputs	Year 1						Year 2												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	
<b>1.1. Rehabilitation / restoration of socio-economic infrastructure</b>																			
1.1.1. Identification / selection of communities for rehabilitation projects																			
1.1.2. Mobilize community, establish / strengthen community development committees																			
1.1.3. Identification large and small scale public service initiatives																			
1.1.4. Train local development committees to manage rehabilitation projects																			
1.1.5. Conduct economic opportunity mapping, to develop governorate socio – economic development plans																			
1.1.6. Train Governorate / District structures to implement & monitor socio – economic development plans																			
<b>1.2. Short-term employment created</b>																			
1.2.1. Identify youth, women & most vulnerable populations to participate, in 3X6 and tailored programs for those not able to do cash for work, using transparent, mutually agreed criteria																			
1.2.2. Implement community – based rehabilitation / restoration projects (5 projects / cycle / Governorate)																			
1.2.3. Select & implement community – based rehabilitation / restoration projects (based on survey conducted, activity 1.1.1) that responds to the needs/interests of women & young girls (5 projects / cycle / governorate)																			
1.2.4. Leadership training for women based on needs assessment																			
<b>2.1. Groups implementing economic activities jointly are established or strengthened through value chain development interventions</b>																			
2.1.1. Identify sector with greatest potential for growth (market studies with gendered lens)																			
2.1.2. Mobilize community through community development committee																			
2.1.3. Promotion of jointly implemented economic activities in Agriculture, Livestock, or Fisheries value chains																			
<b>2.2. Enterprises created in the different sub-sectors</b>																			
2.2.1. Mobilize community through CDC																			
2.2.2. Conduct business feasibility study & develop strategy for enterprise development (mixed ownership, women & men)																			
<b>2.3. Improved livelihood opportunities created for women &amp; youth</b>																			





All partners shall take all necessary measures to ensure the visibility of the activities financed under the project. All publications of the Organization relating to actions that have received funding from the donor, whatever the form or media used, including the Internet, will contain a notation that the document was produced with the financial participation of the donor. Products will be produced in both English and Arabic.

Communication will be ensured through the preparation of internal reports for UN Agency consumption based on standards and processes. Reports to PBSO and other external donors will be prepared and delivered in a timely manner respecting contractual agreements and stipulations.

An International UNV with expertise in communications and audio-visual technology is proposed in the project management unit structure to produce informative pieces for the general public utilizing radio, TV, internet and other mediums. UNDP Country Office has an on-going radio program for youth in collaboration with the Yemen Times that will provide a potential and immediate means to communicate about the objectives of the project and progress over time as well as placing issues in the public domain for debate.

Communications will be used to mobilize additional financial resources and to inform policy and program debates as described above. The target population will be Government of Yemen and the different line ministries, development partners, private sector and other UN agencies.

A number of media products will be produced including policy and program briefs on issues relevant to recovery, development, livelihoods improvement and employment generation. Short concise project summary briefs will also be produced and updated over the project period to provide up to date information on the project interventions, progress towards objectives, experience and lessons learned.

The communications and media expert will make regular visits to the project operational area with the Monitoring & Evaluation specialist in order to create a visual data base on project interventions and document stories from project stakeholders to have first-hand accounts of the impact of the project on the lives of people in the communities.

The communications and media expert will work with private companies engaged in the project intervention (construction contractors and other companies providing short – term employment or job placements, financial institutions providing loans and other services to project participants, as well as other companies that emerge) to support the documentation of progress to develop the “business case” that companies can use to inform their shareholders, other investors or the wider business community in the respective sectors.

Exposure visits will be organized for high-ranking government officials and UN agency representatives to have a first-hand account of the project intervention and the positive impact. The visits will also be a useful means to capture feedback and suggestions that could improve project delivery and achievement of outputs.

The Monitoring & Evaluation specialist will be responsible for creating a data base on project participants by output disaggregate by sex and gender as well as on base line indicators which will be developed in a livelihoods assessment that will be initiated and financed by UNDP through internal funds. The data base will be a source of information to communicate to others, within Yemen and outside.

#### **d) Sustainability and Catalytic effect**

##### **Sustainability:**

The 3x6 approach generates short – term employment that creates immediate and visible peace dividends for the community, builds capacity within local community development committees to continue developing solutions to community development challenges, design and implement interventions to overcome challenges and create benefits for the community. Conflict affected populations involved in rehabilitation / restoration projects in Phase I have the opportunity of continued support from the project, but conditioned on investment of their own savings to implement an economic activity over a longer period.

Phase 2 and 3 3x6 and small enterprise initiatives for female headed households and victims of ERWs fosters investment in economic activities not only brings immediate income but also leads to greater self-confidence and positive behaviors in terms of individual development – investing in an economic activity, linking with financial institutions, registering businesses with State institutions, and developing new technical and business skills all contribute to stronger relationships with State institutions, social and economic actors that serve to create greater social

cohesion through these vertical (citizen with stronger links to the State and other institutions) and horizontal linkages (greater links and understanding between marginalized and conflict affected populations with others within their community. The skills, attitudes, behaviors and social and economic networks and relationships will remain with the individual into the future. In short a “virtuous cycle” is created.

CDCs, including the task teams established based on needs, interest and development priorities will continue to function as the link between communities, district and governorate authorities as the grass roots driver for development and change in the post transition development stage. The CDC’s also have an important role providing updated, valid, and verifiable data on the project that will be imputed into the data base as described above. The information will be useful not only in terms of project monitoring but also to MOPIC, as co-chair of the Working Group on Sustainable Livelihoods and Employment Generation, in terms of coordination and sharing of information with relevant stakeholders.

**Catalytic effect:**

The proposed project intervention is considered catalytic within the definition of PBF as it applies an innovative approach to socio – economic reintegration in post-conflict scenarios developed and adapted to the Yemeni context. The project proposes to launch an initiative in conflict affected / prone communities targeting unemployed youth and engage private sector companies (financial and construction). This innovative process will create employment opportunities and access to financial services and products specifically developed to respond to the socio – economic realities of youth, including a grace period on loans taken out, lower rate of interest and higher maximum loan available. The project strategy is to launch the initiative and replicate in other geographic areas of the country (see Component 3.a and 3.c above for more details on the approach).

With increased and better opportunities for employment (including self – employment) and improved livelihood opportunities through initial phase of short – term job creation, peace dividends will be created that will contribute to stabilization and peaceful coexistence, and provide alternatives to populations at risk of a return to violence because of increasing poverty and lack of employment. As described above, daily wage during short – term job creation phase, the investment of savings which is tripled by the project will provide start – up capital for enterprise development. There is a lack of information in the country on the economic spin – offs of small enterprises, but it is safe to say that the opportunities created through the project intervention will contribute to greater circulation of money in the local economy, have an indirect impact on the economy through supply chains linked to enterprises created, and provide income to conflict affected populations. Taken together, this lays a foundation for future economic growth while creating peace dividends in the immediate term.

