



Project Information Document (PID)

Appraisal Stage | Date Prepared/Updated: 13-May-2021 | Report No: PIDISDSA32099

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BASIC INFORMATION

A. Basic Project Data

Country Yemen, Republic of	Project ID P175791	Project Name Integrated Urban Services Emergency Project II	Parent Project ID (if any)
Region MIDDLE EAST AND NORTH AFRICA	Estimated Appraisal Date 03-May-2021	Estimated Board Date 07-Jun-2021	Practice Area (Lead) Urban, Resilience and Land
Financing Instrument Investment Project Financing	Borrower(s) United Nations Office for Project Services	Implementing Agency UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)	

Proposed Development Objective(s)

To restore access to critical urban services and strengthen resilience to shocks in selected cities within the Republic of Yemen.

Components

- Service Restoration
- Implementation Support and Capacity Development
- Contingent Emergency Response

The processing of this project is applying the policy requirements exceptions for situations of urgent need of assistance or capacity constraints that are outlined in OP 10.00, paragraph 12.

Yes

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	50.00
Total Financing	50.00
of which IBRD/IDA	50.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

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International Development Association (IDA)	50.00
IDA Grant	50.00

Environmental and Social Risk Classification

High

Decision

The review did authorize the team to appraise and negotiate

I. STRATEGIC CONTEXT

A. Country Context

1. **After six years of escalating conflict, the Republic of Yemen (RoY) continues to face an unprecedented humanitarian, social and economic crisis.** In May 2015, the United Nations (UN) placed Yemen at level 3 of humanitarian distress, the highest categorization of countries in conflict. Since then, Yemen has been described as the worst humanitarian crisis in the world,¹ with 24 million Yemenis requiring humanitarian assistance, 3.6 million internally displaced²³, and the worst cholera epidemic in modern history. More than 20 million people are food insecure, of which 10 million are suffering from acute hunger⁴. As per the United Nations Development Programme (UNDP) estimates (2019), there have been 102,000 combat deaths and 131,000 indirect deaths due to lack of food, health services and infrastructure, and many more injuries⁵. The economy has been badly affected by the prolonged conflict, depriving millions of their livelihoods and jobs and driving poverty levels to over 80 percent. In 2018, Gross Domestic Product (GDP) was estimated at US\$23 billion, and although official statistics are no longer available, evidence suggests that GDP has contracted by about 40 percent cumulatively since 2015.⁶ The COVID-19 pandemic is also devastating for the struggling economy and is compounding the impacts of recent urban flooding and a declining global oil price, which is the only significant export of the country.

¹ UN Secretary-General António Guterres in remarks to donor conference in Geneva on April 3, 2018.

² UNHCR, undated. Available from: <https://www.unrefugees.org/emergencies/yemen/>.

³ Evidence also suggests women are disproportionately IDP. Women represented more than 80.0% of IDPS who left Sana'a and Al Hodeidah, and 55.0% of the people that arrived in Aden. ILO, 2016. Yemen damage and needs assessment: crisis impact on employment and labor market. Beirut. Available from: <https://reliefweb.int/sites/reliefweb.int/files/resources/yemen-damage-and-needs-assessment.pdf>

⁴WFP, undated.

<https://www.wfp.org/countries/yemen#:~:text=Despite%20ongoing%20humanitarian%20assistance%2C%20over,has%20prevented%20catastrophe%20in%20Yemen.>

⁵ Moyer et al, 2019. Assessing the Impact of Conflict on Human Development in Yemen, Available from:

<https://www.undp.org/content/dam/yemen/General/Docs/ImpactOfWarOnDevelopmentInYemen.pdf> (accessed 11/23/20)

⁶ World Bank, April 2018. Yemen Republic Overview. Washington, D.C.

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2. Yemen's cities have been very badly impacted by the conflict, with widespread destruction of urban infrastructure. In January 2020, damage in the 16 cities covered by the World Bank's Yemen Dynamic Needs Assessment (DNA) was estimated between US\$6.9 and US\$8.5 billion.⁷ The housing sector has experienced the most damage, with costs ranging between US\$5.1 and US\$6.2 billion, followed by the health (US\$605–740 million) and power (US\$541–662 million) sectors. Estimated damage to Water and Sanitation for Hygiene (WASH), transport, and education infrastructure is also immense, estimated to be in the hundreds of millions. Amongst the 16 DNA cities, Sana'a has suffered the greatest damage, followed by Taiz, with damages estimated at US\$2.4–3.0 billion and US\$1.4–1.7 billion respectively. Aden and Al Hodeidah have also been severely affected by the conflict.

3. The damage to Yemen's public institutions is immeasurable causing widespread disruptions in basic urban services across the country. Agencies responsible for basic service delivery are disintegrating due to a lack of resources and arrears of civil servant salary payments for more than three years. Since the start of the conflict, waste collection services have been interrupted, urban roads have been wrecked, critical facilities have been left without electricity, and water, sanitation, and drainage infrastructure has been extensively damaged. Consequently, two-thirds of the population lack access to safe water and sanitation, and healthcare services are failing to meet the country's immense needs.

4. A recent series of disasters has also highlighted the country's exposure to regular flash floods and heavy rainfall, which has compounded the severity of the emergency in urban areas. From mid-April to August 2020, Sana'a, Al Hodeidah, Abyan, Marib, Amran, Sa'ada, Al Jawf, Ibb, Hajjah, Hadramout, and Al Dhale'e were badly flooded due to heavy rainfall. According to media reports, 172 people died, and many were injured⁸. In addition, an estimated 300,000 people in Yemen were reported to have lost their homes, crops, livestock, and personal belongings⁹. Alongside drought and increased water stress, rainfall intensity and associated flooding is projected to increase with climate change. Risk is highly concentrated in urban areas, particularly coastal cities, due to exposure to storm surge, flash floods, and epidemiological hazards enhanced by flash floods, the depletion of water resources for household consumption and sea level rise.

5. The effects of climate change have further aggravated the disaster vulnerability of Yemen. The Notre Dame – Global Adaptation Initiative (ND-GAIN) ranks Yemen the 26th most climate change vulnerable country in the world, and as the 17th least ready country to adapt, with its readiness score significantly impacted by the ongoing conflict¹⁰. While the overall projected precipitation trends for the next 30 years differ among climate models, Yemen's rainfall patterns have shown increasing extremes. On the one hand, showing mean decreases leading to droughts and agricultural losses, and on the other hand, extreme concentrations of

⁷World Bank Group, 2020. Yemen Dynamic Needs Assessment: Phase 3 (2020 Update) (English). Washington, D.C. Available from: <http://documents.worldbank.org/curated/en/490981607970828629/Yemen-Dynamic-Needs-Assessment-Phase-3-2020-Update>.

