This action is funded by the European Union

**ANNEX**

of the Commission Implementing Decision amending Commission Implementing Decision C(2013)3543 on the Annual Action Programme 2013 (part 1) in favour of the Republic of Yemen to be financed from the general budget of the Union

**ACTION DOCUMENT FOR "CASH FOR WORK: PROMOTING LIVELIHOOD OPPORTUNITIES FOR URBAN YOUTH IN YEMEN"

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### INFORMATION FOR POTENTIAL GRANT APPLICANTS

**WORK PROGRAMME FOR GRANTS**

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012) in the following sections concerning grants awarded directly without a call for proposals: section 5.3.2.

| 1. Title/basic act/ CRIS number | Cash for Work: Promoting livelihood opportunities for urban youth in Yemen  
CRIS number: 2013/23817, financed under the Development Cooperation Instrument (DCI)  
(Action's former title "Enhancing Resilience in Yemen: Strengthening the Social Safety Net") |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. Zone benefiting from the action/location | Middle East, Republic of Yemen.  
The targeted urban centres are Sana'a, Aden, Shibam and Zabid.  
A change in the selected sites is possible following prior approval by the Commission and on the basis of security reasons. |
| 3. Programming document | No programming document / Special measure |
| 4. Sector of concentration/thematic area | Reconstruction/rehabilitation | DEV. Aid: YES |
| 5. Amounts concerned | Total estimated cost: EUR 10,000,000.  
Total amount of EU budget contribution EUR 10,000,000, already committed in 2013. |
6. Aid modality(ies) and implementation modality(ies)  

Project Modality:
- Direct management.
- Direct grant award to an international organisation (United Nations Educational, Scientific and Cultural Organization – UNESCO).

7 a) DAC code(s)  
Main DAC codes: 73010 Reconstruction/rehabilitation; 16020: Income generation programmes; 16061: Culture.

b) Main Delivery Channel  
41304 – UNESCO; 90000 - Other

8. Markers (from CRIS DAC form)  

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<th>General policy objective</th>
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<th>Main objective</th>
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<tr>
<td>Participation development/good governance</td>
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<td>☐</td>
<td>X</td>
</tr>
<tr>
<td>Aid to environment</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Gender equality (including Women In Development)</td>
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<td>X</td>
<td>☐</td>
</tr>
<tr>
<td>Trade Development</td>
<td>☑</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Reproductive, Maternal, New born and child health</td>
<td>☑</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>RIO Convention markers</th>
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<tr>
<td>Combat desertification</td>
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<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Climate change mitigation</td>
<td>☑</td>
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<tr>
<td>Climate change adaptation</td>
<td>☑</td>
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<td>☐</td>
</tr>
</tbody>
</table>

9. Global Public Goods and Challenges (GPGC) thematic flagships  

Human Social Economic Development

10. SDGs¹  

SDG 1.5: Build the resilience of the poor and those in vulnerable conditions and reduce their exposure and vulnerability to shocks and disasters.
SDG 11: Make cities inclusive, safe, resilient and sustainable.

¹ Sustainable Development Goals.
**SUMMARY**

The main objective of the proposed action is to promote livelihoods opportunities for youth in Yemen and to preserve and restore buildings damaged during the ongoing conflict while contributing to social cohesion and peace.

Particular attention will go to promoting livelihoods of young people as a vulnerable group, but which comprises the majority of the Yemeni population (70% under the age of 25). Considering the determinants of poverty in Yemen, the ongoing conflict and the negative effects of not addressing them, the Action will intensify its efforts to strengthen the provision of sustainable short and long-term employment with a particular focus in the renovation and repairing of city buildings which has been a driver of economic growth for Yemen in the past and will be a significant determinant of future development and employment. The rehabilitation of infrastructure is expected to contribute to Yemen's economic development in the long-term.

The main outputs of the proposed project are:

- Job opportunities are created in the rehabilitation and reconstruction of infrastructure sectors and young Yemenis are up-skilled – indicatively in the old cities of Sana’a, Shibam, Zabid and Aden.

- Increased awareness around the importance of heritage preservation and promotion of cultural expressions in Yemen

- Improved access and programming within civil society and non-governmental organisations.

The project proposes a unique combination of interventions, linking the promotion of livelihood opportunities for youth with strengthening social cohesion through culture and the preservation of historic buildings. Moreover, the project will contribute positively to the prevention of radicalisation of the urban youth in the short-term, as well as up skilling the labour force from the perspective of future development and reconstruction.

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1 **CONTEXT**

1.1 **Sector/Country/Regional context/Thematic area**

The ongoing conflict in Yemen is significantly affecting Yemen’s economy and society, particularly youth and women, causing internal displacement of the population, severe economic decline, as well as extensive damage to infrastructure and assets across the country. Infrastructures relating to sectors across the board, such as housing, schools, health services, agricultural industries culture and social services have all been adversely affected by aerial bombardment and ground attacks. The conflict has caused severe deprivation affecting all parts of Yemeni society and has led to the general impoverishment of its people.

Even before the conflict, Yemen faced years of poverty, under-development and unemployment, but three years of war have exacerbated these chronic vulnerabilities. The UN’s Yemen Humanitarian Needs Overview (YHNO) for 2017 states that there are over 18.8 million people in need of humanitarian assistance, 2.2 million internally displaced.

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2 As stated at the start of the Humanitarian Overview, ‘With more quality data available than at any time
persons, 1 million returnees, 14.1 million people in need of food assistance, 14.8 million people in need of basic health care, and 4.5 million people requiring essential nutrition services to address their immediate needs. It is estimated that a staggering 462,000 children under five are suffering from severe acute malnutrition and another 1.7 million from moderate acute malnutrition.