The proposed project is designed to mobilize poor or unemployed young women including the most vulnerable populations living in conflict affected / prone communities (such as female headed households, internally displaced populations) to drive innovation, economic recovery, peaceful coexistence and stability. Positive project outputs and outcomes will contribute to an enabling environment for a successful transition. As livelihoods improve within the project zone and people begin to experience positive results from employment creation, skills training, and the establishment of their own enterprises, they will gain confidence in their own capacities as well as greater trust in the government and the political process. This will contribute to a successful national dialogue, constitution development process and confidence in the upcoming election process. It is hoped and expected that conditions will be established so that people will feel no need for a return to violence thus creating peace dividends in the immediate term while laying a foundation for economic growth in the medium and long term.

The approach is based on the belief that people can be actors in defining and managing development processes and outcomes as described in the previous paragraph. In order to achieve this, the project will provide the means for engagement with the private sector (financial institutions and other economic actors) so that youth and conflict affected populations have access to finance, technology, and other market services to develop alternative, improved livelihoods. Moreover, through the project, participating private sector companies such as financial institutions will see that engaging with youth will contribute to creating peace dividends more broadly, while improving their business success. Financing from the PBF, PRF mechanism will provide the space for innovative products and services from the private sector to citizens in Yemen that will endure into and shape the future in positive ways.

e) Table 9: Project Activities – Project implementation & management costs

Agency	Implementation							Description of focus
	Total Allocated	Implementation & management costs	Monitoring & Evaluation	Community/District Authority Development Planning	Employment generation using the 3x6 approach	FHH/VA	Trainings/ Assessments	
UNDP	1,920,244.20	605,608.48		302,803.74	941,178.04	70,654.21		Project management and coordination/social cohesion and CDC development/3x6 all phases/livelihoods of victims of ERWs
FAO	1,005,288.43	176,635.51			808,466.00		20,186.92	Agricultural c/w and sustainable livelihoods/value chain research
IOM	529,906.54	116,074.77	30,280.37		100,934.58	282,616.82		Phases II & III including training vocational training/in kind micro business support including training/M&E management (\$100,000 work & \$300,000 cash for work materials)
UNHCR	499,626.17	50,467.29		45,420.56	403,738.32			Materials for shelter and women's vocational center to be used in cash for work of 3x6 / IDP integration into CDCs
WFP	302,803.83	50,467.29			252,336.54			Cash for work for food insecure
ILO	228,112.14	25,233.64					202,878.50	Training and BDS training
Sub-total	4,485,981.31	1,024,486.71	30,280.37	348,224.30	2,550,653.48	353,271.03	223,065.42	2,224,981/ 1,250 per capita 3x6 = 1,780 plus materials and technical support
Service fees 7% Grand Total	314,018.69							
<b>Total</b>	<b>4,800,000.00</b>							

\*Project beneficiaries live in scattered rural areas, often with no paved roads, regular access to the communities is a key the success of the project. These circumstances necessitate a high implementation and management costs than would be expected in an urban or peri-urban setting

**f) Analysis of risks and assumptions**

**Table 13: Risk Management**

Risks/Assumptions	Mitigating Strategy
<p><i>Political and security</i></p> <ul style="list-style-type: none"> <li>- Continued delays in the transition process slows international community support to recovery and development and leads to the collapse of the National Dialogue</li> <li>- Increasing violence and unrest as the transition process fails to generate confidence in leaders and political parties</li> <li>- Security risks increase and access for international agencies/staff is reduced</li> </ul>	<ul style="list-style-type: none"> <li>- Project will generate immediate peace dividends (employment generation / improved livelihoods) contributing to greater confidence in the State and political process</li> <li>- Monitor security situation through Humanitarian Situation Reports and UNDSS system</li> <li>- Partnerships with local NGOs and local authorities</li> </ul>
<p><i>Socio-economic</i></p> <ul style="list-style-type: none"> <li>- Continued eroding of socio-economic situation leads to more job losses, increasing poverty and undermine livelihoods of conflict affected populations</li> </ul>	<ul style="list-style-type: none"> <li>- Project approach and strategy targets conflict affected populations supporting them to improve access to jobs and improved income; community – based committees will drive the rehabilitation / restoration process creating short – term employment and catalyzing investments in economic activities facilitating linkages with private sector companies (financial institutions &amp; contractors for Public Works Programs) to promote employment of youth with limited skills and experience</li> <li>- Monitor political and economic process through UN Country Team</li> </ul>
<ul style="list-style-type: none"> <li>- Risk of return to violence for a certain segment of the population</li> </ul>	<ul style="list-style-type: none"> <li>- Communication strategy will ensure wide-spread dissemination project progress &amp; achievements, regular contact with Governors and District Managers in the operational zone of the project to be kept up to date on potential security risks</li> </ul>
<p><i>Managerial</i></p> <ul style="list-style-type: none"> <li>- Recruitment delays &amp; time required for new team to come together and deliver</li> <li>- Multiple agencies &amp; implementing partners provides complexity in delivery</li> <li>- Weak technical capacity of government partners combined with competing priorities in a highly fluid and unpredictable context could undermine delivery</li> </ul>	<ul style="list-style-type: none"> <li>- Qualified staff selected based on TOR approved by UN &amp; Government</li> <li>- Review of Letters of Agreement by financial / operations unit</li> <li>- Establish MOU with government partners establishing realistic deliverables</li> </ul>
<p><i>Cultural</i></p> <p>Traditions and social norms restrict the participation of women, IDPs and ethnic minorities in project activities.</p>	<ul style="list-style-type: none"> <li>- Qualified staff enter into negotiation with power brokers</li> <li>- Activities are tailored to all participation of women within cultural norms.</li> </ul>

**g) Budget:**

Staffing indicated below refers to Project Management Unit that will be responsible for the implementation of the project. Project staff, including the Early Recovery Advisor, technical experts and program support.

Sector experts from the participation UN agencies will be funded from agency budgets and will not be included in the funding proposal to the PBF financing mechanism.

