



UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

[Republic of Yemen]



Project Title: Vocational and Business Skills Training and Support Project Phase II

Project Number: 1079012

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: 1 May 2023 **End Date:** 31 July 2024 **PAC Meeting date:**

Brief Description

The protracted conflict has made Yemen one of the poorest and most food insecure countries in the world. The conflict has destroyed livelihoods and the ability to purchase food. This is being compounded by the impact of climate-related shocks. In addition, the COVID-19 pandemic is also poised to have a devastating effect on an already devastated economy and impoverished population. Yemen’s formal and informal businesses have endured eight years of conflict, operating at low-profit margins and with limited growth capacities. The few small-scale, and potentially labour-absorbing enterprises are unable to utilise the local labour force due to skills mismatch. The skills deficits, attributed to years of conflict which deprived the population opportunities to acquire employable, entrepreneurial, and vocational skills are also exacerbated by absence of skills training institutions.

The proposed “Vocational and Business Skills Training and Support Phase II” project is an expansion of phase I of the project funded by the King Salman Humanitarian Aid and Relief Centre (KSrelief). The project aims to empower rural young men and women with vocational, technical and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to and complement the overall collective efforts for economic recovery and livelihood restoration for improved well-being and resilience among Yemenis.

Contributing Outcome (CPD): Outcome 1: By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods, and environmental stability.

Indicative Output(s): Output 1.1. Improved productive infrastructures and assets to increase food security, local economic recovery, and access to services28 GEN 2

Total resources required:	US\$ 4,000,000	
	UNDP TRAC:	
	King Salman Humanitarian Aid and Relief Centre “KSrelief”	US\$4,000,000
	Government:	
	In-Kind:	
Unfunded:		

Agreed by (signatures):

	DocuSigned by: <i>Zena Ali Ahmad</i>	
Zena Ali Ahmad	A9BC21BC549E43F...	
Resident Representative		
Date: 22-Aug-2023		

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I. DEVELOPMENT CHALLENGE

1.1 Context

More than eight years of conflict have devastated people's lives in Yemen. The war has caused the collapse of the country's economy and basic services, as well as severe damage of the economic infrastructure while pushing millions of Yemeni deeper into hunger, poverty, and deprivation. According to the Impact of War Assessment reports, during the first four years of conflict Yemen has lost over two decades of human development gains and will not be able to achieve any of Sustainable Development Goals. However, the third of the trilogy report suggested that if an integrated approach for recovery will be applied Yemen would be able to recover and overpass non-conflict trajectory by 2046.

The 2022 Humanitarian Needs Overview (HNO) indicated that 23.4 million people in Yemen are estimated to require humanitarian assistance in 2022, of whom 12.9 million people in acute need. The main drivers behind the number of people in need are food insecurity and malnutrition, together with social services and protection needs. Some 19 million people require food assistance in 2022, including 7.3 million in acute need. The current conflict has disrupted the country's existing business operations making entrepreneurs and firms either temporarily suspend operations, permanently close or, in the case of larger firms, relocate their operations overseas.

According to the Integrated Phase Classification (IPC), a total of 18.8 million people, or 59 percent of the country's population are estimated to be acutely food insecure (IPC Phase 3 and above) in 2022, despite the presence of the ongoing humanitarian food assistance. Local conflict, high food prices, depreciation of local currency, and disrupted livelihoods are considered the major drivers of acute food insecurity, and this could be further compounded by the recent war in Ukraine and the potential disruption of wheat export from Ukraine and the Russian Federation.

1.2 Development challenges

The size of Yemen's economy has shrunk by more than half since the beginning of the conflict. More than 76 percent of Yemenis are in need of assistance in one way or another. The downturn is most visible in loss of income, depreciation of the Yemeni rial, loss of government revenue, rising commodity prices and import restrictions. Employment in the agricultural sector (the main provider of employment) has decreased by around 75 percent in rural and semi-urban areas. Government salaries are not, or highly irregularly, paid.

The World Bank reports that approximately 25 percent of Yemeni businesses have closed and over 51 percent have decreased in size and scaled down operations. As a result, already-high unemployment levels have spiked, and significant private sector capital and skills have migrated overseas. Without additional support, the few remaining large businesses (mostly in construction and import) risk collapse. In addition, thousands of informal micro-small and medium enterprises (MSMEs) are struggling to operate – let alone create jobs. The combination of the COVID-19 crisis; reduced oil revenue; a predicted reduction in remittances as Yemenis abroad are hit by the economic slowdown; and a decline in humanitarian assistance, exacerbates the crisis.

The public sector, which, traditionally is the biggest employer is fragmented and struggling, and hence unable to absorb the growing labour force. Recent assessments by UNDP and other development partners in Yemen have revealed that several small businesses have closed since the COVID-19 pandemic outbreak due to viability challenges- mainly to do with subdued demand and difficulties in getting supplies due to the COVID-19 containment measures. The few operating enterprises are unable to absorb a critical mass of the available labour since most are micro and small businesses with low labour absorptive capacities. Opportunities exist in setting new businesses, but most youth and women lack resources and skills.

1.3 Needs Assessment

There has been a substantial decline in vocational and skills training outside the major towns due to the ongoing conflict. Outside of the UN and non-governmental organisations (NGO) community, few public or private sector organisations offer vocational and entrepreneurial skills training. Where they exist, youth and women are constrained by costs and other social restrictions to travel to the training centres.

Vocational skills training is not enough to ensure sustainable employment and income generation. A recent study by UNDP on "Micro, Small and Medium Enterprises in Yemen", May 2020, reveal some interesting insights on needs



of young men and women in addition to the need for vocational skills training: “A common denominator for all seven sectors (analysed) is an expressed need for better knowledge of marketing, customer service, and business management, there is little tradition of sales promotion and business planning and practical, not theoretical, training appears to be critical.”

There is a general experience globally that vocational skills training alone, of young people in developing countries, rarely leads to a job. Training courses must be designed with prospects of subsequent job placement in mind, or alternatively, a business plan to grow the business and sustain the potential customers of the trained youth. This requires a study of specific geographic areas, what the needs of specific trades are in that area, and where vocational training and business skills can lead to value chain development so that opportunities are created beyond the initial training.

For example, the UNDP study noted that there is lack of marketing techniques and strategies in the food business sector. About 81 percent of respondents reported that they did not implement any marketing strategy once trained. The result is a very small market – 78 percent of the stakeholders do not sell their products outside the narrow area where production takes place. The remaining 22 percent sell their products only to other villages and districts, very few of them to other governorates and just 1 percent to Saudi Arabia.

To maximise the sustainable employment and improvement in livelihoods for young men and women, they need to be trained not only in various vocational fields, but also in how to grow and market their small businesses and understand how to grow income through well analysed value chains.

Leveraging on another UNDP Project in Yemen which focuses on local governance support, this project will benefit from UNDP’s work on supporting private sector capacity development, including the chambers of commerce and trade, as well as small and medium enterprises in identified viable sectors, to engage with subnational authorities on local economic recovery and development. UNDP will actively promote public - private partnership opportunities to enhance community service delivery.

In this sister project UNDP is supporting the subnational administration to promote and facilitate 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.

1.4 Urgent Needs

Building market driven vocational and technical skills of conflict-affected young men and women in targeted districts to enable youth’s productive engagement in local economic recovery initiatives, prevent the deterioration and obsolescence of existing skills, expand opportunities for employment and income generation among youth and raise local enterprise productivity.

Business and entrepreneurship skills development (BESD) of VST graduates to transform young people from job seekers to job creators, to create a new range of enterprises operated by young innovative entrepreneurs, to stimulate micro, small, and medium enterprise development, and to generate new employment.

Support to value chain development to support the self-employment pursuits of training graduates and ensure all skills gained will be put into practical use.

2.1 Project focus

The project, “**Vocational and Business Skills Training and Support**” Phase II is a continuation of phase I and aims to empower rural young men and women with vocational, technical, and business skills, and nurture an entrepreneurship culture to enhance their employability and productive engagement in economic and local recovery activities. These efforts will contribute to and complement the overall collective efforts for economic recovery and livelihood restoration leading to improved well-being and resilience among Yemenis.

2.2 Alignment to development frameworks

The project is anchored in the UNDP’s Strategic Plan, UNDP Yemen Country Programme Document, Sustainable Development Goals, and Kingdom of Saudi Arabia’s Strategic Objective of Humanitarian and relief.

- a) UNDP Strategy: Advance poverty eradication in all its forms and dimensions
- b) UNDP Country Programme Document: Goal to improve lives and build resilience that is equitable, inclusive, people-centred, gender-responsive and human rights-based on increasing food security, creating livelihood options and jobs;
- c) Sustainable Development Goals; 1: No poverty, 2: Zero hunger, 8: Decent work and economic growth.
- d) KSA’s Strategic Objective: Humanitarian and Relief - Deliver KSA’s external humanitarian aid and relief, develop strong partnerships with leading humanitarian organizations, and develop an effective process to respond to humanitarian crises quickly and effectively.

2.3 Guiding principles

- There is no one-size-fits-all. There is a need to take a multi-pronged approach with measures to:
 - Address mismatches between available jobs and skills of youth which limit access to employment opportunities.
 - Promote youth entrepreneurship with the aim of encouraging the growth of sustainable enterprises, including cooperatives and social enterprises, in rural and urban areas.
- Youth are part of the solution. Their voices should be heard, their creativity engaged, and their rights respected in dealing with the youth employment crisis.
- Social and environment safeguards: the project will be cognizant of human rights, gender equality and environmental considerations for sustainable development.

