

Empowered lives.
Resilient nations.**PROJECT DOCUMENT****Djibouti**

Project Title: Economic Recovery and Resilient livelihoods for the vulnerable and climate displaced population (EDRCR)
Project Number: 00107644 / 00107892
Implementing Partner: Office National d'Assistance aux Réfugiés et Sinistrés (ONARS)
Start Date: 1st April 2018 **End Date:** 31st August 2020 **PAC Meeting date:** 28th March 2018

Brief Description

The recent Cyclone Sagar in May 2018 preceded by a decade of recurrent droughts has resulted in displacement of rural populations to urban and sub-urban areas, eroding social cohesion and resilience of the most vulnerable people in Djibouti. As of July 2018, a significant population of Djibouti has been affected due to climate change; of these about 647 families were displaced due to climate change and settled at Damerjog camp in February 2018.

Current protection mechanisms are insufficient, inadequate or inexistent; leaving the people to fend for themselves with not much more than the bare minimum to survive. The combined effects of displacement, migration and climate change are a major risk to achieving inclusive growth and the Sustainable Development Goals in Djibouti. In early 2018, the Government of Djibouti and UNDP launched this project with an aim to build resilience by promoting access to livelihoods for vulnerable and displaced people. While the overall project aims to address the needs of all the climate- displaced communities of Djibouti, the first phase will focus on the needs of the most vulnerable population displaced from Balbala and relocated to Damerjog in early 2018.

The increased vulnerability to climate induced disasters in Djibouti activated the national emergency response and UNDP as one of the key partners in emergency preparedness and response to:

Output 1: Community participation increased.

Output 2: Support at-risk and displaced women and men in targeted communities, by providing them with coping and support mechanisms so that they can benefit from climate resilient livelihoods protection interventions, water, fodder and shelter.

Output 3: Improve the gender sensitive approach in early recovery, livelihood and employment planning and coordination.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Primary: The most vulnerable populations have fair access to employment opportunities. Secondary outcome: Access to basic social services is improved, in particular for the most vulnerable populations and groups	Total resources required:	USD 15,180,384		
	Total resources allocated:	USD 920,978		
		UNDP TRAC:	-	
		Denmark:	920,978	
		Donor:	-	
	Government:	-		
In-Kind:	-			
Unfunded:	USD 14,259,406			

Agreed by (signatures):

Government	UNDP
Office National d'Assistance aux Réfugiés et Sinistrés (ONARS) M. Houssein Hassan Darar Secrétaire exécutif de l'ONARS	Programme des Nations Unies pour le Développement (PNUD) M. Artan Said Officer in Charge
Date: / /2019	Date: / /2019

I. DEVELOPMENT CHALLENGE

The East African state of Djibouti is strategically located on the Gulf of Aden, at the intersection of maritime trade corridors for the transport of goods and oil. The country serves as the principal maritime port for imports to and exports from neighbouring Ethiopia. The nation is the site of various foreign military bases and has seen large-scale investments notably in infrastructure and potable water supply. Djibouti is currently undergoing an investment boom, which could accelerate economic growth. Transport, communication, infrastructure, banking and insurance are the dominant sectors, though they only employ 13.3% of the workforce. Djibouti's economy lacks diversification and is signified by centralized geographic and sectorial economies, and unskilled labour market. The bulk of economic activities and employment is concentrated in the capital, the city of Djibouti, notably around the port and the foreign military bases.

The small haven country is locked in by conflict-affected neighbourhood, which imposes several challenges. The population reaches one million living on an area of 23,200 km² (8,958 sq mi) deals with high poverty rates of around 23%. They face different hardships and insufficient access to social services¹. Djibouti ranks 172th out of 188 countries in the Human Development Index for the year 2016. Young population face high unemployment rates; 54.6% for men and 68.8% for women, and 70% of the youth. Gender disparities in Djibouti are also high, especially in rural areas, with labour participation at 68% for men and 36.5% for women. More than one third (37%) of youth (16-34 years of age) have no access to education²; women literacy rate stood at around 82.2% compared to 70% for males. The country faces persistent food and nutritional insecurities, due to the low revenues of the agricultural sector, which are expected to further decrease as a result of the country's inability to deal with the effects of climate change.

Faced with hardship, recurrent drought and lack of economic opportunity, many Djiboutian families have moved to the capital, leading to a population concentration of 60% in the city of Djibouti. Half of Djibouti's pastoralists have now transitioned to semi-sedentary lifestyle, and are settled around water points. Djibouti is estimated to have the second highest rate of urbanization in Africa. The increase in city-dwellers has resulted in severe challenges in service delivery, economic welfare, social protection and human development.