⁸ More than 260 houses have been damaged, including some in Sana'a's historic Old City which is a UNESCO World Heritage site.

⁹ UNHCR, August 2020. Available from: <https://www.unhcr.org/en-us/news/briefing/2020/8/5f3e7faf4/300000-people-lose-homes-incomes-food-supplies-belongings-due-catastrophic.html>.

¹⁰ Notre Dame Global Adaptation Initiative, 2017. "ND-GAIN Country Index." <http://index.gain.org/>.



rainfall that has led to flooding since the mid-1990s. Therefore, both flood hazard and water scarcity are anticipated in Yemen¹¹.

6. The COVID-19 risk to Yemen is very high compared to other countries as the conflict has taken a heavy toll on the country's capacity to respond to crises. Lockdowns, quarantines, and the closure of airports have been implemented sporadically, with unknown effect on containing the spread of COVID-19. According to the WHO's COVID-19 Dashboard, as of May 18, 2021, there were 6,572 confirmed cases and 1295 COVID-19 related deaths in Yemen, suggesting a fatality rate as high as 20%¹². While there is very little data available to quantify the problem, there is a consensus among development agencies on the ground that the figures are significantly underreported. COVID-19 is a threat multiplier as the Yemeni people are among the world's most malnourished, and evidence shows that malnourished individuals are at much higher risk of contracting, becoming seriously ill and dying from COVID-19¹³.

7. Women are disproportionately affected by the hardships in Yemen due to pre-existing inequalities related to tribal and patriarchal systems and norms. Gender disparities are extreme¹⁴ and economic opportunities are extremely limited, with a labor force participation rate (LFPR) of only 6.2%, compared to 65.4% for men¹⁵. The effects of the conflict has disproportionately impacted women's access to and participation in the economy, with job losses at an average 28 percent among them as opposed to 11 percent among men (.).¹⁶ For those women who are in the labor force, 25 percent are unemployed compared to 12 percent of men and, of the small share of women in the workforce, over sixty percent are in vulnerable employment which puts them at risk of poor working conditions and lack of social protection.¹⁷ A combination of low education attainment coupled with limited mobility and public interactions due to restrictive norms and security concerns make it difficult for women to identify work opportunities and ultimately qualify for formal, paid employment. Additionally, the conflict and recent flooding have extensively damaged water and sanitation infrastructure, with a particularly heavy burden on women, who spend three to six hours a day fetching water in parts of Yemen. Children (girls especially) reportedly missed

¹¹ Republic of Yemen, 2018. Third National Communication to the Conference of the Parties of United Nations Framework Convention on Climate Change. Available from: https://unfccc.int/sites/default/files/resource/Yemen_TNC_%202018.pdf; Republic of Yemen - Environmental Protection Agency (2008): National Adaptation Programme of Action (NAPA), https://www.adaptation-undp.org/sites/default/files/downloads/yemen_napa.pdf

¹² WHO, 2021. Available from: <https://covid19.who.int/region/emro/country/ye>

¹³ Development Initiatives, 2020. Global Nutrition Report: Action on Equity to End Malnutrition. Bristol, UK: Development Initiatives. Available from: <https://globalnutritionreport.org/reports/2020-global-nutrition-report/2020-global-nutrition-report-context-covid-19/>

¹⁴ The country ranks last globally in the World Economic Forum's Global Gender Gap Index (153rd place). Yemeni women are also largely absent from political life, and have very low literacy rates at only 35%, compared with 73% of men, which further limits their opportunities to be beneficially and professionally employed, impacting their earning potential.

¹⁵ ILO, 2015

¹⁶ Al Ammar and Patchet, 2019. The Repercussions of War on Women in The Yemeni Workforce, Policy Brief. Available from: https://sanaacenter.org/files/Rethinking_Yemens_Economy-policy_brief_13.pdf

¹⁷ ILO indicates that in 2014, the female employment to population ratio of the 15+ in Yemen was 4.5 percent. Available from: <https://ilostat.ilo.org/topics/women/>



school to help their mothers¹⁸. The World Health Organization (2017) have also found that of acute watery diarrhea (AWD) and cholera cases deaths, 49% were women, and 34% were children under five¹⁹. Because Yemeni women are also largely absent from political life, and have very low literacy rates at only 35%, compared with 73% of men²⁰, their ability to influence resource allocation and decision-making is extremely limited.

B. Sectoral and Institutional Context

8. The humanitarian response in Yemen continues to support the basic immediate needs of a significant share of the population in difficult circumstances. The World Bank is supporting the most affected and vulnerable groups with approximately US\$2 billion of grant financing supporting ten complementary emergency operations in the areas of critical health and nutrition services, response to cholera outbreaks including water and sanitation interventions, smallholder agricultural production enhancement, access to electricity, restoration of urban services, social protection and complementary income opportunities and cash transfers.²¹

9. In November 2017, the World Bank approved the US\$150 million Yemen Integrated Urban Services Emergency Project (YIUSEP) with the objective of restoring access to critical urban services of selected cities within the RoY. YIUSEP is being implemented through the United Nations Office for Project Services (UNOPS) in partnership with local implementation partners²² and adopts an area-based approach to investments in tertiary municipal services, solid waste management, water, sanitation, roads, and electricity. As of March 2021, all targets under YIUSEP have been achieved, access to critical services has been rehabilitated for more than 3 million beneficiaries, generating more than 1.5 million person days of temporary employment, rehabilitating 258 kilometers roads, and generating 89,000 MWh of energy. The integrated and spatially targeted approach to YIUSEP, and implementation in strong cooperation with local partners, has proved highly successful, providing tangible improvements to people's everyday lives. Despite the success of YIUSEP, and other ongoing support from the World Bank and other development partners, Yemen's unmet urban infrastructure and service delivery needs are immense due to the extent of damage to infrastructure and institutions caused by the ongoing conflict. The 2020 flooding has also further exacerbated damages, impacting humanitarian assistance, the COVID-19 response and increasing the price of basic commodities.

¹⁸ World Bank-UNOPS, 2019. United Nations – World Bank Partnership Framework for Crisis-Affected Situations. Washington D.C. Available from: <http://documents1.worldbank.org/curated/en/542911571851125027/pdf/United-Nations-World-Bank-Partnership-Framework-for-Crisis-Affected-Situations-2019-UN-WB-Partnership-Monitoring-Report.pdf>

¹⁹ They most likely have higher “occupational exposure” through greater amount of household work.