Yemeni youth has been heavily affected by the ongoing conflict in terms of extremely high unemployment rates and reduced opportunities, restricted access to education, as well as vulnerability to manipulation by radical groups operating in Yemen, including the Islamic State and Al Qaeda. Although recent data is not available, according to a World Bank report from 2012, the unemployment rate among youth was around 60 % and nearly 50 % of the population is under the age of 15, while 70 % of the population is under the age of 25. This has aggravated the problem of youth employment as several years of conflict have passed and has only increased the capacity of protagonists in the conflict to recruit new militia members. Moreover, 31.1 % of the population is considered illiterate, exacerbating what is becoming a breeding ground for potential and increased radicalisation of the youth.

In the current circumstances, young people are forced to look for a source of income to support themselves and help their families. In rural areas they find opportunities in traditional agricultural activities, but in urban centres they lack such opportunities without international support. Investment in youth and creating livelihoods opportunities for youth will help address these risk factors and will contribute directly to the future recovery and stability of Yemeni society. Moreover, intervention in employment for youth represents a key factor in addressing the deprivation faced by many Yemenis, reducing poverty and further enhancing the chances of peace.

As a consequence of displacement of parts of the population and restricted access to formal education in conflict areas, youth are also unprepared with the essential skills to seek employment opportunities as they may arise. On-the-job training for young people will also reduce their susceptibility of becoming easy targets for recruitment by radical groups, but also help rebuild local communities and contribute to peace building. In general, employing youth in meaningful vocations that also contribute to community resilience, community rehabilitation, and strengthening their identity and community bonds will simultaneously address factors influencing both the current crisis and longer term development goals and objectives.

The conflict has affected infrastructure, employment, cultural industries and services within the overall context of the rapidly declining gross domestic product since 2011. During the conflict, direct bombardment and terrorist attacks have destroyed or damaged a number of infrastructures and spaces (i.e. historic settlements, archaeological sites, museums, archives and libraries) around which Yemeni people built for millennia their cultural identity. The list of potential locations where interventions would be needed is exhaustive, but the project will necessarily focus on particular cities, including Sana’a,

\textit{since 2014, this year’s analysis is based on a substantially more rigorous methodology for estimating how many people require assistance and the severity of their needs. 2017 priority needs estimates are about 10 per cent lower than last year. This decrease reflects better data collection only and can in no way be interpreted as an ‘improvement’ in Yemen’s catastrophic humanitarian situation.’}
Aden, Shibam and Zabid. Three of the cities (Sana’a, Shibam and Zabid) have been seriously affected by the conflict. Their historic urban centres will be emphasised for regeneration, rehabilitation and repair within the project as a primary vehicle for youth employment, as will loci in Aden.

The emphasis on urban regeneration in cities in this project envisages a results chain that addresses unemployment as a cause of poverty and a driver of conflict and links it to outputs in urban centers and peace-building. Through engaging youth in the rehabilitation and maintenance of their urban environments it will reinforce existing Yemeni architectural achievements and their values as long-term drivers of peace and future development.

The proposed project outline focuses on activities that are projected to generate 500,000 working days, (under various duration types of assignments) predominantly for youth directly involved in executing its operational objectives on the ground in Yemen. Further benefit for people, businesses and enterprises in the production and procurement chain for materials as well as the inhabitants of Shibam, Zabid, Sana’a and in Aden in areas which are comprised of hundreds of thousands of indirect beneficiaries. Once the project is fully established, efforts will seek to branch out beyond the primarily buildings that have been destroyed or damaged (such as particular public buildings, religious buildings – mosques and shrines – and others). Considered in totality, these activities will contribute substantially to employment in the selected sites in the short term but will also provide a basis for further expansion.

1.1.1 Public Policy Assessment and EU Policy Framework

The EU policy documents serving as reference documents in the formulation of this project are several.

The Communication from the Commission on the New European Consensus on Development\(^3\) provides a framework for action in the neighbourhood countries as it brings together coherently the security dimension and other elements of stabilisation such as economic development, investment opportunities and employment for youth, as well as specific financial support to civil society with an anti-radicalisation dimension. It also highlights the importance to focus on meeting the needs of youth and improving their future prospects, through notably skills development and underlines the role of culture in promoting long-lasting development.

The Global Strategy for the European Union Foreign and Security Policy (June 2016)\(^4\) states that State and societal resilience is a strategic priority and highlights the position of culture in relation to societal resilience.

The Commission Joint Communication to the European Parliament and the Council "Towards an EU strategy culture on international cultural relations"\(^5\) indicates 3 axes to advance cultural cooperation with partner countries: culture as an engine for social and

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\(^3\) Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions "Proposal for a new European Consensus on Development. Our World, our Dignity, our Future". COM(2016) 740 of 22.11.2016.


The project will refer to the relevant UNESCO convention in the domain of Promotion of the Diversity of Cultural Expressions, which emphasises the importance of culture for social cohesion and underlines the potential for the enhancement of the status and role of women in society.

The project will support a range of existing Yemeni laws concerning heritage protection and cultural development, restoration and rehabilitation of heritage assets and infrastructure, development of craft industries, and environmental protection.

**National policies and regulatory frameworks**

Concerning National Policies, the project refers to the Yemeni national policy paper, the **Youth Employment Action Plan 2014-2016** of Yemen, which states that "Unemployment – and especially youth unemployment – is one of the most important challenges faced by Yemen, and one of the main factors of political instability and insecurity". Furthermore, Pillar 1 of the Action plan calls for immediate job creation through employment intensive programmes. Moreover, the Youth Employment Action Plan indicates that the overall unemployment rate is at 17.8% in 2010, but at 54.6% for women, which requires specific attention.

The project further supports the implementation of the **Yemen Humanitarian Response Plan**, in particular, its Emergency Employment and Community Rehabilitation cluster, by supporting livelihood activities and providing critical income to Yemenis by providing emergency employment and business recovery assistance.

**Policies and regulatory frameworks**

The present Action will be fully in line with government policies and legal frameworks. It will support directly or indirectly the identified priorities and contribute to the preservation of the cultural heritage in conjunction with local actors with a view to promote resilience and development.

