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PROJECT ANNUAL WORKPLAN 2018

Project Title:	Yemen Emergency Crisis Response Project (YECRP) – Phase II	
Project ID:	00099947 (Additional Financing Award)	
Output Title:	<p>Output 1: Communities benefit from short-term income generation and youth have enhanced skills and employment opportunities for social mobilization</p> <p>Output 2: Communities benefit from restored socio-economic community assets</p> <p>Output 3: Financial service providers and MSMEs (Micro/Small/Medium Enterprises) are able to sustain and scale up their business operations</p> <p>Output 4: Oversight, reporting and quality assurance of project ensured</p>	
Output ID:	Output 1 ID: 00103142 Output 2 ID: 00104672	Output 3 ID: 00104673 Output 4 ID: 00104674
Expected SP Outcome(s):	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict situations.	
Expected SP Output(s):	From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women.	
SP Main Outputs Indicators		
Expected UNDAF/CP Outcome(s):	Coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas,	
Expected UNDAF/CP Output(s):		
Project Duration:	1 April 2017 – 30 June 2019	
Overall Project Budget:	USD \$ 250,000,000.00	
Project Budget for 2018:	USD \$205,635,909.52	
Funds Available for 2018:		
Implementing Partner (s):	Social Fund for Development (SFD) and Public Works Project (PWP)	
Responsible Parties:		

Approved by:	
Auke Lootsma Country Director	Signature:
	Date: 11 / 3 /2018

II. Annual Workplan 2018

SP outcome project contributing to:		Early recovery and rapid return to sustainable development pathways are achieved in post-conflict situations.								
SP output project contributing to:		From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women.								
SP output indicators project reporting against:										
CP outcome project contributing to:		Coherent policies and strategies that are gender friendly and climate change resilient to diversify economy, increase employment, decent work and productivity in the rural areas								
CP outcome indicators reporting against:										
EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget code	Budget Description	Amount
Output 1: Cash-for-work and youth-targeted community services Indicators: 1.1 Number of direct beneficiaries of short-term labour intensive wage employment and cash for services initiatives, disaggregated at all levels 1.2 Number of working days created, disaggregated by gender, youth and IDPs 1.3: Number of people benefiting from access to rehabilitated community assets 1.4: Number of people (women and children) who benefited from the nutrition services disaggregated by women and children Baseline: (updated till 8th Nov, 2017 and to be updated up to 31st Dec. 2017 upon receiving annual progress reports from IPs; this is applicable for all the below points) 1.1: 62,095 "Direct beneficiaries of short-term labour intensive wage employment" 1.2: 1,129,212 "Working days"	1.1 Activity Result Consultancy Services	X	X	X	X	SFD	30000/00015	71300	Consultancy Services	12,681,332.27
	1.2 Activity Result Civil Works	X	X	X	X	SFD	30000/00015	72100	Civil Works	62,060,344.43
	1.3 Activity Result Wages for Social Services	X	X	X	X	SFD	30000/00015	71310	Wages for Social Services	21,789,478.34
	1.4. Activity Result Sub-grants	X	X	X	X	SFD	30000/00015	75707	Sub-grants	20,727,435.56
	1.5. Activity Result Materials	X	X	X	X	SFD	30000/00015	72300	Materials	1,991,456.63
	1.6. Activity Result Equipment	X	X	X	X	SFD	30000/00015	72300	Equipment	239,000.00

1.3: 39,913 "People benefiting from community assets"	X	X	X	SFD	30000/00015	74100	Operating Cost	12,061,235.71
1.4: 59,085 "Women and children who benefited from the nutrition"	X	X	X	SFD	30000/00015	74100	Operating Cost	12,061,235.71
Targets:								
1.1: 147,332 "Direct beneficiaries of short-term labour intensive wage employment"								
1.2: 4,115,972 "Working days"								
1.3: 842,454 "People benefiting from community assets"								
1.4: 85,000 "Women and children who benefited from the nutrition"								
Sub total output 1								\$131,550,282.94
Output 2: Small Community Infrastructure Rehabilitated								
Indicators:								
2.1 Number of direct beneficiaries of short-term labour intensive wage employment and cash for services initiatives, disaggregated at all levels	X	X	X	PWP	30000/00015	71300	Consultancy Services	3,997,499.81
2.2 Number of working days created, disaggregated by gender, youth and IDPs	X	X	X	PWP	30000/00015	72100	Civil Work	46,363,946.09
2.3: Number of people benefiting from access to rehabilitated community assets	X	X	X	PWP	30000/00015		Goods	941,148.18
Baseline:								
2.1: 36,701 "Direct beneficiaries of short-term labour intensive wage employment"	X	X	X	PWP	30000/00015	75700	Training	333,405.30
2.2: 479,127 "Working days"								
2.3: 396,673 "People benefiting from community assets"								
Targets:								
2.1: 68,235 "Direct beneficiaries of short-term labour intensive wage employment"	X	X	X	PWP	30000/00015	74100	Operating Costs	3,116,241.64
2.2: 1,196,506 "Working days"								
2.3: 482,635 "People benefiting from community assets"								
Sub total output 2								\$ 54,752,241.02
Output 3: SME Revitalization and Employment Generation								
Indicators:								
3.1 Activity Result Sub-Grants	X	X	X	SFD	30000/00015	75707	Sub-Grants	10,383,085.78

