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This action is funded by the European Union

ANNEX

of the Commission Implementing Decision on the financing of the special measure in favour of Yemen for "an integrated response to vulnerable communities in Yemen" for 2018 part 2 and for 2019 part 2

Action Document 'Promoting resilience and social cohesion through an integrated response to vulnerable communities in Yemen'

MULTIANNUAL PROGRAMME

This document constitutes the multiannual work programme in the sense of Article 110(2) of the Financial Regulation and action programme/measure in the sense of Articles 2 and 3 of Regulation N° 236/2014.

1. Title/basic act/ CRIS number	Promoting resilience and social cohesion through an integrated response to vulnerable communities in Yemen CRIS number: MIDEAST/2018/41613 and MIDEAST/2019/40981 financed under the Development Cooperation Instrument	
2. Zone benefiting from the action/location	Yemen ¹	
3. Programming document	No programming document / Special measure	
4. Sector of concentration/ thematic area	Social cohesion, resilience, recovery, education, reintegration and return	DEV. Aid: Yes
5. Amounts concerned	Total estimated cost: EUR 31,000,000 Total amount of EU budget contribution: EUR 30,000,000 The contribution is for an amount of EUR 10,000,000 from the general budget of the Union for financial year 2018 and for an amount of EUR 20,000,000 from the general budget of the Union for 2019, subject to the	

¹ The action foresees to target two indicative cluster areas: one in the north and one in the south. The identification of the governorates of the clusters will be defined depending on the evolution of the security situation and the number of Internally Displaced Persons (IDPs) and returnees in critical need of integrated assistance in these governorates. Indicatively, as per the situation of Yemen in May 2018, the potential Governorates could be: north: Amran, Sana'a and Dhamar; south: Lahj, Taizz and Abyan.

	<p>availability of appropriations following the adoption of the relevant budget or as provided for in the system of provisional twelfths.</p> <p>This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 1,000,000</p>			
6. Aid modality(ies) and implementation modality(ies)	<p>Project Modality</p> <p>Direct management through:</p> <ul style="list-style-type: none"> - Grants - Indirect management with the International Organization for Migration (IOM) and the United Nations Children's Fund (UNICEF) - Procurement 			
7 a) DAC code(s)	<p>43010 - Multisector aid</p> <p>11220 – Primary Education</p>			
b) Main Delivery Channel	<p>21000 – International NGO</p> <p>47066 – International Organization for Migration</p> <p>41122 - UNICEF</p>			
8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	X	<input type="checkbox"/>	<input type="checkbox"/>
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality (including Women In Development)	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
9. Global Public Goods and Challenges (GPGC) thematic flagships	<p>Human Development, Migration and Asylum, Education</p>			
10. SDGs	<p>SDG10 Reduce inequalities</p> <p>10.7 facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies</p> <p>SDG 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>			

	<p>16.7 ensure responsive, inclusive, participatory and representative decision-making at all levels</p> <p>SDG 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p> <p>4.1 ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes</p> <p>4.10 increase the supply of qualified teachers</p>
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SUMMARY

This Action will contribute to safe, orderly, dignified and sustainable return or integration of internally displaced persons (IDPs). More specifically, it will focus on (a) enhancing the resilience of returnees, IDPs and their host communities; (b) strengthening the capacity of the local authorities and the available systems with respect to migration governance; (c) providing a stronger evidence base for better understanding movement trends through collection and comprehensive analysis of primary data gathered at a sub-national level.

The Action will focus on two clusters: one in the south and another one in the north (to be determined at a later stage) with relative security, where it is possible to promote and build upon the achievements made in stabilisation efforts to mitigate the negative economic impacts of the crisis and enhance community resilience. It will be structured in three coordinated parallel components, creating synergies and complementarity, where relevant:

- 1) support the recovery of Yemeni long-term IDPs, resettled populations, returnees as well as host communities in areas of relative stability with the ultimate aim to enhance resilience and social cohesion between both displaced and host communities in target areas.
- 2) through improved access to information and analysis of the flow of movements by migrants, IDPs, and returnees, the second component will enhance social cohesion and resilience, of national and local authorities and target communities with high resilience potential and preparedness to work towards social cohesion and recovery.
- 3) support to education through a system of incentives to unpaid teachers in order to prevent the collapse of the education sector in Yemen. The action aims to ensure access to school to children otherwise at risk of not completing their education, child marriage and/or being recruited by armed groups².

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

Years of poverty, underdevelopment, environmental decline, intermittent conflict, and weak rule of law – including widespread violations of human rights – have contributed to over seven years of crisis and have resulted in the displacement of over two million people in Yemen. The last three years have exacerbated chronic vulnerabilities by devastating essential local infrastructure and provision of and access to basic services, as well as upsetting

² Support to teachers and schools should not be limited to the two geographic clusters indicatively identified, but shall extend also to other areas in need.

employment and livelihood opportunities. An estimated eight million Yemenis have lost their livelihoods or are living in communities with minimal to no basic services, including health and education. Access to schools is also hindered by the suspension payment of salaries to teachers. The operating environment in Yemen is complex. There is both a formal and an informal State, the latter depending on a network of alliances, patronage and co-option. This means that the State neither exercises control over the entire national territory nor has a monopoly of the means of coercion. In addition to wide-scale violent conflict, there are state-tribal conflicts, inter-tribal conflicts (largely over land and water rights), generalized social instability and threats to civil order due to mounting poverty levels. Additionally, civil society is increasingly fragmented along regional, religious, and political lines. Many Yemenis therefore rely on informal social capital through traditional networks, which strengthen the informal State.

According to the 2018 Humanitarian Needs Overview (HNO), 22.2 million people (76 % of the whole population) are estimated in need of humanitarian assistance, of which 11.3 million in acute need. Since the beginning of the conflict in 2015, the vast majority of IDPs, with an estimated 88.5 % of IDPs, has been displaced for one year or more, including 69.2 % (representing 1,401,360 persons) displaced for more than two years. This places a continued and a prolonged burden on hosting families and the wider community, which could fuel further tensions within communities for accessing basic services.

