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## Programme rationale

1. The Republic of Yemen is a sovereign Arab state located at the southern end of the Arabian Peninsula, bordered by Saudi Arabia, Oman, the Red Sea, Gulf of Aden and Arabian Sea. The country covers an area of 527,948 square kilometres and has an estimated population of 30.5 million<sup>1</sup>.
2. Around 63 per cent of Yemenis live in rural areas, and the country's population growth rate (at 3 per cent) is among the highest in the world. UNFPA projects that the population will double by 2035. Forty per cent of Yemenis is under 15<sup>2</sup> and 63 per cent under 24 years of age<sup>3</sup>.
3. Following the outbreak of the 2015 conflict, the Secretary-General established a Special Political Mission for Yemen also known as the Office of the Special Envoy of the Secretary-General for Yemen (OSESGY). The Office focuses on supporting Yemen's return to a peaceful political transition per the Gulf Cooperation Council Initiative, the outcomes of the National Dialogue and Security Council resolutions.
4. After a breakthrough in negotiations in January 2019, the Secretary-General established a second Special Political Mission, the United Nations Mission to support the Hodeidah Agreement (UNMHA), to support the implementation of the Agreement on the City of Hodeidah and Ports of Hodeidah, Salif and Ras Issa as set out in the Stockholm Agreement.
5. As Yemen's 2010 Millennium Development Goals illustrates, Yemen's challenges predate the 2011 MENA uprisings<sup>4</sup> and the outbreak of violent conflict in 2015. The report concluded that "under the current structural challenges as well as the new challenges created by the negative effects of the global financial crisis, food crisis, climate change, population growth and the security problems [...] it is expected that Yemen will remain an off-track country and will not achieve most of the millennium development goals by 2015"<sup>5</sup>.
6. According to a UNDP Yemen commissioned research project<sup>6</sup>, the 2015, and ongoing, conflict has caused the development (as measured by the Human Development Index, HDI) to deteriorate significantly. As of today, the current conflict has set Yemen's development back by 21 years. If the conflict were to end in 2022, development would be set back 26 years—over one generation. If the conflict persists through 2030, that setback grows to nearly four decades or more than one-and-a-half generations. The combination of the humanitarian and development crisis, the ongoing conflict, coupled with the realities of climate change and the sombre situation of women in Yemen, leads to the research to conclude that Yemen will not attain any of the SDGs by 2030.
7. The HRP concludes that out of an estimated total population of 30.5 million, more than 24

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<sup>1</sup> 2019 Humanitarian Response Plan, OCHA (on behalf of the humanitarian country team and partners).

<sup>2</sup> UN Data – Yemen Country Profile. <http://data.un.org/en/iso/ye.html>.

<sup>3</sup> arabdevelopmentportal.com. If provided with the right incentives and opportunities, the youth bulge offers significant potential for Yemen's future development.

<sup>4</sup> A term representing the region's "karama, thawra and haqooq (dignity, revolution and rights)" movements.

<sup>5</sup> Yemen Second National Millennium Development Goals Report, 2010, Ministry of Planning and International Cooperation and UNDP.

<sup>6</sup> Assessing the multi-dimensional impacts of armed conflict in Yemen on human development, Jonathan D. Moyer, David Bohl, Taylor Hanna, Brendan Mapes, Mickey Rafa. The Frederick S. Pardee Center for International Futures, Josef Korbel School of International Studies, University of Denver. Preliminary findings, March 2019.

The most important consideration for commissioning the research project was the country-wide lack of data for development planning.

million (about 80 per cent) need humanitarian assistance<sup>7</sup> and around 10 million are one step away from famine and starvation. Two hundred and thirty of Yemen's 333 districts are now food insecure. At least 65,000 people are already in advanced stages of extreme food deprivation and 238,000 people in districts with IPC 5 areas will face similar conditions if food assistance is disrupted for even a few days.

8. The World Bank<sup>8</sup> estimates that economic output has contracted about 50 per cent since the outbreak of the 2015 conflict and poverty has significantly increased with 52 per cent living below the US\$ 1.90 a day PPP and 81 per cent at a rate of US\$3.20 a day. The 2019 Humanitarian Response Plan (HRP) states that at least 600,000 jobs have been lost. Agricultural production and fishing, employing nearly 70 per cent of the workforce, has shrunk by a third. Between March and August 2015, 26 per cent of businesses closed due to the war with women-headed ones even harder hit, with 42 per cent closing<sup>9</sup>.

9. With inflation soaring and food and fuel prices respectively 150 and 200 per cent higher than before the conflict, coupled with high unemployment and a lack of or highly irregular payment of government salaries, survival for most Yemenis has become extremely difficult.

10. The fact that 17.8 million people lack access to safe water and 19.7 to adequate healthcare contributed to the largest outbreak of cholera in modern history, which was contained in 2018, reducing the number of new cases from one million in the year and a half before to 311,000.

11. The HRP further indicates that more than 3.34 million people are internally displaced. Around 80 per cent of displaced people are currently living in Yemen's cities, and women head approximately 30% of internally displaced households.

12. The country, for many decades, has suffered from inequality and localised conflict, among others attributable to the interplay of historical and current geopolitics, and poor, centralised governance, leading to the marginalisation and grievances of a large part of Yemen's population and their representatives.

13. Salisbury<sup>10</sup> describes Yemen as a place where the central government has either collapsed or lost control of large segments of the territory over which it is nominally sovereign and where a political economy has emerged in which groups with varying degrees of legitimacy cooperate and compete with one another. The "Internationally Recognised Government of Yemen" (IRGY), the De-Facto Authority (DFA) and other groups vying for power, control different parts of the country.

14. Central government transfers, including salaries and investment capital to local councils, have stopped or are irregular. Despite this, some local authorities (mostly the local executives and their administrations) have demonstrated a great deal of resilience when they receive at least a modicum of support. In some areas, local revenue sources, obtained as non-legislated taxes and fees, have partly compensated for the loss of central government budget.

15. At the community level, in rural and urban areas, committees (often supported by the Social Fund for Development<sup>11</sup>) organise needs assessments, plan and implement small interventions, monitor aid distributions and, more generally, are a space for collective decision-making. They are cushioning the impact of the conflict on social cohesion and have made governance

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<sup>7</sup> The situation is worsening as in 2014, before the conflict, 14.7 million people were in need.

<sup>8</sup> 2018 World Bank Economic Outlook.

<sup>9</sup> UNDP and SMEPS Rapid Business Survey (2015) & ILO, UN, WB, IDB and EU. 2016. Yemen: Preliminary damage and needs assessment.

<sup>10</sup> Peter Salisbury, Yemen - National Chaos, Local Order, The Royal Institute of International Affairs, Chatham House.