Among the main policies:

- Law Number (20) of 1995 on urban planning aiming particularly at (i) preserving the Yemeni architectural character and taking into account the national traditions

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and the Arabic and Islamic customs (ii) locating the touristic, archaeological and historical areas in the republic, preserving them with proper presentation of the important landmarks.

- Tourism promotion Decree number (3) of 1999 with the objective of developing traditional craft industries and handicrafts with the development of the programmes needed to maintain them.

Unfortunately, due to the conflict, the government is not in a position to promote such policies or mobilise the needed financial resources to implement the strategies.

The present project will contribute to the preservation and restorations of a number of selected sites, taking into account the orientations and priorities of the Yemeni policies and coordinating with local stakeholders and decentralised public agencies.

1.1.2 Stakeholder analysis

The project will provide links and coordination between a wide range of stakeholders to implement Cash for Work activities to restore damaged buildings.

The target groups will be constituted by urban youth in the selected sites. Young men and women will be involved in Cash for Work employment and training opportunities. They will be the direct beneficiaries of the action. Existing youth and women’s groups will be involved in the consultation process when defining the priority interventions and modalities of project implementation in the concerned sites. Women’s groups in particular will be identified to become active partners in the project and be involved decision making and implementing activities.

The implementing partner for the project will be UNESCO. The overall responsibility for the management, monitoring (quality control) and administration of the project will be assured by UNESCO regional office which will mobilise, as necessary, specialist departments, as well as other necessary International technical partners such as ICOMOS7, ICCROM8, ICOM9, Blue Shield, Arch World Heritage Centre which have a responsibility to monitor and advise State Parties. These technical partnerships enable the project to draw on and pool a regional expertise in the Arab region, to create synergies with existing programmes and to provide targeted training to local partners on all areas of the projects objectives.

A project office will be established in Sanaa’ (and possibly an additional focal point will be added for Aden and Shibam). International and local staff will be hired to serve as liaison between Doha office to which they will report and the implementing partners in Yemen. They will also provide technical support, monitoring and quality control of interventions.

UNESCO staff, consultants, expert international organisations under the auspices of UNESCO are involved in every step of the process from designing interventions and evaluating on-site methods and practices and results.

**SFD (Social Fund for Development)**

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7 International Council on Monuments and Sites.
8 International Centre for the Study of the Preservation and Restoration of Cultural Property.
9 International Council of Museums.
The SFD was established by law in 1997 as a non-profit organisation. Although its board is chaired by the Prime Minister, it is independent from the Yemeni Government as it has independent policies and procedures. Its mandate is to achieve and align its programmes with the goals of national social and economic development plans for poverty reduction and it has a nationwide presence to implement community based cash for work programmes. SFD uses separate bank accounts for each funding agency. It is subject to an annual financial audit conducted by an independent international audit firm. SFD is a partner for main donors for large programmes implementation in Yemen.

UNESCO will partner with SFD via contracts to implement cash for work (CFW) activities. SFD will be responsible for hiring youth, national experts and private sector for urban regeneration. It will also hire non-governmental organisations (NGOs), civil society organisations (CSOs) for training and product development.

SFD will be present at site locations to monitor the on-site work through local engineers and architects, supported by the UNESCO staff through site visits, monitoring, reporting, documentation and planning.

Selected local NGOs and CSOs will also be contracted directly by UNESCO to support identified local handicraft workshops and initiatives to be enhanced through upskilling and training activities. These groups will assist in identifying stakeholders and beneficiaries and craft masters to conduct training. Direct monitoring is provided by the UNESCO local office and via the SFD partnership.

The CSOs active in the field of culture will benefit from a small grant scheme to produce events to stimulate public participation in the cultural life of the city, and attract interest in the "cash for work programme" and sensibiliser on youth employment opportunities.

Local Master Builders and Guilds

Previous projects carried out by various international organisations in collaboration with SDF (such as the Veneto Institute in Sana’a for the restoration of the Great Mosque and in Taez for the restoration of Ashrafyah mosque; GIZ\(^{10}\) restoration of houses in Shibam/Hadramout and for the infrastructure work in cooperation with UNESCO in Zabid; the restoration of al Amyriah mosque by the American Centre for Yemeni Studies), have worked with very skilled teams of master builders which were trained by pools of international specialists in conservation techniques that respect international standards.

There will be priority in using these teams of skilled master builders to ensure the quality of the interventions within the project. The work of these master craftsmen will be supervised and further enhanced by UNESCO and international expertise through training to be provided locally.

Municipalities and local government agencies

The municipalities and local councils will be primary partners in the design and implementation of the preservation and restoration plans. A far reaching consultation process will be facilitated by UNESCO and will include the concerned stakeholders,

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\(^{10}\) Deutsche Gesellschaft für Internationale Zusammenarbeit.
including local representatives of the ministries in charge (Public works, Construction, Culture and others as necessary) and the GOPHCY\textsuperscript{11}.

Together with SDF and UNESCO, municipalities will identify priorities for architectural restoration / rehabilitation projects. Municipalities will also participate in town planning, conservation management training conducted by UNESCO and through the partnership with SFD. For each site a Site Rehabilitation Plan will be designed and approved by the concerned parties following an inclusive consultation process (implementing partner, SFD, Technical and advisory bodies, municipalities and local councils, local government agencies, the urban planning services, youth groups etc.)

\textbf{1.1.3 Priority areas for support/problem analysis}

The priority areas for support are twofold; youth livelihoods in urban areas and the rehabilitation of (primarily but not strictly) damaged urban infrastructure, resources, skills and knowledge. The approach and actions to be taken address and support both areas simultaneously and produce positive results concerning both issues.