The recent Cyclone Sagar in May 2018 preceded by a decade of recurrent droughts has resulted in displacement of rural populations to urban and sub-urban areas, eroding social cohesion and resilience of the most vulnerable people in Djibouti. While recent data are not available, the Djibouti Post Disaster Needs Assessment (2011) estimated that approximately 120,000 people in the rural areas were severely affected by the drought, with, "cumulative and multiple effects causing a strong groundwater and the drying up of traditional wells used to the supply of drinking water for the rural population and the livestock; the degradation or total loss of vegetation cover in many areas course, thus decimating the herd; and the drying up of wells in small agricultural perimeters." As of July 2018, a significant population of Djibouti has been affected due to climate change; of these about 647 families were displaced due to climate change and settled at Damerjog camp in February 2018.

Current protection mechanisms are insufficient, inadequate or inexistent; leaving the people to fend for themselves with not much more than the bare minimum to survive. The combined elements of displacement, migration and climate change are the root causes of the prolonged humanitarian crisis in Djibouti. The country now faces a prolonged drought-induced emergency crisis with IPC Level 3 of food insecurity, malnutrition and lack of water resources in many rural and urban areas.

Regional instability and climate change has put an enormous demand on humanitarian assistance (280,000 people in need of humanitarian assistance, 2017), including over 27,000 refugees (3.2% of the population), asylum seekers, immigrants (est. 100-120,000) and climate-displaced people. In addition to the drought-induced humanitarian crisis, and long-standing presence of more than 23,000 refugees from Somalia in Ali Addeh and HollHol, who have been in the country for more than two decades, Djibouti is facing an additional influx of refugees fleeing Yemen³. Due to its strategic

1 SCAPE

2 National Employment Strategy and Action Plan

3 UNHCR

position, Djibouti has historically been part of the migratory route linking Africa to Eurasia; the scale of migration has increased markedly since 2009. Djibouti is currently a major transit country hosting an estimated 150,000 people from Ethiopia and Somalia, who stay in the country for weeks, months or even years, heading to the Gulf of Aden and beyond in search of better lives. Despite the ongoing conflict in Yemen since March 2015, African refugees continue to reach the Gulf States via Yemen, but many get stranded in the war-ridden country and are not able to continue their travel. Conversely, since the outbreak of the war in Yemen, nearly 35,000 Yemeni and Somali refugees, victims of smuggling and trafficking, migrants and Djiboutian returnees have crossed the Gulf of Aden in the opposite direction, seeking refuge in Djibouti⁴.

National Institutions and Response

In 2014, the government published its development plan "Vision Djibouti 2035" which aims at transforming the country into a middle-income economy. The strategy entails raising medium-term growth to 7½-10%, making it more inclusive, tripling per capita income, and reducing unemployment. However, a lack of proper coordination and integration of roles between the related governmental and non-governmental parties, and the absence of efficient joint programming hinder Djibouti's endeavours to achieving durable results and clear economic benefits, especially for women, youth, displaced population and refugees. The lack of focus and coordination leads to inefficient response and low contribution to the economic and social development and improvement of living standards.

Djibouti's national strategies and programmes, particularly the Strategy of Accelerated Growth and Promotion of Employment (SAGPE) 2015–2019, prioritize improvement of living conditions and quality of life. These documents necessitate the deployment of an all-encompassing national framework that utilizes resources and capabilities available to the country in order to improve access to employment opportunities for its vulnerable population -including displaced people- and realize sustainable economic growth. The strategy has amplified the support to women empowerment and included a special major objective to reduce inequality and gender discrimination. The SCAPE will contribute to reduce unequal access to education, employment and support combating gender-based violence by promoting women protection and enhancing socio-economic situation of women.

The role of civil society organizations in Djibouti is weak, specifically in the area of human rights and promotion or even provision of legal aid. A synergy between the public authorities and civil society organizations and groups should be promoted to enhance participation in decision-making process on human rights, women empowerment as well as on the legal aid service that will be provided by the Government of Djibouti to the climate-displaced population. The civil society organizations lack experience in launching and implementing initiatives that would improve the resilience capacity and livelihood creation. They can play an important role for example to fight against stereotypes and segregation in the employment market and encouraging women and girls on the one hand and men and youths on the other to move into the sectors in which they are respectively underrepresented.