2.4 Building on previous Kingdom of Saudi Arabia (KSA)-funded project achievements

Phase I of the project was implemented over the period 15 November 2020 to 30 June 2022. The project results have exceeded the plan despite the challenges faced in the north and the short implementation time after the relocation of activities to the south. The project reached 1,039 beneficiaries (72% women, 28% men) with business training, technical training, and in-kind grants against 1,035 planned. The breakdown of the reached beneficiaries per sub-output is 490 in food processing, 356 in textiles and handloom production; and 193 in technical skills.

As a result, an average 87% per cent of the beneficiaries across the three project components reported opening their own businesses or working in the private sector, while 87 percent of them reported increased income due to project support. With these results and the testimonies of sample beneficiaries, the project has achieved its objectives and contributed to the UNDP CPD outcome that Yemenis improve their livelihoods and access inclusive productive services.

The project has also contributed to gender equality and the economic empowerment of women. Female beneficiaries account for 72 per cent of the direct beneficiaries at the end of the project. The supported women are now providing services to the community, contributing to their households’ incomes, and meeting household needs, including supporting the education of their children. Such new roles have earned them recognition of their families and respect in their communities.

Key results of the project achieved were as follows:



- 1,035 Young men and women in Hadhramaut and Lahj are provided with vocational, technical, and entrepreneurial skills and support.
- 490 Households benefited from training on agro-business excess food processing.
- 355 youth and women trained on textile and handloom production.
- 190 youth and women trained on technical skills.
- 5,106 Households and communities have enhanced their awareness in COVID-19 prevention.
- Out of the project total target of 1,035 beneficiaries 72% were female beneficiaries.

However, the needs are still huge. The conditions and vulnerabilities such as the conflict, lack of income, collapse of the economic and health systems have not changed. Additional support is needed to respond and build resilience of the conflict and pandemic affected communities in a sustainable manner.

Phase II of the project has two outputs: Vocational Skills and Business Management Training. The project will build beneficiaries' capacities in five areas, three expanded from Phase I, namely a) food processing, b) textiles and handloom, and c) vocational skills such as car mechanics, carpentry, cell phone repairs and home appliance maintenance. The two new areas are d) veterinary services, and e) solar energy systems installation and maintenance. These activities were added as a response to a recent assessment conducted under phase I which showed a demand for such services.

UNDP will ensure that women represent 30 percent of the project beneficiaries by giving them more opportunities in courses such as handlooms, food processing, and cell phone maintenance to balance against other technical courses with more males such as car mechanics and home appliance maintenance.

2.5 Theory of change

The theory underpinning the project is that, **IF** youth and women in selected districts are provided with market-linked vocational, technical and business skills support and **IF** their entrepreneurial skills are nurtured to initiate or resuscitate self-enterprises, **THEN** new business and income generating opportunities are created; and **THEN** employability and engagement in economic and livelihood initiatives **AND** productivity and incomes for young men and women in targeted areas will be increased resulting in improved well-being and resilience among Yemenis.

III. RESULTS AND PARTNERSHIPS

3.1 Project Results

The overall objective of the project is to empower rural young men and women with relevant skills and support to enhance their employability and productive engagement in economic and local recovery activities. The project's specific objectives are:

- A. To build market driven vocational and technical skills of conflict-affected young men and women in targeted districts.
- B. To enhance the business and entrepreneurial skills of youth that have been provided with vocational and technical skills training.
- C. To support value chain development in highly promising business areas.

These efforts contribute to and complement efforts by other UNDP projects, humanitarian, and development players in Yemen for economic recovery and livelihood restoration which will lead to improved well-being and resilience among Yemenis.

A. To build market driven vocational and technical skills of conflict-affected young men and women in targeted districts.

The vocational and skills training will be market-based and implemented with gender, crisis, and disaster-risk sensitivity, to contribute to peace, stability, and disaster resilience. The project activities and selection of vocational areas will be informed by results of a needs assessment carried out in Lahj and Hadramout governorates under Phase 1 of the project, and the analyses (below) which will be carried out in new governorates. The needs assessment conducted under Phase 1 confirmed the need for vocational training in food processing, weaving fishing nets, textiles and handloom, boat engines repairs, solar systems maintenance and installation, carpentry, car mechanics, cell-phone maintenance, and maintenance of household appliances.

The analysis includes:

- **A Capacity assessment** will address the capacities of all stakeholders involved directly or indirectly with the VST initiatives – potential implementing partners, relevant national and local government bodies, vocational training institutions, employers' associations, trade associations, microfinance institutions etc.
- **A Market analysis** to examine markets for goods and services, labour markets, and value chains to enable the VST initiative to match the demand for skills in the labour market and enable graduates to gain sustainable employment or successfully pursue their own businesses. It will also examine female workers' access to opportunities in different occupations and sectors.
- **A Conflict analysis and disaster risk assessment** to gain an understanding of how crisis-affected people, private sector participants, and parties to the conflict might be involved either positively or negatively in project activities, how local power systems and networks are likely to influence project processes and results, and how the project can assist in building peace and disaster resilience.

The training curriculum will be informed by the findings of the market analysis and the profile of the target group and interests.

As was the case in Phase 1, criteria for selecting project beneficiaries will be developed with crisis-affected communities and other stakeholders, placing a priority on women, youth and other vulnerable groups like the disabled. Once the target groups are selected, a profile of their existing knowledge, skills, experience, and interests is developed, upon which VST initiatives are built, in line with market demand.

Selection Criteria:



General selection criteria:

- The project will target the most vulnerable households including IDPs or returnees, households with at least three members, households with limited income, youth above the age of 18 who do not have formal education, disabled persons, and female headed households that are working in the same field of the support.
- To be between 18-45 years old.
- To show interest, contribution, and participate in the project activities.

Sub-sector specific criteria:

- Food processing: food producers have interest and have worked in fisheries, agriculture, or the livestock sector, and are aged between 18-45. We had to go above 35 as the emigration percentage among the youth is very high in the targeted areas, and as those older candidates are more connected to farming and livestock breeding careers, so they are more qualified for the food processing intervention.
- Maintenance: to be a graduate from a vocational and technical institute, or to have at least one year experience and interest in the vocational skills field.
- Vet services: to be a practicing vet who is impacted by the conflict and could not continue providing his services. In areas where there are no qualified vets, as is the case in most of Al-Mahra governorate, the beneficiary should be a college graduate and interested in providing animal health services.

The support excludes:

- Members of the community committees in the targeted areas. This is to avoid conflict of interest as the committee committees are responsible for proposing the initial lists of beneficiaries.
- Relatives of the beneficiary up to the third grade (father, son, brother, sister) or husband in the same household. Relatives in separate households with separate kitchens will not be excluded. The unit for targeting is the household, and the objective of the project is to improve the household's income. Therefore, to ensure fairness and reach, the project will target only one person from each household.
- HHs that received pervious support from other projects/programs.

The project will provide start-up in-kind grants to prospective entrepreneurs who provide viable business plans upon completion of VTS and business training programmes. Winning proposals will be selected through a competitive process, which may include innovation challenges.

UNDP is working with the Small and Micro Enterprise Promotion Service (SMEPS) under this project and will assess the feasibility of expanding the VST providers to include government-run institutions, Non- governmental Organisations (NGOs), Community-Based Organisations (CBOs), or private institutions. The capacity assessment will provide useful information on other potential VST and business skills providers and formulating a roadmap for developing their capacity to deliver services in a sustainable and high-quality manner.

B. To enhance the business and entrepreneurial skills of youth that have been provided with vocational and technical skills training.

The business and entrepreneurship skills development (BESD) initiative aims to transform young people from job seekers to job creators, to create a new range of enterprises operated by young innovative entrepreneurs, to stimulate micro, small, and medium enterprise development, and to generate new employment. This component builds on the skills acquired from the VST and aligned with market demand. BESD training will build the confidence of young people to take charge of their own futures in their chosen areas of work and contribute to local economic recovery.

The project will also facilitate the exposure of youth to employment and income-generation opportunities in an extensive range of promising sectors, both governmental and non-governmental by coordinating exchange visits to and interaction with successful youth projects and initiatives and trade shows. The project will also train qualifying

business and entrepreneurship skills development graduates as mentors to ongoing business coaching and mentoring to budding entrepreneurs.

C. To support value chain development in highly promising business areas.

Value chain development initiatives will support the self-employment pursuits of VTS and BESD graduates by acquainting them with opportunities in their respective areas (food processing, textiles and handloom, boat engines repairs, solar systems maintenance and installation etc). Linkages with UNDP and other UN agency programmes will also be pursued to accommodate VTS graduates who choose to pursue employment opportunities upon completion of training.

3.1 Details of direct and indirect beneficiaries

Classification	18 or Older		Under 18 years of age**		Total	%
	Women	Men	Girls	Boys		
	30%	70%				
Host communities 70%	322	751	NA	NA	1,073	70%
Internally displaced persons 25%*	115	268	NA	NA	383	25%
Refugees 0%**	0	0	NA	NA	0	
Other Persons with Disabilities-PWDs (1%) and disadvantaged groups	23	54	NA	NA	77	5%
Total direct	460	1073	0	0	1,533	100%
Indirect beneficiaries					8,946 ¹	
Total beneficiaries					10,479	

*The percentage for persons with disabilities has been reduced based on UNDP experience from other projects in addition to the nature of the project which requires specific physical skills that may not be suitable to all disabled persons.