\textbf{Youth Livelihoods}: Youth unemployment is extremely high - at least 48 \% but probably higher- without considering those young people outside the labour market – inactive - as well as the underemployed. The collapse of the country economy and therefore the slow growth of labour demand reflects the limited job opportunities in the private and public sectors in Yemen. Very few opportunities of income generation activities are offered to the youth in urban centres leading the youth into a situation of increased vulnerability. Urban regeneration, rehabilitation and renewal activities will directly absorb thousands of people in their communities in four important cities in Yemen, as well as many more in the production and procurement chain for local materials and equipment necessary in the process.

\textbf{Preservation and restoration of cultural assets}. The Old Cities of Sana'a, Shibam and Zabid are known world-wide as the most authentic and significant examples of the extraordinary urban civilisation which developed in the Arabia Felix in the 2\textsuperscript{nd} century B.C. Since the 1970s it has been the object of many studies by urban specialists, architects and historians, testifying to its outstanding heritage values, and pointing out the threats from the nascent and rapid modernisation affecting its authenticity and integrity after many centuries of almost complete isolation.

The conflict has greatly exacerbated this tenuous situation for the Old Cities, not least in the destruction and damage to numerous houses and public buildings, but also in well founded concerns that future reconstruction in the Old Cities, predictably haphazard and \textit{ad hoc} when it eventually comes, will cause further deterioration to the authenticity and integrity of the urban fabric (the precise values prescribed for protection under the World Heritage Convention). Indeed, an influx of ill-directed- albeit well-intentioned- funding (private or public) could result in the type of post-conflict destruction in the name of development that was seen in the Old Cities of Afghanistan and Iraq in the post-conflict period. \textbf{It is mitigating these concerns that precisely underpin the urgency of the interventions specified in this project in the areas of physical rehabilitation of urban infrastructure.}

\textsuperscript{11} General Organization for the Preservation of the Historic Cities in Yemen.
Moreover, the urban environments in Sanaa, Shibam and Zabid demonstrate exceptional craftsmanship, skills and knowledge in the use of materials and techniques that are vital for the conservation and rehabilitation of historic structures in Yemen and which may be lost if not supported now.

**Skills development through "On the Job" Training:** The labour force is characterised by a low qualification level. The problem of a lack of training opportunities and lack of skills for unemployed youth will be addressed through project activities in urban areas, specifically through training led by master craftsmen associated with maintenance and rehabilitation of urban sites. These skills are furthermore relevant to the broader construction industry which will increase their chances of future employment.

**Support for Cultural Industries and Cultural Programming:** Much of what is defined as “cultural industries” reside in the informal economy which has employment levels in Yemen estimated to be the highest in the Middle East and North Africa (MENA) region\(^\text{12}\). Cultural industries typically make up a significant proportion of the informal economy and Yemen has long been a very important center for artisans and exquisite products for the Middle East and globally (e.g. weaving, carpentry, jewelry, ceramics, etc.). This process will contribute to the retention of traditional skills and knowledge that will be transmitted by master-craftsmen to prevent the decline of traditional savoir faire.

**Conflict sensitivity analysis:** The present conflict directly threatens and destabilises social cohesion; cultural life has been suspended and needs to be supported in a way that reinforces cohesion. There is a need to promote cultural programming and increase participation in cultural events, notably with the public, as a powerful engine for reconciliation and conflict prevention. A conflict and risk assessment analysis shall be done before starting the project and before deciding support activities to CSOs active in this domain.

## 2 Risks and Assumptions

<table>
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<th>Risks</th>
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<th>Mitigating measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security situation and conflict sensitivity: A deteriorating security situation would impact on the implementation capacity. This may further reduce the scope of interventions that are possible with partner institutions under tremendous stress and the possibility for real collaboration acutely diminished.</td>
<td>H</td>
<td>Flexibility in terms of location of activities is required. Other sites may be selected if security situation or other circumstances require. A Contingency plan and a conflict sensitivity analysis will be developed during inception phase.</td>
</tr>
<tr>
<td>Perception of inequity: Perception of</td>
<td>M</td>
<td>The selection of participants,</td>
</tr>
</tbody>
</table>

inequity of benefits among regions, communities, sites, or involved project participants

Communities, sites, and regions will be done on an equitable basis following an objective needs assessment and considering the representation of different groups within the community. Participatory processes will be utilised. Decisions will be informed by urban environments with an objective benchmark recognised by both Yemen and the international community.

Corruption: potentially one of the main obstacles is widespread corruption and the project must ensure effective ways to avoid corruption at central and local level.

Applying strict practices and procedures will help mitigate the risk of corruption effectively. Monitoring and evaluation tools and processes effectively utilised and deployed.

Prolonged negative stalemate: With uncertainty regarding peace negotiations the prospects for peace in the coming years are uncertain. If the conflict becomes protracted, the implementation of the project may be negatively impacted.

Contingency planning will allow to implement the project despite possible political uncertainty and instability. Less reliance on international staff for project delivery in the project design; the importance of national non-governmental organisation, active local authorities and civil society organisations have already been elevated and substantively engaged in the project design phase.

The blockade on imports being enforced by the coalition will limit the import of specialist equipment and materials

Mitigation measures employed such as the local procurement of traditional building materials in rehabilitation measures and prioritising locally feasible solutions in the design phase such as existing equipment held by partner organisations in universities, government authorities, SFD etc. etc.

Assumptions:

- The national and local security situation permits international personnel, partners and stakeholders to safely implement operations on the ground.
• The perception of the implementing partner, UN agency, as a neutral and impartial actor remains, and communities and individuals are receptive of the programme and its activities without fearing repercussions from peers.
• Local and national authorities support, engage and take ownership of project activities and interventions are perceived as beneficial to the country and its people. Authorities demonstrate a sense of ownership in the project and fully support the overall implementation.