The improvement of access to livelihoods and employment opportunities, like other vital developmental drivers in the country, is vulnerable to the impact of economic fluctuations and the implications of regional trade and instability. The increasing demand on (natural) resources in host communities through the arrival of displaced communities and refugees will put a strain on national and local institutions, and will likely result in deterioration of already limited service delivery.

II. STRATEGY

In line with the priorities set by the Djibouti Vision 2035, the United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programme 2018-22, this project will address the first component of the country programme – improved livelihoods and health conditions, while contributing to the other two outcomes – environmental sustainability and climate resilience and good governance. The project will complement the implementation of the comprehensive refugee response framework (CRRF), for which Djibouti is a pilot country, particularly in the areas of integration of refugees, migrants and climate-induced displaced.

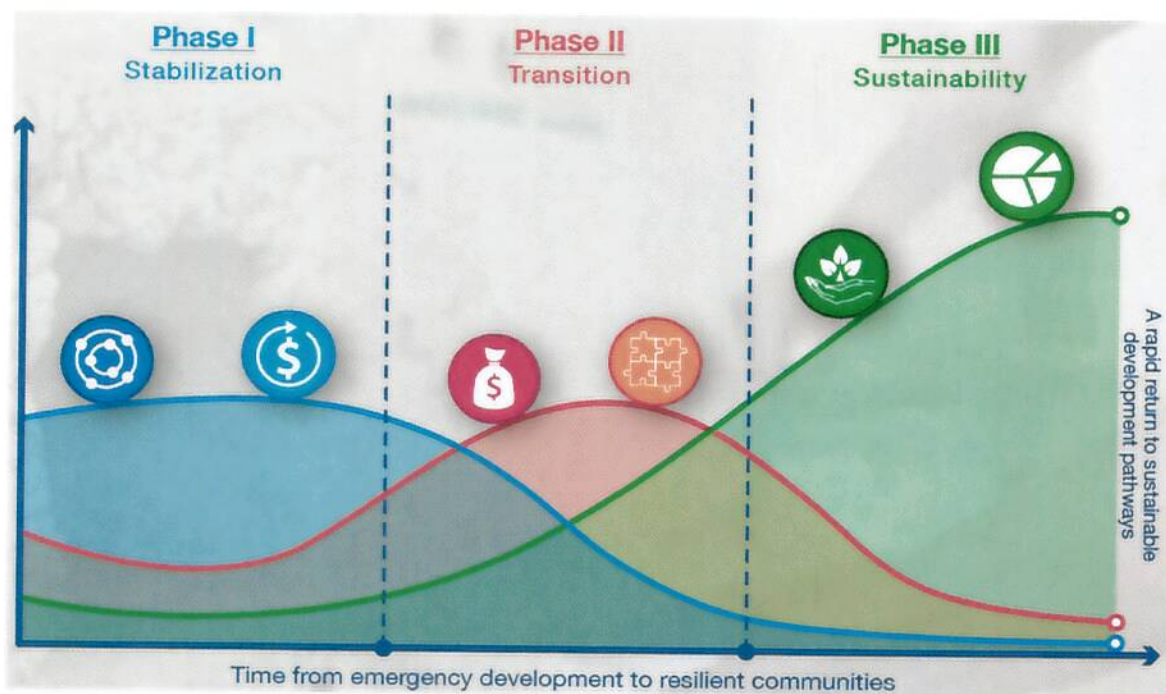
Objective

This project will focus on the following objective: ***The poor rural and peri-urban communities, particularly the climate-displaced population, have strengthened resilience to shocks and improved access to livelihoods and basic services.***

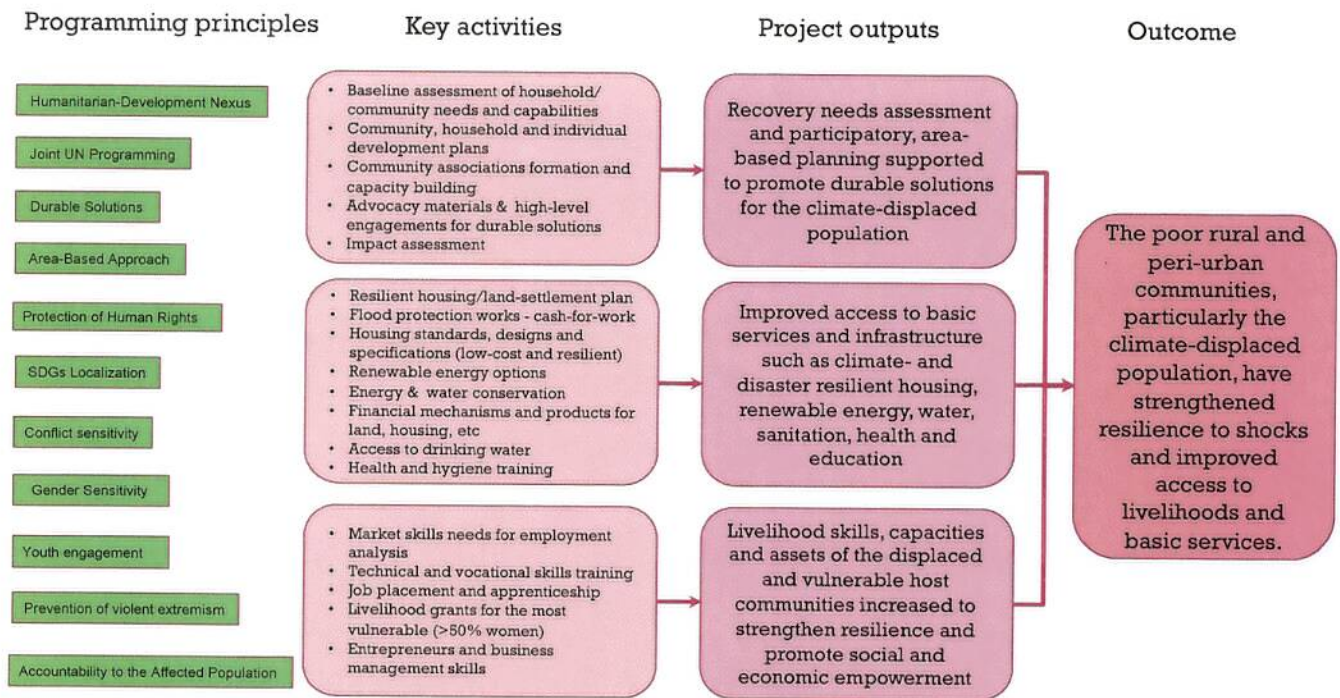
Target Group

While the overall target group of the project are the communities of Djibouti that are displaced by climate change, in the initial phase UNDP will address the needs of the vulnerable population who were displaced from the area of Balbala and relocated to Damerjog in early 2018. These 647 families left their region of origin because of droughts and recurrent climate shocks. They have lost their livestock, which was the only livelihood they had, and were forced to move to town to start a new life. There are less than 5 people over the age of 65. So far, unaccompanied children have not been identified. All these families are presently living in a camp with temporary shelters (tents) and without access to water supply, sanitation, basic services and livelihoods.

UNDP's approach to crisis-response and early recovery is built upon three inter-connected phases. In the stabilisation phase, UNDP complements the humanitarian response to stabilise livelihoods and protect the development gains. In the Transition phase, UNDP supports interventions that build resilience and enable recovery of the affected communities. The sustainability phase promotes long-term economic stability and maintains progress towards sustainable development.



UNDP has proposed a solution pathway that leads to an improved and equal livelihoods protection and inclusive process for improving the livelihoods assets and employment opportunities for the displaced communities. This requires resource mobilization and budget allocations that improve access to livelihoods and employment opportunities and respond better to the immediate needs of poor and vulnerable people, specifically displaced and refugee people. Ultimately, this will contribute to achieving social equity and sustainable development gains.



The theory of change rests on the following programming principles and frameworks:

Humanitarian-Development Nexus. While protecting the human rights of the displaced population, especially the vulnerable groups, the project will leverage and provide opportunities for improved coordinated humanitarian and development response to the displaced populations in collaboration with national authorities, UN agencies, other development partners.

Durable Solutions Approach. The overarching goal of the project will be to diminish gradually the needs and vulnerabilities of displacement affected communities, while strengthening their capacities, skills, and increasing their resilience, so that displaced persons can increasingly enjoy their human rights without discrimination based on their displacement.

SDGs Localisation and Area-Based Approach. Given the multiple vulnerabilities of the displaced population, the project will follow a holistic, area-based approach that will provide the platform for the localisation of the Sustainable Development Goals. Local governments, communities and stakeholders, who know individual and collective needs and capacities best, are critical partners in implementing the SDGs. UNDP's approach focuses on five drivers of transformational change: (i) sensitization and engagement of local actors, (ii) accountability mechanisms, (iii) participatory planning and service delivery, (iv) local economic development, and, (v) partnerships.

Joint UN Programming. The UNDAF, signed in October 2017, considers and integrates all these issues, and commits to the 'new way of working' for which this intervention is catalytic as it promotes collaboration and partnership along a large swath of partners. The project will ensure coordination with other UN agencies at the field, programmatic and strategic levels. Where possible, UNDP will work with other UN agencies to develop joint programmes or implementation strategies to collectively address the humanitarian and recovery needs of the displaced population.

Accountability to the Affected Population. Beneficiary communities and households are the most important constituency of the livelihoods protection project. While confidence must be placed in the decision making procedures of key national and local partners, the targeting criteria on who will benefit from the Project will be developed with active participation of the displaced population and will pay particular attention to considerations including poverty, vulnerability to food insecurity and malnutrition, and at-risk youth and women, as well as displacement status.

Gender-sensitivity: The assessments and design of interventions will be sensitive to gender roles and create opportunities for equitable participation of women (at least 50% women and women-headed households). Livelihoods interventions will focus on women's economic empowerment.

Conflict-sensitivity: a conflict sensitive approach will ensure use of objective, transparent criteria and due consultation with communities in the selection and design of project activities. Where possible, the vulnerable families from the host community will be included in project activities to strengthen social cohesion between the displaced and the host communities.

Youth and Preventing Violent Extremism: Employment and livelihoods activities will target youth as a priority group to reduce their vulnerability to extremist narratives and recruitment on the one hand and to equip them to be the drivers of change and development leaders.

Assumptions

- Area-based programming provides a platform for addressing the complex, multi-dimensional challenges facing the displaced population. The approach will assist the community to participate in the needs assessment and prioritization of their immediate and recovery needs.
- Youth and other target groups, both men and women, are interested in improving their skills base and capacities to advance their careers and play a productive role in their community.
- The displaced community will maintain its trust in institutions and remain interested in their own recovery and settlement in the new region.
- The Government will sustain its political engagement and make critical investments to address the recovery and settlement of the displaced community in Damerdjog. This entails ensuring the community's access to land titles and credit for house construction, lease of agricultural land, and access to public services such as water, health, education and social welfare.
- The target community /region is not affected by any other disaster or displacement that may erode the gains made under this initiative.
- The overall political, social and economic situation remains favorable for the UN and UNDP's work with the displaced and hosting communities of Djibouti, particularly Damerdjog.

III. RESULTS AND PARTNERSHIPS

EXPECTED RESULTS

The project's overall objective is: "The poor rural and peri-urban communities, particularly the population displaced due to climate change and host community, have strengthened resilience to shocks and improved access to livelihoods and basic services." The project aims to produce the following outputs:

Output 1: Support the intergovernmental coordination committee, led by the Ministry of Interior in emergency preparedness, planning and response monitoring

Key Activities

- 1.1 Provide Technical support to develop a nation digital mapping support of water and pasture resources
- 1.2 Establish an intergovernmental committee and build their capacity on participatory planning and monitoring of their action plans
- 1.3 Conference with donators to leverage additional resources

Output 2: Support at-risk and displaced women and men in targeted communities, by providing them with coping and support mechanisms so that they can benefit from climate resilient livelihoods protection interventions, water, fodder and shelter

Key activities

- 2.1 Develop housing standards, designs and specifications that use low-cost, locally-available construction materials and are resilient to hazards and disasters
- 2.2 Cash for work: Provision of construction material and tools to the community so they are involved (Tranche: 724HHx300 USD; Tranche 2: 724 HHx250 USD)
Construction of a medical center using cash for work
- 2.3 Ensure final settlement of the Mobil clinic and its good management and maintenance
Health and hygiene training by the Mutualis NGO, especially to women and children

Output 3: Improve the gender sensitive approach in early recovery, livelihood and employment planning and coordination

Key activities

3.1 Skills development: Trainings on technical profession, enhance apprenticeship courses among women

3.2 Joint enterprises / Cooperatives: Business plans, mentoring for individual/collective enterprises esp youth and women. Provision of material (sewing machines, oven for bakery, house cleaning products for occasional housemaids); In-cash (cash for women willing to grow their business)

3.3 Partnership with CTID for youth skills development and partnership with women initiatives association for Damerjog's women social insertion

RESOURCES REQUIRED

The delivery of project outputs and implementation of activities will require approximately US\$ 13.68m for the Damerjog Camp that comprises about 647 families. These resources will need to be complemented by the government and other humanitarian and development actors to enable complete recovery and rehabilitation of the displaced population, such as the provision of permanent housing, education, health, water supply as well as livelihoods and employment opportunities.

PARTNERSHIPS

For the successful implementation of project results, UNDP will partner with the Government of Djibouti, the UN agencies, non-government organisations and private sector entities. Major partners and their expected contributions are narrated below:

- The National Office for Assistance of Refugees (ONARS) will be the primary government counterpart for the project. The Director of ONARS will co-chair the Project Steering Committee to ensure alignment with Government of Djibouti strategic plans and priorities and coordination with relevant government organisations.
- With UNICEF, FAO and other UN agencies to undertake joint assessments and synergise the recovery and rehabilitation activities in the target areas, beginning with Damerjog. As and when opportunities arise, the agencies will develop joint programmes to complement each other's capacities, comparative advantage and resources.
- The Ministry of Education and Professional Training to undertake high quality technical and vocational skills training for youth (men and women) with focus on market-oriented skills.
- The Ministry of Commerce and the Djibouti Chamber of Commerce to identify government departments and private companies for apprenticeship of youth from displaced families who have completed their college or university education, but are unable to find jobs.
- The Ministry of Housing /Habitat for the approval of the Damerjog land settlement plan and allotment of land titles to the climate-displaced families.
- The Department for Microcredit for the provision of microcredit for housing construction and entrepreneurship skills training for displaced community members who intend to establish or expand their businesses but lack capital /assets.

SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)

The UNDP Djibouti country office will explore the South-South Cooperation and look at similar best practices that be replicated in Djibouti's context, considering the political will and socio-economic situation. For example, the country office will look further at similar crisis-affected countries especially in the horn of Africa in introducing and scaling up its livelihoods and employment projects, with special attention to address the environment and governance issues.

Adequate analysis and explicit measures to advance the utilization of South-South and Triangular Cooperation will be identified and accompanied by the objective of localizing SDGs with special focus on improving access to livelihoods opportunities as a pre-requisite for sustainability of the project outcomes/impact beyond UNDP's engagement.

KNOWLEDGE

UNDP will share the findings of the baseline survey /assessment with relevant government and UN organisations to enable wider use of the data for strategic planning and programming. The

information will be converted into infographics/brochures to make it accessible to the policy makers and general public. The project will produce short videos on different issues and project results to demonstrate the affected needs as well as the project's approach, eligibility criteria and impact on the people and beneficiaries' standards of living.

A gender disaggregated database using Excel software will be developed with all information (demographic, economic, social, and environmental variables) to be used in tracking and following up the beneficiaries beyond the project life-time and for analysing the impact of this livelihoods protection project on the beneficiaries, their households, and communities. The project will share this database with other UN and non-UN agencies as a reference for their future planning and selection of beneficiaries to avoid duplication.

SUSTAINABILITY AND SCALING UP

Using Damerdjog project as a pilot case, UNDP plans to demonstrate a unique, comprehensive approach for the recovery and rehabilitation that can be scaled up for other climate-displaced populations in Djibouti. This project will act as a catalyst for additional resource mobilisation. The project will ensure that activities are closely coordinated with and the results are owned and sustained by the relevant government departments after the project's closure. ONARS will maintain the overall ownership of the project results and sustainability.

The longer-term sustainability of the effort will be ensured by working with the government and UN agencies to advocate for durable solutions to address the multi-dimensional challenges of the climate-displaced populations in Djibouti. This may involve: (a) establishing an evidence base on displacement, including the number of displaced families, their profiles and vulnerabilities; (b) development of a durable solutions framework that would guarantee the displaced population's fundamental rights, universal access to basic services, employment opportunities and social protection, etc.; (c) build capacities of the relevant government and non-government authorities; and (d) mobilise resources to support the recovery and rehabilitation of the displaced population.

IV. PROJECT MANAGEMENT

In view of the immediate needs of the displaced communities of Damerdjog, especially after the Cyclone Sagar of May 2018, which severely affected the camp population, UNDP will fast track the implementation of the project activities prioritised by the community. This includes setting up drinking water supply system, provision of water storage facilities, and construction of community centres with significant cash for work component. In parallel, a Project Management Unit (PMU) will be established to start the design and implementation of the livelihoods and recovery activities.