**The project didn't put a number for refugees because it targets rural areas while refugees are in the main cities, but they will be in considered if they are found in target districts.

*** The project targets out-of-school youth who, in most cases are above 18 years.

3.2 Project activities and outputs

The project has two outputs:

Output 1: Young men and women are provided with market driven vocational and technical skills and support.

Vocational and technical skills will be delivered to 1,533 young men and women from 9 governates and 22 districts. The vocational skills training will be offered in five skills categories: 1) food processing; 2) textile and handloom production (expanded); 3) car mechanics, carpentry, cell phone repairs and boat and home appliances maintenance; 4) veterinary services; 5) solar energy systems installation and maintenance (new).

A. Food processing

This activity will be expanded from the previous fund in the same districts but within new sub-districts and three new districts. Young men and women in the selected agriculture producing districts will be equipped with agro-processing skills, focusing on agricultural commodities produced in their areas – vegetables (tomatoes, cucumber, okra, etc.) and fruits, in addition to production and packaging of pastries and sweets. The project will train and introduce the targeted youth and women to environmentally friendly and affordable food processing and conservation techniques and link them to markets through workshops, field visits, fairs, producers' groups. This

¹ Based on average family size of 7 people



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initiative will help reduce post-harvest losses, ensure food availability during the lean season, stabilize prices of commodities especially during off-season and increase incomes for both farmers and local agro-processors. The trainees will be provided with relevant start-up kits to enable them to effectively utilise the newly acquired skills. A kitchen kit costs around \$700 and it contains items such as kitchen utensils, oven, preservatives, gas cylinder and appliances. The final evaluation of Phase I found that training many beneficiaries from the same area threatens sustainability as it results in greater supply. This finding has been considered in the design of phase II.

Breakdown of beneficiaries and budget at district level: agro-food processing

Governorate	Districts	No. of Beneficiaries	Type of tools	Cost of training tools USD	Total value of tools USD	Technical Training cost	Total Budget USD
Hadramout	AlQaten	59	Cooking set	700	41,300	22955.8	64,255.80
Lahj	Tuban	90	Cooking set	700	63,000	35017.5	98,017.50
Lahj	Al Qabaitah	100	Cooking set	700	70,000	38908.3	108,908.30
Taiz	Al Shamayatain	60	Cooking set	700	42000	23345	65,345
Taiz	Mouza	30	Cooking set	700	21000	11672.5	32,672.50
Taiz	Al Waziya	30	Cooking set	700	21000	11672.5	32,672.50
Marib	Marib	50	Cooking set	700	35,000	19454.16	54454.16
4	7	419			293,300	163,026.76	456,325.76

B. Textile and handloom production (expanded)

This activity will be expanded to new districts due to existing need. The project will target two products under this output for textiles and handloom:

Ma'awaz handloom: the project will expand to new districts and governorates that were not reached in Phase I. The Ma'awaz, a traditional Yemeni piece of clothing for men, is an old local industry in these districts that has been expanded since 2015 as an alternative means of income after the failure of the government to pay salaries regularly.

The project will provide the target beneficiaries with handloom sets and train them on the best techniques for quality production. The cost for a handloom is \$700 and it contains an integrated loom, scissors, needle, wrap yarn, shed stick, dowel, a thread winding machine, a zigzag sewing machine, iron and threads. The final determination of the kit items will be done after the beneficiaries training because it depends on what items they already have and what items they will need.

List of the Ma'awaz handloom kit items

Item	Quantity	Unit Price \$	Total \$	Notes
integrated handloom	1	310	310	
blends	5	5	25	5 for each loom
Thread winding machine	1	45	45	
Zigzag sewing machine	1	200	200	
Iron	1	50	50	
Threads balls	1			
Total			700	

Sewing and embroidery: The needs assessment conducted in Phase 1 revealed that considerable number of the people require training and financial support to either start or expand their clothing business. Provided that clothing, especially locally customized designs are part of the community needs and because such activities have proven to generate income, especially for women, the project will provide the selected women and young men with practical training coupled with in-kind grants in the form of sewing tools and inputs to either open new or expand existing sewing businesses. This component will priorities women. The cost for this activity is \$700 and it contains a sewing machine, a zigzag sewing machine, iron, and threads. The final determination of the kit items will be after the beneficiaries training because it will depend on items they already have and items they will need.

List of the sewing toolkit items

Item	Quantity	Unit Price US\$	Total US\$
Zigzag sewing machine	1	200	200
Sewing machine	1	150	150
Iron	1	50	50
Cupboard/ shelf for showing and keeping the goods	1	250	250
Fabric for the textile beneficiaries (Meter)	25	2	50
Total			700

Breakdown of beneficiaries and budget at district level (textiles and handloom)

Governorate	District	Type of Kit	Cost per Kit US\$	Beneficiaries	Total cost of Kits US\$	Technical Training Cost US\$	Total Budget US\$
Hadramaut	Ash shihr	Handloom kit	700	20	14,000	8,663.14	22,663.14
Shabwah	Ar rawdah	Handloom kit	700	40	28,000	17,326.29	45,326.29
Ad dhale'e	Ad dhale'e	Sewing kit	700	50	35,000	17,130.00	52,130.00



Ad dhale'e	Al azariq	Sewing kit	700	60	42,000	20,555.40	62,555.40
Aden	Dar Saad	Sewing kit	700	65	45,500	22,268.35	67,768.35
Al Maharah	Al ghaydah	Sewing kit	700	30	21,000	10,277.70	31,277.70
Hadramaut	Ash shihr	Sewing kit	700	20	14,000	6,851.80	20,851.80
Lahj	Al Qabaitah	Sewing kit	700	60	42,000	20,555.40	62,555.40
Lahj	Radfan	Sewing kit	700	60	42,000	20,555.40	62,555.40
6	8		700	405.00	283,500.00	144,183.48	427,683.48

C. Technical skills (expanded)

This activity will be expanded to new districts to confirmed demand for vocational and business skills in targeted areas. Under this activity, the project will train selected young men and women on car mechanics, carpentry, aluminium works, cell phone repairs, and boat and home appliances maintenance. The training usually takes from 90-120 hours depending on the type of technical training. For example, car mechanics training requires about 115 hours, while home appliance maintenance requires 60 hours. The trainees will be provided with relevant tool kits to enable them to effectively utilise the newly acquired skills. The kits vary from one technical vocation to another and they include the following:

- An aluminium works kit contains items such as aluminium machine saw, 45 -degree angle aluminium alloy, and mitre saw. The final determination of the kit items will be after the beneficiaries training because it will depend on items they already have and items they will need.

List of the aluminium works toolkit items

Item	Quantity	Unit Price US\$	Total US\$
Aluminium machine saw	1	350	350
Small rotary tool spiral guide aluminium alloy drill bit	1	30	30
45-degree angle aluminium alloy	1	25	25
Aluminium Precision Measuring Tool Set Square Workshop Work shop Spirit Level 12" (300mm	1	35	35
Aluminium alloy workbench wedge brake stops seat clamp	1	40	40
80mm penguin sheet metal angle bending tool.	1	45	45
Precise stainless steel piece measuring tools aluminium combination square.	1	30	30
Mitre saw	1	200	200
Pneumatic stapler	1	300	300
Jig Saw	1	300	300
Manual saw	1	20	20
Hand drill	1	50	50
Iron hand hammer set	Set	50	50
Meter tape set	Set	50	50
Electric drill	1	50	50
screw driver set tools	Set	25	25
Total			1,600

- **A carpentry kit** contains items such as a hand saw, right angle ruler, hook, and an electric saw. The final determination of the kit items will be after the beneficiaries training because it will depend on items they already have and items they will need.

List of the carpentry toolkit items:

Item	Quantity	Unit Price US\$	Total US\$
Manual carpentry tools:			
Manual saw	1	6	6.00
Angle	1	5	5.00
45 degree angle	1	5	5.00
Hook	1	13	13.00
Hand drill	1	10	10.00
Hand planer	1	10	10.00
Meter tape	1	30	30.00
Chisels of different sizes	1	5	5.00
Hand sharpener soft and	1	3	3.00
Iron hand hammer	1	7	7.00
Wood hand hammer	1	2	2.00
Locking wrench	1	5	5.00
Vise	1	40	40.00
Electric tools:			
Electric drill	1	100	100.00
Pneumatic manual stapler 30m or 50m	1	30	30.00
Abrasive	1	185	185.00
Smoothing machine	1	200	200.00
Jig Saw	1	298	298.00
Arkit saw	1	240	240.00
Hand wood milling tool	1	75	75.00
Electric tightening vise	1	74	74.00
Hand spray gun	1	60	60.00
Miter saw	1	197	197.00
Total			1,600.00

- **Car mechanics kit** contains items such as 3-ton hydraulic car lift, a cylinder for installing the hooks, an engine pressure gauge, an engine oil pressure gauge. The final determination of the kit items will be after the beneficiaries training because it will depend on items they already have and items they will need.