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Previous examples of cultural development programming in conflict situations in recent years in Afghanistan, Libya, Syria, Iraq and Yemen, implemented by UNESCO, have elevated valuable lessons for ensuring the success of the current approach and linking various concerns, such as the drivers of conflict, community ownership, sustainable urban development and peace-building. There are two core lessons that inform the approach adopted here; 1) unemployed youth are easily disconnected from the social fabric, including cultural values, community, traditions and identity and become vulnerable to recruitment and radicalisation by protagonists in conflict as they form new identities based on ideological and destructive (even iconoclastic) motives, and 2) urban assets, infrastructure and resources cannot be maintained in the long term if communities do not receive direct economic benefits and incentives in the short term (i.e. in the vacuum of centralised authority and regulation caused by conflict, cultural resources must be leveraged in order to demonstrate that they are potential solutions to multi-dimensional poverty, rather than something seen as obstructing unfettered urban development).

By addressing the lack of income generating activities for the youth and on-the-job training, this project builds on these lessons by; engaging youth in their communities through investment in urban rehabilitation and regeneration; absorbing young men in particular into to meaningful work that strengthens their communities and contributes to maintenance of infrastructure important for future socio-economic development in Yemen (such as tourism and cultural industries intimately bound to their urban environments / heritage - housing, public buildings and public spaces, etc.) and overall by strengthening the sense of community and identity that promotes stability, rather than radicalisation and radical social change.

Actions taken now and within this project are thus an indispensable long term investment in policy and planning for urban development in Yemen.

3.2 Complementarity, synergy and donor coordination

Most of the European Commission funded projects in Yemen in the field of income generating activities, resilience, food security, health etc., including those on humanitarian assistance by DG ECHO\textsuperscript{13}, are focusing on rural areas. The proposed

\textsuperscript{13} Directorate-General for European Civil Protection and Humanitarian Aid Operations.
The project will complement the range of interventions and give the opportunity to focus on urban zones.

Complementarity with ongoing humanitarian and development efforts as well as Youth Employment schemes in a coherent, consistent and conflict sensitive manner will be ensured.

Coherence of action among the UN agencies in Yemen is ensured by the UN Yemen Bridging Framework 2016-2018, which facilitates coherent planning and operational coordination of actions.

During this phase of political and social instability, these cultural development efforts will provide vital support and income to Yemeni families that have experienced major loss as a result of the conflict and also create a foundation for future employment and development in the culture sector. Unemployment – especially youth unemployment – is considered by all development actors as a significant driver within the conflict and as a factor that can prolong hostilities. Addressing this issue through the prism of urban renewal makes this development approach unique and distinct in relation to other development projects.

UNESCO will ensure complementary of action and donor coordination through existing programmes and any future initiatives foreseen.

The proposed action will be complementary to the project financed through the Instrument contributing to Stability and Peace entitled "Exceptional Assistance Measure in favour of Iraq, Libya, Syria and Yemen - Protecting cultural heritage and diversity in conflicts" (EUR 1,070,000)\textsuperscript{14} implemented by UNESCO in Iraq, Libya, Syria and Yemen. The project aims at enhancing UNESCO's capacity to respond more rapidly to needs associated with the protection of culture and diversity in complex emergencies, to strengthen the positive role that culture can play in promoting resilience, culturally diverse societies and in developing more sustainable approaches to inclusive peace and stability in transitional contexts. Specific attention will be brought to strengthen complementarity between this project and the proposed action and avoid duplication.

The project will also build upon the objectives and achievements in UNDP\textsuperscript{15}'s recent programmes for Youth Economic Empowerment with the added value of leaving visible and tangible results in historic urban centres that will be identifiable by stakeholders and communities for generations to come. Moreover, the project aims to build upon UNESCOs existing programme for rehabilitation in Sana’a and the recently initiated youth employment pilot project in Zabid.

3.3 Cross-cutting issues

\textbf{Conflict-sensitivity}: All activities under the different project outcomes will be implemented in a conflict sensitive manner and target those areas and groups that are in most need. All different ethnic or cultural groups will be taken into account. This will be particularly important when choosing the areas to restore.


\textsuperscript{15} United Nations Development Programme (UNDP).
Social cohesion: Social cohesion will be enhanced through targeted initiatives addressing dialogue, diversity and reconciliation, but moreover, by the general approach which seeks to involve diverse groups of different political and religious affiliations in the different communities concerned. Special focus will be given to engaging women, youth and civil society in a positive cultural discourse on unity in diversity, peace-building through culture and a human centred recovery through strengthening individual and community identity vested in their cultural expressions, promoting enhanced social cohesion and negating social exclusion.

Gender and support to women’s economic empowerment: Yemeni women are particularly disadvantaged. For the seventh consecutive year Yemen is at the bottom of the World Economic Forum - Global Gender Gap index for women’s equality. The project activities will actively seek to address the specific needs and opportunities for women through interventions aimed at women’s economic empowerment, enhancing livelihoods for women and by creating employment opportunities.

Youth: The project will promote the economic empowerment of youth through targeted activities for employment, but moreover, by supporting the youth to have a stake in society, emphasising community values, as well as to value peace and stability.

Environment: environmental issues will be taken into consideration throughout the implementation of the Action and also via policy and urban planning aimed at achieving sustainable cities in Yemen. Local municipalities will be fully engaged in the process of preparing urban master plans considering environmental sustainability.

4 Description of the action

The action proposed focuses on providing youth in Yemen with alternatives to conflict through job and training opportunities to improve their livelihoods and rehabilitate the urban tissue. Mobilising and incentivising youth through "cash for work" to be part of community led rehabilitation of urban environments while strengthening skills, supporting urban regeneration in order to mitigate youth unemployment and potential risks of radicalisation. Youth involvement is seen as an essential contributor to stabilising communities by engaging them in meaningful employment that strengthens urban resilience.

The operational objectives will be achieved on the ground in Yemen through both short term initiatives that have long-term implications for development in Yemen. The main actions will include the community led urban regeneration in conflict affected cities, three of which also happen to have World Heritage status.