The duration and scale of the conflict has made the successful return and reintegration of migrants and IDPs challenging. Despite this, there are around one million returnees in areas across 20 governorates where the security situation and accessibility has improved. These areas of relative security are dispersed throughout the country and represent opportunities to promote and build upon the achievements made in stabilisation efforts to mitigate the negative economic impacts of the crisis and enhance resilience.

However, areas of return may potentially be considered as volatile with compounding factors such as economic crisis and broader political violence and terrorism. Even if no armed conflict is ongoing within the pockets of stability, there is a risk of recruitment and radicalisation of unemployed youth by extremist groups. This situation demonstrates that it is urgent to launch initiatives of community strengthening, livelihoods for youth in order to support the relative social cohesion achieved in the target communities and to contribute to reducing tensions and the chance of the escalation of violence within the communities.

The dynamics of displacement in Yemen continue to shift, with new displacement continuing to occur in areas of prolonged and escalating hostilities. Simultaneously, where the security situation has improved, more stable return pockets have emerged.

The protracted nature of the crisis which is severely affecting the majority of the population is putting immense pressure on the humanitarian community which is ensuring a multi-sectoral response. In such a context, renewed efforts aimed at increasing synergies between different EU instruments to strengthen the humanitarian development nexus are urgently required.

Therefore, the action will ensure full complementarity with emergency response and early recovery efforts, focusing on stabilisation through a multi-sectorial response.

1.1.1 Public Policy Assessment and EU Policy Framework

The major public policy document on which this action is based is the “National Policy for Addressing Internal Displacement” in Yemen that was developed in 2013. It presented a major step forward in addressing the situation of IDPs by acknowledging IDPs’ essential rights and putting them at the centre of the crisis response. Since then, no other relevant public policy has been developed given the ongoing conflict.

The UN Strategic Framework for Yemen 2017-2019 and the UN Humanitarian Country Team “Strategy for IDP response in Yemen” in 2016 are both UN national documents, but had limited government input.

The EU policy documents serving as reference for the methodology adopted in this project are:

- Council Conclusions on Operationalising the Humanitarian-Development Nexus of 19 May 2017³, encouraging the Commission and the Member States to take forward humanitarian and development work in a number of pilot countries, starting with joint analysis and leading, where possible, to joint planning and programming of humanitarian and development partners, and strengthening the capacity of local / national actors to identify and deal with risks, vulnerabilities and their underlying causes.
- Commission Communication "Lives in Dignity: from Aid dependence to Self-reliance. Forced Displacement and Development"⁴. The policy document sets out a development-oriented approach to support refugees, IDPs and host communities in partner countries, aimed at strengthening the resilience and boosting the self-reliance of both populations to promote social cohesion.
- Joint Communication to the European Parliament and the Council "A Strategic Approach to Resilience in the EU's External Action"⁵, which identifies strengthening state and societal resilience as part of the response to the challenge of how to sustain progress in the transformational agenda the EU has set itself, against a backdrop of a more connected, contested and complex global environment. The joint communication confirms the Commission Communication on Resilience "The EU approach to Resilience: Learning from Food Security Crises" and the Linking Relief, Rehabilitation and Development (LRRD)⁶ approach launched by the World Humanitarian Summit on May 2016, which brought international attention to the growing frequency, significance and complexity of shocks, humanitarian crises and emergencies and established a clear consensus that responses to crises of such magnitude require highly effective cooperation between humanitarian and development actors. The proposed action adopts this approach to bridge the gap between humanitarian and development, implementing emergency response, recovery and development in a continuum approach.

³ Council Conclusions on Operationalising the Humanitarian Development Nexus of 19.05.2017.

⁴ COM(2016) 234 of 26.4.2016.

⁵ JOIN(2017) 21 of 7.06.2017.

⁶ COM(2012) 586 of 3.10.2012.

- The Commission Communication on Social protection in Development Cooperation⁷ identifies the role of social protection related instruments to help break the vicious cycle of political, economic and social fragility and instability on the basis that “without livelihoods and income, individuals and families further descend into poverty and dramatic developmental setbacks”.

1.1.2 Stakeholder analysis

Building understanding and acceptance of a community-based approach through the local authorities and governance structures is essential to a successful intervention. Authority and governance structures vary widely across Yemen, but can often be obstructionist, blocking all intervention, without the appropriate sensitisation and participation. A sustainable intervention targeted at an entire community will require buy-in and support from the local authorities and governance structures, including but not limited to: government ministries, local authorities, Sheikhs, community leaders, and religious leaders. Key relationships with these actors can influence the legitimacy and implementation of a project, especially in communities where strong governing structures still exist.

The ongoing conflict has changed the landscape of civil society organisations (CSOs) in Yemen. Many have been forced to dismantle projects due to lack of funding or personnel and others have dissolved completely. In addition, an international focus on funding humanitarian projects has resulted in lack of funding for many CSOs, or forced them to shift activities towards providing humanitarian aid instead of focusing on other sectors. Nevertheless, CSOs remain key actors as they already have earned the trust and respect of local communities.

The engagement of local authorities at both central, governorate and district levels and other relevant institutions is crucial to support programme implementation, to continue the effective provision of services post-intervention, as well as to ensure a sustained enabling environment for CSOs to operate in.

This project plans to target IDPs, returnees and the host communities in the indicatively identified areas. The wider beneficiaries will be Yemeni Civil Society Organisations who will benefit from capacity building and sub-grants to implement local development community projects, as well as local authorities. The whole community will benefit from this project by receiving basic services and sustainable livelihoods opportunities from the Consortium, local authorities and CSOs.

The project will focus on the most vulnerable groups and implement inclusive activities targeting women, youth, children and other most vulnerable groups. Women are underrepresented but critical in successful peace promotion whilst marginalised youth is often targeted to be drawn into unproductive or destabilising activities.