3.1: Number of micro-finance institutions benefited from the project	3.2 Activity Result									833,102.75	
3.2: Number of microfinance clients (SMEs) supported, disaggregated by gender	3.2 Activity Result	X	X	X	X	X	X	X	X	71300	
3.3: Number of individuals who directly benefited from farm, fishery and animal production-based wage	3.2 Activity Result	X	X	X	X	X	X	X	X	71300	
Baseline:	3.3 Activity Result									30000/00015	
3.1: 6 "Benefited micro-finance institutions"	3.3 Activity Result	X	X	X	X	X	X	X	X	30000/00015	
3.2: 66 "SMEs supported"	3.3 Activity Result									30000/00015	
3.3: 8,010 "Individuals benefited from farm, fishery and animal production-based wage"	3.4. Activity Result	X	X	X	X	X	X	X	X	74100	
Targets:	Operating Costs									900,000.00	
3.1: 9 "Benefited micro-finance institutions"											
3.2: 3,139 "SMEs supported"											
3.3: 17,990 "Individuals benefited from farm, fishery and animal production-based wage"											
Sub total output 3										\$12,216,188.53	
<p>Output 4: Strengthened processes and management capacities for quality results and risk mitigation</p> <p>Indicators:</p> <p>4.1: Percentage of surveyed beneficiaries expressed satisfaction about participatory approach and quality to project interventions</p> <p>4.2: Percentage of registered grievances resolved focusing on transparency and accountability of project implementation</p> <p>Baseline:</p> <p>4.1: 91% Satisfaction</p> <p>4.2: 60% Solved grievances</p> <p>Targets:</p> <p>4.1: 95% Satisfaction</p> <p>4.2: 70% Solved grievances</p>	4.1. Activity Result	X	X	X	X	X	X	X	X	61300	
	Project Staff	X	X	X	X	X	X	X	X	71400	
	4.2. Activity Result	X	X	X	X	X	X	X	X	64300	
	Country Office	X	X	X	X	X	X	X	X	74500	
	staff										
	4.3. Activity Result	X	X	X	X	X	X	X	X	72800	
	Operating	X	X	X	X	X	X	X	X	75700	
	expenses	X	X	X	X	X	X	X	X	72500	
		X	X	X	X	X	X	X	X	74200	
		X	X	X	X	X	X	X	X	71400	
		X	X	X	X	X	X	X	X	73100	
		X	X	X	X	X	X	X	X	74500	
	4.4. Activity Result	X	X	X	X	X	X	X	X	72100	
										195,170.00	
										220,000.00	
										359,714.00	
										100,000.00	
										1,000.00	
										2,075.00	
										10,000.00	
										10,000.00	
										175,840.00	

	M&E and audit	UNDP	30000/00015	71600	M&E and audit	43,960.00
Sub total output 4						
TOTAL						\$1,117,759.00
GMS (donor 1) 3% plus uncollected GMS from 2017						\$199,636,471.49
TOTAL PLANNED BUDGET						\$205,635,909.52

M&E Detailed Implementation Plan for 2018:

<i>Activities</i>	<i>Who</i>	<i>where</i>	<i>Timelines</i>														
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec			
Management Information Systems (MIS) Operational	Project Implementation Partners (SFD & PWP)	Both central and field offices															
Third Party Monitoring Survey	Moore Stephens Yemen, a Third Party Monitoring Agent	At sample sub-project sites of ECRP															
Field Monitoring Visits	Project Management Team of UNDP	At sample sub-project sites of ECRP															