²⁰ This also limits their opportunities to be beneficially and professionally employed, impacting their earning potential. World Economic Forum, 2020. Global Gender Gap Report 2020

²¹ World Bank, undated. Yemen Republic Overview. Available from: <https://www.worldbank.org/en/country/yemen/overview>.

²² Also referred to as Yemeni partners. These include the Public Works Project (PWP) in the municipal services sector, the Urban Water Project Management Unit (UW-PMU) in the water and sanitation sector, and the Roads Maintenance Fund in the urban roads sector.



10. **YIUSEP will be closing on June 30, 2021.** UNOPS has received repeated requests from urban communities and the YIUSEP local implementation partners for additional support, including priority interventions for WASH, municipal services and urban roads, sectors which represent a significant part of the urgent needs on the ground. These priority requests from local counterparts form the basis for this new project, which has been prepared based on the evidence from the 2020 Yemen DNA study, building on the very successful area-based approach adopted during YIUSEP’s implementation, and considering the key lessons learned such as the need for greater focus on capacity building of local partners to support long-term sustainability. Ultimately supporting the restoration of services in these priority sectors is expected to allow conflict affected people to address their most basic needs and increase their agency, therefore providing increased development opportunities. Additionally, bolstering urban services will help ensure adequate medical care and reduce the risk of disease during the current emergency.

11. **This new project is designed to be two and a half years in duration.** This ambitious timeline is achievable because YIUSEP II is effectively a continuation of YIUSEP, and: i) it will commence before it closes to ensure overlap and continuous deployment of a UNOPS team on the ground; ii) there are numerous quick-win and small-scale interventions which can be readily implemented, and which don’t require long lead times in terms of design and/or procurement²³; iii) all engineering designs and related environmental and social safeguard documents for the WASH sub-projects are ready and have been through the consultation process; and iv) there are already effective and established working relationships between the World Bank team, UNOPS, and the local partners across the country with proven success in sub-project implementation.

(a) Tertiary Municipal Services²⁴ and Solid Waste Management

12. **Basic municipal urban services have significantly deteriorated due to the ongoing conflict.** Neighborhood roads, local water and sanitation networks, and public spaces, which were damaged during the conflict, remain unrepaired. Given the low capacity and lack of resources at the municipal level, rehabilitation of the urban environment remains limited in most cities. YIUSEP has funded basic public works in eight cities, including the collection of over one million cubic meters of accumulated waste and repair of local sanitation networks. Despite these efforts, untreated sewage water continues to overflow in streets and garbage accumulation continues to block drains in most cities, contributing to the spread of communicable diseases. The lack of provision of basic municipal services is a critical challenge in most cities and will continue to be addressed under the proposed project.

13. Urban flooding is a major issue in Yemen’s cities because of a combination of increased natural hazards from climate change and the ongoing conflict, which has destroyed municipal drainage infrastructure and has left local authorities with very limited capacity to repair or maintain infrastructure. Urban flooding

²³ These were planned as part of YIUSEP but had to be put on hold due to security concerns. These issues on the ground have now been resolved and the local partners are ready to support implementation.

²⁴ Tertiary refers to neighborhood-level public works, for example, neighborhood streets, sanitation, drainage, parks, stone paving, etc.



also creates major pressure on the healthcare system, as it provides a perfect vector for waterborne diseases, and can prevent the population from reaching medical care due to roads being submerged under water.²⁵ Recent flooding has also likely contributed to the spread of COVID-19 in Yemen, as it has forced thousands of people to flee from their homes as well as Internally Displaced Person (IDPs) to move from settlements.²⁶ YIUSEP has helped address urban flooding through investments in stormwater flood protection, including box culverts, stormwater pumps and suctioning of stagnant flood water from urban areas in Aden. Amran city, whose urban infrastructure has been continuously damaged during monsoonal rains in recent years, benefited significantly from stormwater investments under YIUSEP, averting loss of life and assets. Since climate change is projected to increase rainfall variability, intensity, and flooding in Yemen, building resilience to urban flooding is a priority of the proposed project and will contribute to public health and economic benefits.

(b) Urban Water and Sanitation

14. **Yemen suffers from acute water scarcity due to its arid climate, over-extraction, and rapid population growth, which is expected to worsen due to the impacts of climate change.** Prior to the conflict, half of the urban population were covered by the public water supply network, but this has now been reduced to only a third, with a significant portion of the urban population reliant on unregulated privately operated water tankers that supply water with questionable quality and a high price. The lack of access to safe water in many cities in Yemen, including Aden, Taiz and Sana'a, makes it difficult to contain the spread of COVID-19 as basic handwashing and hygiene practices are constrained. YIUSEP has helped through investments in water pumping stations and water treatment stations in 10 cities. To support health improvements, address the COVID-19 pandemic, and adaptation to climate change, the proposed project will help restore operation of damaged water wells and water and sanitation networks, as well as reduce water losses (Non-Revenue Water NRW) and improve water quality in major cities. The capacity building Component will strengthen the capacity of the respective WSLCs on key management issue that will help with managing non-revenue water and improving water quality.

15. **There is a sanitation crisis in Yemen. According to UNICEF, as of October 2020, about 18 million people lacked adequate access to sanitation²⁷.** YIUSEP has helped to improve water and sanitation within 10 cities, including repairing sewage and wastewater pumping stations, and rehabilitating/ replacing collapsed sewer pipelines. However, much remains to be done, and given the immense development gains and gender benefits from water and sanitation investments in cities, the proposed project will continue to restore WASH services.

²⁵ Republic of Yemen, 2018. Third National Communication to the Conference of the Parties of United Nations Framework Convention on Climate Change.

²⁶ UNHCR, August 2020. Available from: <https://www.unhcr.org/en-us/news/briefing/2020/8/5f3e7faf4/300000-people-lose-homes-incomes-food-supplies-belongings-due-catastrophic.html>.

²⁷ The damaged WASH facilities includes water treatment plant (WTPs), waste water treatment plans (WWTPs), house connections, water tower/tank, desalination plant, sewage pressure truck, sewage lifting station, pumping station, storage reservoirs, water/sanitation offices, water laboratories, buildings, and equipment, machinery and equipment, sewage pumping stations, sanitation laboratory etc.



(c) Urban Roads and Transport

16. Yemen's road network grew by 200% from about 5,000 kilometers in 1990 to about 16,000 kilometers in 2015²⁸, with major benefits for the population and the economy. **Unfortunately, due to the conflict, major road links and bridges, and urban roads in major cities including Sana'a, Aden, Ibb, Taiz, Al Hodeidah, Sa'ada and Amran, have been severely damaged or destroyed.** The damage to urban roads has rendered large segments of the road network inaccessible for people and vehicles with negative impacts on trade, mobility, and access to localized services such as markets, health facilities and schools. The recent floods have also caused extensive damage to urban road infrastructure, and several locations along key lifeline road corridors have been severely damaged. YIUSEP has successfully rehabilitated roads and existing drainage for 234 kilometers of urban roads in 8 cities, with three quarters of the road sub-projects carried out in Aden and Sana'a. According to the 2020 Update of the Yemen DNA, however, Sa'ada and Taiz have been badly affected by the conflict with more than half of intra-urban roads damaged. The proposed project will continue to help restore road access to critical infrastructure and vulnerable urban communities throughout the country, considering climate-resilient design approaches.