At the outset of the project, a stakeholder mapping in each location will be conducted, in coordination with the relevant networks and partners, on the basis of the agreed intervention. In parallel, IOM will also coordinate with the central and the local authorities, as well as any related coordination mechanisms and UN agencies. IOM and the Consortium will coordinate with social groups and community organisations.

⁷ COM(2012)0446 of 20.8.2012.

The current conflict has led to the polarisation within communities along tribal and political lines. Interventions will be conducted in full respect of the "Do No Harm" approach with an analysis of the context prior to initiating any activities to ensure that the response does not reflect adversely on the IDPs, returnees or exacerbate tensions within the wider community⁸.

1.1.3 Priority areas for support/problem analysis

As reported in the 2018 Humanitarian Needs Overview, basic services have significantly suffered from the escalation of the conflict, leading to **millions of people in Yemen in need of humanitarian assistance to ensure their basic survival**. An estimated 17.8 million are food insecure, 16 million lack access to safe water and sanitation, and 16.4 million lack access to adequate healthcare. Needs across the country have grown more acute since June 2017, with 11.3 million in acute need of humanitarian assistance (15% increase in five months). As a result, more than 8 million people are in need of livelihoods assistance to enhance their self-reliance to address basic needs and reduce dependency on relief assistance.

According to the October 2017 Task Force on Population Movement (TFPM) 16th report, the large majority of IDPs and host communities cite food as their priority need (83 %), followed by access to income (6 %), shelter (4 %), and water (3 %). However, the needs vary widely depending on the length of displacement, from lifesaving emergency needs of newly displaced, to longer-term support that builds on the capacities and skills of the displaced. Displacement triggered a wide range of needs from basic survival needs that require immediate lifesaving assistance, to more medium-term support, including livelihood assistance to enable self-reliance and support for host communities.

As displaced people move in search of safety and shelter, there are **increased tensions within their families and with the broader host community**. Tensions may, for example, relate to shared livestock pastures or woods being depleted for cooking fuel by displaced people. The majority of IDPs (77 %) are housed in private settings. This places a continued and prolonged burden on hosting families and the wider community as well as on IDPs paying rent. An estimated 23 % of IDPs (representing 417,600 individuals) are living in collective centres, such as disused schools, health facilities, religious buildings and other vacant public and private buildings, or in dispersed spontaneous settlements. Services at these locations are often limited, and residents face significant protection risks, including exploitation, harassment and gender-based violence. A small population of returnees (4.3 %) have had to resort to more precarious options, i.e. seeking shelter in collective centres or spontaneous settlements within their village or neighbourhood of origin. According to the TFPM 16th report, the majority of returnees (69 %) cite food as their priority need, followed by access to income (11 %), and water (4 %). The context is also marked by a partial cessation of social benefits, leaving **millions of people without any source of income, whilst access to labour opportunities has been severely restricted** due to displacement, damaged productive infrastructure, physical insecurity of markets, and high cost of productive inputs and fuel.

⁸ In line with the EU Guidelines on protection: http://ec.europa.eu/echo/sites/echo-site/files/policy_guidelines_humanitarian_protection_en.pdf

Women and children constitute three quarters of IDPs and are particularly vulnerable.

52 % of the displaced community live in women-headed households. Displaced school-aged children face a grim future, as they are at higher risk of missing education; boys face higher risk of recruitment by armed groups, while girls face higher risk of being held back from school and forced into early marriage.

Since October 2016, **teachers** in governorates under the control of de-facto authority have not received any regular monthly salary. While many of them have made great efforts in continuing educating Yemeni children, but the situation has impacted heavily on teaching and learning. Teachers can no longer afford to pay for transportation to make it to school and have no other alternative than to look for different sources of subsistence to feed their families. Under these circumstances, it will be extremely difficult to keep schools functioning in the coming schoolyear and ensure the right to education to Yemeni children.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (High/Medium/Low)	Mitigating measures
Security situation deteriorates causing a halt in project operations in target locations/areas.	H	The indicatively identified implementing partners have already been working in a challenging environment as Yemen for several years and have built up a track record in local communities. The involvement of local CSOs in the proposed project will allow more flexibility if no international staff is allowed on the ground. If the security situation in the target governorates deteriorates, other locations, with more stable conditions, may be considered, upon coordination with the donor. Situation continuously monitored through political dialogue at high EU development partners level.
High levels of movement into or out of the areas of intervention due to further displacement or to a stabilisation in areas of origin	H	Targeted areas will be identified taking into consideration the current relative stability. Although continued displacements through the areas of intervention is likely, the project is community-targeted and community-driven in order to be flexible to changes in demographics.
Further deterioration of the economic and social fabric in Yemen and in the targeted	M	Targeted areas will be decided taking into consideration of the relative stability, the EU and

areas		partners will continue monitoring the patterns of the conflict and the economic situation.
Lack of access for staff due to violence, insecurity, lack of fuel and bureaucratic impediments	M	<p>Articulate access constraints and supports negotiation processes through appropriate channels (e.g. UN Office for the Coordination of Humanitarian Affairs (OCHA) Access Monitoring Working Group).</p> <p>Continued negotiations with national and local leadership to have access and overcome bureaucratic impediments. When necessary operationalisation of the business continuity plan to maintain presence in country.</p> <p>Finding productive and appropriate roles for local authorities will ensure they buy-in to the success of the project.</p> <p>A lack of fuel can be mitigated through remote management and a stronger emphasis on capacity building of local organisations and community networks.</p>
Insufficient collaboration from local authorities	M	Local authorities will be involved from the inception phase of the project and associated to the main steps of implementation. Continued dialogue will take place between Consortium members and local authorities.
Assumptions		
<p>The patterns of the conflict remain the same, with areas marked by relative calm. Front-line areas may shift.</p> <p>Despite import restrictions, rising prices and decreased provision of public services, reduced purchasing power of the general population, commercial markets will remain at least minimally performing in most areas. Basic commodities will remain mostly available or sporadically available in local markets. Basic banking services will be accessible for transactions in many areas, although an ongoing liquidity crisis may limit these transactions. Consortium members' staff presence will continue to increase, strengthening the implementation.</p> <p>With extensive sensitisation and coordination, local and national authorities allow and support the implementation of activities.</p>		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

The proposed action has been designed taking into account the current situation in the country and several analyses and reports available on Yemen.

