



Boy holding a large piece of exploded artillery shell
Credit UNICEF

Strengthening humanitarian coordination and advocacy in

YEMEN

PROJECT PROPOSAL

January - December 2017

OCHA mobilizes humanitarian assistance for all in need and delivers its mandate through coordination, advocacy, humanitarian financing, information management and policy.

RATIONALE & CONTEXT

The civilian population remains under great duress as the conflict in Yemen rages. Affected by a pervasive protection crisis including significant loss of civilian life and ongoing forced displacement, the conflict seems intractable. Basic services and related institutions are on the verge of collapse. Market systems remain disrupted, and the Yemeni Riyal continues to depreciate. Limited quantities of essential items such as food, fuel and medicine are available on the local market, but expensive when available, with average inflation for basic commodities at 26 percent.

The World Health Organization (WHO) and health facilities across Yemen report that over 7000 people have been killed and over 34,000 injured, since March 2015 due to the conflict (these numbers are underreported as most health facilities are not functioning, and are likely much higher). There is documentation of serious violations of international humanitarian law by the warring parties, including repeated attacks on public facilities and civilian infrastructures.

However, the majority of the deaths in Yemen are caused by lack of food, medicine, health assistance, and the inability to afford basic services. An estimated 14.1 million people are food insecure (including 7 million severely food insecure). About 25 percent of the severely food insecure population do not know where their next meal is coming from. Nine governorates are under “emergency” (Integrated Phase Classification - or IPC - Phase 4), while ten governorates are in Phase 3 (Crisis). Some 3.3 million are acutely malnourished, including 462,000 children who face Severe Acute Malnutrition (SAM). Critical levels of Severe Acute Malnutrition (SAM) rates are reported from hotspot areas including Al Hudaydah (9 percent) and Taizz lowlands (5.3 percent). Local media is reporting occurrence of famine in some areas.

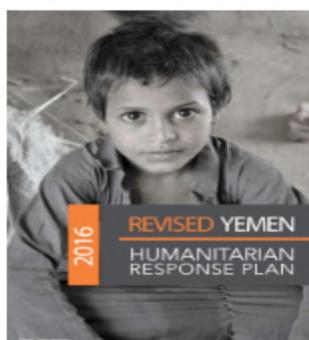
The health system is collapsing in many areas due to continued damage to health facilities, shortages of medical supplies, limited number of health personnel, lack of electricity and fuel, as well as

the inability to pay salaries for medical staff. Nearly 55 percent of health facilities nationwide are not functioning. In August 2016, the Ministry of Health announced to humanitarian partners that it would no longer be able to cover operational costs and asked them for support. This is of critical concern as most health and nutrition humanitarian programmes depend on a functioning basic health system. The prevailing cholera outbreak, with over 4000 suspected cases reported, puts an added strain on the already fragile health system. Latest assessments note that an estimated 7.6 million people are considered at high risk for cholera in 15 governorates

The economic impact of the ongoing conflict-induced crisis is devastating Yemen, aggravating an already deteriorating pre-conflict economic performance, and resulting in an unprecedented liquidity crisis. Since July 2016, the lack of financial resources and a weakened Central Bank have resulted in irregular payments of salaries to civil servants. The weakening of the formal public sector poses a significant threat to civil servants, others paid through public institutions and their families, which constitute an estimated 25 percent of the population. The current poor functioning of the country’s financial system coupled with a greatly depleted foreign currency reserve, created serious obstruction to the traditional trade financing instruments such as Letters of Credit. This further complicates the ongoing humanitarian crisis. The relocation of the Yemen Central Bank to Aden is likely to exacerbate the financial crisis. The collapsing economy is a major driver of the deteriorating humanitarian situation.

Some 3.2 million people have fled their homes in search of safety, security, and work. 71 percent of them have been displaced for over one year. Most are hosted by relatives, but as safety nets deplete further, more of them are moving into collective centres or spontaneous settlements. Women and girls are some of the most vulnerable under such shelter arrangements. The prevalence of negative coping strategies such as early marriage and child labour, are on the rise, as are incidents of Gender Based Violence (GVB).