(d) Energy

17. Even before the conflict, Yemen had one of the lowest per capita levels of electricity consumption and the lowest electricity access in the Middle East North Africa (MENA) region at between 52 percent and 72 percent in 2014²⁹. **As a result of the conflict, public grid electricity supply has been largely shut down across the country. Light emissions visible from satellite imagery indicate that electricity consumption has decreased by about 75 percent.** A recent phone survey commissioned by the World Bank found that, as of end-2019, only 12 percent of the population had access to public electricity³⁰. The population and the economy are suffering greatly due to ongoing fuel scarcity, lack of adequate electricity generation and supply, and the disintegration of the national grid into multiple subnational systems. Major cities including Sana'a, Al Hodeidah and Taiz are very badly affected. The impact on critical facilities reliant on electricity has been devastating. The country is struggling to deal with the COVID-19 pandemic because many of the country's hospitals and clinics have been damaged or destroyed by the conflict, and those remaining face frequent shortages of electricity. Under YIUSEP, solar photovoltaic (PV)-based electricity supply systems and diesel generators have been installed and/or rehabilitated in 208 health and education facilities, and for water wells in the target cities³¹. This proposed project will continue to support off-grid power generation to the country's critical health and WASH infrastructure, building resilience of urban areas and increasing the capacity to respond to COVID-19.

²⁸ <http://documents1.worldbank.org/curated/en/636961508411397037/pdf/120532-WP-P159636-PUBLIC-Yemen-Transport-Input-Note-4-10-17WE.pdf>

²⁹ This includes on and off grid solutions.

³⁰ World Bank Group, 2020. Yemen Dynamic Needs Assessment: Phase 3

³¹ YIUSEP also introduced PV-based energy-efficient light-emitting diode (LED) streetlights, indoor LED bulbs and solar water heaters.



(e) Institutional Capacity

18. **Traditional public sector institutions (line ministries and local authorities) are currently unable to fulfill their public service mandates for urban service delivery and infrastructure development.** Since the conflict began, the local authorities have been struggling to provide local services including health, electricity, security, and education, because of loss of revenue and technical support. At the local level, district-level authorities used to have autonomous authority to administer some local services through Local Water and Sanitation Corporations (LWSCs) and local cleaning funds.³² The proposed project will provide direct institutional support to local service providers in urban areas, including LWSCs and local cleaning funds, so they can continue to sustain service delivery and rehabilitate damaged infrastructure.

C. Higher Level Objectives to which the Project Contributes

19. **The proposed project is aligned with the WBG's strategic goals of ending extreme poverty and boosting shared prosperity in a sustainable manner.** As three-quarters of Yemen's population live in poverty and 40% have lost their primary source of income, restoring access to public infrastructure will greatly improve living and sanitary conditions, whilst helping support economic recovery. The conflict has increased the vulnerability of Yemeni women, and this project will contribute to the three pillars of the **Bank's Gender Strategy directly and indirectly**, through: i) improved access to human endowments; ii) creation of more and better jobs for women; and ii) enhanced access to voice and agency.

20. By focusing on restoring critical services, the project directly contributes to the **WBG's MENA regional strategy**, which aims to achieve peace and stability in the region by promoting social and economic inclusion, recovery and reconstruction, and resilience to IDP/refugee shocks. The project is fully aligned with the IDA paper "**IDA18 Towards 2030: Investing in Growth, Resilience, and Opportunity**" and its special theme on fragility, conflict and violence (FCV), as its integrated approach towards service delivery restoration and activities across several sectors offers best-fit solutions that are appropriate given the current complexities of operating in Yemen. The proposed project also responds to the study by the World Bank and the United Nations titled "**Pathways for Peace: Inclusive Approaches to Preventing Violent Conflicts**"³³, as the proposed project is expected to restore Yemeni citizens' confidence in local institutions through perception of fairness and inclusiveness in service delivery.

21. **The project is also consistent with the World Bank's Country Engagement Note (CEN) (FY20-FY21) for the ROY** as it responds to the objective: (a) *Continued support for basic service delivery and institutional preservation* of the CEN, including health, electricity and urban services, and income generation. The activities under the project will support scaling up basic urban services and will help build capacity and

³² These local authorities used to receive more than 90 percent of their total revenues from the central authority in the form of "current and capital subsidies" (central subsidies), with the remaining revenue generated through local taxes and tariffs.

³³ United Nations and World Bank, 2018. Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict. Executive Summary booklet. Washington D.C.



strengthen the resilience of national and local institutions. The proposed project is also aligned with the recently effective **Yemen Remaining Engaged in Conflict (RECA)** priorities of preserving human capital and will continue to preserve capacity of service delivery of local institutions.

22. **The project supports the goals of the Bank’s new FCV Strategy 2020-2025.** The activities are aligned to Pillars 2, 3 and 4 of the strategy. Under Pillar 2 “Remaining engaged during conflict and crisis situations”³⁴, the operation illustrates the Bank is committed to support the country, whilst under Pillar 3, “Helping countries transition out of fragility”, the proposed project has a strong focus on capacity building of the local government institutions involved in urban service delivery, with the goal of directly engaging with these institutions once the conflict is resolved. Furthermore, through Pillar 4, “Mitigating the spillovers of FCV”, the project will support local communities in place by providing basic services, and thereby help to prevent further increases in refugee and displaced persons spillovers to neighboring countries.

23. **The project and the proposed approach of engaging through UNOPS also meet the criteria for IDA19.** It supports a country in dire need of development assistance because of the ongoing conflict and related health emergencies. The project will also actively seek to rebuild local capacity and is approaching these ideas with the objective of guarantying long-term sustainability. The project will be financed through the Yemen IDA19 envelope³⁵ which helps respond with greater agility to the dynamic needs of IDA Fragile and Conflict-affected Situations (FCS) clients, such as the Government of Yemen (GOY).