List of the car mechanics toolkit items

Item	Quantity	Unit Price US\$	Total US\$	Comments
Movable jack 3 tons	1	215	215	Made in Germany, Italy, or Spain
Manual jack	1	50	50	Made in Germany, Italy, or Spain
Valves unlock tool	1	140	140	Made in Germany, Italy, or Spain
Valve installation tool	1	21	21	Made in Germany, Italy, or Spain
Piston installation tool	1	10	10	Made in Germany, Italy, or Spain



Engine pressure testing tool	1	297	297	Made in Germany, Italy, or Spain
Leak detector	1	297	297	Made in Germany, Italy, or Spain
Voltmeter	1	65	65	Made in Germany, Italy, or Spain
Oil pressure gauge testing device	1	100	100	Made in Germany, Italy, or Spain
Brakes changing tool	1	30	30	Any type
Springs unlock tool	1	20	20	
Connecting rod head removal tool	1	30	30	
Claw bearing release tool	1	21	21	
Manual abrasive	1	182	182	
Manual drill	1	100	100	
A ruler for checking the engine head and cylinder	1	7	7	
Brakes oil change tool	1	15	15	
Total			1600	

- **Cell phone maintenance kits** contain items such as a steam iron, steelhead, iron screens, and avometer, welding hood, insulation wire, magnifying glass, and a laptop. The final list of items will be determined after the beneficiary training as it will be clear then what items each beneficiary already has and what others are needed.

List of cell phone maintenance toolkit items

Item	Quantity	Unit Price US\$	Total USD
Steam soldering iron + solid tip	1	64	64
Screen soldering iron	1	57	57
Avometer	1	8	8
Power supply	1	58	58
Silicone dryer	1	2	2
Board holder	1	3	3
Screwdriver	1	16	16
Tweezers	1	6	6
Cutter	1	3	3
Magnifying glass	1	8	8
Soldering vacuum pump	1	3	3
Soldering cable	1	4	4
Soldering head	1	3	3
Glue	1	1	1
Silicone	1	3	3
Two-side sticker	1	2	2
Insulation cable	1	3	3
Screen cable	1	3	3
Screen removing tool	1	3	3
Laptop	1	550	550

Total				800
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- **Boat Maintenance kit** contains screwdrivers, wrenches, abrasive, fiberglass, glue, and filling materials for boat breaks and holes.

List of boat maintenance toolkit items

Item	Unit	Quantity	Unit Price US\$	Total USD
Small manual abrasive	Abrasive	1	32	32
Large manual abrasive	Abrasive	1	82	82
Small manual drill	Drill	1	30	30
Medium manual drill	Drill	1	100	100
Large manual drill	Drill	1	165	165
Small size ratcheting box wrenches (3-22)	Stand	1	30	30
Dozen of box-end wrenches (5-32)	Stand	1	38	38
Small plastic hammer	Hammer	1	3	3
Medium iron hammer	Hammer	1	4.5	4.5
Small iron hammer	Hammer	1	2.4	2.4
Dozen of large square screwdrivers	Stand	1	12	12
Dozen of small square screwdrivers	Stand	1	7	7
Multi-bit ratcheting screwdrivers soft and rough	Screwdriver	1	10	10
Multi-bit ratcheting screwdrivers soft	Screwdriver	1	9	9
Small iron sharpener	Sharpener	1	4	4
Medium iron sharpener	Sharpener	1	6.5	6.5
Regular or ring iron sharpener	Sharpener	1	2	2
Soft brush	Brush	1	2.5	2.5
Rough brush	Brush	1	3	3
Wire brush	Brush	1	2	2
Small putty knife	Knfe	1	1.5	1.5
Large putty knife	Knfe	1	2	2
Small pliers	Pliers	1	3.6	3.6
Medium pliers	Pliers	1	7	7
Large pliers	Pliers	1	11	11
Fiber glass materials	Set	1	230	230
Total				800

- **Home appliances maintenance kit** contain screwdrivers, cutters, voltameter, wrenches, peeling knife, hammer, Teflon filling device, and Teflon gas cylinder (for refrigerator and air conditioners maintenance).

NOTE: The final determination of the components of the tools kit will be made after the beneficiaries training. There might be some change to the type of items depending on what beneficiaries already have of items and the items they will need.

List of home appliances maintenance kit items

Item	Unit	Number	Unit Cost US\$	Cost USD
Voltimeter	Device	1	25.00	25.00
Small size ratcheting box wrenches (3-22)	Set	1	50.00	50.00
Medium size ratcheting box wrenches(6-24)	Set	1	65.00	65.00
Set of box-end wrenches (5-32)	Set	1	25.00	25.00
Small plastic hammer	Hammer	1	5.00	5.00



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Small or medium iron hammer	Hammer	1	12.00	12.00
Set of large and small square screwdrivers	Set	1	8.00	8.00
Regular or ring iron sharpener	Sharpener	1	7.00	7.00
Small cutter	Cutter	1	4.00	4.00
Medium cutter	Cutter	1	6.00	6.00
Larger cutter	Cutter	1	4.00	4.00
Large/small putty knife	Knife	1	3.00	3.00
Freon filling device	Device	1	130.00	130.00
Freon gas cylinder	Cylinder	1	60.00	60.00
Solar system in case there is no electricity	System	1	396.00	396.00
Total			800	800

Besides, the beneficiaries can be provided in kind support to buy a motorcycle to ease their mobility and reach customers in rural areas.

Breakdown of beneficiaries and budget at district level (technical skills training)

Governorate	District	Type of kit	Cost per Kit US\$	Beneficiaries	Total cost of Kits US\$	Individual Technical Training Cost US\$	Total Technical Training USD	Total Budget US\$	Sector
Abyan	Ahwar	Boat maintenance kit	800	10	8000	325.087	3,250.87	11,250.87	Technical skills
Abyan	Ahwar	Cellphone maintenance kit	800	10	8000	325.087	3,250.87	11,250.87	Technical skills
Abyan	Khanfir	Boat maintenance kit	800	10	8,000	325.087	3,250.87	11,250.87	Technical skills
Abyan	Khanfir	Cellphone maintenance kit	800	20	16,000	325.087	6,501.74	22,501.74	Technical skills
Ad dhale'e	Ad dhale'e	Home appliances maintenance kit	800	20	16,000	325.087	6,501.74	22,501.74	Technical skills
Ad dhale'e	Ad dhale'e	Cellphone maintenance kit	800	20	16,000	325.087	6,501.74	22,501.74	Technical skills
Ad dhale'e	Ad dhale'e	Carpentry kit	1600	15	24000	1042.877	15,643.16	39,643.16	Technical skills

Ad dhale'e	Ad dhale'e	Car maintenance kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Ad dhale'e	Al azariq	Carpentry kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Ad dhale'e	Al azariq	Car maintenance kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Al Maharah	Al ghaydah	Carpentry kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Al Maharah	Al ghaydah	Car maintenance kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Al Maharah	Huswain	Carpentry kit	1600	10	16,000	1042.877	10,428.77	26,428.77	Technical skills
Al Maharah	Huswain	Car maintenance kit	1600	14	22400	1042.877	14,600.28	37,000.28	Technical skills
Hadramaut	Tareem	Carpentry kit	1600	8	12,800	1042.877	8,343.02	21,143.02	Technical skills
Hadramaut	Tareem	Car maintenance kit	1600	8	12,800	1042.877	8,343.02	21,143.02	Technical skills
Hadramaut	Tareem	Alumnum works	1600	6	9,600	1042.877	6,257.26	15,857.26	Technical skills
Hadramaut	Tareem	Cellphone maintenance kit	800	8	6,400	325.087	2,600.70	9,000.70	Technical skills
Hadramaut	Tareem	Home appliances maintenance kit	800	9	7200	325.087	2,925.78	10,125.78	Technical skills
Lahj	Ras Al-Arah	Cellphone maintenance kit	800	15	12000	325.087	4,876.30	16,876.30	Technical skills
Lahj	Tuban	Cellphone maintenance kit	800	10	8,000	325.087	3,250.87	11,250.87	Technical skills
Lahj	Tuban	Home appliances maintenance kit	800	10	8,000	325.087	3,250.87	11,250.87	Technical skills
Shabwah	Rudum	Cellphone maintenance kit	800	20	16000	325.087	6,501.74	22,501.74	Technical skills



Taizz	Salah	Cellphone maintenance kit	800	15	12,000	325.087	4,876.31	16,876.31	Technical skills
Taizz	Salah	Home appliances maintenance kit	800	15	12000	325.087	4,876.31	16,876.31	Technical skills
Marib	Marib	Cellphone maintenance kit	800	15	12,000	325.087	4,876.31	16,876.31	Technical skills
Marib	Marib	Home appliances maintenance kit	800	16	12,800	325.087	5,201.39	18,001.39	Technical skills
8	12.00			334	356,000.00	16,673.04	188,253.77	544,253.77	

The carpentry training spans over 21 days (4-5 hours per day) and covers the following themes:

- Production of furniture models such as making a wooden desk, the making of a zipper wheel for four shelves, making a double bed, making a wardrobe with a hairdressing stool.
- Making a door and window,
- Using spraying machines (spray gun) and the correct colouring methods during spraying.