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STRATEGY FOR 2017

Given the magnitude of the crisis, Yemen was declared a Level 3 Emergency (L3) in July 2015. The Inter Agency Standing Committee (IASC) Principals agreed to extend the L3 beyond August 2016 and to reconsider it in February 2017.

Within the L3 framework, expanding operational presence remains a key priority for the Yemen operation as reinforced by the Operational Peer Review (OPR) and the IASC principals. OCHA has put significant efforts to deploy staff in the five Operational Hubs (Sana'a, Al Hudaydah, Taizz, Sa'ada and Aden). In addition to the main office in Sana'a, a support office for OCHA Yemen operates from Amman due to restrictions on the number of staff located in Yemen. A team based in Riyadh also supports the Yemen operation. This office focuses mainly on de-confliction support to all humanitarian operations in Yemen for overland movement, flights, and shipping of humanitarian goods, as well as ensuring an information and advocacy link between the Yemen Humanitarian Country Team (HCT) and representatives of the Saudi-led Coalition and Government of Yemen officials based in Riyadh.

In line with the approved 2017 OCHA Yemen budget, the operation is comprised of 26 international and 48 national staff based in Yemen and Amman, Jordan.

In Yemen, 13 international staff and 40 national staff members are working in the capital Sana'a and five operational hubs in Aden, Al Hudaydah, Sa'ada, Sana'a and Ibb. The office in Yemen provides strategic leadership to national level coordination, engages in humanitarian negotiations with key stakeholders and supports overall humanitarian operations. Humanitarian operational hubs lead coordination at the field level, including liaison with local authorities and partners, and access facilitation.

In Jordan, 8 international and 4 national staff members are based in Amman supporting the information management and analysis, communication, reporting, humanitarian financing, and administration functions of OCHA Yemen.

OCHA Yemen is therefore categorized as an "expanding" operation under OCHA's Life Cycle of Operations analysis. In line with all expanding operations, a review of the office footprint and configuration will be undertaken at mid-year in 2017.

OCHA's overall objective is to enable principled and coordinated humanitarian action in Yemen. OCHA does this by working to achieve seven Strategic Objectives. Short summaries of each are presented in the subsequent section

OBJECTIVES & ACTIVITIES

GOAL 1:

More effective and principled humanitarian action that meets the needs of affected people

STRATEGIC OBJECTIVE 1: Leadership

Humanitarian action is led by empowered, competent and experienced professionals.

In line with expectations under L3 emergencies, OCHA Yemen will help strengthen humanitarian leadership across the IASC structures. As a result, OCHA Yemen will provide support to the Humanitarian Coordinator, the Regional Humanitarian Advisor (based in Riyadh), as well as to the HCT. In line with best practice, OCHA will work hard to ensure a joint and unified voice coming from all parts of the leadership structure to both bolster messaging out of Yemen and ensure a strong and unified narrative inside of Yemen. OCHA Yemen will revisit the leadership structure on a continual basis, and recommend changes, to ensure it is fit for purpose. The OCHA team will build on the L3 Benchmarks document and the Operational Peer Review (OPR) Action Plan in place to help the leadership focus the operation on agreed upon priority areas to strengthen the humanitarian response across Yemen. This includes bolstering the operational inter-agency hubs, strengthening the centrality of protection, improving communication with the Yemeni populations, and improving the HCT functions, in particular around the centrality of protection and decentralization of operational coordination functions to the hubs.

STRATEGIC OBJECTIVE 2: Situational Awareness

Humanitarian decision-making is based on a common situational awareness.

Building on achievements, OCHA Yemen will continue to strengthen situational awareness and understanding, produce strong analytical public information and reporting products, and bolster timely, principled, and well-informed advocacy and humanitarian decision-making. In particular, attention will be placed on products and information for Yemeni and regional audiences through the revamping of social media platforms, timely translation of products, and more active engagement with traditional (local and regional) news and media outlets, including radio.