24. The project is closely aligned with the **World Bank’s 2025 Climate Change Targets**, as implementation of the project Components are expected to lower the current risks and vulnerabilities posed by climate change. The project also addresses the key principles of sustainability in the “scaling up selectively for impact” articulated in the WBG COVID-19 Crisis Response Approach Paper. Pillar 4, “strengthening policies, institutions and investments for resilient, inclusive and sustainable recovery by Rebuilding Better” will be addressed by investing in: i) sustainability and climate change mitigation and adaptation; ii) resilient health, education and public administrative buildings; and iii) increasing employment and economic activity, through construction and public works. The project also aligns with the **Resilient, Inclusive, Sustainable and Efficient (RISE)** framework recently developed by the Bank which aims to help mitigate the economic and human impact of the COVID-19 pandemic and with the Green, Resilient and Inclusive Development (GRID) recently approved, keeping environmental sustainability and resilience at the core of all investments in restoration and rehabilitation of urban infrastructure. The project provides an opportunity for *Building Forward Better* through investing in resilience and low carbon infrastructure³⁶.

25. **Despite the urgency of armed conflict, the GoY has recognized the importance of climate change mitigation and adaptation for the development of the country.** In 2018, Yemen’s Third National

³⁴ Yemen qualifies for RECA based on 108,977 conflict related deaths from 09/04/2020 – 09/04/2021 according to ACLED. This is about 1 death per 290 persons based on 29 million population, which exceeds the ACLED base criterion of ten or more conflict-related deaths per 100,000 people.

³⁵ The estimated Yemen IDA19 envelope (for the IDA19 period) covers SDR421 million (US\$598 million), including a Performance-Based Allocation (PBA) allocation of SDR228 million (US\$304 million) and a potential RECA allocation of SDR193 million (US\$294 million).

³⁶ <https://blogs.worldbank.org/arabvoices/building-forward-better-mena-how-infrastructure-investments-can-create-jobs>



Communication identified intensifying hazards to public health, water resources, coastal zones, agriculture, and ecotourism as key challenges for climate change adaptation, as Yemen is likely to be subject to higher temperatures, more frequent and longer heat waves, more frequent extreme storms and associated floods, increased potential for landslides, rising sea levels with accompanying higher storm surges and recurrent drought. Further Yemen identified mitigation measures such as Rooftop PV system as part of its Nationally Appropriate Mitigation Actions (NAMAs), among others, to address its Nationally Determined Contributions to the 21st Conference of the Parties (Paris Climate Agreement) which aimed at a 14% reduction of GHG emissions by 2030.³⁷

II. PROJECT DESCRIPTION

A. Project Development Objective

PDO Statement

To restore access to critical urban services and strengthen resilience to shocks in selected cities within the Republic of Yemen.

PDO Level Indicator

26. The achievement of the Project Development Objective (PDO) will be measured against the following proposed key results:

- a) People provided with restored access to rehabilitated water supply services (Number) (Disaggregated by gender)
-of which adopt climate resilient infrastructure approaches
- b) People provided with restored access to rehabilitated sanitation services (Number) (Disaggregated by gender)
- of which adopt climate resilient infrastructure approaches
- c) People benefiting from restored electricity supply to health facilities (Number) (Disaggregated by gender)
- d) People benefiting from improved urban roads (Number) (Disaggregated by gender)
- e) People benefiting from reduced flood risk (Number) (Disaggregated by gender)
- f) Sub-projects that adopt climate resilient infrastructure design approaches (Percentage)



B. Project Components

27. **Building on the success of YIUSEP, the project will be financed through an IDA grant of SDR 34.9 million, in an amount equivalent to US\$50 million.** The project will finance the restoration of critical urban infrastructure damaged by the conflict and recent flooding (Component 1), whilst strengthening the capacity of local institutions to provide continuity, resilience to shocks³⁸, and sustainability of urban service delivery (Component 2). A tentative first year investment pipeline has been prepared, based on technical and sustainability criteria, including: (a) ability to address the unmet needs in targeted cities; (b) impact on COVID-19 response; (c) potential to build resilience to urban flooding; (d) feasibility (considering access to goods and supply, conflict, capacities) and potential of integration with other activities; (e) potential for local job creation; and (f) potential positive impact to highly stressed communities. A core project principle is to prioritize investments which offer the greatest value for money and maximize the number of beneficiaries, including vulnerable groups. Based on the lessons learned from YIUSEP, this is best achieved through a spatially targeted and integrated approach to investments, with multisectoral coordination and participatory identification and planning of interventions. To retain flexibility and adaptability, sub-project selection will occur on an incremental basis to respond to changing needs on the ground³⁹. Notwithstanding the above, fair distribution of resources across the different cities and sectors during the two and a half years of project implementation, is also a key consideration in project design.

Component 1: Service Restoration (US\$40 million)

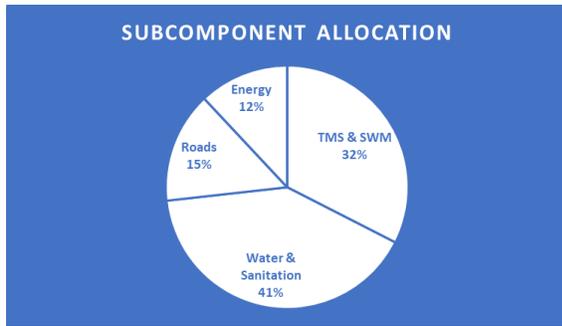
28. This Component will finance the preparation and implementation of infrastructure investments. To support the COVID-19 response, attention will be given to WASH and restoring power to hospitals, and labor-intensive works. The preliminary selection of activities is based on the priority needs identified by UNOPS, in consultation with the Urban Water-Project Management UNIT (UW-PMU), LWSCs, relevant District Local Authorities (DLAs) and other local partners, with the provisional breakdown by sub-Component shown in Figure 1. The final list of sub-projects will be informed by a citizen engagement process involving local councils/communities and key stakeholders at the grassroots level, and the establishment of beneficiary committees with equal male and female representation. Involving Yemeni women in sub-project selection is a priority, given the immense development benefits the project offers for women⁴⁰.

Figure 1. Provisional Allocation per sub-Component

³⁸ In the context of this project, reference to “shocks” will include floods, flash floods and pandemics, such as cholera and COVID 19, which can benefit from investments enhancing resilience in urban infrastructures.

³⁹ Selection criteria will be further detailed in the Project Operations Manual (POM).

⁴⁰ For instance, involving women in road sub-project selection is vital as they are much more likely to walk as their primary means of transport (56%), compared to men (15%), and thus have a vested interest in optimizing road safety and walkability for pedestrians.