<sup>11</sup> The Social Fund for Development (SFD) was established by Law No. 10 of 1997. SFD supports development opportunities through improving access to basic services, enhancing economic opportunities and reducing the vulnerability of the poor as well as building capacities at national, subnational and community level.

accessible to women and youth who were hitherto kept mostly out of making decisions affecting their community.

16. Besides the formal local authorities, informal local structures operate, drawing their legitimacy from tribal customs, which play an essential role in local conflict resolution, administering justice and providing security. Al -Dawsari<sup>12</sup> points out that Yemenis have relied on indigenous tribal traditions to regulate conflict and establish justice for centuries. Tribal mechanisms, while lacking the inclusion of women and youth, did effectively handle conflicts between various tribes, between tribes and extractive companies, and between tribes and the government, managing to provide a reasonable level of security within their territories and along the main roads that connect tribal territories.

17. Tribal leaders tend to play a positive role in their area of influence, where their function has evolved as representatives of the tribe to the state. Their role as actors in national politics seems less constructive, as many disregards state law and therefore can be a source of conflict.

18. Temperatures in Yemen may increase up to 3.3 °C by 2060 and by 5.1 °C by the end of the century. With temperatures rising faster than the global average, models predict more prolonged droughts and heat waves, with warming more severe in interior regions. More significant precipitation variability is likely to reduce food security owing to the severity of droughts and floods. Meanwhile, climate change will exacerbate water security challenges. Yemen has the planet's lowest water availability per capita with groundwater use having surpassed replenishment capacity.

19. Unless Yemenis take adaptation measures and improve their natural resource management practices, a future of more frequent and severe climatic disasters, water insecurity, fragility in food production and continued trends of land degradation is likely. With approximately 60 per cent of the population dependent on natural resource-based livelihoods, and with most IDPs originating from rural areas, mainstreaming climate risks into the crisis response is (1) an important priority for resilient recovery and (2) will help reduce the likelihood of climate change, in combination with the high population growth, becoming an exacerbator of the complex humanitarian and development crisis.

20. While Yemen acceded to CEDAW in 1984, Yemeni law, like most countries in the region, continues to disadvantage women, especially in family law. Women remain unprotected against sexual violence in many articles of the penal code, posing enormous challenges for women to denounce the crime if they face violence<sup>13</sup>.

21. Religious, cultural, social and political traditions drive the roles, responsibilities and division of labour between women and men. While significant differences exist across Yemen, depending on location; rural and urban areas; between tribes; and between generations, the overall situation of women in Yemen offers a sombre reality. The conflict, as explained in the "From the ground up" report<sup>14</sup>, did reduce the impact of restrictive cultural norms and traditions around women's participation in community life and employment.

22. However, the role of women remains marginal in the case of regional and national level decision making. When it comes to political empowerment, there is one woman in the parliament, and women hold only 5.4 per cent of ministerial positions.

23. Yemen ranks last of 149 countries analysed in the World Economic Forum's gender gap

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<sup>12</sup> Tribal Governance and Stability in Yemen, Nadwa Al-Dawsari, The Carnegie Papers, April 2012.

<sup>13</sup> Yemen – Gender justice and the law. UNDP, in collaboration with UN Women, UNFPA and ESCWA.

<sup>14</sup> From the ground up: Gender and conflict analysis in Yemen, Care, GENCAP and Oxfam, 2016.

index<sup>15</sup> and last of 160 countries in UNDP's gender equality index (0.834). According to the Global Gender Gap Report, women's enrolment rates in primary and secondary education are much lower than those of their male counterparts, and their labour force participation is only a third of that of Yemeni men. For example, in the Ministry of Interior, women represent less than 2.5 per cent of the workforce and in the Ministry of Justice 10 per cent<sup>16</sup>.

24. Lackner reports<sup>17</sup> that the last couple of years has seen a large number of analyses and discussions of women's civil, military and humanitarian roles in the war and the impact of the war on women. Common findings in her report are, firstly, that the primary concern of women in Yemen is the lack of security due to increased violence<sup>18</sup>. This, among many others, manifests itself in reduced freedom of movement as a result of the increasing risks of arrest and ill-treatment at checkpoints. As in other conflict settings, Yemeni women become more vulnerable to gender-based violence and sexual exploitation.

25. Secondly, the conflict has brought a three-fold increase of incidences of girl-child marriage<sup>19</sup>, seen by families both as a means to ensure better living conditions for the girl married off and simultaneously reducing the burden of her keep on the household.

26. Thirdly, women in female-headed households have become the primary providers of income; are more impoverished, and therefore subject to higher food insecurity. Women's dependence on humanitarian assistance has increased and access to health care and education has lowered.

27. In 2011, masses of youth mostly untainted by political affiliation emerged as a driving force behind the demonstrations which ended the 33 year-rule of Ali Abdullah Saleh. Youth's political participation, however, did not significantly increase. The Gulf Cooperation Council's (GCC) initiative in November 2011 defined a formal transition process for the country, marginalizing the 'independent youth' who had forced change through nonviolence<sup>20</sup>.

28. The Youth Employment Action Plan (2014 – 2016) <sup>21</sup> outlines the challenges for youth employment in Yemen. In 2014, the share of young Yemenis who are neither in education, training or employment was extremely high (close to 50 per cent). Youth unemployment rates are more than three times higher than those of adults and important gender discrepancies exist, as the unemployment rate is three times higher for young women. The sector that employs most youth are agriculture, retail and construction.

29. The 2015 outbreak of conflict further exacerbated Yemen's youth restricted or no access to education and training, contributing to a generation of Yemenis lacking the requisite skills to seek employment opportunities as they may arise. Under these circumstances, for some young people, there is no alternative but to seek alternative sources of income to support themselves and help their families, making them vulnerable to manipulation by armed criminal or extremist groups operating in Yemen.

30. The Independent Country Programme Evaluation (ICPE)<sup>22</sup> concludes that:

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<sup>15</sup> The Global Gender Gap Report and Index examines the gap between men and women across four categories: Economic Participation and Opportunity, Educational Attainment, Health and Survival and Political Empowerment.

<sup>16</sup> Yemen Police and Security Assessment, March 2017, UNDP Yemen.

<sup>17</sup> The para summarises the findings presented in an unpublished report by Helen Lackner, Legacy of conflict in Yemen and its impact on women and girls, A nation-wide study, Literature review for UNDP.

<sup>18</sup> The 2019 Humanitarian Response Plan states that reported incidences of gender-based violence increased 70% in 2018.

<sup>19</sup> There is no mention of a minimum age of marriage in the personal status code and its amendments.

<sup>20</sup> Yemen Polling Centre - Youth Activism in the Yemeni Civil War, Mareike Transfeld, February 2019

<sup>21</sup> Ministry of Planning and International Cooperation and Ministry of Social Affairs and Labour, with support from the Emergency Capacity Development Facility (ECDF)

<sup>22</sup> Independent Country Programme Evaluation (ICPE), 17 October 2018, Independent Evaluation Office. The ICPE focused on reviewing the programme activities from 2012 to 2018.