Recent assessments conducted by UN and the World Bank⁹ conclude that in order to create conditions for a peaceful and successful transition in Yemen, there is a need for strengthening the social cohesion and increasing community resilience. This can be achieved by creating employment and economic opportunities and by building capacity of civil society organisations and other social services providers to enable them to support communities. The interventions have to be data/evidenced based (as substantial challenge in Yemen in times of conflict) to allow for informed decision making and required flexibility throughout the implementation of the action.

Lessons learnt on community engagement in actions supporting stabilisation by the Instrument contributing to Stability and Peace (IcSP) show that after periods of war, “local economies are seriously debilitated, their physical infrastructures are damaged and especially in conflict-affected or fragile countries, state institutions and capacities are (further) weakened. In such situations, external aid for restoring livelihoods that help revitalise local economies is an emergency and a strategic priority for social and economic stabilisation, featuring high on peacebuilding agendas alongside security, reconciliation and governance activities. Similar to rehabilitation and reconstruction activities, economic recovery/likelihood actions are also an opportunity to address root causes of vulnerability and conflict, empower marginalised groups (e.g. women, youth, migrants, IDPs), promote more inclusive and equitable socio-economic foundations and lay the ground for more peaceful and resilient societies.”

Taking into account similarities with the crisis in Somalia, the wealth of EU experience in the Horn of Africa and current flows of migrants across the Gulf of Aden, there is additional scope to cross-reference experiences and lessons learnt in both countries.

3.2 Complementarity, synergy and donor coordination

There are several local initiatives in the resilience and transition sectors under implementation in Yemen. The Enhancing Rural Resilience in Yemen (ERRY) Programme funded by the EU and implemented by the United Nations Development Program (UNDP), has operated in rural communities in Yemen since 2016 and has accumulated a wealth of lessons learnt, as well as current opportunities for cooperation and synergies with the present action. In addition, World Bank funded resilience programmes implemented by UNDP and the Food and Agriculture Organisation (FAO), as well as other partners, will also be coordinated with to ensure complementarity and develop synergies where relevant.

In addition, project conceptualisation, location and indicative activities have been developed between IOM and the Consortium.

⁹ <http://documents.worldbank.org/curated/en/108561509847237071/pdf/Yemen-Integrated-Urban-PAD2487-PAD-P164190-3-10242017.pdf>;

<http://documents.worldbank.org/curated/en/859221468197958545/pdf/100928-BR-IDA-SecM2015-0221-Box393245B-OUO-9.pdf>

Hence, regular coordination will be undertaken with the related donor coordination clusters (including the humanitarian community), local authorities, relevant agencies (both national and international), targeted communities, and the beneficiaries through the available Community Based Organisations. Coordination efforts will focus to avoiding duplication and ensuring that gaps within the selected communities are covered by applying a needs-based approach and crosschecking available data.

In carrying out the activities in different geographic areas to enhance resilience of returnees, IDPs, and their host communities, and to promote social cohesion and resilience (Objective 1 below), as well as to strengthen the capacity of local authorities (Objective 2 below), overlaps and duplication of activities amongst implementing partners will have to be avoided. The selection by the EU of the Governorates who will benefit of this action will be finalized in consultation with the Consortium and IOM to maximize project reach and avoid duplication. The provision of a stronger evidence base for better understanding movement trends through collection and comprehensive analysis of primary data gathered at a sub-national level (Objective 3 below) will further contribute to avoiding overlap and duplication.

3.3 Cross-cutting issues

Gender Mainstreaming

Gender roles in Yemen are shaped by diverse religious, cultural, social and political traditions. These are complex, and vary across the north and the south of the country, between urban and rural areas, and between different tribes and generations. Historically, women in Yemen have had much less power in society than men. Furthermore, conditions for Yemeni women and girls are deteriorating as the conflict drags on. While the situation in Yemen is rapidly evolving, a general pattern is emerging of deteriorating gender relations and increasing marginalisation of women from participation and leadership in decision-making fora.

The conflict is affecting men, women, girls, and boys differently. Men and boys make up the majority of direct victims of armed conflict, forced recruitment and arbitrary detention, while women and girls – who in normal times bear the burden of running the households and farming - and are exposed to different forms of gender-based violence (GBV). Women become more vulnerable during emergencies. They are more exposed to malnutrition because they have limited access to resources. They work extra time to increase their income or improve their access to services. Despite these challenges, humanitarian crises can provide opportunities for the promotion of gender equality and transformative gender relationships, because people's life circumstances change along with their gender roles. During the recent conflict, several examples have been documented of women's coping mechanisms, resilience and ability to carve out spaces of agency – hence contradicting the predominant portrayal of Yemeni women as passive victims.

The implementing partners have strong experience in ensure specific gender needs and constraints are taken into account when designing and implementing projects in Yemen. They will therefore bring this expertise to the consortium, for gender focus to be mainstreamed throughout the project in all target communities. The inclusion of sexual and reproductive health is envisaged and its inclusion as part of the basic service delivery package to be provided to displaced populations will be assessed once the selection of the areas is finalised.

Rights Based Approach.

The rights, needs and interests of the affected populations, will guide the interventions. IDPs, returnees and affected communities will participate in all stages of the project cycle, and will be provided with all required information to enable them to make fully voluntary and informed choices. Specific needs of each individual and/or affected population should be considered when drawing up plans for alternative, transitional and sustainable solutions. These should focus on protection of beneficiaries as well as mainstreaming cross-cutting issues like environment, disability, child protection, and psycho-social support. The project will follow a rights-based approach to social protection and will contribute to fighting exclusion and discrimination against marginalised groups, such as the Muhamasheen¹⁰.