The car mechanics training spans over 23 days (4-5 hour per day) and covers the following themes:

- Occupational hazards and ways to prevent them.
- The correct methods for maintaining the tools, equipment and cleanliness of the workshop.
- Understanding the types of engines and the quad and dual thermal cycle, the lubrication of engine parts and transmission devices and their calibration.
 - Maintenance of the engine head and its internal parts.
 - Diagnosis and maintenance of engine cooling and lubrication malfunctions.
 - Maintenance of the modern and old gasoline fuel cycle.
 - Electronic injection system service.
 - Diagnosis of engine malfunctions using the pressure and leakage device.
 - Gearbox maintenance.
 - Diagnosis and maintenance of clutch group malfunctions and repairing them.
 - Diagnosis and maintenance of brake malfunctions and repairing them.
 - Diversion (axis).

The cell phone maintenance training takes 21 days and covers the following themes:

First: Mobile Maintenance

- Modern workshop and how to use it.
- Minor malfunctions.
- Medium malfunctions.

- Heavy malfunctions.
- Understanding the measurements.
- Installing electronic chips.
- Repairing mechanical faults.
- Repairing electronic faults.

Second: Mobile Programming

- Systems and how to update drivers.
- 3G in all ways.
- Codes and how to break them.
- Protection
- Box Z3X
- Box octopus
- Withdrawal of systems
- Understanding the tools and how to deal with them via the Internet.
- Decoding the codes by using the tool.
- Skipping the accounts
- Decoding the pattern.
- How to revive dead devices

The **home appliances maintenance training** takes 14 days (4-5 hours per day) and covers the following themes:

- Maintenance of simple and compound household electric washing machines, especially replacing the original braid when it is damaged.
- Repairing mechanical faults and replacing them with new parts.
- Maintenance of home potter in terms of:
 - o How to raise and increase the low eye torch.
 - o How to repair and maintain gas leakage from the key head.
- Gas weight in the cooker oven.
- How to fix loud noise in the vacuum cleaner motor after installation.
- Maintenance and repair of electrical malfunctions with electronic part.
- Maintenance and repair of electronic voltamatic washing machine malfunctions. If available in the area.
- Maintenance and repair of electronic household vacuum cleaners.
- Hair dryer maintenance and repair.

D. Veterinary Services (New)

This is a new activity designed to meet high demands for veterinary services in rural areas where access to animal health services is increasingly challenging due to the conflict and inability of the few practicing vets to cope with the crisis and pressure of financial inflation and needs to feed their families. UNDP assessments revealed high demand for veterinary services in most of rural Yemen, especially in remote areas. Several individual accounts report that livestock are perishing in areas even close to big cities due to diminishing veterinary care while they are an important source for rural livelihoods. The project will target 120 vets and animal health workers in 5 districts across 5 governorates. Depending on needs and availability of vets, the project will have two schemes under this activity:

Scheme I: Support to existing vets who have been affected by the crisis and lost their capacity to provide vet services. These vets will be provided a short refresher training, and a small kit to revive their businesses. Usually, vets have their own clinics with the primary medicines, so the project will support them revive and replenish those clinics to enable them to continue service provision to the local community and maintain a source of income.

Vets under scheme I will be provided with clinic furniture kits to replenish their clinics and they contain primary medicines, surgical tools, and necessary furniture such as shelves and cupboards. A kit costs US\$600.

Scheme II: where vets are not available such as is the case in most of Al-Mahra governorate, the project will explore the option of selecting interested college graduates preferably of agriculture or veterinary majors for one-month intensive vet training course as animal health workers. After passing, they will be provided with workers



kits. This scheme is designed to meet the needs for vet services in remote areas like Al-Mahra, where there are no practicing vets from the same areas and practicing vets from other governorates do not prefer to stay.

Workers kits contain primary medicines and clinic furniture, in addition to a motorcycle that will be used to reach clients in the remote rural areas. A beginner's kit costs US\$1800.

The vet kit usually contains automatic drencher, hoof cutter for cattle, cloven feet scissors for sheep, castrator for sheep, thermometer, metric scale (animal weight tape measure), veterinary medical bag, as well as a motorcycle with three tires for livestock transport. The final determination of the kit items will be after the beneficiaries training especially for the existing vets as it will be known only after training what items they need and what items they already have.

List of vet toolkit items

Item	Unit	Quantity	Unit Price US\$	Total USD
Automatic Drencher	pc	1	90	90
Hoof cutter for cattle	pc	1	58	58
Cloven feet scissors sheep	pc	1	15	15
Castrator for sheep	pc	1	22	22
Thermometer	pc	1	10	10
Metric scale (Animal Weight tape Measure)	pc	1	45	45
Veterinary Medical Bag	pc	1	2	2
Disposable Mask	packet	1	12	12
Medical gloves/Latex Gloves (100 pcs packet)	packet	1	5	5
Medical Forceps (forceps (without teeth)	pc	1	5	5
Surgical scissors	pc	1	3	3
Kidney dish	pc	1	5	5
Disposable syringe 5ml (100 pcs packet)	packet	1	8	8
Disposable syringe 10 ml (50 pcs packet)	packet	1	10	10
Disposable syringe 20 ml (25 pcs packet)	packet	1	2	2
Medical gauze	packet	1	2	2
Medical cotton roll (12 rolls packet)	packet	1	5	5
Iodine (1litre)	bottle	1	8	8
Spring balance	pc	1	7	7
Aerosol, wounds spry, Alamycine-140 gm	jar/tin	1	5	5
Multivitamin inj - 100ml	bottle	2	5	10
AD3E vitamin inj - 100 ml	bottle	2	5	10
Ivermectin 1% inj - 100 ml	bottle	1	5.5	5.5
Laxavet powder 100 gm	packet	4	2.5	10
Bloat-Zal syrup - 100 ml	bottle	4	2.5	10
Diaclean powder - 12 gm sachets	packet	4	5	20
Albendazole 2,5% - 1 liter	bottle	2	6	12
Mangezal Ointment - 200 gm	bottle	3	4	12
Udderine Ointment - 200 gm	bottle	3	1	3

Eye Ointment - 5 gm	tube	4	1	4
Phosphorus powder	kg	3	2.5	7.5
Mineral block	kg	2	3	6
Avisal (minerals powder)	packet	2	3	6
Clinic Furniture				
Cupboard	Cupboard	1	165	165
Animal check table	Table	1	150	150
Fridge	Fridge	1	250	250
Motorcycle	Motorcycle	1	800	800
Total				1,800.00

The training focuses on the following themes:

- Occupational safety and principles of animal health,
- Epidemiological surveillance,
- Major animal diseases in Yemen,
- Common diseases,
- Veterinary medicine and safe use,
- Modern technologies for raising livestock,
- Disease control,
- Minor surgeries, and
- Veterinary extension.

Breakdown of beneficiaries of veterinary services training and tool kit and budget by district

Governorate	District	Type of Kit	Cost per Kit US\$	Beneficiaries	Total cost of Kits US\$	Individual Training Cost	Total Technical Training Cost US\$	Total Budget USD
Al Maharah	Al Ghaydah	Workers kit	1,800	21	37,800	3,165.92	66,484.32	104,284.32
Hadramaut	Al Mukalla	Workers kit	1,800	5	9,000	3,165.92	15,829.60	24,829.60
Lahj	Al Maqatera	Workers kit	1,800	5	9,000	3,165.92	15,829.60	24,829.60
Marib	Marib	Workers kit	1,800	6	10,800	3,165.90	18,995.40	29,795.40
Shabwah	Merkhah as sufla	Workers kit	1,800	5	9,000	3,165.92	15,829.60	24,829.60
Al Maharah	Al Ghaydah	Clinic furniture kit	600	5	3,000	679.15	3,395.77	6,395.77
Hadramaut	Al Mukalla	Clinic furniture kit	600	20	12,000	679.15	13,583.10	25,583.10
Lahj	Al Maqatera	Clinic furniture kit	600	20	12,000	679.15	13,583.10	25,583.10
Marib	Marib	Clinic furniture kit	600	15	9,000	679.15	10,187.33	19,187.33
Shabwah	Merkhah as sufla	Clinic furniture kit	600	20	12,000	679.15	13,583.10	25,583.10
5	5			122	123,600.00		187,300.92	310,900.92

E. Solar energy systems installation and maintenance (new)

This is a new proposed area of work to support the growing solar energy sector in Yemen. Yemenis turned to solar energy after the crisis due to the collapse of the national electricity grid and the scarcity and high price of fuel to



power their homes, run small businesses or pump water for agriculture. Since solar energy is relatively new to the country, there is a limited number of technicians who can install and maintain solar systems, especially big systems that are used for irrigation or powering business shops. These technicians are making some sort of monopoly of the service and overcharging the farmers and other users of this form of energy. In order to respond to such a demand, the project will train 252 technicians in 7 districts across 4 governorates. The project will select young people who are either electricity technicians and need refresher training or financial support, or, if not available, young graduates who have the interest and/or relevant qualifications. The trainees will be provided with technical training and upon graduation will be provided with a toolkit. The toolkit contains items such as electric screwdrivers kit, electric paring knife, electric wide-head pliers, cutter, electric wire peeler, electric drill, multi-meter AC, DC, 40A , multi-meter, clamp meter device, battery efficiency checker\test device, files (small and large), compass. The final determination of the kit items will be after the beneficiaries training.