Through the expanded capacity acquired through partnerships with both iMAPP and REACH, two well-respected Non-Governmental Organization (NGOs) with information management and analysis expertise, knowledge of the regional, governorate, and district level humanitarian realities will be improved and well-communicated through OCHA core products. In particular, OCHA will better define and integrate the diversity of needs, regions and populations across Yemen into overall data collection and analysis efforts with increased hub-based information and detail. Information management protocols, systems and analysis will be strengthened across all humanitarian clusters and relationships with non-traditional information providers will be strengthened. Strong response monitoring will allow timely amendment of strategies and tactics at the national and sub-national levels. Information related to the protection of civilians will be better collected and analysed and used as a cornerstone of strengthened, informed decision-making and advocacy.

STRATEGIC OBJECTIVE 3: Planning, Monitoring and Accountability

Humanitarian action is guided by joint strategic response planning based on prioritized needs.

2017 Planning:

OCHA Yemen will implement the 2017 Yemen Humanitarian Response Plan (YHRP) in a way that will allow for timely monitoring and adjustment along the way. Of particular importance will be response reporting at the level of the district, something that will build upon and complement the governorate level reporting that has taken place throughout 2016. Also, close monitoring of how protection, gender, and increased community are being integrated throughout the implementation will be an area of particular focus when monitoring. Specifically, periodic YHRP monitoring will focus on a limited number of key strategic indicators and necessary adjustments to the plan or its monitoring will be made along the way and where appropriate. Progress and adjustment will be communicated in a clear, timely, and transparent manner through core products.

Remote and enhanced field monitoring will play a key part in monitoring of the YHRP and also the Yemen Humanitarian Pooled Fund to ensure that activities have the desired impact and are mutually reinforcing.

2018 Planning:

Building on those achievements, the 2018 Humanitarian Needs Overview (HNO) methodology will continue to be driven by evidence to provide district-level estimates of needs severity and people in need, based on new data collection and expert consensus. This will allow estimates of people in need in Yemen to be distinguished by the severity of their needs, resulting in more actionable planning figures. OCHA-Yemen will lead a more tightly defined and prioritized 2018 planning process. The 2018 YHRP will build on the important achievements made in 2017 and will be based on a disciplined prioritization of needs rooted in evidence-based severity analysis published in the HNO.

OCHA Yemen will also incorporate protection/gender and greater community engagement in the planning process. On the former, OCHA Yemen will work with all clusters to integrate protection variables in their planning both in terms of the differentiated needs that exist among groups of affected people and the required actions to ensure assistance is provided in an appropriate, safe and dignified manner. On the latter, regular surveys of community perceptions of assistance will be incorporated into planning documents.

STRATEGIC OBJECTIVE 4: Coordination Mechanisms

Coordination mechanisms are adapted to the context and support the effective and coherent delivery of humanitarian assistance.

The HCT will be strengthened as a strategic decision-making body that provides collective leadership and clear strategic guidance to humanitarian operations across the entire country. This work will build on the recommendations of the Emergency Directors (EDGs) and IASC Principles as well as the L3 Benchmarks and Operation Peer Review (OPR) Action Plan. Also the strengthening of the Inter-Cluster Coordination Mechanism (ICCM) and its linkages to hub-level coordination structures will be followed closely in order to ensure coherent and consistent application of HCT strategic agreements across all humanitarian hubs in Yemen.

In addition to regular business, priorities for the HCT and ICCM to improve system-wide effectiveness will include the following: mainstreaming protection, decentralizing response to the hubs, expanding the use of cash as a response modality, expanding participation of national NGOs (NNGOs) and Gulf-based organizations in the coordination structures, and improving accountability and community engagement. Coordination structures at the national or regional levels, will be evaluated on a continuous basis to ensure they are fit for purpose and appropriate for the context as it evolves.

STRATEGIC OBJECTIVE 5: Humanitarian Financing

Humanitarian financing is predictable, timely and allocated based on priority needs.

Building on the 2016 Resource Mobilization Action Plan, OCHA Yemen will continue to highlight the humanitarian requirements across Yemen and the responsibility of the international community in the face of the humanitarian crisis. Given the competing crises in the region, tailored efforts with both international and regional partners will be pursued. Working closely with OCHA Riyadh and the Gulf Liaison Office (GLO), efforts will be made to better reach out and integrate Gulf States into the humanitarian response.