**Table 14: Budget by Cost Category**  
Standard Budget Per Category, 13.8.2014

Categories	Amount participating Agency								TOTAL
	UNDP	FAO	IOM	UNHCR	WFP	ILO			
1. Staff and other personnel	441,600.00	146,635.43	70,957.00		22,134.33	22,028.14			703,354.90
2. Supplies, Commodities, Materials	101,499.69		236,186.90		2,122.47	20,084.00			359,893.06
3. Equipment, Vehicles, and Furniture (including depreciation)	88,320.00	6,000.00	8,781.30		3,032.00	2,000.00			108,133.30
4. Contractual services	102,000.00	20,187.00	117,084.10		14,302.20	168,000.00			421,573.30
5. Travel	28,200.00	24,000.00	4,037.40		1,516.05	8,000.00			65,753.45
6. Transfers and Grants to Counterparts	1,009,222.00	808,466.00	50,467.30	499,626.17	258,180.44				2,625,961.91
7. General Operating and other Direct Costs	149,402.51		42,392.54		1,516.34	8,000.00			201,311.39
<b>Sub Total Project Cost</b>	<b>1,920,244.20</b>	<b>1,005,288.43</b>	<b>529,906.54</b>	<b>499,626.17</b>	<b>302,803.83</b>	<b>228,112.14</b>			<b>4,485,981.31</b>
<b>8. Indirect Support Costs* (7% GMS)</b>	<b>134,417.04</b>	<b>70,370.25</b>	<b>37,093.46</b>	<b>34,973.83</b>	<b>21,196.26</b>	<b>15,967.85</b>			<b>314,018.69</b>
<b>Total</b>	<b>2,054,661.24</b>	<b>1,075,658.68</b>	<b>567,000.00</b>	<b>534,600.00</b>	<b>324,000.09</b>	<b>244,079.99</b>			<b>4,800,000.00</b>

**NB** Project beneficiaries live in scattered rural areas, often with no paved roads, regular access to the communities is key the success of the project. These circumstances necessitate a high implementation and management costs than would be expected in an urban or peri-urban setting.

\* See the UNDG Harmonized reporting to Donors for Joint Programs approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note---Annex-D.doc>.

\*\* The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

## **Component 4 (The “Who”)**

### **a) Management Arrangements:**

The proposed project will be implemented under the Joint Programme Implementation Modality (JPIM). The project office will be based in Sana'a in the offices of the UNDP Country Office and sub-offices.

The Programme Board will make management decisions by consensus for the program when guidance is required by the Programme Manager/International ERA, including recommendations for UNDP /Implementing Partner approval of program annual work plans and revisions. In order to ensure UNDP's accountability, the Programme Board decisions are made in accordance to standards that ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decisions will rest with Minister of Planning and International Cooperation and UNDP Resident Representative or their delegates.

A gender balance will be actively sought in the membership of the Programme Board which will meet on a semi-annual basis.

The Programme Board has the following specific responsibilities:

1. Provide overall guidance and direction to the program, emphasizing gender sensitive and participatory approaches;
2. Address program issues including policy matters raised by the Project Manager;
3. Provide guidance and agree on possible management actions to address specific risks;
4. Approve Annual Work Plans (AWP) and agree on Programme Manager's tolerances in the AWP Plan and quarterly plans when required;
5. Conduct regular meetings to review the Programme Quarterly Progress Reports and Annual Progress Reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
6. Ensure that development partners/ technical agencies play their assigned roles;
7. Review and approve end program report, make recommendations for follow-on actions; and,
8. Assess and decide on program changes through revisions.

**Program Assurance** will be the responsibility of the UNDP Country Office. The Program Assurance role supports the Programme Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate program management milestones are properly managed and completed. Program Assurance must be independent from the Program Manager; therefore the Program Board cannot delegate any of its assurance responsibilities to the Program Manager.

The implementation of the assurance responsibilities focuses on ensuring that the program remains relevant, follows the approved plan and continues to meet the planned targets with quality. Suggested aspects that need to be checked by Program Assurance measures throughout the program are as follows:

- Maintenance of thorough liaison and communication between the members of the Programme Board;
- Beneficiary needs and expectations are being met or managed, and that they are involved and participating in the program process;
- Adherence to the program justification and in line with the overall country program;
- Risks are managed;
- The program remains viable;
- Good flow of communication between all parties concerned;
- Applicable UNDP rules and regulations are being observed;

- Legislative constraints are addressed;
- Adherence to Results Management Guide (RMG) monitoring and reporting requirements and standards;
- Quality management procedures are properly followed;
- Decisions of the Program Board are followed and revisions managed in line with the required procedures; and,
- In addition, it approves the appointments/termination, and responsibilities of, the Program Manager and international experts.

The **Project Board**, as shown in the diagram, will be established at Sana'a level to oversee the management and implementation of the project and achievement of the planned results. The Project Board is made up of three elements: Executive; Senior Supplier; and Senior Beneficiary. This group is responsible for providing guidance to the Project Manager through a decision – making approach of consensus, which includes providing recommendations for UNDP / Implementing Partner approval of project plans and revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager.

The Executive is mandated to chair the Project Board and will be made up of representation from UNDP and the Ministry of Planning & International Cooperation, MOPIC. These two institutions will function as co-chairs of the PB and will convene meetings of the board on a semi-annual basis.

The **Senior Suppliers** will include UNDP, the FAO, ILO, UNHCR, WFP and IOM, as well as the PBSO as principle donor to the project. The **Senior Supplier** is the individual or group representing the interests of the parties providing funding and/or technical expertise to the project. The primary function of the Senior Supplier in the Project Board is to provide guidance regarding the technical feasibility of the program.

**Senior Beneficiaries** include the government structures in the participating governorates, including; the Office of the Governor; the District Local Council members; the District Executive Branches (line ministries); local NGO implementing partners; the Community Development Committees (CDC); and women, youth and vulnerable populations in the communities participating in the project. The Senior Beneficiaries are individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function of the Senior Beneficiaries within the board is to ensure the realization of program results as per the agreed program document and annual work plans.

#### **Project Manager / Early Recovery Advisor and Field Officers**

The Project Manager / Early Recovery Advisor will be responsible for the overall coordination and day-to-day management and decision-making for the project; as well as providing technical direction. The primary responsibility of the Project Manager / ERA is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost. The Project Manager / A will report to the head of UNDP Crisis Prevention and Recovery unit and Senior Management.

#### **Project Support Team**

The Project Support Team will be headed by the Project Manager / ERA and will consist of national staff. The Field Officers will be responsible for implementation and activity management within the governorates where they are assigned. They will be responsible for the management and supervision of local implementing partners, and for overall oversight of field operations including planning & reporting. This will include follow up and monitoring of partnership agreements / contracts, certification of progress payments for partners / contractors; and capacity development of implementing partners through day-to-day work / implementation.

The table below summarizes staffing needs for implementation.