Sub-Component 1.1: Tertiary Municipal Services and Solid Waste Management

29. **Supporting the preparation and implementation of investments in neighborhood-level municipal infrastructure in Yemeni cities to address unmet and urgent needs inter alia, (i) flood management interventions, (ii) solid waste management initiatives, and (iii) rehabilitation of neighborhood sanitation infrastructure, including complementary targeted infrastructure investments.** Specifically, this sub-Component will finance⁴¹: i) flood management interventions in Aden, Amran, Sada’ah and Taiz; ii) SWM initiatives in Sana’a, Dhamar, Mukhalla and Sada’ah (including supply contracts for equipment, rehabilitation of waste transfer stations, landfill rehabilitation measures); and iii) rehabilitation of neighborhood sanitation infrastructure in Amran, Aden, Hodeida, Taiz and Lahj. By rehabilitating drains and clearing blockages, **this sub-Component helps to mitigate flooding in urban areas in response to increasing occurrences of flash floods and heavy rainfall related to climate change.** Most of these interventions are labor-intensive sub-projects, which are also contributing to the response to the economic fallout from the COVID-19 pandemic, providing much needed work opportunities to skilled and unskilled labor in areas where jobs became even scarcer due to the pandemic. Complementary spatially targeted investments will further contribute to climate change adaptation and mitigation, including stone paving of neighborhood streets, and rehabilitation of local parks and green spaces to better manage stormwater runoff and help reduce the urban heat island effect.

Sub-Component 1.2: Urban Water and Sanitation

30. **Supporting the response to the COVID-19 pandemic and building gender-related resilience through improvements to access to clean water and sanitation, inter alia, (i) replacement of critical assets such as pumps, generators, water treatments units, related facilities and spare parts; (ii) rehabilitation of pipes, water tanks, existing wells, and wastewater treatment plants; and (iii) service delivery maintenance support at the city level.**

31. This sub-Component aims to restore access to clean water and sanitation service delivery at the

⁴¹ Sub-project selection will be finalized in coordination with the relevant DLAs and local communities.



city level. The cities of Lahj, Taiz, Amran, Sana'a, Dhamar, Al Dhale'e, Al Mukalla and Al Hodeida will benefit from support to urban water supply, whilst investments in wastewater and sanitation are proposed for Aden, Al Mukalla, and Al Hodeida⁴². To support public health improvements, rehabilitation of the water and sanitation laboratories are proposed for Sa'ada and Zinjibar. This sub-Component focuses on rehabilitation of key facilities and improved access to water and sanitation services. The investment plan, prepared by UNOPS in close coordination and consultation with the technical counterparts specifically with LWSCs at decentralized level, includes key interventions to be implemented in the target cities⁴³. Sub-projects have been prioritized based on the needs on the ground. Under this project, water, and sanitation response to COVID-19 will be addressed through restoration / rehabilitation and operationalization of the damaged water wells and water and sanitation networks, as well as reduced water losses and improved water quality in major cities. In addition, the integrated interventions designed under this project will include climate-resilience measures such as flood drainage. Solar energy will also be used to operate key water facilities, providing safe and clear water, with lower emissions. Under this sub-Component, the rehabilitation of water and sanitation system will be combined with other interventions such as cleaning the rainwater drainage canals, rehabilitation of box culverts, suction of stagnant water bodies usually accumulating from flash flood events.

Sub-Component 1.3: Urban Roads

32. **Improving access and mobility within the target cities through the rehabilitation of selected intra-urban roads.** The sub-Component will improve access and mobility within the target cities of Sana'a, Aden, Lahj, Taiz, Al Mukalla, Dhamar and Amran, through rehabilitation and repair of selected major entrances and main streets in these cities, and neighborhood streets. Planned interventions include rehabilitation of road assets damaged by recent flooding in Sana'a and Amran. This sub-Component will have wider economic benefits as it will help revive national contracting and consulting industries and supply chains, supporting local livelihoods by maximizing the use of manual labor and creating short-term employment opportunities. Lack of road access has also partially contributed to increasing deforestation as rural populations do not have access to fuel⁴⁴ - a trend that is undermining the country's climate change adaptation and mitigation efforts. Activities under this sub-Component include spot and pothole repairs, crack sealing, patch works, asphalt resurfacing, road safety improvement works and intersection rehabilitation. All rehabilitation works will consider the climate risks that the roads are exposed to and will adopt build back better resilience principles.

Sub-Component 1.4: Energy for Critical Services

⁴² For investments in sanitation, the team will ensure the entire supply chain from collection to final treatment is made functional.

⁴³ Including rehabilitation of wells, water pumping stations, water tanks, water quality laboratories, rehabilitation of water and sanitation networks, provision of equipment, tools, materials, various water pumps, submersible motors, riser pipes, control panels, and submersible cables with accessories, supply and installation of solar panels, submersible pumps, diesel electrical generators of various capacities for wastewater pumping stations and water wells.

⁴⁴ <https://www.scidev.net/global/news/yemen-s-forests-another-casualty-of-war-amid-fuel-crisis/>



33. Carrying out the restoration of electricity supply to hospitals, clinics and other medical facilities in selected cities, including (i) rehabilitation of existing conventional (diesel) generation systems; (ii) installation of new off-grid generation using diesel, renewable energy, or diesel-solar photovoltaic (PV) hybrid technologies; (iii) restoration of fuel supply in critical service facilities; (iv) installation of solar PV and light-emitting diode (LED) streetlights; and (v) undertaking other energy efficiency improvements.

34. This Component will restore electricity supply to hospitals, clinics, and other medical facilities, in the cities of Sana'a, Dhamar, Amran, Sa'ada, Hodeida, Zinjibar, Al-Dhale'e, Taiz, Lahj and Al Mukalla. This sub-Component will be closely coordinated with relevant UN agencies, local partners, and sub-Component 1.2 (which restores electricity for critical water and wastewater assets). To contribute to climate change mitigation, renewable and clean power generation will be encouraged as far as possible. This includes rooftop or ground-mounted solar PV based generation (with battery storage), and diesel- solar PV hybrid systems. Wherever feasible, energy efficient LED lights in buildings and solar water heaters will be integrated with the electricity supply interventions. Although preference will be given to installation of solar PV and hybrid generation technologies, given the severity and urgency of the situation on the ground in Yemen, rehabilitation of existing conventional diesel generators may be unavoidable in some instances. For instance, diesel generation systems will be required for some hospital buildings and health facilities (and a small number of educational facilities). Notwithstanding it is expected that renewable energy solutions under the project can showcase their feasibility and path the way forward for increased use of renewables in future private construction and energy efficiency in public buildings.