List of solar systems maintenance toolkit items

Item	Quantity	Unit Price US\$	Total USD
Electric screwdriver	1	2	2
Square screwdriver	1	2	2
Rectangular screwdriver	1	2	2
Peeler	1	5	5
Electric wide head pliers	1	6	6
Electric wire stripping machine	1	5	5
Electric wire stripping machine	1	12	12
Nut screwdrivers 8, 10, 12	1	6	6
Iron hammer	1	8	8
Metal meter tape	1	4	4
Wire pliers	1	9	9
Electric drill	1	90	90
Multimeter 40A, DC, AC	1	35	35
Clamp meter	1	25	25
Digital battery tester	1	120	120
Sharpeners (small + big)	1	7	7
Compass	1	6	6
Solar system containing the following:			
Two solar panels 150W	2	70	140
Battery 200A	1	320	320
Cables length 20 meters according to the place of installment (2*10 mm)	1	127	127
Wire (2*10mm) 1 meter	1	12	12
Controller 30A	1	90	90
Inverter 1000W	1	140	140
Cables for connecting the battery to the converter and inverter (10*2mm)	1	27	27
Total			1,200

The grant can include the cost of a motorcycle for transportation to remote areas.

The training is expected to take 20 days and it will cover the following themes:

- Enhancing previous participants' knowledge and skills in selecting and installing solar energy systems,
- Identifying the needs for selecting the components of solar energy systems with a capacity from 600W to 12,9KW,
- Installing solar energy system, and
- Maintenance of solar energy systems.

Breakdown of beneficiaries and budget at district level (solar energy)

Governorate	District	Type of Kit	Cost per Kit US\$	Beneficiaries	Total cost of Kits US\$	Technical Training Cost US\$	Total Budget US\$
Hadramaut	Al Mukalla	Solar system maintenance kit	1,200	40	48,000	63,646.98	111,646.98
Hadramaut	Ash shihr	Solar system maintenance kit	1,200	32	38,400	50,917.59	89,317.59
Hadramaut	Tareem	Solar system maintenance kit	1,200	40	48,000	63,646.98	111,646.98
Lahj	Radfan	Solar system maintenance kit	1,200	30	36,000	47,735.24	83,735.24
Lahj	Ras Al-Arah	Solar system maintenance kit	1,200	30	36,000	47,735.24	83,735.24
Taizz	Al Shamayatain	Solar system maintenance kit	1,200	60	72,000	95,470.48	167,470.48
Marib	Marib	Solar system maintenance kit	1,200	20	24,000	31,823.49	55,823.49
4	7			252	302,400	400,976.00	703,376.00

Output 2: Young vocational and training skills graduates are equipped with business and entrepreneurial skills.

After the beneficiaries finish vocational training, the project will enrol them in an entrepreneurial and financial literacy training course that will be provided by certified business trainers. The training will be structured on a step-by-step basis, from brainstorming a business idea, doing research to look at viability, budgeting and until registration of businesses. The consultants will provide support and guidance to the trainees throughout the course. As the project is designed on the idea of entrepreneurial skills development, all selected beneficiaries will be enrolled in the business management course. This output represents a comparative advantage to other vocational activities conducted by development actors in the country because it complements the technical knowledge with business skills which have been found to be lacking and are inseparable for the success of any business project. Under this output, the project will provide two types of training:

1. A two-week training course for 60 technical consultants on business management and planning. (Consultancy skills and ethics, small business procurement process, finance, safeguards, gender sensitivity, handling grievances, M&E, basic photography and communication, and reporting). The consultants will be engaged with the beneficiaries for 4-6 months.

Breakdown of the Training of Consultants

Governorate	Sum of Beneficiaries	# Consultants	Cost per day \$36	Cost of 10 days US\$
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Abyan	40	2	72.00	720.00
Ad dhale'e	170	6	216.00	2,160.00
Aden	65	2	72.00	720.00
Al Maharah	120	5	180.00	1,800.00
Hadramaut	270	9	324.00	3,240.00
Lahj	440	16	576.00	5,760.00
Marib	123	9	324.00	3,240.00
Shabwah	90	3	108.00	1,080.00
Taizz	215	8	288.00	2,880.00
Grand Total	1,533	60		21,600.00

The training covers the following themes:

- Know the important factors for forming business plans.
- Steps for applying the business plan in the project.
- What to focus on during business planning.
- Introduction to the business consultancy field, and the key requirements for success.
- Building strong relations with clients.
- Decision making in the consultancy field.
- Evaluating the strength and areas that need improvement.
- Introducing the specialization development sources.
- Having a look at the workflow at SMEPS departments and their procedures.

The training will also introduce the participants to the technical aspects of the project such as food processing, textiles and handloom, occupation health and safety (OHS), in addition to the basics of photography for the purpose of documenting the project work.

Training materials – soft and hard materials (soft and hard copies of the training materials and forms), in addition to promotional and safety materials related to COVID-19 awareness.

2. 10 days entrepreneurship and financial literacy training for beneficiaries (7 hours a day). Per diem will cover around 13 days including a weekend and two travel days. The training will cover all the 1533 target beneficiaries. The training takes 60 hours and covers the following themes:
 - Entrepreneur competencies,
 - Project idea,
 - Project plan,
 - Starting a project, project management, and project cycle.

Breakdown of the Training Cost for Beneficiaries

Governorate	Sum of Beneficiaries	Cost per consultant US\$258.57
Abyan	40	10,343
Ad dhale'e	170	43,957
Aden	65	16,807
Al Maharah	120	31,028
Hadramaut	270	69,814
Lahj	440	113,771

Marib	123	31,804
Shabwah	90	23,271
Taizz	215	55,593
Grand Total	1,533	396,388

Workshops

The project will facilitate the creation of formal and informal business agreements between the trainees and suppliers either directly or through producers' groups that will be formed with support from the field consultants. The project will form linkages with banks and microfinance institutions to facilitate the beneficiaries' access to financial loans. Invitations will be extended to their agents to present the institutions' financial service packages.

Workshops will be of three types: linkages workshops with the financial institutions, linkages workshops with suppliers, and linkage workshops with the stakeholders (vocational training institutes, local authorities, and the private sector). The cost for workshops is for venue rental, stationery, coffee breaks, and transportation, per diem.

Component	# of Workshops	Cost per workshop US\$	Total cost US\$
Food Processing	3	4,000	12,000
Solar	3	4,000	12,000
Technical Skills	3	4,000	12,000
Textiles and Handloom	3	4,000	12,000
Vet Services	3	4,000	12,000
Total	15	20,000	60,000

As the beneficiaries will come from different backgrounds and education levels, the project will be modest and expect that 40% of them will make it to opening successful small or micro businesses, but that is a high percentage by all measures.

Cross cutting activities

Covid-19 and health awareness: Given the threat posed by the Covid-19 pandemic, health and hygiene awareness activities are an integrated component throughout the project activities. It will raise targeted households and communities' awareness on the preventive measures of COVID-19, identification of symptoms, referral paths and reporting mechanism in case of suspected cases in health centres and outreach clinics. The project aims to reach all the 8,946 direct and indirect beneficiaries with at least 44 community awareness sessions.

Description	Number
Number of direct beneficiaries	1,533
Number of Indirect beneficiaries	8,946
Total number of people reached	10,479
<i>Health Consultants</i>	24
<i>Awareness Sessions (two sessions per district)</i>	44

The sessions will focus on hygiene promotion and behavioural change messaging on social distancing, the dos and don'ts of COVID-19 (prevention mechanism, promotion aspect on handwashing/sanitizers with 60% alcohol content), frequent handwashing and wearing masks, not to touch eyes, nose, and mouth with hands, social distancing, identification of symptoms, awareness of emergency numbers to call in case of suspected cases, referral paths and reporting mechanism in case of suspected cases in health centres and outreach clinics. The project will distribute awareness brochures and illustrations on masking, hygiene, and social distancing.

Gender considerations: The project will ensure that women represent about 30% of the project beneficiaries by giving them more opportunities in female-suitable courses (fish nets, handlooms, food processing, and mobile



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maintenance) to balance against other technical courses with more male-suitable nature (car mechanics and home appliance maintenance). Moreover, priority will be given to female headed households, female GBV victims, persons with disabilities, and IDPs.

3.2 Project Management and Oversight

- 4 UNDP will ensure effective project management and oversight for quality and timely delivery through a dedicated project and programme team, adequate operational support and guidance from the Country Office units – management support, finance, procurement (contracting), administration, human resources, information and communication technology, and security risk management as well as third party service providers like auditors and a third-party monitoring agency. UNDP will provide oversight and quality assurance of the project and will ensure a dedicated communication and visibility plan in line with KSA's guidelines. UNDP will apply conflict and gender sensitive approaches, and enforce and monitor risks management. The project team will adhere to the monitoring and reporting requirements as per the agreement with KSA to ensure full transparency and compliance with fiduciary responsibilities.
- 5 UNDP will also ensure that all project activities under the KSA grant are closely coordinated and planned with the relevant UN clusters (FSAC, Nutrition, Health and WASH) on operational and technical aspects.

5.1 Stakeholder Engagement

Targeting

The project will be implemented in nine governorates and twenty-four districts as per the table below:

Governorate	District
Abyan	Ahwar, Khanfar
Ad dhale'e	Ad dhale'e, Al azariq
Aden	Daar Saad
Al Maharah	Al-Ghaydah, Huswain
Hadramaut	Al-Mukalla, Al-Qatn, Ash shihr, Tareem
Lahj	Al Maqatera, Al Qabaita, Radfan, Ras Al-Arah, Tuban
Marib	Marib
Shabwah	Ar rawdah, Merkhah as sufla, Rudum
Taizz	Al Shamayatain, Salah, Mawza, Al-Waziya

Beneficiary targeting will be based on newly available data from UN Clusters at the governorate and district level which include all population groups, including the displaced.