The main role of the project team is to support the ERA and ensure effective, efficient and timely implementation of project activities, specifically including:

- Preparation of the Annual Work Plan (AWP) including monitoring and evaluation;
- Providing high quality technical and management support to the PM in the implementation of the program, and expertise in specific technical disciplines to manage and implement the respective components of the program as per the expertise of the team members;



- Assist the PM in identifying and procuring relevant institutional partners (IPs), processing contracts with partners for services provided, preparing MOUs with specific organizations, managing the Community Development Committee processes (CDC); and monitoring the work of the subcontracted organizations;
- Monitor use of financial resources and ensure that project accounting is accurate and reliable such that financial reports are of high quality and prepared on a timely basis; and
- Preparation of Project Progress Reports – Quarterly and Annual Reports to submit to the Programme Board

#### **Governorate, District and Community Structures:**

The project will build capacity of existing government structures at governorate, district and community levels in line with local governance framework in vigor in Yemen.

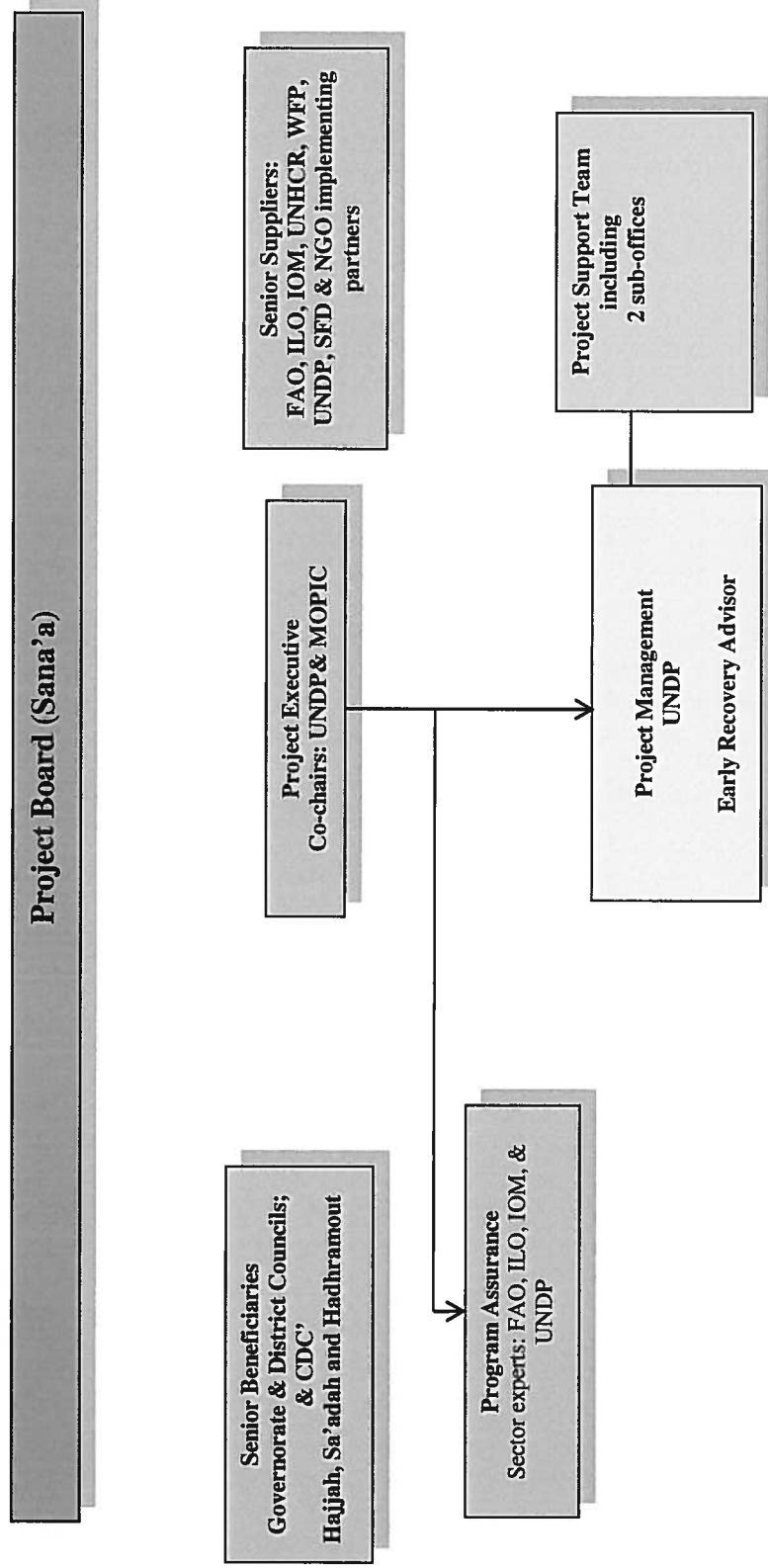
At the Governorate level, the project will work closely with the *Governor's Office, and through that office the governorate line ministries*, headed by the Governor, and will establish a project - specific *Public – Private Platform* that will include a wide range of stakeholders including the private sector and Non-governmental organizations whose main objective is to discuss and debate issues related to socio – economic development of the area and provide a platform for coordination and planning. A National UNV will be housed in each Governor's Office, serving as the *Field officer* of the project and reporting directly to UNDP on all project matters.

At the District level, the project will support and build capacity of the existing district – level structure, including the *District Council*, including the Director, and other public / private stakeholders to manage and monitor project interventions and provide a lower level platform to discuss and debate and ensure coordination of efforts at the district level.

At Community level, the project will build the capacity of Community Development Committees (CDC) to plan, implement and monitor local infrastructure rehabilitation / restoration projects and ensure the identification of participants utilizing agreed and transparent criteria for selection. The project will ensure interventions to build the capacity of the CDC's in terms of project cycle management, budgeting, monitoring and reporting, conflict management, negotiation skills, facilitation of participatory decision – making processes, and other skills to ensure operational effectiveness of the CDC. The project will ensure that the CDC structures build on and contribute to existing governance architecture at community level to enhance sustainability of the intervention at the end of the project duration. To further ensure sustainability at the end of the project period and the effectiveness of the CDC, different task groups made up of community members, selected by the community, will be organized in the community to address very specific technical issues or aspects beyond the identification and implementation of rehabilitation / restoration projects and the identification of households to participate in short – term employment creation interventions. The number and nature of task groups will vary from community to community and governorate to governorate and will be based on expressed needs, interests and development priorities. For example, task groups could be formed on Natural Resource Management that focus on issues of water management, soil erosion, and practices to respond to these problems, or on food security, alternative livelihoods, etc.

Figure 5 on the following page provides an overview of the management structure of the proposed project.