The project aims to generate job opportunities for a range of activities ranging from unskilled to highly skilled tasks from 1 to 3 months employment to the entire project duration, accompanied by training and upskilling initiatives as appropriate to the works undertaken. Thus, the project has the potential to generate approximately 500,000 working days for Yemeni youth and benefit thousands more indirectly, also having positive outcomes that extend beyond the project duration.

Damage and destruction of residential housing in historic urban centres has caused the displacement of families and thus their rehabilitation offers both an immediate relief in the form of shelters but also contributes to the long term development for Yemen through trade and later hopefully tourism.
At the same time, this activity will contribute to safeguarding traditional skills and contribute to passing them on to a new generation of craftsmen and craftswomen building on a sustainable model for economic development. Finally, the will promote and harness culture as a source of intercultural dialogue for future reconciliation and as a driver for peace. By supporting civil society organisations in cultural programming, youth will be enabled to participate in the cultural life of the nation, promoting future civic participation and engagement.

The major activity of the project – in terms of budget and deliverables- are the labour intensive rehabilitation and urban regeneration that require extensive mobilisation and engagement of Yemeni youth.

4.1 Objectives/results

Overall objective

The overall objective of the proposed action is to promote livelihood opportunities for youth in Yemen and to preserve and restore national cultural heritage while contributing to social cohesion and peace.

Specific objectives

The specific objectives (SO) are:
(a) To increase income generating opportunities of young Yemenis in urban centres.
(b) To preserve the integrity of the old urban environment.
(c) To improve civil society organisations engagement and effectiveness in the sustainable management and development of community assets, cultural and human resources.

4.2 Expected results

The main outputs of the proposed project are:
– Output 1 (SO1): Job opportunities are created in rehabilitation of the urban infrastructure and young Yemenis are up-skilled;
– Output 2 (SO2): Preservation and restoration of urban sites (Old City of Sana’a, Old City of Shibam, Old Town of Zabid, Aden);
– Output 3 (SO2): Increased awareness around the importance of preservation and promotion of cultural expressions in Yemen;
– Output 4 (SO3): Improved access and quality of cultural services and programming within civil society and non-governmental organisations.

This programme is relevant for the Agenda 2030. It contributes primarily to the progressive achievement of SDG goals n°1 and n°8, but also promotes progress towards SDG 1.5: Build the resilience of the poor and those in vulnerable conditions and reduce their exposure and vulnerability to shocks and disasters.
4.3 Main activities

“Cash for Work” programmes

The project will mobilise youth in the urban contexts in Sana’a, Shibam, Zabid and Aden through rehabilitation and regeneration activities, resulting in job and training opportunities and preservation of the integrity of the urban environment and will be implemented in cooperation with SFD.

- Job opportunities for skilled and unskilled youth. Skilled labour will be engaged in drainage, electricity, etc. while unskilled labour will be mobilised to undertake intensive clearing, cleaning and other construction / rehabilitation activities which represent the bulk of the work. As part of the urban regeneration programme, destroyed or damaged public buildings, such as museums and archives will also be rehabilitated and emergency measures (urgent storage needs, reduction of water infiltrations, securing doors, etc.) will be put in place for the long term preservation of their collections, as well as publics spaces (e.g. markets places, streets).

- On-the-job trainings by Yemeni master craftsmen, engineers and conservation architects, as well as by experts on a range of vocations concerned with urban renewal (urban planning) and building conservation and rehabilitation (architects, engineers, etc.) to expert craftsmen.

- Accompanying activities will include capacity building for local agencies in promotion and management of urban management and other appropriate selected activities.

- Desk survey for establishment of baseline data (inception phase).

Preservation and restoration of historic urban sites

The Old City centres of Sana’a, Shibam and Zabid, as well as historical sites in Aden are protected by the Antiquities Law of 1973. As such, the Old Cities benefit from a specific classification and protected status in the existing Master Plans of the concerned cities. Master Plans for the cities require updating considering recent developments and in some cases are being ignored, as it often occurs in developing countries with low financial resources, weak administration, corruption and within the context of the conflict in Yemen.

- Articulation with the Master Plans

The present project will allow to better articulate the preservation and restoration of the old urban sites with the existing regulatory frameworks in the concerned cities, notably by:

- making a review of the urban plans in force (master plans, urban conservation plans, management plans)
- formulating policy recommendations (potential amendments or revisions of the master plans) and technical advice to authorities and communities in charge,
- facilitating coordination among stakeholders at various levels (Local representatives of Ministry of Construction and Urban Planning, Ministry of Culture, Ministry of Public Works, GOPHCY, other Development Partners’ projects, Municipalities, etc.)
Identification of sites and Design of Site Rehabilitation plans

During the inception phase of the project, a needs assessment will be implemented to provide updated information on the actual situation of the targeted cities, and serve as a basis for defining the works to be conducted.

Sites will be identified by the project team, having taken into proper consideration the result of the conflict sensitivity analysis of the area, making sure that no controversial issues will be raised by the concerned parties. Final choice of the sites will have to be endorsed by the European Union.

For each site a Site Rehabilitation Plan will be designed and approved by the concerned parties following an inclusive consultation process (local representatives of the various ministries in charge, implementing partners, SFD, technical and advisory bodies, municipalities and local councils, local government agencies, the urban planning services, youth groups, etc.).

The Site Rehabilitation Plan will be coherent with the ongoing initiatives regarding the preservation of historical cities and the existing Master Plans of each city (as well as other regulatory frameworks).

Implementation of the Site Rehabilitation Plans

The works for the preservation and restoration of sites included in the Site Rehabilitation Plans are implemented under the responsibility of UNESCO.

Town planning, conservation and heritage management training

Training sessions will be implemented during the course of the project to enhance the capacity of municipalities, technical bodies, local government agencies and all key actors, to improve the protection and management of the rehabilitated sites and reinforce the planning process.