VI. Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Undue influence, control, and/or obstruction from political & terrorist forces on the management and delivery of the project.		Political	Excessive influence will stall the implementation of the project and affect its perceived neutrality and impartiality in the conflict P = 2 I = 5	This risk is mitigated through the implementation modality and strategy. UNDP will implement the project through a responsible party: SFD and PWP which are operating relatively independently from the government. In addition, the project will have a communication strategy which will include government consultations, citizen engagement and public outreach.	PM	PM	Nov 2017	Increasing
2	Potential disruption in UNDP's business processes and project management services due to conflict		Operational	Attacks on UNDP's premise and staff will further reduce business operations in country P = 3 I = 3	UNDP has developed a Business Continuity Plan which ensures that the critical office functions can be performed from other locations if necessary. Similarly, the responsible parties, SFD and PWP, has a business continuity plan in place. UNDP will also rely on a contracted Third Party Monitoring Agent to perform the monitoring function of the project	PM	PM	Nov 2017	No change
3	hyper-inflation, fraud, and cash advance management		Financial	Financial irregularities and losses will have a negative impact on delivery, credibility, and trust of the stakeholders of the project P = 1 I = 4	To avoid exchange rate losses and other negative effects of working in the national currency, UNDP will transfer advances in US\$ to th IPs. UNDP's robust anti-fraud policy, the annual audits, regular spot-checking by UNDP staff, and the Third Party Monitoring Agent are mitigating measures to avoid fraud, misappropriation and diversion of funds. The HACT capacity assessment results will be used in	PM	PM	Nov 2017	Increasing

					strengthening the financial management capacities of the responsible party. UNDP will demand quarterly work plans with realistic budgets (cash forecasts) to ensure the responsible party will be able to clear outstanding advances on a regular basis.						
4	Inability to verify results on the ground in a timely manner, potential inability to recruit staff in a timely fashion to support Project implementation, and potential inability (or significant delays) to meet delivery expectation/targets	Organizational		Delays on the part of UNDP will affect negatively the speed of implementation which is crucial to the impact of the project. P = 2 I = 3	The mitigation measures that have been put in place include the contracting of a Third Party Monitoring Agent. In addition, UNDP will review the results of the HACT capacity assessment of the responsible party to ensure it has the requisite capacity to deliver project results. UNDP will closely review the quarterly expenditure reports of the responsible party to monitor financial delivery of the project.	PM	PM	PM	Nov 2017	No Change	
5	UNDP's activities directly impacted by potential air strikes, landmines and UXO, terrorist attacks, and ground combat.	Security		UNDP's business operations, and access/reach may be adversely affected. P = 3 I = 3	UNDP intends to mitigate these risks through close collaboration and coordination with the UN Department for Safety and Security, including the de-confliction protocols and strict adherence to the MOSS and MORSS standards. A Third Party Monitoring Agent will be contracted to conduct the monitoring of the implementation of the project.	PM	PM	PM	Nov 2017	No change	
6	UNDP may subject to politically motivated defamation, and may be perceived as partial and biased vis-à-vis one or more parties to the conflict	Organizational		UNDP's image may be tarnished and project implementation be compromised P = 1 I = 3	To mitigate these risks, UNDP will put in place a robust communication strategy, strengthen Project oversight and quality assurance in the Country Office, and work very closely with SFD and PWP, and support the development of grievance redress mechanisms at SFD, PWP and UNDP.	PM	PM	PM	Nov 2017	No change	