Component 2: Implementation Support and Capacity Development (US\$10 million)

Sub-Component 2.1: Project Implementation and Management Support

35. Facilitating Project implementation, administration, management and monitoring and evaluation, including: (i) Recipient's Indirect Costs; (ii) Recipient's Direct Costs for management and supervision; (iii) provision of consultancy services required for Project monitoring, evaluation and coordination at city level; (iv) provision of consultant's services required to conduct GIS based expenditure tracking and activity information dissemination system; (v) conducting independent audits of Project activities; and (vi) provision of consultancy services for establishment of a Grievance Redress Mechanism ("GRM")⁴⁵ system in the Recipient's office within the Republic of Yemen.

36. Facilitating Project implementation performance, verification, and field monitoring of Project activities, including provision of consultancy services required for Third Party Monitoring.

⁴⁵ The GRM system will be focused on selection and implementation of sub-projects under the project.



Sub-Component 2.2: Enhanced Capacity Building

37. Providing technical assistance, capacity building, and training to the local implementing partners, contractors, small and medium enterprises, and other agencies at the local level in key Project areas with specific focus on technical skills for all sectors under the Project as well as on technical, non-Project-related aspects to allow local institutions to more effectively assume their service delivery mandate, including (i) developing and rolling out of a public communication plan; (ii) facilitating citizen engagement in the identification and prioritization of investment projects, and (iii) supporting gender-sensitive workplace training (including GBV), capacity building, and training on non-discriminatory hiring and recruitment⁴⁶.

38. The ongoing protracted armed conflict has impacted the capacity of the local service providers / institutions at the decentralized level such as LWSCs. YIUSEP focused on strengthening institutions' capacities to plan and implement the project activities, including maintenance and sustainability of the infrastructure built. Responding to lessons from YIUSEP, the proposed YIUSEP II will broaden the scope to include training on technical and managerial aspects to support local institutions⁴⁷ so they are better equipped to perform their service delivery functions beyond the scope of the project. Training topics to be included are procurement and contract management, operational health and safety (OHS), social and environmental safeguards, low carbon and climate resilient infrastructure design approaches, grievance redress, and other critical capacity building needs which may be identified, such as operational and managerial skills required to support successful implementation of the activities on the ground. The capacity building for LWSCs and similar local institutions will include on-the-job training through engagement during the full project cycle through identification of priority interventions / sub-projects, design of sub-projects, implementation, supervision and operation and maintenance of facilities.

39. **Capacity building action plan.** UNOPS is currently conducting a capacity building needs assessments for a variety of local partners, which will inform the development of a capacity building action plan under this sub-Component. In the water and sanitation sector, UNOPS has already conducted four rapid assessments on LWSCs to evaluate capacity needs. Additional rapid reviews will be conducted on the remaining seven LWSCs to review existing needs and propose suitable capacity building and training activities. Similar reviews will be conducted for Public Works Project (PWP), (Road Maintenance Fund Implementation Unit (RMF-IU), UW-PMU and selected local cleaning funds. These reviews are scheduled to be completed before effectiveness or right after. Priority will be given to local partners that will be involved in the implementation of the first-year sub-projects.

40. This sub-Component will include traditional training activities to be delivered in person and/or virtually, preparation of operation manuals, handbooks, and brief guidelines to support the training. This sub-Component will engage local partners and targeted operators in workshops, group discussions, and

⁴⁶ This is important to help create opportunities for prospective female employees and improve conditions for existing female employees- given the gap between men and women's labor force participation rates, and the absence of women from professional and technical roles within the local institutions.

⁴⁷ The beneficiaries of the training and capacity building include local Implementing Partners and agencies in the respective cities e.g. local water and sanitation corporations (LWSCs), local offices of RMF-IU, DLAs, PWP, local CFs.



hands-on simulations, and will provide the necessary IT equipment and/or software to perform each activity. The capacity building activities will also be made available to interested private sector actors and local research and academic institutions. The sub-Component will be designed and delivered by international experts with support from local experts. This sub-Component will also support citizen engagement, communication, and the project Gender Action Plan (GAP), including facilitation of a bottom-up process for needs prioritization at the local level.

41. Beyond institutional capacity building, the project will also provide training and support to local contractors, small and medium enterprises (SME's) and prospective entrepreneurs, including women owned businesses (WOB). The aim is threefold: i) reduce project risks and improve local skills and competencies among local firms and contractors engaged in the project, on topics such as OHS and GBV; ii) promote local economic development by providing training and support to prospective local businesses in the urban sector, including WOBs, on topics such as registering a business, procurement and financial management; and iii) reduce the gender gap by providing women with opportunities to start a business.

Sub-Component 2.3: Third Party Monitoring

42. UNOPS will engage a Third-Party Monitoring (TPM) agent to undertake independent results verification of sub-projects and activities funded under the project. The TPM agent will include female staff. On a quarterly basis, the TPM agent will report on the activity outputs, the restoration of services for the intended beneficiaries, and the fiduciary and safeguard processes followed by the local partners. The Terms of Reference (TORs) for the TPM agent will be developed by UNOPS and agreed upon with the World Bank. To ensure the independence of the TPM agent, it will share its monitoring reports with UNOPS, subsequently UNOPS will share with the World Bank within calendar five days with any comments. UNOPS will also share a report with the World Bank on the actions taken to address any implementation issues identified by the TPM agent within 2 weeks from the date of submission of the monitoring report.

Component 3: Contingent Emergency Response (US\$0)

43. **Providing immediate response to an Eligible Crisis of Emergency, as needed.** The objective of this Component is to support the country's response capacity in the event of an emergency, following the procedures governed by IPF Directive and Policy paragraph 12 (Situations of Urgent Need or Capacity Constraints). There is a possibility that, during project implementation, a natural disaster, epidemic or other emergency may occur, which would cause a major adverse economic and/or social impact. In anticipation of such an event, the Contingent Emergency Response Component (CERC) allows UNOPS to receive support by reallocating funds from other project Components or serving as a conduit to process additional financing from other funding sources for eligible emergencies to mitigate, respond to and recover from the potential harmful consequences arising from the emergency. Disbursements under this Component will be subject to the declaration of emergency by the RoY, the international community, or the UN.



Legal Operational Policies

	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Areas OP 7.60	No

Summary of Assessment of Environmental and Social Risks and Impacts

F. Implementation

Institutional and Implementation Arrangements

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44. **The proposed project is an emergency operation processed under OP 2.30 and IPF Policy and Directive paragraph 12 ‘Situations of Urgent Need or Capacity Constraints’.** It uses UNOPS as the non-sovereign recipient of IDA funds and alternative implementation agency on an exceptional basis under the Financial Management Framework Agreement (FMFA) between the World Bank and UN agencies. The financial management arrangements will be governed by the FMFA, which provides for the use of the UN’s Financial Regulations by offering flexibility in the application of Bank fiduciary policies through application of alternative assurance mechanisms. UNOPS will follow its own procurement procedures as Alternative Procurement Arrangements (APA) allowed by the World Bank’s Procurement Framework Policy Section III.F.