Environment

The environment in Yemen has been severely affected by the rapid population growth and the random use of the limited natural resources. Natural forests in mountainous areas have been destroyed by agricultural clearing and livestock overgrazing. Many farmers have replaced their agricultural crops by growing *qat* instead, seeking a better and faster profit. Desertification, soil erosion and the shortage of water has pushed the people to develop some environmental harmful practices, especially with the poor national oversight for these practices and challenges. Water pollution is a problem due to contaminates from the oil industry, untreated sewage, and salinization. Moreover, the war and the indiscriminate use of different kind of weapons have increased the pollution and made the situation worse.

The environmental impact of all interventions will be assessed, notably for any construction / rehabilitation work and for livelihood activities. Alternative energy options will be considered where appropriate.

Conflict sensitivity

Yemen is affected by a diverse range of conflicts, including at the most local level. The project will exercise constant awareness and sensitivity at the local level based on the “Do No Harm” principle. By focusing on inclusion and economic recovery, it is expected that the project will contribute to social cohesion. Search for Common Ground, member of the Consortium, will be the focal point for ensuring this approach is adopted across all target communities.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

The overall objective of the project is to contribute to safe, orderly, dignified and sustainable return or integration of internally displaced persons.

¹⁰ The Muhamasheen form a marginalized social group in Yemen, up to 10% of the population according to UNICEF/ Social Welfare Fund (Muhamasheen Mapping Survey, 2014), discriminated in the socio-economic and political spheres, with concentration in Sana’a capital, Hodeidah, Ibb but more at large around urban centres.

This objective will contribute to the progressive achievement of the SDG 10 to reduce inequalities, and in particular to target 10.7¹¹, as well as SDG 16 to promote peaceful and inclusive societies for sustainable development, specifically to target 16.7¹².

The project will focus on the most vulnerable groups through activities that are inclusive of women, youth, and conflict-affected communities. Women are underrepresented but critical in successful peace promotion and youth ‘at risk’, who feel marginalized are often targeted and consequently drawn to unproductive or destabilising activities.

The action will have the following specific objectives and outputs:

Specific objective 1) Enhanced resilience of returnees, IDPs and their host communities

The proposed action will contribute to supporting the resilience of IDPs, returnees and host communities in the targeted locations by supporting income generating activities (IGAs), improving their access to related services and addressing immediate community needs through a community-based approach. This will in turn reduce tension with host communities rooted in competition for scarce resources and limited access to public services. In addition, beneficiaries will receive livelihood and upskills training as per prior market needs assessment, complemented by efforts to connect them with potential employers to gain practical hands-on experience. A better skilled workforce increases production and significantly contributes to stimulating local economic growth.

Output/Result 1.1. Basic services delivery including access to school is provided in collective and relocation sites for displaced population and host communities

Output/Result 1.2. Enhanced skills for employment and income generating activities

Output/Result 1.3. Enhanced capacities of returnees, IDPs and host/return communities to collectively identify and advocate for their needs

Output/Result 1.4. Rehabilitated critical basic service infrastructure and community based assets

Specific Objective 2) Community social cohesion is enhanced

The focus of this objective will be on recovery and sustainability, using a community focused approach, and reducing inter-community tension and/or conflict.

Output/Result 2.1. Local authorities, civil society, school teachers and communities empowered to defuse tensions and restore normalcy

¹¹ "to facilitate orderly, safe, and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies".

¹² "to ensure responsive, inclusive, participatory and representative decision-making at all levels".

Output/Result 2.2. Reconciliation among community members supported through a peer-focused process, which promotes linkages between individuals, households and groups

Output/Result 2.3. Alternative perspectives (employment, livelihoods) provided to mitigate the risk of social tensions

Output/Result 2.4 Capacity of the local authorities strengthened with respect to migration governance strengthened

Specific Objective 3) A stronger evidence base is provided for better understanding population movement trends

By analysing the flow of the population, the humanitarian and development communities will be furnished with information to better plan for response.

Data collection methods and approaches that produce migrant/population profiles disaggregated by age and sex will be deployed. FM/DTM¹³ tools and analysis will be strengthened to include data collection on protection risks and closer partnerships with protection actors.

Output/Result 3.1. FM/DTM enumeration teams equipped to implement methodologies at a sub-national level

Output/Result 3.2. Information on mobility patterns collected and disseminated

4.2 Main activities

Objective 1) Enhanced resilience of returnees, IDPs and their host communities

- Output/Result 1.1. Basic services delivery including access to school is provided in collective and relocation sites for displaced population and host communities.
In coordination with the relevant clusters, partners will provide basic services in collective and relocation sites for displaced populations in an integrated manner for a wide range of sectors, as needed, including food, water, sanitation and hygiene (WASH), waste management, shelter, basic health care, sexual and reproductive health, nutrition, education and access to school, protection such as Gender-Based Violence (GBV), and legal assistance. In addition, a dialogue with the relevant government authorities will be promoted.
- Output/Result 1.2. Enhanced skills for employment and income generating activities
Monitoring of the needs in IDP hosting sites, returnee areas, and project communities. Employment and livelihood programmes including vocational training based on market needs assessments.
Individual and community based Cash-for-Work schemes ranging from rubble removal to garbage collection to improve living conditions as well as injecting greatly needed cash

¹³ Flow Monitoring (FM) is one component of IOM's Displacement Tracking Matrix (DTM) and is used in various contexts to track the movements of migrants or internally displaced persons (IDPs) within and through a country or a region. Globally, the FM methodology is composed of three tools: 1) assessment of areas with high mobility, 2) evaluation of the frequency and volume of individuals in high areas of mobility, and 3) in-depth surveys at these locations.

into economically depressed communities to jump start local economies, inclusive to all population groups (IDPs, returnees, and host communities).

Provision of small business start-up training, agricultural support and relevant start-up kits. Support for the development of businesses and the agriculture sector will give special attention to building climate resilience (agriculture), as well as promoting resource efficiency and good environmental management. Likewise, good environmental management practices will be integrated in vocational training (corresponding to the specific areas of training). This action will proactively seek to promote women's participation and income.

- Output/Result 1.3. Enhanced capacities of returnees, IDPs and host/return communities to collectively identify and advocate for their needs: Activities bringing communities together through awareness raising activities focused on conflict resolution, peace promotion events, gender and sustainable development. These indicative activities are expected to help building community resilience following the trauma of war. Yemeni diaspora is sensitised and involved in the project.
- Output/Result 1.4. Rehabilitated critical basic service infrastructure and community based assets: Community asset rehabilitation to meet urgent stabilisation and reconstruction needs in the immediate post-conflict phase, such as the refurbishment of schools and clinics, restoration and improvement of water supply, solar electricity and reestablishment of irrigation systems.

Objective 2) Community social cohesion is enhanced

- Output/Result 2.1. Local authorities, civil society, school teachers and communities empowered to defuse tensions and restore normalcy.
Build the capacity of civil society groups and local authorities to:
 - improve social cohesion and migration management, reduce conflict, and promote peacebuilding initiatives when appropriate.
 - identify the short and long term needs of community with representation from all gender, disability, age, socio-economic status groups.
 - increasing school attendance through teachers engagement and payment of incentives to teachers
 - Train local authority focal points to enable smooth running of relevant services, facilitate the selected mechanisms during the project life, and support sustaining the gains of the project beyond its duration.
- Output/Result 2.2. Reconciliation among community members supported through a peer-focused process, which promotes linkages between individuals, households and groups. Establishment of inclusive community-led and driven governance groups, inclusive of men, women, boys and girls, including marginalized groups, which will be an integral part of the project process from initial project identification to post intervention maintenance and sustainability. Governance groups will be a mix of host community, local government and IDPs to ensure that needs are inclusive and collectively identified.
- Output/Result 2.3. Alternative perspectives (employment, livelihoods) provided to mitigate the risk of social tensions, finding a common space and a shared understanding of the localized needs among the local authorities, the civil society, and the private sector.

Extensive and inclusive community and authority mobilisation and sensitisation in order ensure collective agreement between IDPs, host community and local authorities on identification and advocacy of needs; recognition of opportunities for positive action to reduce divisions and promote peace despite the ongoing conflict

- Output/Result 2.4 Capacity of the local authorities strengthened with respect to migration governance strengthened.
Capacity building of local authorities and other relevant groups to strengthen the systems and identify the short and long term needs of the community, with representation from all gender, disability, age, socio-economic status groups. They will also be trained in how to prioritize needs, identify to whom needs should be advocated to, and strategies on how to meet those needs.

Objective 3) A stronger evidence base is provided for better understanding population movement trends

- Output/Result 3.1. FM/DTM enumeration teams equipped to implement methodologies at a sub-national level
Establishment of tools and methodologies for FM/DTM implementation at sub-national level: Data collected will be used to produce regular updates on cross-border and transit mobility, including monitoring trends and movements over time. Data and reports will contribute to a comprehensive analysis of migration flows at the sub-national level, particularly inflows from KSA, Gulf countries, and the Horn of Africa.
- Output/Result 3.2. Information on mobility patterns collected and disseminated
Data harmonisation activities with the relevant bodies and stakeholders to map and monitor migration trajectories, demographics, associated needs and problems, in cooperation with the relevant organisations and counterparts engaged in the territories.
Data entry, cleaning, and analysis and production of datasets, reports, maps, and dashboards to produce migrant/population profiles disaggregated by age and sex. FM/DTM tools and analysis will be strengthened to include data collection on protection risks and closer partnerships with protection actors.

4.3 Intervention logic

The Action will target two cluster areas "south" and "north" that, due to the continuously evolving situation of migration flows in Yemen, will be identified during its inception phase. The intervention will focus on three elements: service delivery including livelihood opportunities and community cohesion, strengthening capacity of local authorities, and improved understanding of movement trends into and across Yemen. In order to stabilize displaced populations within the target area, the project will seek to enhance skills of the population, particularly the youth, and provide necessary inputs and training to the most vulnerable persons within target communities to enable them to have sustainable livelihoods, which will improve their resilience to sudden shocks resulting from the conflict. Overall, by addressing both immediate critical needs of displaced populations, as well as contributing to the sustainable recovery and development of target communities, the project will defuse tensions between displaced and host communities, thereby enabling them to live together peacefully in the long term.

Alongside this, the project will work with civil society to build their capacity to respond to the needs of returnees, IDPs and the wider population. The returnees and IDPs will be accepted in the communities, increased basic services' delivery will provide a less tense environment and provide an increased income. More youth will be employed and less dissatisfied and less likely to be tempted to join the militias or extremist groups.

The proposed action will represent a significant strategic step through piloting and developing a harmonised approach to delivering an integrated response to displaced populations and host communities for potential replication and coordinated scale up by multiple stakeholders both during and post conflict.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is not foreseen to conclude a financing agreement with the partner country.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of the adoption by the Commission of this Financing Decision.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

5.3 Implementation of a budget support component:

N/A

5.4 Implementation modalities

Both in indirect and direct management, the Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures affecting the respective countries of operation¹⁴.

5.4.1.1 Grant: (direct management)

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

As outlined in detail under point 4.2, the action will focus on support to recovery of Yemeni long-term IDPs, resettled populations, returnees as well as host communities in areas of relative stability with the ultimate aim to build resilience and enhance social cohesion between both displaced and host communities in target areas.