vii. Issues Log¹

Issues Log								
			Delaying decision on reallocation of funds will delay implementation and affect timely progress. Probability: 3 Impact: 4	UNDP has analyzed the cases of inaccessibility in line with the agreed contingency plan, and shared with the WB for review and approval.	IPs and Project Team	Catherine Wailaia	Sep 2017	Pending WB approval
1.	Around 43 districts are reported as fully or partially inaccessible hence their funds need to be quickly reallocated.							
2.	The authorities in Sana'a have complicated procedures for obtaining security clearances for field visits by UN and INGOs staff or for organizing events in Sana'a.		Time consuming and uncertain for the project team to conduct their field visits and events, affecting operational budget and plans. Probability: 3 Impact: 3	The Project Team has to adjust to the new requirements and ensure proper advance planning. For example, it takes long to prepare lists of sites and coordinates, so the team has to keep updating the database of all information on monthly basis. Besides, UN senior management may need to intervene and negotiate.	Project Team	Catherine Wailaia	Sep 2017	Ongoing
3.	The reduction in the value of the World Bank currency (i.e. SDR) against USD resulted in a loss of around US \$738 thousands from the parent fund.		This reduces the number of the planned sub-projects. However the key Project Appraisal Document (PAD) indicators are not likely to be affected as they were expected to be over-achieved. Probability: 5 Impact: 3	UNDP has communicated officially to the IPs to apply the reduction to the civil work activity lines of their respective sub-components because other lines are fixed commitments with no flexibility to amend at this stage.	Project Manager/Finance Officer	Catherine Wailaia	Sep 2017	Solved
4.	Given the current political situation in Yemen, UNDP and the IPs have challenges identifying and working with		This causes some disruption and delay in implementation because some authorities may detain staff or suspend the work for some time on claims that they were not informed of the project.	In the absence of government counterparts, project partners are doing their best to involve communities through their leaders and other actors including UN clusters/sectors, non-governmental	Project Manager/IPs	Catherine Wailaia	Sep. 2017	Ongoing

¹ Capturing issues occurred during the implementation of the previous AWP (2017)

				organizations, respective institutions and other stakeholders.					
5.	relevant government counterparts in respective sectors	The agreed acceleration plan has turned out to be challenging for the IPs to fulfil on time. The achievement is around 70% of the cumulative target to date (end of September 2017) and around half of the target of 2017 ending in about three months.		<p>Probability: 4 Impact: 4</p> <p>Failing to achieve targets would delay providing emergency assistance to people in need and will dissuade potential donors from providing more funds to the IPs (e.g. potential World Bank IDA 2018). Probability: 5 Impact: 4</p>	<p>UNDP has discussed this in meetings with the IPs who explained that the first disbursement was received in May and followed by Ramadhan and long holidays that were underestimated when agreeing on the acceleration plan. However, it also seems that the IPs were slow in putting into effect the measures and resources they commit to provide to fulfil the plan. UNDP will keep tracking more regularly to ensure that IPs have clear plans towards achieving the targets on time.</p>	Project Team/ IPs	Catherine Waliaula	Sep. 2017	Ongoing
6.		The quality of the TPM reporting has been as expected despite the rigorous feedback provided by the team.		<p>Poor quality reporting will reduce the opportunity to learn and improve by all stakeholders and will negatively affect the quality of the project management.</p> <p>Probability: 4 Impact: 4</p>	<p>UNDP has extensively discussed the issue of quality and data with MSY and agreed on certain requirements to improve the reports. The UNDP team has developed a reporting template and provided technical assistance for the TPM to improve the sampling methodology and tools. Besides, the project team has been studying other options to replace the current TPM in case of no improvement in the coming reports</p>	M&E Specialist	Catherine Waliaula	Sep. 2017	Ongoing
7.		Delays and inconsistency in the data supplied by SFD. For example, the sub-project lists with details and coordinates required for security clearances, mapping, analysis or knowledge sharing with relevant clusters.		<p>Negatively affects the management of the project.</p> <p>Probability: 4 Impact: 3</p>	<p>The project team has already linked with the Information Management Officer with the relevant technical staff in SFD to understand their systems, developed templates to collect data in a unified and clearer way, and support SFD to enable them supply the required data on a monthly basis.</p>				

8.	The Project Team has been overwhelmed by having to deal with preparations and follow ups of new projects (EU, USAID AF, USAID PF, and USAID PWP) besides the already demanding schedule of YECRP.		This may affect the performance of the team to follow up essential commitments of YECRP and could result in missing deadlines. Probability: 3 Impact: 3	This issue will be sorted out once the staff for these new projects are recruited and settled	Project Manager	Catherine Walliula	Sep. 2017	Ongoing
9.	Financial clearance of aged advances (over six months) was a challenge because the IPs would clear 80% of the advance while leaving the 20% balance to be cleared later with new advances. Moreover, auditors have raised a concern that SFD records an expense once it is disbursed from its headquarters' account to its branches' accounts and not once it is paid to the beneficiaries.		Aged advances distorts the overall financial performance of the office and are picked up as concerns by senior management. Probability: 4 Impact: 4	UNDP Project Team has clarified the financial policy to the IPs and agreed that they clear on quarterly basis even small amounts. Regarding audit concerns, UNDP senior management discussed this issue and the policy requirements with the Managing Director of SFD who showed support to meet the requirement.	Financial Officer/MSU/Project Manager	Catherine Walliula	Sep. 2017	Ongoing