45. The project will be implemented by UNOPS through direct implementation as well as project cooperation agreements between UNOPS and local partners. UNOPS will: (a) take responsibility for project implementation; (b) monitor the project targets and results in coordination with the local partners; (c) handle relevant procurement, financial management, and disbursement management including the preparation of withdrawal applications under the project; and (d) ensure that all reporting requirements for IDA are met per the Project Financing Agreement. Figure 3 below describes the project governance and management structure to be put in place under the project.

46. UNOPS has extensive experience in the sectors covered by this operation and in managing projects in FCV situations. In the Water and Sanitation sector UNOPS has implemented over 70 projects in the last 10 years in line with its mandate and areas of expertise. These projects were implemented in 40 countries including within the MENA region. UNOPS has a regional structure with the regional hub based in Amman, Jordan. This structure has an established capacity in the areas of finance, procurement, human resources, IT, and security which will provide support and advice as needed. In addition, a Regional Oversight and Management Advisor oversees the operations in the region and provides management advice to the Regional Director. UNOPS also has an office in Sana’a which hosts a project manager, procurement specialists, finance specialists, an Environmental and Social Safeguards Officer (ESSO)⁴⁸, a Gender

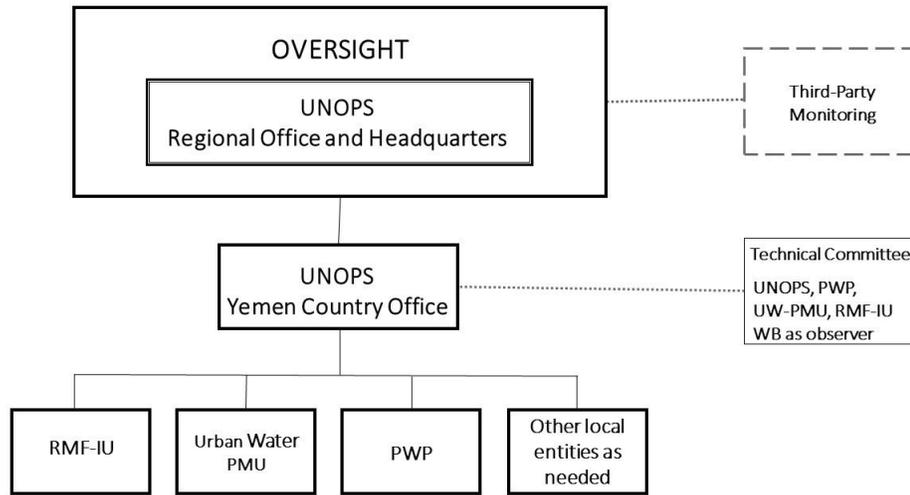
⁴⁸ The ESSO will be supported by a part-time international expert, who will assist in the management, monitoring and reporting of environmental and social risk management aspects throughout project implementation.



Mainstreaming Officer, a Health and Safety Officer, a logistics officer, and an administrative officer. The Regional Office is supported from the UNOPS headquarters, based in Copenhagen. Furthermore, because of the successful implementation of YIUSEP, the organization gained valuable experience with local private contractors and gained clarity on their performance, capacity, and skills.



Figure 3. Project Governance and Management Structure



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47. **World Bank implementation support and oversight.** The World Bank task team, in close coordination with the Yemen Country Management Unit (CMU) and participating Global Practices, will conduct scheduled implementation support for the project. The World Bank will closely coordinate with UNOPS for the implementation and overall oversight of the project.

48. **UNOPS Regional Oversight.** UNOPS has a regional structure with the regional office and hub based in Amman, Jordan. This structure has an established capacity in the areas of finance, procurement, gender, human resources, IT, safeguards, and security, which will provide support and advice as needed. In addition, a Regional Oversight and Management Advisor oversees the operations in the region and provides management advice to the Regional Director. The Regional Office is supported from UNOPS’ headquarters, based in Copenhagen, Denmark.

49. **Technical Committee (TC).** To facilitate the investment planning process and ensure cross-sectoral coordination, UNOPS will chair a TC composed of representatives from the local partners (PWP, RMF-IU and UW-PMU). Other members will be engaged during the project, if needed. The World Bank will join the TC as an observer. The TC will play an advisory role and will meet quarterly and whenever necessary. Its main tasks will include: a) conducting a periodic review of project implementation progress and providing recommendations for improvement, as necessary; b) reviewing proposed sub-projects for the yearly investment plans and recommending a shortlist; c) accelerating import of supply, goods, equipment as well as clearances at entry points and facilitate ground transportation and c) strategically communicating the project and its investments to other donors and stakeholders.

50. **Local Partners.** To preserve the technical and implementation capacity of existing institutions in Yemen, to the extent possible and as relevant, UNOPS will work with PWP, RMF-IU, and UW-PMU as local



partners for implementation, leveraging on the existing cooperation under YIUSEP. UNOPS has assessed these local partners' technical, fiduciary, procurement, and safeguards capacity. Accordingly, UNOPS will decide on an appropriate contractual arrangement with each entity in accordance with its own operational guidelines. Local partners will play a critical role on technical aspects, such as coordinating with local stakeholders, identifying initial investments, and preparing initial specifications, as well as carrying out the assigned activities in accordance with the procurement plan. UNOPS will retain overall responsibility for project implementation. During project implementation, UNOPS may engage additional local partners, if deemed necessary and in consultation with the World Bank.

51. The task team in coordination with the CMU will also organize consultative meetings every six months with the GoY to keep them informed about the implementation progress, discuss challenges, and prioritize needs. These meetings will be held virtually or in person depending on the situation on the ground.

52. **Annual Investment Plans.** A citizen-informed annual investment plan recommended by the TC and finalized by UNOPS will be submitted to the World Bank for no-objection prior to commencement of implementation. The annual investment plans will be reviewed during implementation to ensure the continued appropriateness of the selected investments.

53. **Closing date and implementation schedule.** The planned activities under the proposed emergency operation will be implemented over a period of two and a half years (June 30, 2021 to December 31, 2023). The proposed US\$50 million IDA grant will be disbursed over the period of two and a half years.

54. A detailed **Project Operations Manual (POM)** will be prepared to guide overall Project implementation arrangements. The POM will describe the project and the PDO objectives, results indicators, implementation roles and responsibilities (implementation arrangements matrix), financial management, procurement, safeguards, monitoring and evaluation, and other project implementation details. The POM prepared under YIUSEP is expected to serve as a basis for the preparation of the document for the proposed operation.

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