**Figure 5, Program Organization Structure**



A

Since the date of Yemen membership 22 May 1990, the **Food and Agriculture Organization of the United Nations (FAO)** has cooperated with Yemen in providing policy advice and technical assistance, focusing efforts in agriculture, livestock, forests, fisheries, rural development, food and nutrition security, emergency prevention, preparedness and response, enhancing capacity building, climate change and the sustainable management of natural resources. Since its establishment in Yemen, FAO has implemented 136 projects through its main office in Sana'a and field offices as required by the projects, and through a permanent technical and administrative staff supported with a selection of national and international staff, and backstopped technically and operationally by the Sub regional office in Abu Dhabi, the Regional office in Cairo and when needed the Headquarters in Rome.

The FAO has experience in designing and implementing joint programs with different UN agencies worldwide (UNDP, WHO, ILO, UNICEF etc.), and more specifically in post conflict programs.

**The International Organization for Migration, IOM**, began emergency response activities in Yemen in 2008 in the aftermath of a tropical storm and severe flooding in Hadhramaut and Al-Mahrah governorate. Since then, IOM's emergency portfolio has expanded to include conflict-affected areas across the country. Following the signing of a February 2010 ceasefire ending six years of GoY-Houthi conflict in the north of the country, IOM has become the lead agency addressing emergency needs of displaced and conflict-affected populations in Al-Jawf governorate. Since June 2011, and in coordination with the UNHCT in Yemen, IOM has led the humanitarian relief effort in Abyan governorate. While humanitarian response in the south had focused primarily on assisting Abyan families displaced to Aden, IOM's existing field presence allowed for an immediate response within Abyan Governorate itself. In the immediate aftermath of the Government of Yemen's assault on Zinjibar's rebels and the thereof resulting displacement of thousands of families from their homes, IOM began providing shelter, non-food and hygiene items to IDPs displaced by ongoing violent conflict to surrounding areas within Abyan Governorate. Within this effort, since June 2011, IOM has been working in conflict-affected areas of Abyan in order to provide critical relief to vulnerable displaced families, overburdened host communities and new returnees. In this time, IOM has endeavored to continuously expand the organization's operational reach and capacity in Abyan to deliver emergency relief activities across the sectors of WASH, shelter/NFI, protection, health and nutrition to reach a total beneficiary caseload of over 150,000 individuals.

IOM Yemen is currently comprised of a team of 20 international, 104 national staff and 1 national consultant operating from the main office in Sana'a and sub-offices in Haradh and Aden. IOM's field teams in Abyan, Al-Jawf, Hajjah and Lahj consist of 234 local consultants and 51 daily service providers. IOM has collaborated on program delivery with the UNHCR, WFP, and the Government of Yemen.

**United Nations High Commission for Refugees (UNHCR)** established operations in Yemen in 1987 and expanded its work in the southern governorates in 1992 in order to be able to respond to the large-scale influx of Somali refugees. While Somalis arriving to Yemen are granted prima facie refugee status, UNHCR conducts Refugee Status Determination (RSD) for other nationalities. In addition to fulfilling its core mandate concerning the international protection for refugees and asylum seekers in Yemen, UNHCR is also very engaged on all aspects of protection and assistance for internally displaced persons (IDPs) and returnees in Yemen. For the moment, there are over 306,000 IDPs and over 227,000 returnees across the country. Most of the current IDPs were displaced in one of the rounds of fighting in and around Sa'adah Governorate since 2004, and remain scattered throughout the northern governorates. In the South, UNHCR and partners supported the return of 160,000 displaced persons in 2012 and 2013, by distributing return kits and assisting with the reconstruction of houses and replenishment of basic non-food materials.

UNHCR leads two Clusters, Protection and Shelter/Camp Management and Camp Coordination (CCCM) and non-food items (NFIs), and through the Clusters, coordinates assessment and activities related to protection, shelter needs, camp management and NFI distribution. UNHCR also closely coordinates all aspects of its work with the Government in particular its Executive Unit. Through IDP Community Centers, located in areas with large concentrations of IDPs, UNHCR directly assists the most vulnerable populations, such as female-headed households, disabled and those in need of medical assistance, families without income, etc. Through its network of implementing partners, UNHCR manages two IDP camps in Mazraq (Camp I and Camp III) and provides support to IDP settlements in urban and rural areas, prioritizing the most vulnerable IDPs. UNHCR, together with other humanitarian organizations, is promoting durable solutions, including supporting IDPs who decide to return by providing them with life-saving assistance and monitoring of their protection needs

Lastly, UNHCR provides technical support to the Executive Unit in the area of the registration of IDPs, encouraging the periodical verification process in order to update and modify the numbers of IDPs and ensure that

all newly displaced are registered and thus able to receive needed assistance. In 2013, UNHCR assisted the Government of Yemen to develop a National Policy for Addressing and Resolving Internal Displacement.

**World Food Programme (WFP)** has been present in Yemen since 1967. More than 200 staff operate from a country office in Sana'a and six sub-offices. Given the deteriorating humanitarian situation in the country, WFP scaled up its operations in 2013 and launched a massive programme to address Yemen's food insecurity and malnutrition and help its population during the critical time of transition. Under its 2013 programme, WFP reaches five million severely food insecure people, including internally displaced people and returnees, malnourished children and pregnant and nursing mothers, the poorest and most vulnerable households. With its country-wide presence and a total warehouse capacity in the country of approximately 50,000 mt, WFP is able to engage communities on the ground and reach with various forms of assistance (food, cash & vouchers, technical support) 3,500 food distribution points in Yemen. WFP exercises a strong participatory approach in designing and carrying out its projects. In Yemen it has extensively consulted the Government, international and national non-governmental organizations and other strategic partners in preparation of its new programme for 2014-2016. This programme envisages a gradual shift from relief toward recovery and resilience to help people move towards food and nutrition security and manage the consequences of conflict and natural disasters. WFP's 2014-2016 portfolio in Yemen covers six million beneficiaries. Under a relief component WFP will provide support to IDPs/returnees; treat malnutrition; deploy periodic and ad-hoc emergency assistance. Under its recovery and resilience component WFP will engage people in protective and productive safety nets; provide support to livelihoods; prevent malnutrition and support education through take home rations for girls and children released from child labour and on-site meals/snacks.

**The International Labor Organization (ILO)** in Yemen has limited programming at this moment, focusing on thematic areas of child labor and decent employment. However, the Regional Office in Beirut, Lebanon provides timely and specialized support to the country in collaboration with other UN agencies and ministries. For example the ILO is providing support to planning for the implementation of national labor market survey and has collaborated with UNDP in the area of entrepreneurship training and development and employment generation.