- Women's participation: the targeting unit is community, then the household/groups. Within the household/groups, women will be encouraged to participate in the work through specially designed components that suit women's capacities, skills and time-use. The project will attempt to make women 40% of its total direct beneficiaries, giving them priority of selection for suitable activities such as food processing, fishnet weaving, and handloom.
- Youth participation: the youth will be engaged in both community committees and as beneficiaries of the business and vocational skills training.

5.2 Partnership

UNDP has built strategic partnerships with SMEPS as a responsible party in other UNDP projects. UNDP partnership with SMEPS is characterised by well-structured and joint coordination, decision-making and supervision from the start of the project cycle, and a division of labour which contributed to effective implementation. SMEPS has also brought to the table specific inputs, expertise, capacities, and resources that were necessary elements for success, and which together resulted in higher impact on the support to SMEs and agricultural production.

5.3 South-South and Triangular Cooperation (SSC/TrC)

To promote innovation, the project will expose project participants to good practices from existing programmes in the region and beyond.



5.4 Knowledge and Communications

The project will prioritize production of knowledge products to inform programming, demonstrate success and raise awareness and visibility on KSRelief's support. Knowledge products will be shared public on UNDP website in line with the International Aid Transparency Initiative (IATI), KSRelief and media houses as appropriate. UNDP will acknowledge support from KSRelief in all relevant publications and knowledge products produced and funded as part of this project.

5.5 Risks and Assumptions:

#	Description of risk	Type	Impact & Probability	Countermeasures
1	Undue influence, control, and/or obstruction from political and terrorist forces on the management and delivery of the project.	Political	P = 2 I = 5	UNDP implements the project through responsible parties: who are relatively independent from the government. Continuous monitoring of the situation and work collectively with clusters to handle concerns in this regard.
2	Attacks on UNDP's premise and staff, reducing business operations in country	Operational	P = 2 I = 3	Update the Business Continuity Plan for UNDP and partners to ensure continuity of critical
3	Hyper-inflation, fraud, and cash advance management. Financial irregularities and losses will have a negative impact on delivery, credibility, and trust of the stakeholders of the project	Financial	P = 2 I = 4	Transfers advances in US\$ to the RPs. Share and brief partners on UNDP's robust anti-fraud policy Undertake scheduled assurance activities - audits, spot-checking and programme monitoring

5.6 Grievance handling

SMEPS has a Complaints Handling Mechanism (CHM) in place based on its long experience of work in Yemen. The CHM will complement UNDP's corporate Stakeholder Response Mechanism (SRM) throughout the project's lifecycle. The SRM provides an additional, formal avenue for stakeholders to engage with UNDP when they believe that the project may have adverse social or environmental impacts on them; they have raised their concerns with the RP, and they have not been satisfied with the response through the CHM process. The SRM provides a way for UNDP to address these situations systematically, predictably and transparently.

5.7 Sustainability and Scaling Up

UNDP will collaborate with SMEPS to facilitate entry into the communities and for implementation of the project. SMEPS is a well-established and credible national institution that has delivered community development in Yemen for more than a decade. Capacity of SMEPS as a collaborating partner will be assessed and enhanced within the context of the UNDG's Harmonised Approach to Cash Transfer framework and as a sustainability measure. At the community level, the project is expected to pave a way to a more inclusive future in Yemen by actively seeking to build social cohesion, empower communities and foster a role for non-state actors.

The project will also support social cohesion and peace building efforts by providing income and job opportunities, facilitating community dialogue, promoting equality and inclusion, and providing a space for citizen engagement.

III. PROJECT MANAGEMENT

IV.

4.1 Cost Efficiency and Effectiveness

The following will be used to measure and maximize value for money:

- Leveraging partnerships and comparative capacities/expertise: The project will work with SMEPS and other partners at district and local levels. Partners consist of government institutions, specialized UN agencies, civil society, youth and women groups and the private sector. These partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP.
- Investing in documentation and evidence-based programming: The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible. Generated knowledge products will inform replication and scale up of the initiatives.
- Using competitive procurement processes: In the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.

4.2 Project Management

The project will be implemented directly by UNDP using the Direct Implementation Modality (DIM). SMEPS will be engaged as the Responsible Party (RP) in line with UNDP’s rules and regulations on engagement of RPs. The project will be housed under UNDP Yemen Economic Recovery and Resilience Unit (ERRU) and will utilise existing capacities in the unit. A Project Manager under the guidance of the ERRU team leader (funded by another UNDP project) will directly oversee implementation of the project across all the targeted locations, including giving directions to the project team.

A National Project Coordinator will handle the day-to-day coordination, planning and tracking implementation of the activities and report on results. Communication Officer will ensure that the project receives adequate support on communication of the results and higher and wider-level advocacy. A National M&E Officer and a national Finance and Admin Assistant will undertake the project finance and administrative tasks. The Project Team will ensure timely and effective delivery of the results, monitoring, oversight and reporting as well as risk mitigation.

Other UNDP Yemen units - Procurement, Finance, Common Services, Information and Communication Technology, Human Resources, and Management Support will provide relevant support for efficient and effective project delivery. The project will benefit from a wealth of technical and managerial expertise from the UNDP Yemen, regional hub and HQ offices.

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

The Project Manager will support the project at no costs to the KSA funds as their positions are already funded through the ERRY III EU fund.

Table 3. Project Team Staff Composition

	Level	Entry on Duty	Total Cost for Project Duration
National Coordinator	NPSA10	May 2023	34,646.52
Reporting and Communication Specialist	IUNV	May 2023	32,436.39
National M&E Officer	NPSA8	May 2023	23,202.48



Empowered lives.
Resilient nations.

Project Admin and Finance Assistant	NPSA7	May 2023	20,925.76
Value Chain Consultant	SC		36,337.20
Total			\$ 147,548.35

The overall proposed budget and breakdown by component is as follows:

Proposed Component Name	Cost US\$
Output 1: Vocational Skills	2,442,539.91
Output 2: Business Management training	477,987.94
RP operation cost 7%	204,224.43
Project Management and Oversight (including staffing)	465,078.74
UNDP Indirect Cost 7%	253,831.78
	3,880,000

*120k is 3% of M&E value that will be done by KSRelief

UNCF/CPD OUTCOME: Outcome 1: By 2024, people in Yemen, especially women, adolescents and girls and those in the most vulnerable and marginalized communities benefit from better, equal and inclusive access to nutritious food, sustainable and resilient livelihoods, and environmental stability.

Outcome indicator: Indicator 1.1 Proportion of the population experiencing moderate to severe food insecurity (modified Sustainable Development Goal (SDG) 2.1.2) Baseline (2021):16.2 million (54%) Target (2024): 13 million (43%)

Applicable Output(s) from the UNDP Strategic Plan:

Indicative Output(s): Output 1.1. Improved productive infrastructures and assets to increase food security, local economic recovery, and access to services28 GEN 2

Project title and Atlas Project Award – Vocational and Business Skills Training and Support Project Phase II

OVERALL GOAL	INDICATORS	DATA SOURCE	BASELINE		Targets		FINAL TARGETS	DATA COLLECTION METHODS & RISKS
			Value	Year	2023	2024		
To promote economic recovery by empowering youths with multi-sectoral livelihood opportunities in Yemen	1. # of beneficiaries from all project interventions, disaggregated by gender	Third party monitoring (TPM), project monitoring reports	1070	May-23	447	1086	1533	Direct count of beneficiaries by the RP/TPM, project monitoring
	2. % of youth graduates that are productively engaged in part-time, fulltime or self-employment disaggregated by gender and sector	Third party monitoring (TPM), project monitoring reports	Zero	May-23	30%	70%	100%	Direct count of beneficiaries by the RP/TPM, project monitoring
	3. % of targeted households (hosting beneficiary youth) reporting increased income due to project support, disaggregated by gender and sector.	Third party monitoring (TPM), project monitoring reports	Zero	May-23	30%	70%	100%	Direct count of beneficiaries by the RP/TPM, project monitoring



	% of households whose overall living conditions improved as a result of project assistance	Third party monitoring (TPM), project monitoring reports	Zero	May-23	15%	60%	75%	Direct count of beneficiaries by the RP/TPM, project monitoring
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		Targets		FINAL TARGETS	DATA COLLECTION METHODS & RISKS
Output 1: Young men and women are provided with market driven vocational and technical skills and support.	1.1 # of training courses provided during the project period, disaggregated by sector (e.g., Food, mechanic, weaving, veterinary, solar systems etc.)	Training reports,	2	May-23	4	4	8	TPM, project monitoring
	1.2 # of enrolled youths who completed the vocational and technical skills training, disaggregated by gender and sector	Third party monitoring (TPM), project monitoring reports	501	May-23	447	1086	1,533	TPM, project monitoring
	1.3 # of toolkits procured and distributed, disaggregated by sector	Third party monitoring (TPM), project monitoring reports	265	May-23	447	1086	1,533	TPM, project monitoring