- The previous country programme was not informed by an adequate conflict analysis;
- It is important to be cognizant that circumstances can quickly change, and a Country Office and its programme must have flexibility built-in as an intrinsic feature of their design;
- The country programme was too narrowly focused on the national level political transition and lacked a parallel sub-national programme through which to integrate local peacebuilding and development;
- Despite a problematic conflict-affected humanitarian environment the Country Office, in no small part due to its continued presence in Yemen, managed to foster an initial approach for humanitarian and development programming to take root, as exemplified by the Yemen Resilience Programme which achieved significant results at the interface of humanitarian and development activities; and
- A large portion of the country is not consumed by conflict. In these areas, there is space for development programmes, and unless economic activities resume, dependence on humanitarian interventions will continue to grow, bringing to the fore the need for more, not less, resilience and development programming.

31. The Emergency Crisis Response Project (ECRP) lessons learned study<sup>23</sup> points out that the ECRP represents one of the first large-scale attempts to operationalise a development approach within the HDP nexus paradigm. Based on its national scope and theory of change, it provides a clear conceptual articulation of what and how resilience programming can complement humanitarian and peacebuilding interventions.

32. The study further emphasises that the partnership between the World Bank, UNDP and the two implementing partners, the Social Fund for Development (SFD) and the Public Works Project (PWP), was characterised by well-structured and joint coordination, decision-making and supervision from the start of the project cycle, and a division of labor which contributed to effective implementation. Each institution brought to the table specific inputs, expertise, capacities and resources that were necessary elements for success, and which together resulted in higher impact than what could have been achieved by the institutions working separately. UNDP has contributed significantly to SFD and PWP increased performance.

33. Despite the sobering scenario outlined in this section, there is ground for cautious optimism. The UN brokered a peace deal in Sweden between the De-Facto Authority and the Internationally Recognised Government in Yemen involves a prisoner exchange and agreement to withdraw from the Red Sea trade and humanitarian corridors, including the port city of Hodeida, critical for the import of food. In late February 2019, the de-facto authority agreed to withdraw from the ports of Salif and Ras Isa, saying that withdrawal from Hodeidah would occur later. Around the same time, the UN was granted access to Red Sea Mills, a grain storage facility, for the first time in six months.

## II Programme priorities and Partnerships

34. In Yemen today, 254, mostly national and local, partners work under the umbrella of the humanitarian country team. As a result of the conflict, relatively few international NGOs, no bilateral partners and no international development banks are present in the country. The UN country team is present with 18 agencies, funds and programmes.

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<sup>23</sup> Lessons learned study – Yemen Emergency Crisis Response Project (ECRP) – Inception Report and Preliminary findings, Spyros Demetriou, April 2019.

35. While the number of local, national and international organisations working on development and peacebuilding is much smaller, UNDP will strive to implement the country programme through partnerships with national (including the internationally recognised Government of Yemen) and local authorities, and civil society, most of which will need significant capacity development support to contribute to the planned outputs set out in the results and resources framework in Annex A.

36. The current humanitarian, development, political, and security context in Yemen requires for UNDP to develop an innovative set of partnerships across this spectrum. With the presence of two political missions in Yemen (OSESGY and UNMHA), UNDP continues to seek strong partnerships with both entities to support the peace process and support the implementation of the Hodeidah agreement. As part of UNDP's key role in the HDP nexus and in the implementation of the global agreements on the New of Way of Working, the current collaboration with the UN humanitarian agencies, as well as the World Bank, and the EU, is ground-breaking in developing innovative partnerships to combat the current famine and cholera outbreaks. Working with reputable national institutions such as SFD and PWP to preserve national capacities and to be able to work across the front lines remain important partnerships for the implementation of large-scale programmes in Yemen.

37. UNDP and its partners will implement the country programme in a context where SDG achievement was unlikely before the outbreak of the 2015 conflict, let alone after factoring in the psychological, social, physical, economic and institutional damage inflicted during the last four years<sup>24</sup>.

38. The various root causes, such as historical and current geopolitical factors, systematic governance failures, enduring marginalisation, and violent conflict, combined with a very high population growth rate and the increasingly negative impact of climate change on the livelihoods of Yemenis, are the most significant contributors to the current humanitarian disaster and Yemen's sombre development outlook.

39. While the cessation of violent conflict is the most important short-term goal, future local and national peace agreements will need to address the root causes to ensure a positive peace and reduce the likelihood of a renewed outbreak of violence. This will require shifting from a political top-down process to an inclusive, bottom-up peace process and strengthening local governance systems bringing together formal and informal structures in all of Yemen's regions.

40. During the implementation phase of this two-year country programme, UNDP will work under the assumption that (1) as a future peace negotiation will have to include an agreement on decentralised political power, security, and resource management, supporting local authorities<sup>25</sup> will provide the foundations that make any future peace agreement stick and ensure its implementation; and (2) the political and security context allows UNDP Yemen to be present and operate in line with its programme strategy, programme priorities and proposed partnerships.

41. Through a focus on structural transformation and within the political space provided by

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<sup>24</sup> This particularly refers to SDG 1.5, which explicitly calls to "build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters".

<sup>25</sup> Also, building their legitimacy is one of the requirements to facilitate a bottom-up and inclusive, rather than an elite-bargained peace agreement. An immediate result of current, highly dynamic context is the widening of regional inequalities for access to security, basic needs, services, livelihood opportunities and economic growth. These disparities are increasing and may pose a severe threat to reaching peace if not rapidly addressed. The difference in contexts and the multiplicity of local governance realities are not just dictated by the intensity of fighting or the presence of natural riches or economic assets; they are also strongly linked to the quality of local leadership, of the strength of local compacts especially with tribal structures and on regional influences.

the OSESGY and UNMHA, UNDP Yemen will focus on improving the plight and building the resilience of the Yemeni people and addressing, from the bottom-up, some of the root causes to contribute to setting the stage conducive for an inclusive peace.

42. Concretely, UNDP and its implementing partners will work on: (1) Facilitating and implementing of local peace agreements; (2) the preservation, upgrading and inclusiveness of existing formal and informal local governance and service delivery mechanisms and enhancing Yemenis safety and access to the rule of law; and (3) boosting the local economy.

43. The above with the aim of setting the stages for a situation where (1) Yemenis contribute to and benefit from peacebuilding processes; (2) Yemenis contribute to and benefit from accountable, inclusive and gender-sensitive governance, at local and central levels; and (3) Yemenis improving their livelihoods and accessing inclusive productive services.

44. The following sections outline UNDP Yemen's three programme priorities, aligned with the UNDP Strategic Plan 2018-2021 - Outcome 3 "Strengthening resilience to shocks and crisis"<sup>26</sup>. Where feasible, UNDP Yemen will apply the six signature solutions, outlined in the Strategic Plan, in an interconnected fashion across the three programme priorities. Signature solution six on "strengthening gender equality and the empowerment of women and girls" will be applied throughout all the three outcomes with both cross-cutting and dedicated interventions.