The Yemen Humanitarian Pooled Fund (YHPR) will continue to harmonize its practices with the Global Guidelines to consolidate minimum standards for the management of pooled funds with an emphasis on harmonized accountability and control mechanisms. The fund is becoming larger as more donors support humanitarian action through the pooled fund effort and as OCHA increases its reach and efficiency as well as its team composition. Given the fund's ability to work directly with local partners, the increased reach and capacity awarded to the response through this instrument will be maximized throughout 2017. The harmonized approach will require strengthening the fund management and greater capacity by OCHA. The pooled funds and the Central Emergency Response Fund (CERF) will work together to complement each other in support of YHRP priorities. At the same time, OCHA will continue to identify and strengthen the capacity of local implementing partners.

STRATEGIC OBJECTIVE 6: Protection and Access to Assistance

People in emergencies are protected from harm and have access to assistance as a consequence of advocacy and coordination

In support of the Humanitarian Coordinator and Regional Humanitarian Advisor, protection advocacy will be strengthened across all levels of the operation. An advocacy and communication strategy will accompany all humanitarian action with monthly key messages for priority audiences, including the Yemeni public, warring parties, and donors. These will ensure that protection of civilian issues underpin advocacy priorities. A key priority for 2017 will be to further strengthen the protection of civilians/ protection impact on civilians data collection and analysis efforts. OCHA will work with protection actors, to design and promote efforts around the respect for international humanitarian law, protection monitoring, advocacy and access negotiations.

Likewise, given that humanitarian partners continue to stress logistic, bureaucratic, and administrative obstacles hindering humanitarian action, OCHA will work closely with partners through the Access Monitoring Working Group to implement and monitor an access strategy. In particular, OCHA will place a special emphasis upon the hub level data collection and analysis. Systematic collection and monitoring of access variables will be improved with periodic analytical products produced for informed decision-making. This will include strategies to reach conflict areas and to continue with de-confliction efforts.

STRATEGIC OBJECTIVE 7: Emergency Response Preparedness

International partners are ready to respond to humanitarian emergencies without delay and with the right assistance

Recognizing that NNGOs are key actors in humanitarian action, particularly as they are the first to respond and have the strongest linkages with the community, OCHA Yemen will continue to engage them throughout the different stages of humanitarian work. Strengthening their capacity will continue to be a strategic priority in the YHRP and in the management of the pooled funds.

OCHA will foster a closer relationship with regional NGOs and charities, as well as the Organization of Islamic Cooperation (OIC), the League of Arab States (LAS), the Gulf Coordination Committee (GCC), other Gulf States, and non-traditional regional humanitarian donors, to ensure a more coordinated and well informed humanitarian effort across Yemen, wherever the needs may be.



\$10,1 MILLION

TOTAL REQUIREMENTS

	Staff	Non-Staff	Total
Total project costs	\$ 6,580,700	\$ 2,912,342	\$ 9,493,042
7% programme support costs	\$ 460,649	\$ 203,864	\$ 664,513
Total Requirements	\$ 7,041,349	\$ 3,116,206	\$ 10,157,555

Budget subject to approval

REPORTING & VISIBILITY

Activities presented in this proposal will be reported on in the 2017 OCHA Annual Report, which is the main reporting document published by OCHA in July/August of every year. In addition, OCHA Yemen has a Performance Framework for 2016-2017 which will be reviewed on an annual basis to take stock of achievements and to make adjustments where necessary. Information is regularly shared with donors at the field level as well as through the Donor Relations Section in Geneva.

OCHA gives due visibility to donors who provide voluntary contributions. All Country and Regional Offices list on their websites all the donors who provide unearmarked funding to OCHA (as a whole) as well as those who provide specific earmarked funding to their office. OCHA also lists all its extra-budgetary donors on the OCHA website and publishes updated donor ranking tables once a month. OCHA will produce a poster which acknowledges donor support to the Yemen office and OCHA worldwide. OCHA will also produce a poster to acknowledge contributions for the OCHA office and to OCHA worldwide.

CONTACT DETAILS

For substantive issues to do with programme implementation:

George Khoury, Head of Office OCHA Yemen
khouryg@un.org

For technical issues to do with management of this project proposal:

Jean Verheydenn, Chief Donor Relations Section, OCHA Geneva
ocha.donor.relations@un.org