	1.4 # of trained youths received toolkits to start-up livelihood activities, disaggregated by gender	Third party monitoring (TPM), project monitoring reports	265	May-23	447	1086	1,533	TPM, project monitoring
	1.5 % of youths demonstrating increased competencies in training program vme skills, disaggregated by gender	Third party monitoring (TPM), project monitoring reports	Zero	May-23	20%	70%	90%	TPM, project monitoring
	1.6 # of trained youths who received start-up grants, disaggregated by gender	Third party monitoring (TPM), project monitoring reports	265	May-23	447	1086	1, 533	TPM, project monitoring
	1.7 % of trained youth starting or expanding own businesses after VST disaggregated by sector	Third party monitoring (TPM), project monitoring reports	Zero	Apr-23	20%	60%	-20%	TPM, project monitoring
	1.8 ² Number of livelihood opportunities created as a result of project assistance, disaggregated by sector	TPM, project monitoring reports	Zero	May-23	447	1086	1,533	TPM & Continuous project monitoring

² Indicator 3.1 in the proposal (under result 3)



	1.9 ³ Number of new employment opportunities created as a result of project intervention, disaggregated by sector and type (full-time, part-time) employed others	TPM, project monitoring reports	Zero	May-23	20	130	150	TPM & Continuous project monitoring
	1.10 ⁴ Number of health and hygiene related community awareness sessions conducted	Training reports	Zero	May-23	22	22	44	TPM & Continuous project monitoring
	1.11 ⁵ Number of people (direct and indirect) reached by the awareness sessions, disaggregated by gender	Training reports	Zero	May-23	5,230	5,232	10,461	TPM & Continuous project monitoring
Output 2: Young vocational and training skills graduates are equipped with business	2.1 # of business and entrepreneurship skill development trainings provided during the project period	Training reports,	Zero	May-23	0	1	1	TPM & Continuous project monitoring

³ Indicator 3.2 in the proposal (under result 3)

⁴ Indicator 1 in the proposal (under cross cutting)

⁵ Indicator 1 in the proposal (under cross cutting)

and entrepreneurial skills.	2.2 # of enrolled youth that complete business and entrepreneurship skills development training disaggregated by gender	TPM, project monitoring reports	Zero	May-23	447	1086	1,533	TPM & Continuous project monitoring
	2.3 # of trained youth engaged as business advisors/mentors.	TPM, project monitoring reports	Zero	May-23	10	20	30	TPM & Continuous project monitoring
	2.4 # of public - private partnership opportunities created to enhance community service delivery	Training reports,	Zero	May-23	0	22	22	TPM & Continuous project monitoring
	2.5 # of marketing linkages established, disaggregated by sector	Training reports,	Zero	May-23	0	8	8	TPM & Continuous project monitoring
	2.6 # of linkage workshops conducted, disaggregated by financial institutions, suppliers, and stakeholders	TPM, project monitoring reports	Zero	May-23	0	15	15	TPM & Continuous project monitoring
	2.7 % of the trained graduates who are self-employed	TPM, project monitoring reports	Zero	May-23	0%	90%	90%	TPM & Continuous project monitoring

⁶ Indicator 3.3 in the proposal (under result 3)



	2.8 ⁷ % of businesses created or expanded with project's support that remained operational 3 months after receiving support	TPM, project monitoring reports	Zero	May-23	0%	70%	70%	TPM & Continuous project monitoring
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⁷ Indicator 3.4 in the proposal (under result 3)

VI. MONITORING AND EVALUATION

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

Monitoring Plan

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

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final project evaluation		1	2	June 2024	Donor, local authorities, UNDP, SMEPS	KSR relief



VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget for 15 months	RESPONSIBLE PARTY	PLANNED BUDGET			Remarks
		2023 - 2024		Funding Source	Budget Descrip	Amount	
Output 1: Young men and women are provided with market driven vocational and technical skills and support. Gender marker: Gen 2	1.1 Technical training - Food processing	163,025.76	SMEPS	KSR relief	75709 Learning Costs - Training of Counterparts	163,025.76	LoA with SMEPS for implementation on output 1 of the project. Sub-output cost + SMEPS Ops costs
	1.1 Grants/Kits - Food processing	293,300.00			72605 Grants to Institutions and Other Beneficiaries	293,300.00	
	1.2 Technical training -Textile and handloom production	144,183.48	SMEPS	KSR relief	75709 Learning Costs - Training of Counterparts	144,183.48	
	1.2 Grants/Kits -Textile and handloom production	283,500.00			72605 Grants to Institutions and Other Beneficiaries	283,500.00	
	1.3 Technical training - Car mechanics, carpentry, cell phone repairs and boat and home appliances	188,253.77	SMEPS	KSR relief	75709 Learning Costs - Training of Counterparts	188,253.77	
	1.3 Grants/Kits - Car mechanics, carpentry, cell phone repairs and boat and home appliances	356,000.00			72605 Grants to Institutions and Other Beneficiaries	356,000.00	



	1.4 Technical training - Veterinary services solar energy systems installation and maintenance	187,300.90	SMEPS	KSRelief	75709 Learning Costs - Training of Counterparts	187,300.90	
	1.4 Grants/Kits - Veterinary services solar energy systems installation and maintenance	123,600.00			72605 Grants to Institutions and Other Beneficiaries	123,600.00	
	1.5 Technical training - Solar installation and maintenance	400,976.00	SMEPS	KSRelief	75709 Learning Costs - Training of Counterparts	400,976.00	
	1.5 Grants/Kits - Solar installation and maintenance	302,400.00			72605 Grants to Institutions and Other Beneficiaries	302,400.00	
Sub-Total for Output 1		2,442,539.91				2,442,539.91	
Output 2: Young vocational and training skills graduates are equipped with business and entrepreneurial skills. Gender marker: Gen 2	2.1 Business management and planning	21,600	SMEPS	KSRelief	71300 - Contractual Services- individuals	21,600	
	2.2 Entrepreneurship and financial literacy	396,387.94	SMEPS	KSRelief	75700 - Trainings and Workshops	396,387.94	
	2.3 Workshops	60,000	SMEPS	KSRelief	75700- Trainings and Workshops	60,000	
Sub-Total for Output 2		477,987.94				477,987.94	

RP Operating Expenses (7%)		204,224.43	SMEPS	KSRelief	74500 – Indirect Management Cost	204,224.43	
Project Management	National Project Staff Salaries	147,548.35	UNDP	KSRelief	71400 Contractual Services-indi	147,548.35	
	Project expenses – filed visits	30,008.11	UNDP	KSRelief	72800 Information Technology Equipmt	30,008.11	
	Country office support -management support, oversight, operations services and Office costs (office space, accommodation, security, general operating expenses	235,859.48	UNDP	KSRelief	74500 Common Services Share	235,859.48	
	Project General Expenses	38,000	UNDP	KSRelief	74500 Common Services Share	38000	
	Communication and Visibility	35,000.00	UNDP	KSRelief	72100 - Contractual Services-Co	35,000.00	
	Audit Fees	15,000.00	UNDP	KSRelief	72100 Contractual Services-Co	15,000.00	
	Total Project Management Costs	705,640.37				705,640.37	
Total Programme Cost						3,626,168.22	
General Management Support (7%)						253,831.78	
Total Project Costs						3,880,000	

- 120k is 3% of M&E value that will be done by KSRelief



VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

UNDP will establish the Project Board/Project Technical Review as oversight and advisory authority, representing the highest body for coordination, strategic guidance, oversight, and quality assurance. The body will facilitate collaboration between UNDP, and RP, and other stakeholders for the implementation of the Project. The Project Technical Review will review and endorse the annual work plans (AWPs), will provide strategic direction and oversight, will review implementation progress, and will review narrative and financial progress reports.

The Project Technical Review will be convened by UNDP at least on a two-month basis. The Project Technical Review meetings will include senior programme managers from UNDP, and the RP. The review meetings will be chaired by UNDP Resident Representative or OIC and attended by Senior Management of the RP as well as the task leaders and middle management of the three agencies.

The Project Board/Project Technical Review will ensure tracking of safeguards compliance and performance as stipulated in the YECRP ESMF. The Board/Technical Review will oversee and review the implementation of the Safeguards Instruments, giving details of:

- a) measures taken in furtherance of the Safeguards Instruments.
- (b) conditions, if any, which interfere or threaten to interfere with the smooth implementation of the Safeguards Instruments; and
- (c) remedial measures taken or required to be taken to address such conditions and to ensure the continued efficient and effective implementation of the Safeguards Instruments.

VIII. LEGAL CONTEXT

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

1. UNDP as the Implementing Partner shall comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. RISK MANAGEMENT**UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each implementation partner, subcontractor and sub-recipient:
 - a. Consistent with Article III of the SBAA [or the Supplemental Provisions to the Project Document], the responsibility for the safety and security of each responsible partner, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible partner’s, subcontractor’s and sub-recipient’s custody, rests with such responsible partner, subcontractor and sub-recipient. To this end, each responsible partner, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible partner’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner



hereunder shall be deemed a breach of the responsible partner's, subcontractor's and sub-recipient's obligations under this Project Document.

- c. Each responsible partner, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document apply to each responsible partner, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each implementation partner, subcontractor and subrecipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each implementation partner, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and subrecipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible partner, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
- g. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible partner, subcontractor and subrecipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- h. UNDP will be entitled to a refund from the responsible partner, subcontractor or subrecipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible partner, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible partner's, subcontractor's or sub-recipient's obligations under this Project Document.

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

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

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