### Programme priority 1 – Peace operations support

45. This programme priority contributes to sustainable development goals<sup>27</sup> 5, 10 and 16 through the application of UNDP strategic plan signature solutions 2,3 and 6<sup>28</sup>.

46. In partnership with OSESGY, UNMHA and the RCO, UNDP will implement projects designed to provide visible results in areas critical to the advancement of the overall peace agenda.

47. The proposed mechanism to fund the projects is the Peace Support Facility (PSF). The PSF takes an innovative approach by connecting confidence-building initiatives to the political dialogue facilitated by the Special Envoy and supported by the Resident Coordinator. Initiatives that support the implementation of peace agreements and build confidence in the political dialogue, once agreed by the parties in the process, will be implemented at speed by UNDP and its partners.

48. The initial focus of the PSF is on the implementation of the Hodeida agreement to provide a humanitarian corridor for the delivery of assistance. However, it is anticipated that the focus will increasingly shift to other conflict-affected areas of the country as the political process evolves. As it does, UNDP will be able to offer critical support in ensuring that the upstream political dialogue connects to critical recovery interventions at the community level – with a focus on women and youth impacted by the effects of the conflict.

49. In the short- to medium-term, UNDP will work with national and international partners to identify larger infrastructure projects that can support the operationalisation of Hodeida, Salif and Ras Issa ports in support of the Hodeida Agreement and the overall peace process. Provided the peace process holds, rehabilitation of roads around the Port, official buildings of the Yemen Port Authority and the Coast Guard, training facilities amongst others will be

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<sup>26</sup> And SDG 1/1.5 on "Strengthening resilience" and SDG 16 "Enhancing conditions for peace" (SDG 16).

<sup>27</sup> <https://sustainabledevelopment.un.org/topics/sustainabledevelopmentgoals>

<sup>28</sup> Respectively: "Strengthen effective, inclusive and accountable governance"; "Enhance national prevention and recovery capacities for resilient societies" and "Strengthen gender equality and the empowerment of women and girls".



prioritised in the immediate term with the support of financing through the Peace Support Facility.

50. The conflict in Yemen, throughout much of the country but particularly in the West where the majority of the population resides, has left widespread unexploded ordnance contamination. Large tracts of land are contaminated in areas of direct and indirect violent conflict and the aerial campaign has added a new threat of unexploded aircraft bombs. The principal areas of the ongoing, and direly needed, UNDP Mine Action intervention assistance are (1) providing access to critical infrastructure, (2) restoring of essential basic social and productive services and, most importantly, (3) reducing injuries and fatalities. These are all prerequisites for the normalisation of social and economic activity in the most conflict-affected areas of the country.

51. As the peace process in Yemen progresses beyond ceasefires in strategic territories to an overarching comprehensive political agreement, UNDP will be positioned to identify timely peacebuilding and recovery interventions (working with formal and informal local governance mechanisms) that can serve to enhance confidence in the political negotiations and reinforce the support for the process at the community level. Besides a particular focus on the inclusion of women and youth in the process, UNDP will seek to identify and address the issues of persons or groups with conflict-carrying capacities. Lastly, persons with (the potential to become) “engines of peace” will be identified through the conflict and political economy monitoring process and empowered to take the lead in the local peace process.

## Programme priority 2 – Governance and the rule of law

52. This programme priority contributes to sustainable development goals 5, 10 and 16 through the application of UNDP strategic plan signature solutions 1, 2 and 6<sup>29</sup>.

53. In today’s Yemen, characterised by a weak central state, local governance rests mostly with those local authorities that still have some level of functionality, and more ad-hoc coalitions of formal and informal actors. The work on sustaining these structures, enhancing their inclusiveness and increasing their effectiveness is therefore essential. UNDP’s interventions will focus on upscaling and deepening UNDP’s support to a country-wide inclusive local governance system, anchored on formal local authorities, that can deliver a range of gender-responsive basic services, promote inclusive economic recovery and development, foster social cohesion, and rebuild trust in the state. Based on local capacity, demand and space<sup>30</sup>, UNDP will offer different packages of support to the local authorities.

54. Given the multiple and interrelated dynamics in the ongoing conflict, the restoration of peace in Yemen is inextricably linked to the restoration of safety, security and the rule of law. Without access to peaceful conflict resolution mechanisms - traditional or statutory - progress towards socio-economic development will be severely hampered.

55. To support the rule of law in Yemen, UNDP takes a phased and evidence-based approach, building on an inception period of assessing safety, security, protection and justice needs, institutional capacities and implementing partners to deliver a balance of supply- and demand-side interventions. The strategy works towards supporting preparedness for rapid support to police redeployment, and security and justice services where conditions permit. UNDP will support rights-holders in communities in identifying their safety and security concerns, claiming their rights and empowering them to seek redress where rights are denied.

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<sup>29</sup> Respectively: “Keeping people out of poverty”; “Strengthen effective, inclusive and accountable governance” and “Strengthen gender equality and the empowerment of women and girls”.

<sup>30</sup> Part of the terms of reference of UNDP Yemen’s local governance assessment, which will take place in April – May 2019.

56. In Yemen, UNDP, the Office the Special Envoy of the Secretary-General (OESGY), UNICEF, UN Women, UNHCR and UNODC will collaborate under the umbrella of a rule of law sector-wide approach to facilitate the security, safety and protection of Yemenis across the country.

57. The sector-wide approach will ensure that Yemen's rural and urban areas receive support based on their needs and existing capacities. Support to the security sector, particularly the police and coast guard, will focus on the development of the operational and planning capacity through enhanced human resources management, training and infrastructure development. Building on political agreements and identified needs in urban sites (and where politically feasible), UNDP and OESGY, will support the re-deployment of police in identified cities. At the community level, UNDP will continue to facilitate the establishment of a community policing system aimed at enhancing security, protection and trust.

58. UNDP will provide support for criminal cases to the formal justice sector to improve the delivery of gender-responsive justice services. The interventions in this area will develop the capacity of the judiciary and the prosecutors to ensure effective delivery of justice, providing equal access to the formal justice system for women and men.

59. In stable areas and where politically feasible, UNDP will work on improving the overall access to justice, particularly for women, by working with (1) civil society on legal rights awareness-raising, (2) the establishment of legal helpdesks in police stations and other sites easily accessible by vulnerable groups, (3) training legal aid providers, (4) paralegal outreach and (5) provide access to direct legal aid through the Bar associations, lawyers networks and civil rights NGOs.

60. UNDP will provide support to align the corrections system with international human rights standards. Interventions will include capacity building on prison management and human rights awareness-raising among prisons staff. A priority is reducing pre-trial detention and establishing effective linkages with police stations, the courts, protection and legal representation of detainees as well as legal aid help desks in prisons. UNDP will also support the improvement of prison conditions and their infrastructure, particularly for women and juvenile detainees.