**United Nations Development Programme (UNDP)** was established in both former the Republic of Yemen and the People's Democratic Republic of Yemen (PDRY) in 1966 and 1967 respectively and the two offices were amalgamated upon the reunification of the two parts of Yemen on 22 May 1990. The UNDP, currently with 41 National staff and 13 international, has programming in the areas of democratic governance; pro-poor growth and poverty reduction; crisis prevention and recovery; HIV and AIDS; and energy, environment, and climate change; and gender. UNDP has provided technical and financial support to the government through programs and projects to promote social cohesion and capacity building of local governance structures and support to areas affected by the floods in 2008 in the Governorates of Hadhramout and Al-Mahrah in order to facilitate recovery of the local economic and social structures. The UNDP is currently supporting the national Transition, Stabilization and Development Plan in the areas of national dialogue, elections and increasingly in relation to delivery of social cohesion and employment initiatives for groups at risk. This includes post-conflict recovery with a mine action intervention, local authority capacity building, community resilience building and a range of programs focusing on youth empowerment and employment programs. The latter is designed to support youth to learn new skills and generate sustainable employment opportunities through facilitating links with financial institutes and the private sector. Past experience supporting livelihood enhancement in Dhamar governorate will inform the current project proposal.

Participating UN agencies will enter into agreements with their implementing partners in order to transfer funds to these organizations. The UN agencies will be responsible for follow – up and monitoring of their agreements to ensure results are achieved within time frames established.

#### **b) Monitoring and evaluation**

The project will follow the standard PBF reporting requirements, on the basis of the results logical framework and be integrated into the overall monitoring plan for the comprehensive PBF programme, including governmental oversight. In addition a detailed age and gender disaggregated, methodology will be developed to closely monitor the effectiveness/appropriateness of all components of livelihoods interventions. Monitoring will allow for lesson learning and improved effectiveness of the project on a continuous basis. Baseline data will be collected from individual beneficiaries of livelihoods interventions and from community groups. Particular attention will be paid to ensuring disaggregated data not only in terms of age and gender but in relation to community status e.g. IDP, returnee, ethnic minority or host community etc. in order to monitor and evaluate the degree of change/impact of the project. Monitoring is particularly critical as this project will be used to lever additional funds on the basis of successful impact,

cost effectiveness, principled approach and timely delivery. Monitoring of the project must provide the evidence base for resource mobilization advocacy.

The following components will ensure comprehensive monitoring through the project to enhance quality and performance. Expertise of external stakeholders will be drawn upon to enhance the final evaluation and feed into extension phases of the program and appropriate use of tools developed.

- Consolidation of base-line data.
- A quarterly quality review will be presented to the Steering Committee by the monitoring and evaluation team along-side recorded progress towards the completion of key results. Adjustments will be made as appropriate.
- An Issue Log will be maintained by the project Early Recovery Advisor (ERA) to facilitate tracking and resolution of encountered and potential problems.
- The risk log will be regularly updated, by the ER, and issues mitigated or raised to the Steering Committee as necessary.
- A Lesson-learned Log will be activated and regularly updated by the ERA, with particular reference to monitoring findings and recommendations, to ensure accommodation of on-going learning and to facilitate the preparation of the Lessons-learned Report at the end of the project
- UNDP will provide reports, on behalf of all implementing partners, to PBF on a quarterly basis.

**Component 5: Annexes**

**Annex A: Donor Mapping in Peacebuilding Strategic Outcome Area/s**

Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects / activities	Budget
<b>PBF, Priority Area 3</b>				
<b>A) Youth, women and other marginalized populations of conflict affected communities drive peace consolidation and economic recovery</b>				
	<b>IFAD</b>			<b>US\$</b>
		<p><b>1) Dhamar Participatory Rural Development Project (DPRDP)</b> The project is aimed at empowering the communities, in particular women and poor people, to participate in and reap the benefits of development planning under the project; remove physical, infrastructural and social constraints; equip and support farm households to increase output so they can secure basic food supplies, produce marketable surpluses and develop income-generating activities.</p> <p><b>2) Pilot Community-Based Infrastructure Project for Highland Areas (CBRIP)</b> The project is aimed at empowering communities to have a role in improving infrastructure; reducing isolation and improving mobility and access to markets and services; institutionalizing community-led access road improvement within the national framework for road development; improving the access of poor households to sustainable drinking water supplies.</p> <p><b>3) Al Dhala Community Resource Management Project (ADCRMP)</b> The project aims to build the capacity of communities to plan, manage, implement and monitor their own development activities; provide access to water and protect and restore the natural resource base; equip and support farming households to enable them to improve their agricultural output and pursue other opportunities for generating income; and empower poor people to participate in and benefit from community-based planning and implementation, and develop their institutional capacity.</p>	2004-2014	24,100,000
			2007-2014	13,000,000
			2007-2015	14,300,000
	<b>IFAD</b>			<b>US\$</b>
<b>B) Livelihoods of conflict affected communities are stabilized through rapid and temporary employment creation for participatory service delivery contributing to peaceful transition</b>				
		<p><b>4) Rain-fed Agriculture and Livestock Project (RALP)</b> Assist smallholder farmers, herders, landless people and woman-headed households to strengthen their processing and marketing systems, protect assets such as soil, water, rangelands, seeds and animals, and increase off-farm household income; upgrade and</p>	2008-2014	22,800,000

			diversify production while reversing rapidly increasing resource degradation, by fostering participatory management of natural resources; introduce microfinance services and promote the development of new microenterprises, income-earning activities, access to markets and partnerships with the private sector.		
			<b>5) Economic Opportunities Program (EOP)</b> The program seeks to create economic opportunities for poor rural people. It works with smallholder and landless households to develop value chains for three high-value agricultural commodities: coffee, honey and horticulture products. These value chains have significant potential for reducing poverty and increasing economic growth through export market expansion and rural job creation. The program will also promote micro businesses to meet demand for goods and services in rural areas.	2010-2016	38,600,000
			<b>6) Fisheries Investment Project (FIP)</b> The project aims to improve the economic status of small fisher households by creating sustainable and diversified economic opportunities for poor women and men in fishing communities. The project participants include small-scale fishers, fishers' organizations, and poor households in coastal communities interested in engaging in aquaculture or starting up micro businesses.	2012-2017	32,900,000
			<b>7) YemenInvest - Rural Employment Program (YIREP)</b> The program's goal is to improve the economic status of some 220,000 poor rural women and men by creating sustainable and diversified employment opportunities. In particular, the program will invest in: value chain upgrading; rural investment financing; rural labor market intermediation; policy and partnerships.	2012- ?	48,200,000
			<b>8) Rural Growth Programme</b> The program's goal is to improve food security and reduce rural poverty by stimulating sustainable rural economic growth. The expected outcomes are to enhance household and community resilience, upgrade agricultural technologies, develop climate- smart Infrastructure, and empower rural women and men to access economic opportunities.	2014-2019	86,100,000
	<b>USAID</b>				<b>US \$</b>
			USAID / OFDA commitments to the Government of Yemen addresses agriculture and food security, health, nutrition, protection, and water, sanitation, and hygiene (WASH) needs; including nearly \$120 million in U.S. Government (USG) humanitarian assistance provided to Yemen in FY 2012 and almost \$ 7 million scheduled for 2013, delivered through the following projects:		
			<b>9) Agriculture &amp; Food Security</b>	2013	500,000
			<b>10) Nutrition, Protection, WASH</b>	2013	6,000,000
			<b>11) Agriculture and Food Security, Economic Recovery and Market Systems (ERMS), WASH</b>	2012	1,594,812