(b) Justification of a direct grant

¹⁴ https://eeas.europa.eu/sites/eeas/files/restrictive_measures-2017-04-26-clean.pdf

Under the responsibility of the Commission’s authorising officer responsible, the grant may be awarded without a call for proposals to a consortium under the lead of Agency for Technical Cooperation and Development (ACTED).

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 2(21) FR. In the current crisis circumstances, the number of implementing partners working on the ground in Yemen is very limited. This is why the approach adopted for the current action is to encourage the very small number of available agencies to form a consortium, working in a coordinated manner rather than in competition.

(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

The maximum possible rate of co-financing for this grant is 95% of the eligible costs of the action. The co-financing of 95% is justified because this action constitutes aid in a crisis situation and also comprises activities to protect the health and fundamental rights of people. The pre-identified implementing partner has also indicated that their current level of own resources allows for a contribution on their part amounting to 5% of the total cost of the action.

If full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be 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 trimester of the year 2019.

5.4.1.2 Procurement (direct management)

Subject in generic terms, if possible	Type (works, supplies, services)	Indicative number of contracts	Indicative trimester of launch of the procedure
Third party monitoring	service	1	Q 1 2019

5.4.1.3 Indirect management with an international organisation

Two parts of this action may be implemented in indirect management:

- indirect management with IOM: this part of implementation entails to contribute to monitor the flow of movements by migrants, IDPs, and returnees utilizing the information and analysis to inform and strengthen the other components of the action, and to strengthen ties between and within communities, engaging a broad range of stakeholders. This implementation is justified because IOM has a specific mandate and expertise in the above mentioned field. IOM would partially implement these activities in pursuit of Specific Objectives 1 and 2, and will implement in full all activities related to Specific Objective 3.

- indirect management with UNICEF: this part of implementation aims at giving children the opportunity to exercise their rights to education by ensuring a source of funding to teachers as incentive to allow them to go to school and to teach. This implementation is justified because UNICEF has a specific mandate and expertise in the above mentioned field. UNICEF would implement these activities in pursuit of parts of Specific Objectives 1 and 2. The amount of single incentive paid per teacher will be agreed in coordination between EU and the relevant UN agencies.

The entrusted entities would carry out the following budget-implementation tasks: launching of procurement, definition of eligibility and selection criteria, procurement, award of contracts, acting as a contracting authority concluding, monitoring and managing contracts, carrying out payments.

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.

The Commission's authorising officer responsible may extend the geographical eligibility 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 Indicative budget

	EU contribution (amount in EUR)	Indicative third party contribution, in currency identified
5.4.1.1 – Direct management with ACTED	19,000,000	1,000,000
5.4.1.2 – Procurement –direct management Third party monitoring	500,000	
5.4.1.3 – Indirect management:		
- with IOM	5,000,000	N.A.
- with UNICEF	5,000,000	
5.9 – Evaluation	300,000	N.A
5.10 - Audit	200,000	N.A
5.11 – Communication and visibility	(covered by the contract)	
Contingencies		N.A.
Total EU Contribution:	30,000,000	1,000,000

Total cost of the Action:	31,000,000
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5.7 Organisational set-up and responsibilities

The signature of financing agreement is not foreseen at present.

A Programme Steering Committee (SC) will be formed and will meet at least three times a year to endorse strategic orientations, oversee programme execution, and facilitate implementation of the activities, approve work plans and oversee the coordination of the different stakeholders and groups involved and feed into the policy dialogue. The SC composition will reflect the variety of stakeholders in the programs and will comprise representatives from the Ministry of Planning and International Cooperation, the Ministry of Foreign Affairs and the Ministry of Labour and Social Affairs, the European Union Delegation and its cooperation section/humanitarian field office, as well as representatives of the implementing consortium and international organisation, and the relevant local authorities. Representatives from other institutions, such as private sector representatives and partners responsible for the component linked to the support to small business development will also take part according to the needs.

A technical steering committee composed of concerned stakeholders at local level, and comprising also the implementing international organisation and consortium members will be created at component level to oversee the specific operational aspects of the project. Notably, throughout project development and implementation stages, IOM and the Consortium will coordinate to align strategy and methodology through the technical steering committee. This will meet on a regular basis.

5.8 Performance monitoring and reporting

A robust Results Based Monitoring and Evaluation system will be put in place to track project implementation progress, and document valuable lessons and experiences being learnt. At the inception phase, baseline survey and assessment to verify some of the anticipated risks will be carried on, including the introduction of necessary amendments to the set of indicators based on the prevailing conditions in the context of implementing the project. Similarly, at end of the implementation of the action, an endline survey will be conducted by the partners in order to assess the impact of the activities. Local authorities and communities will be strongly involved in the monitoring of the activities performed.

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. 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) or the list of result indicators (for budget support). 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.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

The third party monitoring service (see 5.4.1.2.) to be contracted, could, among others, be tasked with field visits in the areas where activities of the project will be taking place with the aim to assess in pre-set intervals, the progress of the project against its stated objectives and timeframe. Monitors may also visit the end beneficiaries (targeted populations) and conduct surveys of assessing the impact of the actions. Furthermore, constant monitoring will feed the observations made back to the Contracting Authority in order to timely identify challenges and shortfalls.

5.9 Evaluation

Having regard to the nature of the action, a mid-term and final evaluations will be carried out for this action or its components via independent consultants contracted by the Commission.

The mid-term evaluation will be carried out for learning purposes, in particular with respect to the impact on youth employment, value chains assessment and access to markets.

A 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 this action is starting in a post-conflict and reconstruction phase of the country and is supposed to bridge to more development oriented policies and plans at local authorities level

The Commission shall inform the implementing partner at least one 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.

Evaluation services may be contracted under a framework contract.

5.10 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.

It is foreseen that audit services may be contracted under a framework contract.

5.11 Communication and visibility

Visibility of the project outcomes and achievements is inherently built into the project design. Some of the components of this action are expected to generate significant visibility and will presumably attract positive and extensive national and international attention. Publications promoting the project values and results will be undertaken at intervals.

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 elaborated at the start of implementation and supported with the budget indicated in section 5.6 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 obligations.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY) ¹⁵

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (2018)	Targets (2020)	Sources and means of verification	Assumptions
Overall objective: Impact	Contribute to safe, orderly, dignified and sustainable return or integration of IDPs	1. Proportion of IDPs displaced for more than 2 years positively (re)integrated	1.n/a	1. 20%	1. Baseline and Endline surveys	A Baseline survey will be conducted during the inception phase of the project
Specific objective(s): Outcome(s)	SO1.: Enhanced resilience of returnees, IDPs and their host communities	1.1. Percentage of target beneficiaries provided with access to income generating activities – disaggregated by sex 1.2. Percentage of target beneficiaries with access to basic services disaggregated by services and sex	1.1 n/a 1.2 n/a	1.1 80% 1.2 100%	1.1-1.2 Project documents and database	<ul style="list-style-type: none"> ▪ Security allows access to target locations. ▪ Authorities and counterparts remain willing to support activities. ▪ Relevant government and authority partners actively participate in trainings and advocacy events.
	SO2. Community social cohesion is promoted	2.1. Percentage of target population report improved relationships and trust among local actors (displaced groups, host communities, authorities) as a result of IOM intervention disaggregated by sex 2.2 Number of classes open and providing lessons to children as a result of UNICEF intervention	2.1 0% as the intervention has not started yet 2.2 n/a	2.1. 60% 2.2 to be defined during inception phase	2.1 Baseline and Endline surveys; Training reports;/Project documents 2.2 Project database	

¹⁵ Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

	Results chain	Indicators	Baselines (2018)	Targets (2020)	Sources and means of verification	Assumptions
	SO3.: A stronger evidence base is provided for better understanding population movement trends	3. Number of policy makers/public officials reporting having made use of information on migration and displacement	3.tbd during inception phase	3. tbd during inception phase	3. Baseline and Endline surveys	<ul style="list-style-type: none"> ▪ Security conditions permit for data collection in the field level ▪ Governments and Authorities allow access and data collection for FM/DTM
Outputs	OP 1.1 Basic service delivery and access to school are provided in collective and relocation sites for displaced population	1.1.1. Number of beneficiaries with access water/sanitation/waste management/health/education and school/legal assistance/shelter/ through this Action disaggregated by services provided and sex	1.1.1 none	1.1.1 300,000	1.1.1 Endline survey	<ul style="list-style-type: none"> ▪ Vehicles and materials used for activities are not forcibly taken, stolen or irreparably damaged ▪ Needed materials can be procured, delivered and stored at reasonable prices and within a reasonable period. ▪ Target facilities are not irreparably vandalized/damaged
	OP 1.2 Enhanced skills for employment and income generating activities	1.2.1. Percentage of young IDPs receiving upskills training – 1.2.2. Number of women trained 1.2.3. Number of businesses established	1.2.1 0 1.2.2 0 1.2.3 0	1.2.1 tbd ¹⁶ 1.2.2 tbd 1.2.3tbd	1.2.1-1.2.3 Endline survey	
	OP 1.3. Enhanced capacities of returnees and IDPs and host/return communities to collectively identify and advocate for their needs	1.3.1. Number of start-up kits provided 1.3.2. Number of people participating in training and initiatives aiming to combat discrimination against displaced persons (disaggregated by sex, age and displacement status)	1.3.1 0 1.3.2 0	1.3.1 Tbd 1.3.2 Tbd	1.31-1.3.2 Project progress reports	
	OP 1.4. Rehabilitated critical basic service infrastructure and community based assets	1.4.1. Number of community-based initiatives 1.4.2. Number of community groups established 1.4.3. Number of rehabilitation schemes	1.4.1 0 1.4.2 0 1.4.3 0	1.4.1 Tbd 1.4.2Tbd 1.4.3Tbd	1.4.1 Project documents	

¹⁶ Targets for most of the outputs will be identified at contracting or inceptions phase, when a baseline survey will also be undertaken.

	Results chain	Indicators	Baselines (2018)	Targets (2020)	Sources and means of verification	Assumptions
	OP 2.1. Local authorities, civil society, teachers and communities empowered to defuse tensions and restore normalcy	2.1.1 Number of local authority and CSO representatives participating in awareness sessions (disaggregated by sector and sex) 2.1.2 Number of teachers receiving incentives and ensuring presence at school	2.1.1: 0 2.1.2: n/a	2.1.1 Tbd 2.1.2 TBD	2.1. Database of training participants; Project progress reports 2.1.2: project database on teachers receiving incentives	
	OP 2.2. Reconciliation among community members supported through a peer-focused process, which promotes linkages between individuals, households and groups	2.2. Number of governance group established with project support, representative and functional	2.2.1 0	2.2.1 Tbd	2.2 Session reports Project documents/Project database	
	OP 2.3. Alternative perspectives (employment, livelihoods) provided to mitigate the risk of social tensions and extremism	2.3. Percentage of members of the target group reporting that their communities have been empowered	2.3.1 n/a	2.3.1 60%	2.3. Baseline and Endline survey	
	OP 2.4. Capacity of the local authorities with respect to migration governance strengthened	2.4. Number of people trained in migration governance and related matters (disaggregated by sex, age and displacement status)	2.4. 0	2.4.1 Tbd	2.4. Database of training participants	
	OP 3.1. FM/DTM enumeration teams equipped to implement methodologies at a sub-national level	3.1. Number of people trained in FM/DTM data collection (disaggregated by sex, age and displacement status)	3.1.1 0	3.1.1 Tbd	3.1. Database of training participants	
	OP 3.2. Information on mobility patterns collected and disseminated	3.2. Number sub-national reports on mobility patterns developed and disseminated	3.2.1 0	3.2.1 6	3.2. Sub-national reports on mobility patterns published on the IOM FM/DTM web portal	