### **Programme priority 3 – Economic recovery and development**

61. This programme priority contributes to sustainable development goals 1, 2, 3, 5, 6, 7, 8 and 13 through the application of the UNDP strategic plan signature solutions 1, 3, 4, 5 and 6<sup>31</sup>. Under this programme priority, UNDP directly contributes to the dignity of Yemenis by increasing their income, ability to buy food<sup>32</sup> and enhancing their self-reliance. UNDP's work under this priority covers the organisation's contribution to the famine and cholera response.

62. As part of the area-based approach, UNDP will plan its activities on economic recovery and development based on the characteristics and opportunities of the local economy and markets. This will include developing the capacities of the communities and relevant local authorities for socio-economic analysis, participatory engagement and planning, including with the private sector, identification of local economic recovery and development priorities, and implementation and oversight of interventions.

63. The organisation will support private sector capacity development, including the chambers of commerce and trade, as well as small and medium enterprises in identified viable

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<sup>31</sup> Respectively: "Keeping people out of poverty"; Promote nature-based solutions for a sustainable planet"; Close the energy gap and "Strengthen gender equality and the empowerment of women and girls".

<sup>32</sup> Poor Yemeni households spend 80 per cent, or more, of their income on the purchase of food.

sectors, to engage with local authorities on local economic recovery and development. The organisation will actively promote public-private partnership opportunities to enhance community service delivery.

64. UNDP will support the preparation of inclusive local economic recovery and development plans, integrating and addressing the needs of Muhamasheens, female-headed households, youth, returnees and internally displaced people.

65. Based on the assessment of (self-)employment opportunities, UNDP, through its implementing partners, will provide vocational training, apprenticeships and business development services to enhance the prospects for longer-term (self-)employment and sustainable income-generation, ensuring that provided support addresses the needs of women and youth. UNDP will carefully coordinate and preferably, jointly programme with other UN agencies, funds and programmes, as for instance in the enhancing rural resilience (ERRY) project where FAO, WFP and ILO are partners.

66. Safeguarding and improving the delivery of basic services preserves the productive capacities. To boost production and income-generation, UNDP, through its implementing partners will support the rehabilitation of productive assets in communities, including local market infrastructure, rural feeder roads connecting communities and markets.

67. In the context of the cholera response, UNDP, in collaboration with the Social Fund for Development (SFD) and Public Works Programme (PWP), will support the construction or rehabilitation of WASH infrastructure for households, especially those living in remote mountainous communities with difficult access to and suffering from severe shortages of clean water.

68. Based on local market assessments, UNDP will promote value-chain development and access to innovative financial services and products for both private entrepreneurs, including agricultural and non-agricultural business owners, and small and medium enterprises, in partnership with the Yemeni microfinance network, micro-finance institutions, banks, and the Social Fund for Development.

69. As part of local economic recovery and development support, UNDP will promote energy resilience in communities by scaling up access to solar energy to enhance the productive capacities of farmers and private businesses. A specific focus will be on the creation of employment opportunities for youth and women in the solar value-chain, where demands for expertise in sales, installation or maintenance are increasing at all levels, from the larger importers to small shops at the district level.

70. Lastly, UNDP and its partners will facilitate developing climate change adaptation capacities and interventions required to implement the Intended Nationally Determined Contribution (INDC) climate plan. Interventions will include: (1) upscaling of rainwater harvesting; (2) promoting drought management in agriculture; (3) planning and implementing land resources management programs; (4) livelihood approaches for integration natural resources management and preservation of ecosystems; (5) disaster risk management for floods and droughts. In these areas of action, UNDP Yemen will receive support and technical assistance from the regional SDG Climate Facility project.

### III Programme and risk management

71. This section presents UNDP Yemen's programme strategy and risk management approach which guide the organisation's programme priorities and partnerships, outlined in the next

section.

72. The programme strategy and programming priorities take into consideration the above analysis of Yemen's humanitarian, development and peacebuilding challenges and opportunities; UNDP's lessons learned and good practice in the previous country programme cycle; and UNDP's comparative advantage in Yemen based on its:

- Ongoing presence in Sana'a for the last 53 years and increased country-wide footprint through its network of Regional Offices (in Marib, Mukalla, Aden and Hodeidah) and programmes with a reach over large swathes of the country;
- Reputation as an organisation that balances interventions across Yemen's regions to serve the Yemeni population, without taking sides in the conflict. The trust UNDP has gained is illustrated by the fact that UNDP Yemen has been requested by all parties involved in the conflict to support governance structures and institutions at the local level; and
- Partnerships built over time with local authorities and stakeholders (including local associations, local administration managers<sup>33</sup>, community-based groups and the private sector), and extensive network of partners across the country which, besides implementing capacity, provides UNDP with a comprehensive understanding of changing priorities and dynamics.

73. The significant increase in the size of UNDP's programme in the last couple of years is partially driven by the organisation's ability to link immediate humanitarian assistance with required medium- to longer-term development and peacebuilding interventions (particularly in the context of cholera and famine response) that aim at increasing Yemenis' dignity, self-sufficiency and autonomy. Conceptually, the nexus provides a good foundation for confidence building and peacebuilding at the level of the peace process given that its focus on human welfare and social and economic recovery cuts across conflict lines and is a common concern of all parties.

74. The organisation contributes to the humanitarian – development – peace nexus through two different channels. Firstly, UNDP operationalises the nexus in its country programme by:

- Putting local (state and non-state) actors in the lead at early stages of the programme through capacity development and empowerment, enabling them to continue coordination, social cohesion and development efforts, and gradually reduce the dependence on international engagement;
- Contributing to OSESGY and UNMHA brokered local peace agreements and providing the foundation for the implementation of a nation-wide peace agreement by focusing on consolidating and upgrading locally-led institutions;
- Supporting local partners and institutions to plan and implement from an area-based perspective, allowing a strategic focus on women and youth, while simultaneously targeting the different dimensions of resilience;
- Investing in local conflict and political economy analysis and integrate conflict sensitivity in all UNDP supported area-based interventions and processes; and
- Integrating medium- to longer-term (1) gender and women's empowerment considerations; (2) environmental considerations; and (3) urbanization considerations where large influxes of populations (IDPs, returnees, refugees) occur, into all UNDP

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<sup>33</sup> The Restoring Local Governance (ReLoG) inception mission conducted a series of interviews with local governance experts and practitioners and found that (1) UNDP continues to be remembered by senior civil servants in different governorates for the work on decentralization before 2012 and (2) the UNDP facilitated Governorate and District Facilitation Teams are partly in place and will be a good foundation to restore and strengthen local governance in Yemen.

supported area-based interventions and processes<sup>34</sup>.