		12) Agriculture and Food Security, ERMS, Logistics and Relief Commodities, WASH	2012	1,985,069
		13) Food Vouchers, Health & Nutrition training – Abyan & Lahj Governorates	2012	6,379,917
		14) Food Vouchers, Taiz Governorate	2012	4,787,890
		15) Food vouchers & Nutrition training in Al Hodeidah, Amran & Hajjah	2012	4,345,094
		16) Protracted Relief & Recovery Operation (PRRO) 1.250 MT of Title II Emergency Food Assistance	2012	1,490,400
		17) PRRO Emergency Safety Net 16,000 MT of Title II Emergency Food Assistance	2012	17,459,900
		18) Emergency Operation (EMOP) 35,710 MT of Title II Emergency Food Assistance	2012	35,852,900
	<b>DFID</b>			<b>GB £</b>
		19) Yemen Emergency Food Security Programme 2012-13 DFID will support cash transfer and voucher programs for food insecure households in the governorates of Hodeidah, Taiz, Lahj and Hajjah, that will enable them to purchase basic foodstuffs and protect the lives of people affected by conflict, disaster and economic decline. The vouchers and cash transfers will contribute to capacity to stabilize livelihoods.	September 2012 – March 2013	11,300,000
		20) Social Fund for Development, Phase 4 Improve basic services, enhance economic opportunities and reduce vulnerability of the poor	May 2010 – December 2015	73,440,000 for 2013 – 15
		21) Yemen Micro, Medium and Small Enterprises Support Scoping study to inform support to small and medium enterprises in Yemen. The results will not provide any direct impact for people but will be useful in determining which sectors should be prioritized and the technical support required.	December 2012 – March 2015	200,000 for period 2013 – 2015
	<b>World Bank</b>			<b>US \$</b>
		22) Rain-fed Agriculture and Livestock Project The project contributes to the higher development objectives of reducing poverty in rural areas and improving natural resources management. The project enables poor rural producers in rain-fed areas to 1) improve production, processing, and marketing systems; 2) protect their assets; and 3) organize.  Through four project components: <b>Component 1:</b> Farmer-based system of seed improvement and management – promotion of the use of appropriate crop landraces and seed technology practices to increase crop productivity and secure agricultural production in rain-fed areas. <b>Component 2:</b> Livestock husbandry & health services – with focus on support to increase General Directorate for Animal Resources' (GDAR) capacity to fulfill core functions & to	July 2006 - September 2014	\$ 33,800,000



		<p>improve livestock owners' access to quality services &amp; goods to enhance the health &amp; productivity of animals.</p> <p><b>Component 3:</b> Productive rural development. This component is expected to: (a) enhance the organizational capacity of producers at the community and inter-community levels to improve their access to public and private services as well as input and output markets; (b) help producers upgrade and diversify their agriculture and livestock production, processing and marketing systems, and better conserve soil and harvest water in the Uplands; and (c) Improve market information dissemination.</p> <p><b>Component 4:</b> Project Support Unit will be established and financed for the management of Components 1 and 2.</p>		
		<p><b>23) Fisheries Resource Management and Conservation</b></p> <p>The Fisheries Resource Management and Conservation Project for Yemen will contribute to achieve economic growth through the development of the fisheries sector.</p>	<p>July 2006 – December 2013</p>	<p>\$ 15,540,000 (\$ 3.7 M for 2013)</p>

**ANNEX E: This target table will be used for MPTFO reporting (see template 7 and 8)**

**INDICATOR BASED PERFORMANCE ASSESSMENT:** Using the **Programme Results Framework from the Project Document** - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

**This target table will be used for MPTFO reporting (see template 7 and 8)**

<b>Performance Indicators</b>	<b>Indicator Baselines</b>	<b>Planned Indicator Targets</b>	<b>Targets actually achieved</b>

**Annex E:** Project Summary (to be submitted as a word document to MPTF-Office for upload at the gateway



## **PEACEBUILDING FUND** **PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/ Project number	
<b>Recipient UN Organisation:</b>	UNDP, FAO, ILO, IOM, UNHCR and WFP	
<b>Implementing Partner(s):</b>	Social Fund for Development, Ministries of Planning and International Cooperation/Agriculture and Irrigation/Fisheries/Technical and Vocational Training/Social Welfare and Labour, Governorate Based National NGOs, District Councils and CSOs.	
<b>Location:</b>	<ul style="list-style-type: none"> <li>• Mukalla and Sayun in Hadramaut governorate;</li> <li>• Apps, Baqil, Haradh, Khayran, Mabayan, and Mastaba in Hajjah governorate;</li> <li>• al Daher and Al Misrakh in Sa'ada governorate.</li> </ul>	
<b>Approved Project Budget:</b>	\$	
<b>Duration:</b>	<b>Planned Start Date:</b> 1 May2014	<b>Planned Completion:</b> 31September2015
<b>SC Approval Date: (Actual Dates)</b>	TBC	
<b>Project Description:</b>	<p>The <i>overall objective of the project</i> is to promote unemployed IDPs youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to become drivers of innovation and economic recovery, and contributors to peaceful coexistence and a successful political transition. The <i>specific objective</i> of the project is to support 2,300 unemployed IDPs, youth (young women and men), women and men living in poverty, and populations most vulnerable or at risk of return to violence to engage in productive economic activity over an 18 month period in selected Governorates of Yemen.The <b>Theory of Change</b> underpinning the project is that poverty and unemployment, (the main drivers of the conflict in Yemen), of youth, women and marginalized populations is reduced through improved livelihood opportunities contributing to reduced levels of risk of return to conflict supporting a peaceful transition process.</p> <p>Strengthening the resilience of fragile, conflict affected communities in Yemen, requires a holistic, integrated and multi partner approach. The project approach is in line with the three track approach (UN Policy for Post Conflict Employment Creation, Income Generation and Reintegration) by focusing on i) livelihoods stabilization; ii) local economic and governance strengthening, including reintegration of affected groups such as IDPs; and iii) inclusive social and economic growth. The various proposed outputs of the project complement each other and jointly contribute towards the overall outcome of resilience, through:</p> <p>i) <b>Community Development Committees (CDCs)</b>- In order to create a sustainable institutional framework for the implementation of this project inclusive CDCs will be established. CDCs will consist of, female, youth, IDPs, marginalised and vulnerable groups as well as local authorities. CDCs representatives will be trained in conflict</p>	

sensitive planning and development and will be responsible for implementing conflict sensitive projects. The capacity of CDCs to deliver conflict sensitive development projects will be strengthened through trainings and mentoring including skills development to analyse, prevent and mitigate conflict through negotiation and participatory project planning and implementation. The trainings will be based on a successful model of Integrated Social Cohesion and Development, which has been piloted in other governorates in Yemen. This process increased social cohesion and has contributed to a sense of purpose and hope within communities. Through the CDCs some of the main triggers of conflict will be addressed such as social exclusion (especially of IDPs, women, youth, and ethnic minorities), poverty, unemployment and lack of access to social services. The focus will thereby be on targeted geographical areas most affected by conflict.

ii) **Livelihoods stabilization-** The project aims to create peace dividend through livelihoods stabilization of conflict affected communities, through rapid employment creation (implemented through participatory service delivery, managed through CDCs') as well as small enterprise recovery. Rapid employment creation through cash for work helps beneficiaries' to regain self-respect and optimism by providing an income, it offers an entry point to develop life skills through a tailored training course and the preparation of business plans for SMEs and make a tangible and highly visible rehabilitation of socio-economic community infrastructure by (supporting the local government in their basic social service delivery) or the rehabilitation of agricultural land. Importantly, cash for work projects also inject cash into local economies, which can help kick start economic activities much beyond the project itself.

iii) **Promotion of sustainable self- or wage employment-** Beneficiaries of the cash for work projects are encouraged to save a part of their salaries. Under the second phase of the project, aimed to support more sustainable livelihoods, project beneficiaries will be supported in the development of business plans, for which savings will be multiplied through a small start-up grant.

Vulnerable female heads of households and victims of explosive remnants of war, who for social, cultural or physical reasons could not participate in the cash for work program, will be encouraged to participate and receive specific support to develop pragmatic business plans.

A market assessment and value chain analyses will be carried out, as a basis for the development of the business plans.

If necessary, vocational training will be provided to strengthen the employability of project beneficiaries. Activities are jointly aimed to improve sustainable and diversified livelihoods opportunities for youth, women as well as vulnerable and, at risk population groups in an environmentally sustainable manner, targeting agriculture, livestock, and fisheries sub-sectors.

iv) **Women's (economic) empowerment and participation in peacebuilding and decision making processes-** Women will be trained in and practice conflict sensitive community development, "increase access to income generating activities and increase their economic capacity. Female project staff will be engaged to facilitate easy and culturally acceptable communication with female beneficiaries to ensure their needs are addressed, their views heard and respected. Experience with the ISCD project has shown that with sufficient support and mentoring, women can play an active role in community planning and decision making as members of CDCs and women's associations. The conservative nature of Yemeni society in relation to women's rights and freedom has necessitated a separate and tailored approach to employment and sustainable livelihoods for women. The project will support the rehabilitation of a war damaged 'safe space' for women in Sa'adah. The women's center has proven to be an acceptable venue for vocational training and craft workshop serving more than 100 women on any given day.

<b>PBF Priority Area:</b>	<ul style="list-style-type: none"> <li>• <b>Strengthened social cohesion at the sub-national and community level increases resilience to conflict</b></li> </ul>
<b>PBF Outcome:</b>	Youth, women, IDPs and other marginalized populations of conflict affected communities drive peace consolidation and economic recovery
<b>Key Project Activities:</b>	<b>1.1. Rehabilitation / restoration of socio-economic infrastructure</b>
	1.1.1. Identification / selection of communities for rehabilitation projects
	1.1.2. Mobilize community, establish / strengthen community development committees
	1.1.3. Identification large and small scale public service initiatives
	1.1.4. Train local development committees to manage rehabilitation projects
	1.1.5. Conduct economic opportunity mapping, to develop governorate socio – economic development plans
	1.1.6. Train Governorate / District structures to implement & monitor socio – economic development plans
	<b>1.2. Short -term employment created</b>
	1.2.1. Identify youth, women & most vulnerable populations to participate, in 3X6 and tailored programs for those not able to do cash for work, using transparent, mutually agreed criteria
	1.2.2. Implement community – based rehabilitation / restoration projects (5 projects / cycle / Governorate)
	1.2.3. Select & implement community – based rehabilitation / restoration projects (based on survey conducted, activity 1.1.1) that responds to the needs/interests of women & young girls (5 projects / cycle / governorate)
	1.2.4. Leadership training for women based on needs assessment
	<b>2.1. Groups implementing economic activities jointly are established or strengthened through value chain development interventions</b>
	2.1.1. Identify sector with greatest potential for growth (market studies with gendered lens)
	2.1.2. Mobilize community through community development committee
	2.1.3. Promotion of jointly implemented economic activities in Agriculture, Livestock, or Fisheries value chains
	<b>2.2. Enterprises created in the different sub-sectors</b>
	2.2.1. Mobilize community through CDC
	2.2.2. Conduct business feasibility study & develop strategy for enterprise development (mixed ownership, women & men)
	<b>2.3. Improved livelihood opportunities created for women &amp; youth</b>
	2.3.1. Mobilize community through community development committee
	2.3.2. Conduct business feasibility study & develop strategy to create women owned & managed enterprises

	2.3.3. Conduct business feasibility study & develop strategy to create women owned & managed enterprises
	<b>3.1. Job placement opportunities created</b>
	3.1.1. Conduct labor market studies to identify demands & needs
	3.1.2. Technical & soft skills (interview & job seeking skills) training
	3.1.3. Procurement of kits for graduates of technical skills training
	<b>3.2. Job placement opportunities created for women</b>
	3.2.1. Conduct labor market studies to identify demands & needs
	3.2.2. Technical & soft skills (interview & job seeking skills) training
	3.2.3. Procurement of kits for graduates of technical skills training
	<b>3.3. Small enterprise start-ups created</b>
	3.3.1. Procurement of kits for business start - ups
	3.3.2. Advisory service & guidance to develop business plan & strategy (seed capital), Women owned & managed enterprises
	3.3.3. Advisory service & guidance to develop business plan & strategy (seed capital), Youth owned & managed enterprises