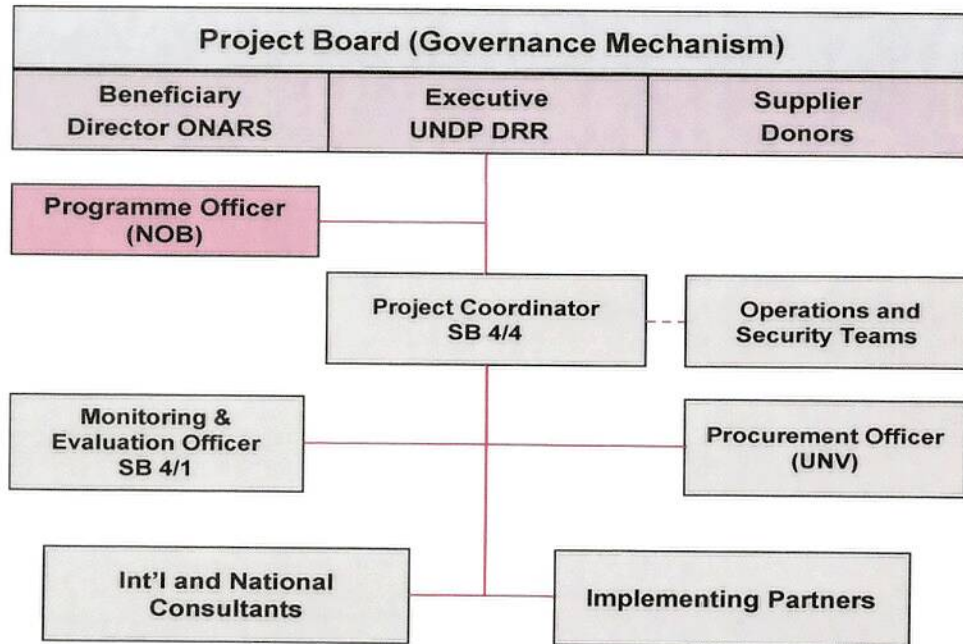
The project will be implemented using UNDP's Direct Implementation Modality, whereby the UNDP Country Office will be responsible for the overall management and delivery of the project outputs in accordance with the UNDP's Programme and Operations Policies and Procedures. Accordingly, UNDP's project manager will work under the overall guidance of UNDP Resident Representative, while directly reporting to the Deputy Resident Representative, and be responsible for:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/responsible party(ies);
- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods & services to initiative activities, including drafting TORs/ work specifications;
- Monitor events as determined in the Monitoring & Communication Plan and update regularly;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement to implementing partners;
- Monitor financial resources and accounting to ensure accuracy/reliability of financial reports;
- Manage, monitor and update the project risks, submit new risks to the Project Board for consideration and decision on possible actions if required;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Progress Reports (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and donors;
- Prepare the Project Financial Reports and submit to the Project Board and donors;
- Identify follow-on actions and submit them for consideration to the Project Board; and,

- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries.

To ensure cross-fertilisation and synergies between different UNDP projects, the Project Manager will work closely with other UNDP Programme and Operations teams to ensure that their expertise and feedback is factored into the project work plans and implementation strategies.

Project Organisation Structure



GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The National Office for Assistance of Refugees (ONARS) will be the primary government counterpart for the project. The UNDP Deputy Resident Representative and the Director of ONARS will co-chair the Project Board. The Project Board will perform the following functions:

- Review and approve the Project Document, Annual Work Plan and Budget, covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Assess and decide on project changes through revisions;
- Commission project evaluation (only when required by partnership agreement)

In addition to UNDP and ONARS, the Project Board members will include other relevant government departments and agencies, UN agencies particularly UNICEF, and relevant civil society organisations. The project donors and other development partners may be invited to the meetings as co-opted members or observers.

The Project Management structure and details are provided in the Section 4: Project Management.

V. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

The project document shall be the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project Document, attached hereto and forming an integral part hereof, as “the Project Document”.

RISK MANAGEMENT STANDARD CLAUSES

UNDP (Direct Implementation Modality)

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]⁵ [UNDP funds received pursuant to the Project Document]⁶ 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.

⁵ To be used where UNDP is the Implementing Partner

⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. Consistent with UNDP's Programme and Operations Policies and Procedures, 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. The Implementing Partner shall: (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.