Promotion of economic revitalisation based on traditional skills

Promote economic revitalisation through the creative industries and the promotion of crafts through skills and product development (weaving, embroidery, jewelry, ceramics (pottery and tiles), woodcarving, stone carving, basketry, decorative metal work, and calligraphy). This process will contribute to the retention of traditional skills and knowledge that will be transmitted from master-craftsmen to trainees, preventing these traditions from disappearing while also strengthening the market and value of the skills and techniques themselves.

Women will be involved in specific female centered cultural industries (weaving, embroidery, jewellery, etc.) and will benefit from specialised capacity building programmes to acquire additional handicraft skills and knowhow.

Four crafts ateliers, in four cities, will be established to produce architectural elements for the rehabilitation of urban environments, housing, schools and public spaces, providing a market for the skills and products in the initial phase of project implementation.

Support for Civil Society Organisations in social cohesion through cultural programming
The project aims to enhance the participation of individuals and communities in the cultural life of the nation to harness culture as a driver of peace and social cohesion and reinforce the activities for urban renewal. Non-governmental organisations, civil society and individuals will be supported to increase cultural activity in Yemen and improve community access through a **small grants award scheme**. This approach will promote community ownership and participation in the overall efforts to document, safeguard promote Yemeni heritage. It will support activities such as exhibitions of work produced through crafts development, workshops on heritage preservation and promotion, awareness raising events with Yemeni artists, filmmakers and youth (screenings, exhibitions, discussion forums, etc.), support for active cultural associations and NGOs for specific events / programmes / projects.

**Visibility and Dissemination of Outcomes**

Awareness raising and visibility events, exhibitions and publications promoting the project values and results will be undertaken periodically.

Social media will be employed to both enhance visibility and promote youth ownership. A series of events will be organised throughout the project, as well as manuals, policy and guidelines published towards improving education, sustainability and increasing overall visibility. Visibility of the project outcomes and achievements is inherently built into the project design, as the tangible results of activities in historic urban centres typically attract positive and extensive national and international attention of media organisations (press, TV and radio) and reinforce the values under which the activities were designed and implemented in the first place.

**Sustainability of the Action**

The sustainability of the action requires attention. While Yemen is a country at war, the actual fighting is limited to a few combat fronts and leaves opportunities for intervention, even if the situation can evolve rapidly. This situation renders even more urgent the need to start preserving the urban tissue before the destruction is too advanced, as this would put the risk of losing invaluable assets and urban sites, which would be detrimental to the global international community and in the first place to Yemen. The sustainability of the Action will be promoted through several dimensions. The skills development done through master craftsmen to the youth (both for young men and women in and beyond their respective traditional attributes) will contribute to upskilling local labour and communities and maintain a **savoir faire** that will remain available in country and could be mobilised for other similar projects and at a larger scale when peace is restored. This project can also act as a catalyster and possibly attract additional funding by involvement of the private sector through ‘adaptive re-use’ of private building for public functions (such as guesthouses, crafts atelier, culture centres, libraries, site museums etc., etc.). In terms of urban policy and planning, the action will contribute to the implementation of urban planning priorities to promote sustainable cities and preservation of the urban tissue.

Rapid positive progress towards conflict resolution in Yemen is not certain but in the perspective of a peace agreement, it is worth paving the way towards easier recovery and upskilling of labour force in view of improved socio-economic conditions.
4.4 Intervention logic

The project aims to provide opportunities for income generation to the unemployed youth in urban centres and preserve the integrity of ancient urban tissue. Its added value is the combination of cash for work and the preservation of the urban tissue.

This will enhance local ownership and self-reliance and provide direct alternatives to youth, making them less vulnerable to radicalisation. Employment in urban regeneration and local economic development will also demonstrate the benefits - both economic and towards social cohesion - of the restoration and sustainable development of urban areas and cultural resources. The safeguarding and development of tangible and intangible assets embedded in the project will also provide a basis for economic development in Yemen through both its direct impact on the production and market for craft goods, as well as maintaining Yemen’s unique advantage in tourism into the future. These direct social, economic and cultural impacts of the project also have indirect, short and long term implications for peace and state-building initiatives through working with multiple communities of different backgrounds and in various areas, promoting common cultural values and fostering dialogue.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country referred to in Article 184(2)(b) of Regulation (EU, Euratom) No 966/2012.

The rider to the financing agreement DCI-MED/2013/023-817 (signed on 08/08/2013), will be made in the form of a unilateral letter, in line with articles 21.2 of the General Conditions.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.3 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the rider to the financing agreement.

Extensions of the implementation period may be agreed by the Commission’s authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute technical amendments in the sense of point (i) of Article 2(3)(c) of Regulation (EU) No 236/2014.
5.3 Implementation modalities

5.3.1 Procurement (direct management): Services: Monitoring, evaluation and audit

<table>
<thead>
<tr>
<th></th>
<th>Type (works, supplies, services)</th>
<th>Indicative number of contracts</th>
<th>Indicative trimester of launch of the procedure</th>
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<tbody>
<tr>
<td>Monitoring services</td>
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<tr>
<td>Mid-term and final evaluation</td>
<td>services</td>
<td>1</td>
<td>3rd trimester 2019</td>
</tr>
<tr>
<td>Audit</td>
<td>services</td>
<td>1</td>
<td>2nd trimester 2022</td>
</tr>
</tbody>
</table>

If security conditions allow, independent consultants recruited directly by the Commission on specifically established terms of reference will carry out external monitoring. Given the difficult security situation in Yemen it is important to have permanent monitoring of the activities and results. Specific monitoring arrangements will be concluded between the Commission and UNESCO, and the costs of this monitoring will be covered under a specific budget (see section 5.4).

5.3.2 Grant: direct award (direct management)

(a) Objectives of the grant, fields of intervention, priorities of the year and expected results

The expected results would be the promotion of job opportunities for the youth in the cultural heritage sector in Yemen.

The objective of the grant will contribute to improve livelihoods for youth in Yemen and to preserve and restore national urban sites while contributing to social cohesion and peace.