75. Secondly, in the context of the Humanitarian Country Team, UNDP will put in place an H-D-P expert who will support UNDP in (1) analysis, (2) planning and programming, (3) leadership and coordination and (4) financing.

76. UNDP experience from other conflict setting shows that fostering local development, even in a humanitarian context and in the absence of a peace agreement can deliver structural improvements to people's lives. Area-based programming uses an area, instead of a sector or a target group as the entry point to provide support. The approach analysis the challenges and opportunities of the area as a whole, promoting multi-sectoral and locally-led planning and implementation of interventions that benefit the entire population, while allowing for a specific focus on the common and specific support requirements of people in humanitarian need (including returnees and internally displaced people), people or groups with conflict-carrying capacities and (people with the potential to become) peace engines.

77. Where possible, UNDP Yemen, with its country-wide footprint, established partnerships, and entrusted by all authorities will strive to have all its programmes and projects simultaneously target the selected areas, creating synergies and increasing the impact of its interventions.

78. In collaboration with the UN Country Team and the OSESGY, UNDP defined a tentative set of criteria to be further detailed and adjusted to local realities under the leadership of the UNDP Regional Offices.

79. In the selected areas, beneficiary selection needs to be transparent, public and comprehensible to all local actors, boosting legitimacy and recognition of the programme.

80. The first aspect of conflict sensitivity requires that UNDP Yemen and its implementing partners<sup>35</sup> analyse and understand the impact of national and local conflict dynamics on UNDP Yemen and implementing partner's (ability to deliver) area-based programmes and projects. This includes UNDP's political, reputational, organisational, operational and staff risk management approach and focuses on the security aspects and beyond.

81. To manage risks, UNDP Yemen coordinates with the OSESGY, the Humanitarian and UN country teams to collectively address political risks and with the Risk Management Unit (RMU), housed in the Resident Coordinator's Office, for all other types of risks.

82. Also, UNDP operates a comprehensive result monitoring system, including country office, project and independent (third-party) monitoring. The system obtains feedback by local stakeholders, state and non-state actors. UNDP carefully evaluates the selected implementing partners<sup>36</sup> as they may be biased in the conflict context and politicise aid delivery and privilege certain beneficiary groups over others. When delegating aid delivery, UNDP monitors that implementing partners are neutral and work according to UN principles.

83. Lastly, UNDP monitors local, national, regional and international media and be prepared to respond to negative press and project/programme attention by ensuring a quick, transparent and calculated response.

84. The second aspect of conflict sensitivity considers the impact of UNDP Yemen's programmatic interventions on the various national and local conflicts. This includes and goes beyond the do-no-harm approach by explicitly providing support to local actors to transform

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<sup>34</sup> UNDP Yemen commits to applying UNDP's Social and Environmental Standards and Accountability Mechanism.

<sup>35</sup> In the context of direct implementation, the correct term would be responsible partners. As most readers will not necessarily be familiar with this UNDP jargon, this document will use the term implementing partners.

<sup>36</sup> Among others, through HACT compliance process that stipulates implementing partner micro and capacity assessments.

the conflicts. Stated differently, UNDP does not work around conflict, instead the organisation works on conflict.

85. To integrate conflict sensitivity in its programmes, UNDP Yemen, besides results monitoring, is setting up a system that provides ongoing conflict and political economy monitoring and analysis. The level of detailed and localised information and analysis needed for UNDP programming<sup>37</sup>, requires that the regional level operates and oversees the system.

86. To avoid unintended political consequences, UNDP Yemen has chosen politically neutral “agro-ecological” regions, characterised by shared values and economic linkages<sup>38</sup>. The selected “agro-ecological” regions<sup>39</sup>, each overseen by a UNDP Regional Office, are Tehama, Lower or Middle Yemen, Desert and Wadi / Hadramawt and Mountains (the latter overseen by the Sana’a-based country office).

87. Each Regional Office will contract and supervise sub-contracted entities (universities, NGOs, think-tanks, companies or individuals) with good access and stemming from the areas to provide results, conflict and political economy analysis.

88. Conflict-sensitive programming, then, is about integrating the knowledge and lessons learned obtained from the above into ongoing and future programme and project interventions. The practice involves creating an enabling environment of continuing learning that analyses the information flow to adapt activities, operations, plans, and strategies that allow UNDP Yemen to be more relevant, risk-tolerant and demonstrate to partners that it complies with conflict and risk-informed development.

89. Conflict-sensitive programming is the first of two components of adaptive management<sup>40</sup>. The second component recognises that informed experimentation and innovation are needed to find out what works through trial and error, while not losing sight of the desired outcomes and required accountability. Experimentation builds a work plan incorporating several different pathways that theoretically all contribute to a defined outcome. Based on the ongoing monitoring of successes and failures experienced in implementing the different pathways, some will be selected for continuation, others continued in adapted form and yet others discarded altogether.

90. To achieve a reduction in transaction costs, the burden on country office programme and operations teams, UNDP Yemen will continue the shift from smaller projects to larger, at-scale programmes that provide value-for-money and improve the livelihoods of Yemenis.

91. Where access is possible, directly or through implementing partners, such as the Social Fund for Development (SFD), Public Works Programme (PWP), International, national and local NGOs<sup>41</sup>, UNDP will continue to support Yemenis over the whole country.

92. UNDP experience in other crisis and post-crisis context indicates the shift to integrated

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<sup>37</sup> Both results, and conflict and political economy monitoring will require detailed guidance documents on what type of information is needed. Without high-quality, programming relevant information the proposed programming process will *not* yield the desired results. This is a sine-qua-non, i.e. national level conflict analysis continues to be important but does *not* meet the specific programming requirements.

<sup>38</sup> The Arabic translation of agro-ecological regions should not resemble the word for political in the NDC documents.

<sup>39</sup> The regional work on gathering and analysing conflict and political economy data and facts should not be confused with the area-based programming focus outlined in the previous section. The first is about analysis and adapting UNDP and implementing partner interventions, the second about comprehensively targeting selected areas within the regions, based on defined area selection criteria.

<sup>40</sup> Adaptive management is increasingly becoming mainstream in the INGO world, as well as in some bilaterals, such as DfID. The paragraph is adapted from “Alliance for peacebuilding – Snapshot of adaptive management in peacebuilding programmes”.

<sup>41</sup> UNDP currently supports interventions in 316 out of 333 districts.

and at-scale programmes is necessary when the expected (significant) increase in the size of the country programme materialises.

93. An important component of the country programme is UNDP Yemen's Partnership and Communications Strategy and Action Plan (PCAP). It commits the organisation to allocating 3 to 5 per cent of programme resources to Communication for Development (C4D) and advocacy.

94. It is important that UNDP Yemen, its implementing partners, the partners in joint UN programmes and donors understand and ascribe to the conflict sensitive and adaptive programme management approach.

95. The above requires establishing the UNDP Yemen Country Programme Boards where UNDP and partners periodically oversee the implementation and needed adaptations to the Country Programme.

#### **IV Monitoring, Evaluation, Learning and Accountability**

96. Due to access limitations as well as the inability of the IRGY to produce data and to carry out surveys, UNDP Yemen has established a practice for project, country office and third-party (independent) results monitoring that involves the beneficiaries of UNDP's programme and project interventions. Also, the organisation conducts financial spot checks in commissions an annual auditing process for all projects. UNDP will allocate a minimum of five per cent of programme resources to monitoring.

97. In this country programme cycle, UNDP will adopt innovative approaches to monitoring, among others by increasing the use of open data sources, big data sources (mobile phone caller detail records, satellite imageries, among others) and GIS mapping, to allow for real-time monitoring of changes on the ground, particularly in those areas where access is a challenge.

98. Where feasible, UNDP will support the development of capacities and systems for monitoring. Initially, the focus will be on the sub-national levels.

99. A minimum of 15% of all programme and project activities will specifically address gender equality and women's empowerment, while a minimum of 50% of all programmes and project activities will significantly address gender equality and women's empowerment. The UNDP Gender Marker will be used to monitor country programme expenditures and to improve gender-responsive planning, implementation and monitoring. This will complement the gender-responsive UNDP Country Office Monitoring and Evaluation Plan.

100. UNDP will continue to invest in knowledge products. Forthcoming are the studies and models on the impact of the war on development and women. Also, building on the impact on war and women research projects, UNDP Yemen will work on more focused chapters that focus on (1) SDGs 1, 2, and 10 (poverty, hunger, inequality), SDG 8 (decent work and economic growth) and SDG 16 (peaceful and inclusive societies). The adaptive management process will produce a yearly publication on UNDP Yemen's lessons learned on good and bad practice obtained during experimentation, area-based and conflict sensitive programming.

101. UNDP Yemen will evaluate programmes and projects in line UNDP rules and regulations and as reflected in the UNDP Yemen Evaluation Plan.

#### **Accountability to the Executive Board**

102. This bridging Country Programme Framework is for two years, will be approved by the

Crisis Board and shared with the Executive Board<sup>42</sup>. This CPF outlines UNDP's contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. The organisation's programme and operations policies and procedures, and internal control framework describe the accountabilities of managers at the country, regional and headquarter levels concerning the country programmes.

103. Due to the crisis context of Yemen, this CPF will be directly executed by UNDP with support selected Implementing Partners. The Harmonised Approach to Cash Transfers (HACT) will be used in a coordinated fashion with other UN agencies to manage financial risks.

104. Per Executive Board decision DP/2-013/32, all direct costs associated with project implementation should be charged to the concerned projects.

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<sup>42</sup> In line with the revised Programme and Project Management (PPM) guidance.



Annex A – Results and Resources Framework (1 July 2019 – 30 June 2021)

Sustainable Development Goal: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.				
Related Outcome from the UN Strategic Framework for Yemen (2017-2019): Critical state institutions, at central and local levels, maintain core functions and contribute to confidence building between the parties to the conflict.				
CPF Outcome 1: Yemenis contribute to and benefit from inclusive, accountable and gender responsive governance, at local and central levels.				
Related UNDP Strategic Plan (2018 – 2021) Outcome: Building resilience to shocks and crises.				
Related Strategic Objective #5 from 2019 HRP: Preserving the capacity of public sector institutions to deliver basic life-saving services.				
Outcome Indicators, Baselines and Targets	Data source, frequency of data collection, and responsibilities	Indicative CPF Outputs, Indicators, Baselines and Target	Major partners and partnership frameworks	Indicative resources for Outcome 1
<p><i>Outcome Indicator 1.1:</i> # of resourced and implemented local development plans at districts level  <i>Baseline:</i> 48 districts implement local development plans  <i>Target:</i> 150 districts</p> <p><i>Outcome Indicator 1.2:</i> # of population access essential public services</p>	<p><i>Data source:</i> UNDP local governance assessment and Third-party Monitoring Agents  <i>Frequency:</i> Quarterly  <i>Responsibility:</i> UNDP</p>	<p><i>Output 1.1:</i> Capacities developed for inclusive, formal and informal local governance systems</p> <p><i>Indicator 1.1.1:</i> # of resourced and implemented local development plans at districts level  <i>Baseline:</i> 48 districts implement local development plans  <i>Target:</i> 150 districts</p> <p><i>Indicator 1.1.2:</i> # of population excess basic services by sex and age group  <i>Baseline:</i> tbd  <i>Target:</i> tbd</p>	<ul style="list-style-type: none"> <li>• PBSO</li> <li>• UNICEF</li> <li>• UNWomen</li> <li>• UNHCR</li> <li>• UNODC</li> <li>• PWP</li> <li>• US INL</li> <li>• Netherlands</li> <li>• Japan</li> <li>• EU</li> </ul>	<p>Regular: US\$ 1 million</p> <p>Other: US\$ 50 million</p>

<p><i>Baseline:</i> tbd <i>Target:</i> tbd</p>		<p><b><i>Output 1.2:</i> Public security and access to justice improved, with a focus on women and marginalised groups</b></p> <p><b>Indicator 1.2.1:</b> Number and proportion of the population who have access to justice, disaggregated by sex and groups <b>Baseline:</b> tbd <b>Target:</b> tbd</p> <p><b><i>Indicator 1.2.1:</i></b> # of Rule of Law related institutions rehabilitated and operationalized <b>Baseline:</b> 0 <b>Target:</b> 20</p> <p><b><i>Output 1.3:</i> Local authorities' capacity economic recovery and development planning capacity improved</b></p> <p><b><i>Indicator 1.3.1:</i></b> # of population benefited from the revived livelihood assets by sex and groups <b>Baseline:</b> tbd <b>Target:</b> tbd</p> <p><b><i>Output 1.4:</i> Yemeni Women empowered to participate in local and national level decision-making fora</b></p> <p><b><i>Indicator 1.4.1:</i></b> Proportion of women with decision-making authority at the local authorities <b>Baseline:</b> 10% <b>Target:</b> 30%</p>		
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Sustainable Development Goal: End poverty in all its forms everywhere.

Related Outcome from the UN Strategic Framework for Yemen (2017-2019): Communities are better managing external threats, local risks and shocks with increased economic self-reliance and enhanced social cohesion.

CSN Outcome 2: Yemenis improve their livelihoods and access inclusive productive services.

Related UNDP Strategic Plan (2018 – 2021) Outcome: Eradicate poverty in all its forms and dimensions.

Related Strategic Objectives # 1 and 2 from 2019 HRP:

- Helping millions of destitute Yemenis overcome hunger.
- Reducing outbreaks of cholera and infectious diseases.

Outcome Indicators, Baselines and Targets	Data source, frequency of data collection, and responsibilities	Indicative CPF Outputs, Indicators, Baselines and Target	Major partners and partnership frameworks	Indicative resources for Outcome 2
<p><i>Outcome Indicator 2.1:</i> Proportion of population by age group and sex benefited from increased household incomes <i>Baseline:</i> 20% <i>Target:</i> 40%</p>	<p><i>Data source:</i> HRP and Third-party Monitoring Agents <i>Frequency:</i> Quarterly and Annually <i>Responsibility:</i> UN OCHA and UNDP</p>	<p><i>Output 2.1:</i> Vulnerable and at-risk Yemenis have received short and medium-term livelihoods and recovery support. <i>Indicator 2.1.1:</i> Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics <i>Baseline:</i> 2.3 million <i>Target:</i> 7 million</p> <p><i>Output 2.2:</i> Social and productive community assets rehabilitated <i>Indicator 2.2.1:</i> Number of crisis-affected districts where critical benchmarks for local economic</p>	<ul style="list-style-type: none"> <li>• PWP</li> <li>• SFD</li> <li>• UNOCHA</li> <li>• UNICEF</li> <li>• WFP</li> <li>• ILO</li> <li>• World Bank</li> <li>• USAID</li> <li>• KSA</li> <li>• UAE</li> <li>• EU</li> <li>• Japan</li> <li>• Netherlands</li> <li>• Germany</li> </ul>	<p>Regular: US\$ 1 million</p> <p>Other: US\$ 250 million</p>

		<p>revitalisation (LER)<sup>43</sup> are met  <i>Baseline:</i> tbd  <i>Target:</i> tbd</p> <p><b>Output 2.3: Yemeni citizens and businesses provided with affordable and renewable energy</b>  <i>Indicator 2.3.1:</i> Number of crisis-affected people with energy access restored, disaggregated by sex of head of household and other relevant characteristics  <i>Baseline:</i> 167,000  <i>Target:</i> 500,000</p> <p><b>Output 2.4: Yemeni women have the capacity, training and access to financial services to sustain their livelihood through micro and small businesses</b>  <i>Indicator 2.4.1:</i> Number and proportion of women among beneficiaries of recovery programmes  <i>Baseline:</i> 57,000  <i>Target:</i> 250,000</p>		
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<sup>43</sup> Local economic revitalization (LER) benchmarks relate to infrastructure (e.g. houses, schools, public buildings, power grids, hospitals, health and water facilities), market development, income generation and employment, new and existing enterprises and private sector recovery to address the needs of affected populations.

Sustainable Development Goal: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Related Outcome from the UN Strategic Framework for Yemen (2017-2019): Basic social services continue to be delivered to the general population.

CPF Outcome 3: Yemenis contribute to and benefit from peacebuilding processes.

Related UNDP Strategic Plan (2018 – 2021) Outcome: Building resilience to shocks and crises.

Related Outcome # 4 from 2019 HRP: Reducing the risk of displacement and violence against civilians and facilitating the recovery of people traumatised by the conflict.

Outcome Indicators, Baselines and Targets	Data source, frequency of data collection, and responsibilities	Indicative CPF Outputs, Indicators, Baselines and Target	Major partners and partnership frameworks	Indicative resources for Outcome 3
<p><i>Outcome Indicator 3.1:</i> Number of operationalised local peace agreements <i>Baseline:</i> 0 <i>Target:</i> 2 (Hodeidah and Taiz)</p>	<p><i>Data source:</i> PSF / OSESGY <i>Frequency:</i> Quarterly <i>Responsibility:</i> OSESGY, UNRCO and UNDP</p>	<p><b>Output 3.1:</b> Relevant mine action organisations capacitated to provide Yemen with a safe environment <i>Indicator 3.1.1:</i> National and sub-national governments have improved capacities to plan, budget, manage and monitor basic services <i>Baseline:</i> 2 <i>Target:</i> 4</p> <p><b>Output 3.2:</b> Support provided to the implementation of local peace agreements <i>Indicator 3.2.1:</i> # of supported/rehabilitated infrastructures and essential services for confidence and peace building <i>Baseline:</i> 0 <i>Target:</i> 4 (Port, Power Plant and 2 corridors for humanitarian assistance delivery)</p>	<ul style="list-style-type: none"> <li>• OSESGY</li> <li>• RCO</li> <li>• WFP</li> <li>• US DoS</li> <li>• USAID</li> <li>• Japan</li> <li>• UK</li> <li>• Germany</li> <li>• Netherlands</li> <li>• KSA</li> <li>• UAE</li> <li>• DfID</li> <li>• Denmark</li> <li>• Canada</li> <li>• Switzerland</li> </ul>	<p>Regular: US\$ 1.6 million</p> <p>Other: US\$ 100 million</p>

Sustainable Development Goal: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Related Outcome from the UN Strategic Framework for Yemen (2017-2019): Basic social services continue to be delivered to the general population.

CPF Outcome 3: Yemenis contribute to and benefit from peacebuilding processes.

		<p>Output 3.3: Support provided to tackle root causes of conflict at the local level with a focus on women’s empowerment  <i>Indicator 3.3.1:</i> # of mitigated local conflicts and # of initiatives to prevent the risk of conflict  <i>Baseline:</i> 45 Social Cohesion Interventions  <i>Target:</i> 150 Social Cohesion Interventions</p> <p><i>Indicator 3.3.2:</i> Proportion of women in leadership positions within the social dialogue and reconciliation mechanisms that promote peaceful, just and inclusive societies  <i>Baseline:</i> 10%  <i>Target:</i> 30%</p>	<ul style="list-style-type: none"> <li>• France</li> </ul>	
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## Annex B – Fully costed evaluation plan

Country Programme Framework Outcome	UNDP Strategic Plan Outcome #	Evaluation Title	Partners (joint evaluation)	Evaluation commissioned by (if not UNDP)	Type of evaluation	Planned Evaluation Completion Date	Estimated Cost (US\$)	Provisional Source of Funding
Yemenis contribute to and benefit from inclusive, accountable and gender responsive governance, at local and central levels	Eradicating poverty in all its forms and dimensions	Governance and Rule of Law Evaluation	N/A	UNDP	Outcome	June 2021	\$ 100,000	Programme Units
Yemenis improve their livelihoods and access inclusive basic services	Eradicating poverty in all its forms and dimensions	Economic Recovery and Development Evaluation	N/A	UNDP	Outcome	June 2021	\$ 200,000	Programme Units
Yemenis improve their livelihoods and access inclusive basic services	Eradicating poverty in all its forms and dimensions	Yemen Emergency Crisis Response Project (YECRP) Final Evaluation	N/A	UNDP	Project	August 2019	\$ 150,000	YECR Project
Yemenis contribute to and benefit from inclusive, accountable and gender responsive governance, at local and central levels	Eradicating poverty in all its forms and dimensions	Emergency Mine Action Mid-Term Evaluation	N/A	UNDP	Project	December 2019	\$ 50,000	Mine Action Project

## UNDP Yemen theory of change