VI. ANNEXES

1. Project Quality Assurance Report
2. Social and Environmental Screening Template [[English](#)][[French](#)][[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
4. Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. TORs of key management positions

ANNEX 1: RISK ANALYSIS

Risk	Impact & Probability	Mitigation Strategies
<p>Political & Security</p> <p>Assistance cannot be delivered to the beneficiaries.</p>	<p>I: 4 P: 3</p>	<ul style="list-style-type: none"> • Deliver through intermediaries, such as government bodies, local NGOs/CBOs, or MFIs.
<p>Political and security instability may not be conducive to the implementation of project activities.</p>	<p>I: 3 P: 2</p>	<ul style="list-style-type: none"> • Continuous monitoring of the security situation will be undertaken and workplan revised at regular stages. In the case of serious worsening of the local context, activities will be contained to safer areas /issues. • Encourage continuous dialogues at the local level. • Implementation through local partners and communities.
<p>Disruption might arise within the targeted areas/ host communities.</p>	<p>I: 4 P: 3</p>	<ul style="list-style-type: none"> • Continuous monitoring of the situation. • Partnerships established with communities and local authorities. • Monitoring communicated to public authorities and international community for preparedness.
<p>Financial & Transparency</p>		
<p>Selection of beneficiaries exposed to fraud (e.g. lists of fake workers).</p>	<p>I: 4 P: 2</p>	<ul style="list-style-type: none"> • Random spot checks, proper registration process, close coordination with local/central authorities and communities and to the extent possible, a transparent and participatory process in designing, appraising and implementing the project.
<p>Portage or delays in funding to cover the cost of activities and to expand the project.</p>	<p>I: 4 P: 2</p>	<ul style="list-style-type: none"> • A resource mobilization strategy would have to be developed and Government cost sharing negotiated. • Downscale activities in case of serious shortfall of financial resources.
<p>Limited market capacities and increase in prices of material, tools and equipment.</p>	<p>I: 3 P: 3</p>	<ul style="list-style-type: none"> • Carry out ad-hoc market price surveys of certain commodities and in the market.
<p>Environment & Context</p>		
<p>Overuse of natural resources and distribution of benefits may create community conflict.</p>	<p>I: 4 P: 2</p>	<ul style="list-style-type: none"> • Identify environmental risks and the role of natural resources in conflict and address them in the project planning stage.
<p>Prolonged drought linked to climate change reduces livelihood options.</p>	<p>I: 3 P: 3</p>	<ul style="list-style-type: none"> • Include environmental selection criteria. • Promote environmental awareness and advocacy and involve the Environment Agency in the process. • Involve concerned authorities as early as possible to foster ownership and synergies.
<p>Fluctuations or downwards in level of influx of the one or all targeted areas.</p>	<p>I: 3 P: 3</p>	<ul style="list-style-type: none"> • Focus on long-term of short-term aspects of the programme, depending on the situation • Expand rapid responses and conflict mitigation mechanisms in case of large influx. • Continuous monitoring of the influx of the Yemeni refugees in the targeted areas.
<p>Capacity & Expectations of Local Communities</p>		
<p>Limited capacities of local implementing institutions and population</p>	<p>I: 3 P: 3</p>	<ul style="list-style-type: none"> • The project will build capacities to ensure appropriate project and financial management, transparent implementation, monitoring and reporting. • The project will depend on diversified implementation modalities that include engaging and contracting of local authorities, community based organizations, NGOs, and private sector.

Risk	Impact & Probability	Mitigation Strategies
<p>The project could encounter delays due to the lack of nationally available expertise and human resources.</p>	<p>I: 4 P: 4</p>	<ul style="list-style-type: none"> The project will follow a participatory consultative approach to assist national counterparts in reaching a consensus and agreement on division of labour. The project will use existing database of national and international experts of UNDP and interested UN partners who are able and willing to provide technical support to the project.
<p>Negative perception of segments the public regarding project due to limited information of the activities and unrealistic expectation</p>	<p>I: 3 P: 3</p>	<ul style="list-style-type: none"> Stronger focus on communicating results and working with communities. In critical locations, UNDP focuses on rapid delivery of highly visible support to communities. Continuous revision for the communication strategy.
<p>Institutional Capacity</p>		
<p>Information required for preparatory planning may not be readily shared with the owners of the information, may be outdated.</p>	<p>I: 3 P: 3</p>	<p>During the preparatory phase, the project team will enlist all data sources and databases and undertake a comprehensive assessment of the needs and capacities of the displaced community. Once cleared by the government, the findings will be shared with partners to advocate for coordinated response and resource mobilisation.</p>
<p>Distortion of the labour market: wages set too high can divert labour from productive activities to private sector employment.</p>	<p>I: 3 P: 2</p>	<ul style="list-style-type: none"> Set incentives in line with the national minimum wage/national average wage to avoid market disruptions for goods and labour.
<p>Gender-related Risks</p>		
<p>Enforcing certain gender roles through the choice of employment subjects; and excluding women due to domestic obligations/constraints.</p>	<p>I: 4 P: 1</p>	<p>Identify key gender-related risks for the context and address them in the project planning stage.</p>