The expected results are (i) Job opportunities are created through the rehabilitation of urban sites and young Yemeni are up-skilled (ii) Increased awareness around the importance of heritage preservation and promotion of cultural expressions in Yemen. (iii) Improved access and quality of cultural services and programming within civil society and non-governmental organisations

The type of actions eligible and the expected results are those mentioned under paragraph 4.2.

(b) Justification of a direct grant

Under the responsibility of the Commission’s authorising officer responsible, the grant may be awarded without a call for proposals to UNESCO.
Under the responsibility of the Commission’s authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the country is in a crisis situation referred to in Article 190(2) RAP and the action has specific characteristics requiring IO having field and technical expertise as well as the capacity to access insecure and remote areas. This implementation is justified because UNESCO's mandate is to contribute to peace and security by promoting culture. UNESCO has also a long standing history of cooperation with SFD and has successfully implemented similar projects in Middle-East countries.

(c) Essential selection and award criteria

The essential selection criteria are the financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

In accordance with Articles 192 of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 37 of (EU) regulation no 323/2015 full funding is essential for the action to be carried out, the maximum possible rate of co-financing is increased up to 100 %. The essentiality of full funding will be justified by the Commission’s authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative trimester to conclude the grant agreement

First semester 2018.

5.3.3 Restrictive measures

Specific clauses shall be included in the grant agreement with UNESCO in order to oblige the beneficiary to fully comply with the provisions and procedures set out by the restrictive measures concerning Yemen. These criteria and requirements are deemed to be considered essential in the context of the respective agreement to be concluded with UNESCO.

5.4 Indicative budget

<table>
<thead>
<tr>
<th>Module</th>
<th>EU contribution (EUR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.2 Direct management – grant with UNESCO (including Communication and Visibility)</td>
<td>9,780,000.00</td>
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<tr>
<td>5.3.1 Monitoring</td>
<td>100,000.00</td>
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<tr>
<td>5.8 &amp; 5.9 Audit/evaluations</td>
<td>120,000.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>10,000,000.00</strong></td>
</tr>
</tbody>
</table>

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as
established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

In accordance with Article 9(2) (a) of Regulation (EU) No 236/2014 and extension of crisis situation in Yemen for the period 01/07/2017–30/06/2018\textsuperscript{16}, the Commission decides that natural and legal persons from the following countries having traditional economic, trade or geographical link with neighbouring partner countries shall be eligible for participating in procurement and grant award procedures: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates. The supplies originating there shall also be eligible.

The Commission’s authorising officer responsible may extend the geographical eligibility in accordance with Article 9(2) (b) of Regulation (EU) No 236/2014 on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Organisational set-up and responsibilities

A steering committee will meet on a regular basis and will provide strategic direction, management oversight/coordination and advisory authority. It will endorse annual work plans. Representation of the host government will be highly encouraged at national level. The EU Delegation to Yemen will lead the steering committee or nominate a representative when its presence cannot be effective during the meetings.

The steering committee will be supported by a coordination unit bringing together representatives from EU, UNESCO, SFD and concerned CSOs and NGOs working on different aspects of the project and in direct contact with beneficiaries and local stakeholders. This team should meet quarterly and in an ad hoc fashion if required.

The UNESCO Office in Doha will be responsible for the overall management and monitoring of the project. Implementation will be carried out in close cooperation with non-governmental and civil society organisations and community stakeholders at the national, provincial and municipal levels. In addition, coordination will be ensured with other international partners and UN agencies interventions, and local authorities will be closely associated in order to facilitate implementation.

UNESCO will establish a project Office in Sana’a to ensure proper and timely implementation of the project, enable local coordination, day to day management of activities and initiatives and to maintain close collaboration with counterparts, stakeholders and beneficiaries.

UNESCO will continue to work closely with SFD through a partnership agreement on the core project activities for urban regeneration where the project’s main resources and actions will be deployed; upscaling rehabilitation activities already being undertaken through UNESCO’s pilot projects in the Old City of Sana’a and in regards to the Project for Youth Employment through Urban Renewal in Zabid. SFD has mobilised local communities in Sana’a and Zabid under ongoing programmes and has approximately 30 staff engaged and deployed within the framework of its partnership with UNESCO. SFD

and other local organisations, as well as local authorities, have strenuously and continuously requested UNESCO to help mobilise more international support for unemployed youth through urban rehabilitation and to upscale the Organization’s activities on the ground in this domain. SFD will contract partners as necessary for implementation of activities (service providers and procurement).

SFD’s extensive network of site and project offices within the project locations – Aden, Sana’a, Zabid and Shibam- will complement the establishment of the UNESCO project office and act as focal points for project activities, including urban renewal, workshops and ateliers established at project sites in the cities concerned.

5.7 Performance monitoring and reporting

The day to day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner’s responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. The project will develop monitoring and reporting tools that will enable a follow up of results and activities involving women and girls. A survey, based on secondary data and existing documentation will be made during the inception phase by the implementing partner to define the reference baseline data and targets of the project. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the logframe matrix (for project modality). The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

5.8 Evaluation

Having regard to the importance of the action, a mid-term and a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission. It is foreseen that conditions on the ground will improve during the project life and will allow implementation of evaluation missions (and audits).

The mid-term evaluation will be carried out for monitoring and learning purposes, in particular with respect of up-scaling or replication perspective.

The final evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that further actions will be needed due to the level of vulnerabilities and state fragility.

The Commission shall inform the implementing partner at least 1 month in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in
agreement with the partner country, jointly decide on the follow up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project. Indicatively, a contract for evaluation services shall be concluded under a framework contract in 2020.

5.9 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements. Indicatively, one contract for audit services shall be concluded under a framework contract during second semester 2021.

5.10 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be agreed with UNESCO before signature of the contract and supported with the budget as indicated in section 5.4 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligation.