



Project of the Government of the Republic of Yemen

UNDAF Outcome: Strengthened and supportive economic policy, institutional framework and operating environment

Project Title: Support to the Ministry of Social Affairs and Labour in Labour Market Information and Employment Policy: Strengthening the capacity of the Labour Market Information Analysis Unit	
Project Duration:	01 September 2009 - 31 December 2011
Fund Management Option:	Pooled funding
Managing Agent:	ILO

Total estimated budget:	US\$ 1.4 million
Out of which:	
1. Planned resources:	
• Government	307,605
• Regular/Other Resources	_____
• NGO or private	_____
• UNDP	500,000
• ILO	292,395
• Donor (Silatech)	300,000
• Donor ...	_____
2. Unfunded budget:	-0-

Development Partners


On behalf of the International Labour Organization (Managing Agent)



Ms Nada Al-Nashif
Regional Director for Arab States

Date: 26/8/2009

On behalf of the United Nations Development Programme



Ms. Pratibha Mehta
Resident Representative

Date: 18 August 2009

UN Official rate of exchange at time of signature US \$ 1.00 = YR 203.70

National Partners

On behalf of the Ministry of Planning and International Cooperation (Government Coordinating Authority)



H.E. Eng. Hisham Sharaf Abdulla
Vice Minister
Ministry of Planning and International Cooperation

Date: 18 August 2009

On behalf of the Ministry of Social Affairs and Labour (Implementing Agency)



H.E. Ms. Amat Al-Razzak Ali Hamad
Minister of Social Affairs and Labour

Date: 18 August 2009



List of Acronyms

CCA	Common Country Assessment
CTA	Chief Technical Advisor
CSO	Central Statistical Organisation
DPPR	Third Five Year Socio-Economic Development Plan for Poverty Reduction 2006-2010
DWCP	Decent Work Country Programme
HDI	Human Development Index
HDR	Human Development Report
HRD	Human Resources Development
GoY	Government of Yemen
ILO	International Labour Organization
JP	Joint Programme
LFS	Labour Force Survey
LMI	Labour Market Information
LMIA	Labour Market Information and Analysis
LMIS	Labour Market Information System
MA	Managing Agent
MDGs	Millennium Development Goals
MoCS	Ministry of Civil Service
MoF	Ministry of Finance
MoHESR	Ministry of Higher Education and Scientific Research
MoSAL	Ministry of Social Affairs and Labour
MoIT	Ministry of Industry and Trade
MoPIC	Ministry of Planning and International Cooperation
MoTEVT	Ministry of Technical Education and Vocational Training
NES	National Employment Strategy
REO	Regional Employment Office
SFD	Social Fund for Development
SME	Small and Medium Enterprise
UNDP	United Nations Development Programme

Executive Summary

An essential element in the development, implementation, monitoring and evaluation of national HRD strategies is to have regularly reliable data available on occupational supply and demand, skills gaps, employment opportunities and employer needs. Over the past years, the "LMIS and HRD Strategy" project (UNDP funded, MoSAL implemented with the ILO technical support) has succeeded in laying a solid groundwork for providing this type of information.

MoSAL has identified a further need for additional capacity to continue and to strengthen its labour market monitoring and policy-oriented analysis functions. These are critical to the successful implementation of the NES and its associated Action Plan, including its full integration into the DPPR. The Action Plan identifies the activities, their timeframe, monitoring indicators, resources, as well as cooperating partners, that have to be undertaken in the next two years in order to further face Yemen's unemployment challenge covering the following areas:

1. decent and productive work for all;
2. macroeconomic and sectoral policies;
3. labour legislation and administration;
4. employment offices;
5. technical education and vocational training;
6. labour market information;
7. social protection and safety nets;
8. micro, small and medium enterprises development;
9. youth; and
10. gender.

ILO and UNDP have committed themselves to provide technical assistance to the MoSAL LMIA Unit in support of its objectives, including the promotion, implementation and monitoring of the NES. By collecting, processing, analysing and disseminating updated quality labour market data this JP will enable the GoY, at the central and decentralized levels, as well as its key national and development partners to better allocate scarce resources for diversification and revitalisation of the local economy.

In order to achieve the objectives and once the LMIA staff is appropriately trained to undertake advanced technical work in data analysis, this JP aim at the following results:

1. sustainable and active promotion and monitoring of the implementation of the NES Action Plan and its continuous update, continuation and improvement of effective dissemination of labour market data;
2. policy-oriented studies on the employment impact of critical economic developments will be undertaken, as well as necessary actions taken in order to minimise the possible negative impact of globalization on Yemen's economy;
3. the results of surveys and studies undertaken will be published and appropriate ministries, as well as the Cabinet of Ministers (if needed) informed about their main conclusions/recommendations;
4. establishment of a functioning coordination mechanism will be established between major stakeholders (e.g. MoPIC, CSO, REOs, other ministries, employers' and workers' organisations).

The MoPIC and CSO, in view of their statistical and national planning functions, are key implementation partners of this JP. The MoTEVT, MoHESR and MoIT are also major LMIA stakeholders. Therefore, close operational and policy linkages with these institutions will have to be maintained by LMIA unit through different coordination mechanisms.

Situation Analysis

Despite marked advancements, Yemen continues to face considerable development challenges. Yemen's HDI rank is 138 out of 177 countries according to the 2008 UNDP HDR Statistical Update and progress in human and other development indicators, while steady, has been slow. Additional efforts will be required to ensure attainment of MDGs by 2015. UNDP's 2007/2008 HDR also shows that 45.2% of the population lives below the income poverty line of US\$ 2 per day. The number of those in "abject poverty", i.e. living on less than US\$ 1 per day, equals 15.7% of the population. The problem is particularly severe in Yemen's rural areas.

The structural and long-term development challenges facing Yemen have undermined the government's efforts in effectively improving peoples' livelihoods. Yemen's 2004 census puts the country's population at 19.72m with an average annual population growth rate of over 3% and almost 50% of its population younger than 15 years of age. Since 1994, the population has grown by some 35%, confirming Yemen as the second most populous country in the Arabian Peninsula. The population is expected to double in the next 23 years and is estimated to reach 60 million by the year 2050. Yemen's rapidly growing population raises concerns about the ability of the economy to absorb the high number of new labour market entrants. The unemployment rate in Yemen increased from 11.5% in 1999 (LFS) to 16.2% in 2004 (2004 Population Census). According to a 2005 report from the European Training Foundation, 170,000 jobs need to be created every year for new entrants into the labour market.

Yemen's economy is presently dependent on oil income, with limited attention paid to job creation and equitable and sustainable growth. Currently oil revenues account for more than 70% of the government total revenues while employing a very small portion of the labour force. Current indicators show that the oil production is declining and within a few years oil revenue will drop down sharply. If proper attention is not given to diversifying economic development and generating employment opportunities, the economy of the country will face difficulties in growth, maintenance of basic services and a soaring unemployment rate, contributing further to the socio-economic risks. Yemen needs to diversify its economy away from oil - as foreseen in Yemen Strategic Vision 2025 and the DPPR (2006-2010) - and do so with greatest urgency. Four economic sectors, though their contribution to the GDP is presently low, have been identified as promising sectors with high potential for growth, namely agriculture, fisheries, tourism and manufacturing. These sectors have potential not only for economic growth, but also for employment generation and enhancement of the scope for the participation of youth and women in economic activities.

The latest LFS was undertaken in 1999 and puts the labour force participation rate at 45.9%, with 3.5 million Yemenis employed and 0.5 million unemployed. Public sector employment accounted for just over 19% of total employment. Only 4% (approx. 19,000) of the unemployed were university graduates, reflecting persistent incongruities between the delivery of higher education entities and labour demand. Male workers made up over 80% of the labour force. According to MoPIC, the labour force increased to almost 4.2 million in 2004. Employment also increased with an average growth rate of 2.8% per annum. This modest growth in employment can be mostly attributed to the predominance of the informal (unregulated) sector in the national economy, since that sector is built upon small, individual and family enterprises that rarely provide sufficient and productive job opportunities. A comprehensive survey of facilities/firms in 2004 indicated that there were 407,000 entities that employed approximately 1.2 million workers. The remaining 2.4 million workers worked outside of these institutions and in the informal sector, of which 1.1 million work in the non-institutional agricultural sector. The female labour force participation in 1999 represented 7.0%. In 2004, the number had increased to 9.6% of total employment. Three

quarters of these women workers are located in Sana'a City and the governorates of Aden, Taiz, Hodeidah, Hadramout and Abyan. However, the female unemployment rate increased from 25.4% in 1999 to 39.5% in 2004. The high level of female unemployment is slightly more evident in the urban areas, where nearly half the female labour force is unemployed. In comparison, in rural areas, female unemployment is 33%.

In order to reduce the overall unemployment level, the IMF projects that Yemen needs sustained levels of annual economic growth of at least 6%. However, according to the WB, average annual GDP growth has slowed gradually since 2000, reaching 3.3% in 2006. Moreover, most of this growth is generated in the oil sector which dominates Yemen's economy (27% of GDP and 90% of merchandise exports), but does not contribute to employment among the rural poor population, being a highly industrialised sector demanding skilled labour (that is mostly imported). Generating labour intensive economic growth remains a key challenge for the years to come.

This is confirmed in the analysis of the 2005 UN Common Country Assessment, which identified the following four underlying reasons for the poor outcome of development interventions in Yemen:

1. lack of transparency and participation;
2. disempowerment of women and children;
3. inequitable and unsustainable use of water resources; and
4. jobless growth, in the face of rising population.

In addition, Yemen is challenged by - a generally acknowledged - overstuffed, under-trained and under-paid civil service, as well as a need to promote further democratic governance as a premise for effective and transparent use of national and foreign resources and investments.

The Government's response has been the inclusion of a comprehensive set of socio-economic development goals in its National Strategic Vision 2025, which aims at becoming a middle income country by 2025. The current translation into action is through the DPPR (2006-2010).

The DPPR targets growth in employment through the achievement of accelerated economic growth, as well as diversification and revitalisation of the local economy. The latter includes:

1. enhancement of the GDP share of promising sectors and reducing dependence on the oil sector;
2. promotion of SME's for sustainable income generation, particularly in food processing, export-oriented agriculture, fisheries and their associated services, as well as tourism and its related services;
3. rehabilitation and promotion of the Aden Free Zone, as well as the country's other sea and air ports.

The overall DPPR target is to control the total unemployment rate at 14% and to reduce the youth unemployment rate to 10% by the end of 2010. One of the most significant challenges that faces the job market is the inability of the labour supply to accommodate the demand in quality. The DPPR aims at reducing growth of working-age population to 2.75% by 2010, increasing the ability of the national economy to create job opportunities by 4.1% per year during the next five years, reducing unemployment rate to 14%, concluding bilateral agreements with the Gulf States to absorb a minimum of 50,000 workers per year, and increasing the share of female labour to 15% of the total by 2010.

At the heart of Yemen's ability to effectively measure progress, and engage in a meaningful evidence based discussion, lies its capacity to better understand the characteristics of the labour market and the establishment and maintenance of knowledge bases for decision making for HRD

at all (central and local) levels. Data have been produced for the various dimensions of human development in Yemen. A population census was carried out on target in 2004. A household budget survey was carried out in 1998, 2003 and the third one covered the period 2005-2006. Labour market and demand surveys were carried out in 1999 and 2003. These surveys are of variable quality and do not always follow the same methodology from one to the next, thus making it difficult to establish trends. Moreover, the collection of data is irregular. The data does not provide a sufficient degree of disaggregation by gender, social class, age group, etc. for assessing change in conditions of (particularly vulnerable) population groups over time. There appears to be no close coordination between data producers/disseminators and data users. This causes an inadequate translation of trends of surveys into strategy, policy and action. Labour market data are no exception.

To remedy this situation with respect to the NES, MoSAL has identified a continued and pressing need for additional capacity in collection, processing, analysing and dissemination of comprehensive data in order to strengthen its labour market monitoring and policy oriented analysis and policy formulation functions. MoSAL recognises that these are critical to a successful implementation of the NES and its associated Action Plan, including its full integration into the DPPR. Strengthening this capacity - through training of trainers and central and decentral staff - in data collection, processing, analysis and dissemination will also provide reliable information on progress achieved in moving towards MDG outcomes and the realisation of rights of vulnerable groups. MoSAL will, therefore, institute a system for monitoring progress against NES (see Annex D), composed of periodic surveys that measure the actual extent of progress in reaching the targets, supported by more frequent assessments that would confirm if the chosen indicators are moving in the desired direction. Whereas it is recognised that CSO is an important contributor of data of relevance to the labour market, MoSAL, as most other line ministries, requires a labour market specific information system. It is also understood that there will a further transfer of knowledge between MoSAL and CSO and *vice versa*.

Strategies including lessons learned for the JP

Context. A JP has been formulated to assist MoSAL's LMIA Unit in strengthening the GoY's capacity to institutionalise regular labour supply and demand surveys as regular contributors to national HRD strategies and planning activities. This JP will directly contribute to one of Yemen's national priorities - achieving high and stable economic growth, creating job opportunities, and expanding economic opportunities to all segments of society (*vide* the DPPR 2006-2010).

Implementation of the JP will also facilitate Yemen's efforts to prepare, implement, monitor and evaluate activities aimed at effectively and efficiently achieving the MDGs, in particular "achieving full and productive employment and decent work for all, including women and young people" (component of MDG 1).

The JP will contribute directly to the results of the UNDAF 2006-2011 Outcome Four, which aims at an environment that fosters the efficient and sustainable use of resources leading to equitable, job-creating growth in promising sectors, with a focus on youth and women. It is part of the ILO DWCP 2008-2010 in Yemen and will enhance the implementation of the NES and its Action Plan. The DWCP Outcome Four aims at MoSAL's further capacity building taking into account the lessons learned and achievements of previous and on-going ILO technical assistance in the following areas:

1. finalisation and promotion of the NES and its Action Plan, improvement of its outreach and visibility amongst other line ministries, and its integration in the DPPR;

2. training of MoSAL staff to undertake advanced technical work in data collection, including employment projections and labour market analysis for policy development and monitoring, who - in return - will be in a better position to promote MoSAL's mandate, as well as ensure that the employment and labour market issues are discussed at the highest government levels and are taken into account in the planning and decision making processes;
3. MoSAL's reform of the public employment offices in order to provide better labour market intermediation services in the light of the country's current high unemployment;
4. promotion of decent work for people with disabilities in line with ILO conventions, tools and best practices.

Strengthened MoSAL capacity in data collection and analysis will create a reliable labour market data base that will be used for planning purposes and measuring progress made in achieving the UNDAF outcome, as it contributes to the DPPR. Moreover, the NES Action Plan will be an important source of information for national and development partners involved in employment related initiatives, while paying attention to the cross-cutting issues, such as youth and gender.

The JP is a follow-up of a previous two-phase project. The UN's assistance to MoSAL started in 1998 with the establishment of national LMIS, as part of a comprehensive "Poverty Alleviation and Employment Generation" programme. This "LMIS and HRD Strategy" project had the following objectives:

1. provision of practical and administrative information to the MoSAL to enable it to fulfil its functions;
2. provision of information for a more comprehensive system related to planning of the labour force, which would be used by the technical committee of the MoPIC.

The first phase was completed in 2003.

A second phase was signed in 2004, aiming at enhancing and consolidating LMIS capabilities and outputs and had the following objectives:

1. undertaking of the analysis of surveys under implementation and contributing to the analysis of prospective statistical activities (2004 Population Census and surveys of specialised sectors including the informal sector);
2. gathering basic statistics in order to formulate a national strategy for the development of human resources;
3. expanding the network of REOs, and enhancing e-communication processes amongst them;
4. more extensive training of LMIS employees;
5. proactive awareness raising about the programme and its results;
6. improvement of the coordination mechanism between the LMIS and key stakeholders.

During these years LMIS had implemented field surveys for labour market supply and demand, and had issued several credible technical studies analysing the labour market situation and developing a methodology for collecting labour market data at the REOs. It also initiated the design of a strategy for developing human resources in Yemen.

This second phase was completed in 2006.

Upon the conclusion of the LMIS project, and at the 2006 ILO recommendation, MoSAL has recently incorporated a new LMIA Unit into its General Directorate for Manpower. The new Director, as well as core staff, have been appointed and provided with the basic means for work (i.e. furniture, equipment). However, since the recruited staff is mostly new and needs appropriate training and coaching, additional technical assistance is crucial. Monitoring and evaluation, as well as reporting components of this JP will be the responsibility of the Chief Technical Advisor under

the supervision of the ILO Regional Office in Beirut and in close coordination with the LMIA Unit Director. In addition, two national experts will be recruited under this JP, i.e. labour economists, statistician, as well as one admin/finance support staff. This additional assistance will support the LMIA Unit in initiating and managing the JP, as well as train and coach the permanent LMIA staff in order to ensure the sustainability of the knowledge and enable them to undertake further advanced technical work once the JP will have been completed.

Lessons learned from the previous projects. The LMIS Evaluation Report¹ states that in order to further improve the functionality of LMIS and take into account the lessons learned, the following should be done:

1. it is necessary to establish a mechanism for continuous and effective coordination and cooperation between the concerned parties. This could take the form of regular meetings. It is also suggested that all concerned in these offices participate in the processes of surveys and survey analysis, and in the preparation of the strategies that LMIS implements;
2. the framework proposed in Ministerial Decree 13/20 should be replicated in all other REOs;
3. the relations with chambers of trade and industry, labour unions, universities and faculties should be activated;
4. it is suggested that an annual evaluation of LMIS activities be undertaken in coordination with concerned parties and based on the conclusions/recommendations of previous evaluations;
5. implementation of the following surveys, studies and strategies:
6. a strategy for the development and distribution of human resources;
7. a survey of the informal sector, followed by an analysis, publication and distribution of the results;
8. analysis of the 2004 Population Census and Labour Force Survey, linking them to the 1999 Labour Survey;
9. participation in the development of a unified labour market information system for GCC countries;
10. participation in the development of occupation classification for GCC countries.

These recommendations, as well as the notable results of the previous projects (such as analytical studies on supply (1999) and demand (2003), methodologies for the EOs, annual publications on indicator developments for the activities of the MoSAL and the REOs, establishment of an e-network for data collection in REOs, as well as LMIS website with available relevant labour market data, associated statistical publications and reports) are taken into consideration while developing the current JP and have been translated into the activities mentioned in the JP Work Plan.

Underlying the proposed JP are the following strategic elements:

1. in order to obtain quality employment projections and labour market analysis for policy development and monitoring, LMIA staff will have to be trained in-depth. This will enable them to undertake advanced technical work. Moreover, MoSAL will provide LMIA Unit with additional staff who - after all trainings - will be in a position to undertake the advanced analytical and technical work once this JP is expired. One of the options is to employ the University's graduates in relevant sciences who will be coached by international experts under this JP;

¹ "Report on the Activities of the Labour Market Information System in the Ministry of Social Affairs and Labour in the Republic of Yemen", Dr. George Kossaifi, Director, Dar Al Tanmiya, 2005

2. in order to achieve a heightened awareness among high level government officials and other key stakeholders about the employment situation in Yemen, the labour market needs and its challenges, the LMIA Unit will proactively intensify an effective coordination mechanism between MoSAL and its national governmental and non-governmental counterparts through a continuous promotion, implementation, updating and monitoring of the NES Action Plan, while paying attention to the cross-cutting issues. In addition, the LMIA Unit will produce quarterly policy briefs about major developments and trends of the labour market in Yemen; additionally, on request, it may prepare more detailed information and present it to the high level government officials; and
3. in order to enable the GoY, at the central and decentral levels, as well as its key national and development partners to better allocate scarce resources for diversification and revitalisation of the local economy based on the reliable and sustainable labour market data base, and to mainstream the employment issues in planning and decision making processes, LMIA Unit is an integral element of the DWCP.

Results framework

The JP Results and Resources Framework is attached as Annex A to this document. The JP has the following outputs:

1. enhanced labour market data and strengthened national capacity to analyse them. This entails the successful completion of surveys and studies undertaken by national staff with the support of international expertise;
2. NES and its Action Plan updated, their implementation monitored and evaluated. This includes a national coordination effort to gather relevant information and agree on the relevance of strategic, policy and planning issues included in the NES and its Action Plan. Monitoring and evaluation means the establishment of a mechanism to collect, process and disseminate relevant information related to the implementation of the NES Action Plan;
3. improved capacity, outreach and visibility of the LMIA Unit. This entails having trained an adequate number of LMIA Unit staff who in return will become the trainers of trainers of the MoSAL counterparts. The outreach and visibility will be achieved through dissemination of the labour market related information, as well as workshops and training at the central and decentral levels.

The JP Work Plan and budget are attached as Annex B to this document. The JP Work Plan indicates the time frame and priority given to every activity under each JP outcome.

The total estimated budget for the JP is US\$ 1.4 million. The work plan further outlines the timing of the different activities and identifies the UN Agency mandated to follow up on the implementation of the relevant activity.

Management and coordination arrangements

The programme will be nationally executed by the MoSAL in close cooperation with relevant national partners. The ILO and UNDP will both provide technical support to the JP in a well coordinated fashion. Specifically, the ILO will provide technical and advisory assistance for statistical analysis and survey design and sampling, for training of LMIA Unit staff, as well as implementation of the NES and its action plan. The UNDP on the other hand will provide technical support during the implementation of the project in order to maximize achievement of high quality development results and also provide guidance especially of policy outputs could be mainstreamed in the next national development plan

(2011 -2015). In addition, UNDP will also provide guidance and the forum (through extended quarterly reviews) for this project management to coordinate with other UNDP and other key donors projects for cross fertilization for areas of common interest, sharing of information and also to avoid duplication of efforts and resources.

In addition to its technical advisory role, the ILO will play the role of the Managing Agent (MA); and will therefore be accountable for²:

- i) Providing administrative and logistical support to the MoSAL in implementing the JP activities in line with the agreed upon workplan and towards the achievement of the envisaged outcomes;
- ii) Closely coordinating with UNDP Yemen CO on the implementation of project activities, management of funds, and review of programme results in accordance with the MOU that will be signed between the two agencies³; and
- iii) Preparing substantive and financial reporting on a quarterly basis to the JP coordination mechanism.

Day to day work of the programme will be managed by a CTA based at the LMIA with quarterly reports to the JP steering committee (i.e. Project Board). The CTA will hold the primary responsibility to ensure that the JP produces the results specified in the document, to the required standard of quality and within the specified constraints of time and cost under this JP experts in specific fields will be recruited.

The LMIA Unit will be supervised by the Director General for Manpower in MoSAL. MoPIC and CSO, in view of their statistical and national planning functions, are considered to be key implementation partners. In addition, the LMIA Unit will maintain close operational and policy linkages with the other major stakeholder ministries, including the MoTEVT, MoHESR, MoIT and MoCS.

The JP Steering Committee will be responsible for overall coordination of the JP and will consist of national and development partners representatives under the chairmanship of MoPIC. The JP Steering Committee will be established by the project management during the first month after start-up of the project activities in consultation with UNDP, ILO, MoPIC and other key players (including SILATEC, women and youth groups and Yemeni Private Sector). Decisions of the Steering Committee will be made through consensus. The Steering Committee will meet at least once in three months to review the progress and approve work plans, and make recommendations, when necessary, to improve the JP. The JP Steering Committee will have the same mandate and representation of the Project Board.

Fund management arrangements

Pooled funding modality is envisaged for this JP. ILO will play a role of a MA. The MA will be accountable for supporting the national partner in managing the JP in line with the common work plan, specifically for timely disbursement of funds, and supplies and for coordinating technical inputs by development partners. The MA will also follow up with the national partner on

² The operational details for pooled fund management are attached to this document as Annex 5.

³ The MOU between the ILO and UNDP is attached as annex 6 to this JP. This MOU will detail the division of labor between the two agencies and emphasize the need for each of the two agencies to publicize the JP and give due credit to the other participating agency.

implementation, and will be accountable for narrative and financial reporting on a quarterly basis to the JP coordination mechanism. The MA may engage in resource mobilisation for the JP, in consultation with government and participating UN organisations.

Feasibility, risk management and sustainability of results

Despite progress made in building Yemen's institutional capacity and the contribution that the two previous projects have made in enhancing MoSAL's capacity to continue and to strengthen its labour market monitoring and policy-oriented analysis functions, further external support in maintaining and further expanding the existing capacity remains crucial. As labour market issues have risen in socio-economic and political prominence, efforts to provide updated relevant information to enable evidence based discussion among decision makers need a full and unmitigated support of Yemen's development partners. National support for this JP appears to be evident at the Cabinet level since the NES and its Action Plan for Yemen are perceived as important to identify new approaches in socio-economic development, in general, and human resource development, in particular. Therefore, adequate conditions are present to make this JP successful. As this proposed JP builds on the lessons learned of the previous two phases of the former LMIS project and takes into consideration current constraints that the GoY is facing, its practical feasibility has been ensured.

Summarising the risks identified in the Programme Monitoring Framework (Annex C), the following main risk areas may be potential obstacles in achieving the JP outcomes:

1. whereas at the highest political levels commitment to achieving the objectives of JP are evident, at implementation level, a coordinated and productive engagement by all MoSAL partners may need to be further secured. MoSAL, therefore, will have to secure active engagement of these partners in the implementation of JP by e.g. subcontracting, using technical services and joint programming of JP activities;
2. availability of relevant data. There are a number of sources and repositories of valuable existing data in Yemen, however, these data are not always easily accessible and may require a premium. The JP has allocated a miscellaneous component to acquire data that are not available free of charge;
3. impediments to a successful achievement of JP goals need to be identified on time. Monitoring and evaluation of progress of the implementation of the JP will have to be undertaken on a regular basis (e.g. quarterly review meetings). This might lead to adjustments in, and/or reprogramming, of the inputs of the JP;
4. sustainability of the staff's capacity and knowledge. In the past, all important surveys/studies were undertaken by international experts. Local staff was mainly used for administration purposes. In order to address this challenge, LMIA staff will need to be fully involved in all processes undertaken by international experts, who will train national staff as a matter of priority. Once the training has been completed, international experts will oversee the implementation of activities to ensure sustainability of knowledge;
5. given the limited availability in Yemen's labour market of highly qualified technical expertise MoSAL's capability to attract and retain the required staff to undertake LMIA's activities may be limited. The JP has allocated adequate funding for the remuneration of highly competent LMIA staff and consultants; and
6. to minimize risks on the long run, the project management should review the possibility of analysis labour force data using the existing economic modelling that is used by MoPIC/MoF/CSO before introducing any new economic modelling in the country.

Accountability, monitoring, evaluation and reporting

The programme monitoring framework is attached as Annex C to this document.

Quarterly review meetings involving key stakeholders will be held to review the status of implementation of the JP. The purpose of the review meetings is to assess the progress made and to take decisions on recommendations to improve the design and implementation of the JP in order to achieve the intended outcome and expected outputs.

The annual review of the JP, done collectively by national partners and participating UN organisations, will result in a single report (its format will be approved by the JP Steering Committee), thus reducing transaction costs. A common format for reporting based on key principles such as results-based annual programme level reporting will be used to the extent possible. All reports will be shared with all relevant stakeholders through the Steering Committee.

A revised work plan and necessary budget adjustments will be produced based on the lessons learned from the review of risks and assumptions, as well as implementation progress achieved. This work plan will be approved in writing by the Steering Committee. Any substantive changes in the JP scope will require revision of the JP document. The amendments will be signed by all parties.

The MA will prepare and share narrative and financial reports in accordance with the provisions mentioned in the pooled funding MOU for submission to the JP Steering Committee.

A mid-term evaluation will be undertaken in order to assess the progress of this JP Work Plan implementation, as well as to make necessary adjustments, if needed, according to the changing environment. A final independent project evaluation will be conducted as a basis for assessing performance, contribution to related outcomes, and determining lessons for broader application. These reviews will involve all key stakeholders and the implementing partners, and focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The project will be evaluated in line with the MA's policies on evaluation. The timing of the project evaluation, as well as the ToR for the evaluation will be proposed by the MA in consultation with UNDP and agreed upon by the JP Steering Committee.

Ex-ante assessments and cross-cutting issues

One of the JP outcomes is promotion and monitoring of the NES and its Action Plan implementation, as well as improvement of the capacity, outreach and visibility of the LMIA Unit. Through the activities planned under these outcomes the JP will address the cross-cutting issues related to gender and youth. The LMIA Unit will ensure the involvement of women and youth organisations in the discussions related to the NES Action Plan implementation, the design, collection and analysis of data for targeted surveys/studies. The LMIA Unit will also prepare the public awareness activities plan that will include - among other activities - workshops/ roundtables /trainings focused on gender and youth related issues.

During the process of drafting of the NES Action Plan, women and youth organisations showed a great interest in, and support for, this initiative. Therefore, it is expected that these organisations will be active, forthcoming and supportive of the LMIA Unit work.

Although MoPIC and CSO, in view of their statistical and national planning functions, are considered to be key implementation partners, the MoTEVT, MoHESR and MoIT are also

considered to be major LMIA stakeholders. Therefore, the LMIA Unit needs to maintain close operational and policy linkages with these institutions. Employment is a topic that covers almost all sectors of the country's economy and impacts the country's possible development scenarios. Through improving of the quality and availability of labour market data, implementation of the NES Action Plan, this JP will contribute to a better knowledge and understanding of the country's situation that will have direct impact on decision making processes for HRD at all levels.

Legal Context or Basis of Relationship

The project document has no legal binding authority however nothing in this agreement shall constitute a waiver of the privileges and immunities of the UNDP or the ILO, recognized generally or through the Standard Basic Assistance Agreement between the UNDP and the Republic of Yemen

**Annex 1
PROJECT RESULTS AND RESOURCES FRAMEWORK**

UNDAF Outcome: Strengthened and supportive economic policy, institutional framework and operating environment							
JP Outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame		
					2009 (September)	2010	2011 (December)
1. Labour data collection methodologies, processes enhanced and results disseminated	1.1. LFS undertaken			Design of LFS structure	6,300		
				Collection of data	237,500		
				Analysis of data		45,000	
				Publication of LFS		3,500	
				Awareness raising activities		4,650	
				Training of LMIA Unit and CSO staff		1,800	
				Review of the survey		11,100	
				Collection of missing data			20,500
				Analysis of data			15,900
				Publication of the survey			2,500
				Awareness raising activities			4,650
				Training of LMIA Unit staff			1,200
				Study on the likely impact of Yemen's accession to the WTO on the employment		21,000	
				Awareness raising activities		4,100	
2. National	2.1. NES updated			Study on youth employment		21,000	
				Awareness raising activities			4,100
				Needs assessment to identify the fields and duration of the vocational trainings			17,100
				Awareness raising activities			4,100
				Participation in the development of a unified labour market information system for GCC countries		6,000	2,000
				Participation in the development of occupation classification for GCC countries		23,000	
				Awareness raising activities			4,100
				Miscellaneous Output 1		20,000	10,000
				Review of the effectiveness of the		13,200	

UNDAF Outcome: Strengthened and supportive economic policy, institutional framework and operating environment

JP Outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame			
					2009 (September)	2010	2011 (December)	
Employment Strategy (NES) Implemented				NES, as well as its integration in Yemen's DPPR 2006-2010				
				Formulation of proposals for follow-up actions to be included in the Mid-Term Review of the current DPPR and/or the new DPPR 2011-2016		7,800		
				Update of the NES in partnership with other Ministries and national stakeholders, including the private sector		19,200		
				Awareness raising activities		4,650		
				Training of LMIA Unit staff		1,200		
		2.2. Action Plan implementation progress evaluated			Update of Action Plan in partnership with MoSAL, the social partners and other key stakeholders	2,700		2,700
					Awareness raising activities	1,695		1,695
					ToR/MoU for coordination mechanism between the national authorities, private sector and bilateral and multilateral development partners with a view to achieving a coordinated and comprehensive support to the NES and its Action Plan	900		
					Miscellaneous Output 2	1,500	3,000	1,000
					Adequate staffing of Unit ensured	242,668	301,752	100,584
3 Outreach and visibility of the LMIA Unit improved	3.1. LMIA Unit established, equipped and is functioning			LMIA Unit Office equipment procured	27,975			
				Procurement of data collection, processing and dissemination computer software	2,500			
				Training on computer software of the LMIA Unit staff		900		
				Broad band wireless internet connection	1,100			
				Maintenance and running costs	11,936	17,900	5,964	
	3.2. Capacity in data			Training of trainers on labour market	18,150	9,450		

UNDAF Outcome: Strengthened and supportive economic policy, institutional framework and operating environment							
JP Outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame		
					2009 (September)	2010	2011 (December)
	collection of the LMIA Unit improved			information system tools, analysis, employment projections and data utilisation for policy development and monitoring			
	3.3. Capacity of the MoSAL and its social partners improved			Training on labour market information system tools, data collection, analysis and utilisation	1,750	1,750	
	3.4. Public awareness activities plan prepared and implemented			Review and standardise definitions and calculations methods of labour market indicators in accordance with the international standards		9,300	
	3.5. Visibility and outreach of LMIA Unit improved			Preparation of the public awareness activities plan according to the NES Action Plan		900	
				Awareness raising activities		5,600	5,600
				Update of the previous LMIS Project website		2,700	
				Training of the responsible LMIA Unit staff to upload, maintain and update the website		900	
				Preparation of the user-friendly manual for the LMIA Unit website users		1,200	
				Preparation of the client-oriented publications and/or brochures		1,800	1,800
	3.6 E-communication network between LMIA and REOs activated			Evaluation of the current status of the e-communication network, as well as formulation of the possible solutions to activate and expend this network		13,200	
				Activation of the e-communication network		2,000	
				Training of the LMIA Unit, REOs and other involved partners to use the network		3,300	3,300
				Miscellaneous Output 3	15,681	26,000	10,000

UNDAF Outcome: Strengthened and supportive economic policy, institutional framework and operating environment							
JP Outputs	SMART Outputs and Responsible UN Organisation	Reference to Agency priority or Country Programme	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame		
					2009 (September)	2010	2011 (December)
Total					585,555	595,652	218,793

Annex 2

Annual Work Plan (Tentatively) for 2009 to 2011

2009 ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List of activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Sources	Budget Description	Amount US\$
Project ID: 000 Output: National Employment Strategy (NES) Implemented Baseline: i. Draft NES & Action Plan (2008) Indicator: i. NES & Action Plan approved Target: i. NES & Action Plan undated and implemented	1. Activity result: Update National Employment Strategy Action: i. Review of the effectiveness of the NEX, as well as its integration in the current and next Development Plans 2. Activity result: Implementation of NES Action Plan Action: i. Update NES Action Plan ii. Awareness raising activities iii. Prepare ToR/MoU for coordination mechanism will all stakeholders			X	X	MoSAL/ILO	ILO RBSA ILO RBSA	International Consultant National Consultant	10,500 2,700
				X	X		ILO RBSA ILO RBSA ILO RBSA ILO RBSA	Local Consultants L. Consult. (Awareness R.) Contractual Serv. Comp. Local Consultant Sundry	2,700 270 1,800 900 1,000
							ILO RBSA	Sub-total	16,170
									16,170

2009 ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List of activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Sources	Budget Description	Amount US\$
Project ID: 000 Output: Outreach and visibility of the LMIA Unit improved Baseline: i. LMIS Website (2006) ii. LMIS Newsletter (2006) iii. No Public Awareness Plan Indicator: i. Updated website ii. LMIA Newsletter iii. Public Awareness Plan Target: i. Website updated with newly available statistics ii. LMIA Newsletter reinstated iii. Public Awareness Plan and action plan prepared	<p>1. Activity result: Establish LMIA Unit at MoSAL</p> <p>Action: i. Establish LMIA Unit ii. Procure equipment iii. Data collection, computer software iv. Broad band wireless internet v. Maintenance and running cost</p>		X	X	X	MoSAL/ILO	ILO RBSA UNDP	CTA CTA	70,690 22,310
			X	X	X		ILO RBSA UNDP	Contractual Serv. Individuals Contractual Serv. Individuals	32,100 33,610
			X	X	X		ILO RBSA ILO RBSA ILO RBSA ILO RBSA ILO RBSA ILO RBSA UNDP	5 PCs & Office Equipment IT Equipment Software License Broad bank internet Operational & Maintenance Operational & Maintenance	7,975 20,000 2,500 1,100 2,000 -
	<p>2. Activity result: Capacity development in data collection methodologies and processes</p> <p>Action: i. ToT on labour market information system tools, analysis, employment projects & data utilization for policy development & monitoring</p>					MoSAL/ILO	ILO RBSA UNDP ILO RBSA ILO RBSA	International Consultant International Consultant Contractual Serv. Comp. Travel (Fellowship)	4,000 - 4,100 18,900
	<p>3. Activity result: Prepare public awareness plan, increase visibility and outreach, and improve e-communication between LMIA and REOs</p> <p>Action: i. Public Awareness Plan and action ii. Update of previous LMIS website iii. Prepare promotional materials iv. E-communication LMIA & REOs v. Training of stakeholders to use LMIA network</p>					MoSAL/ILO			
							ILO RBSA UNDP	Sub-total Sub-total	163,365 55,920
									219,285
							ILO RBSA UNDP SIATECH	Grand-total Grand-total Grand-total	204,035 137,720 243,800
									585,555

2010 ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List of activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Sources	Amount US\$
Project ID: 000 Output: National Employment Strategy (NES) Implemented Baseline: i. Draft NES & Action Plan (2008) Indicator: i. NES & Action Plan approved Target: i. NES & Action Plan undated and implemented	1. Activity result: Formulation of NES follow-up actions Action: i. Review of the effectiveness of the NES, as well as its integration in the current and next Development Plans 2. Activity result: Implementation of NES Action Plan Action: i. Implement NES Action Plan ii. Awareness raising activities	X	X	X	X	MoSAL/ILO	ILO RBSA ILO RBSA	21,000 4,360
		X	X	X	X	MoSAL/ILO	UNDP UNDP UNDP	13,140 2,850 2,850
						UNDP ILO RBSA	Sub-total Sub-total	18,840 25,360 44,200

2010 ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List of activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Sources	Budget Description	Amount US\$
Project ID: 000 Output: Outreach and visibility of the LMIA Unit improved Baseline: i. LMIS Website (2006) ii. LMIS Newsletter (2006) iii. No Public Awareness Plan Indicator: i. Updated website ii. LMIA Newsletter iii. Public Awareness Plan Target: i. Website updated with newly available statistics ii. LMIA Newsletter reinstated iii. Public Awareness Plan and action plan prepared	1. Activity result: LMIA Unit at MoSAL operational Action: i. Labour data analysis ii. Employment projections, policy analysis implication and dissemination of policy proposals to higher decision making iii. Dissemination of labour related	X	X	X	X	MoSAL/ILO	UNDP GoY UNDP UNDP GoY	CTA Contractual Serv. Individuals Contractual Serv. Individuals Operational & Maintenance Operational & Maintenance	180,000 16,000 58,200 6,600 1,000
	2. Activity result: Capacity development in data collection Action: i. ToT on labour market information system tools, analysis, employment projection & data utilization for policy development & monitoring	X	X	X	X	MoSAL/ILO	UNDP GoY	International Consultant Travel (Fellowship)	11,600
	3. Activity result: Prepare public awareness plan, increase visibility and outreach, and improve e-communication between LMIA and REOs Action: i. Public Awareness Plan and action ii. Update of previous LMIS website iii. Prepare promotional materials iv. E-communication LMIA& REOs v. Training of stakeholders to use LMIA network	X	X	X	X	MoSAL/ILO	UNDP GOY GOY UNDP GOY GOY GOY GOY GOY	International Consultant Local Consultant Contractual Serv. Comp. Travel Audio Visual Equipment Communication Printing & Publication Translation Other Media Cost Miscellaneous	5,000 20,000 15,000 4,000 10,000 5,000 20,000 5,000 5,000 3,852
							UNDP GoY	Sub-total Sub-total	265,400 100,852
									366,252
							ILO RBISA UNDP GoY SILATECH	Grand-total Grand-total Grand-total Grand-total	88,360 300,240 150,852 56,200
									595,652

2011 ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Sources	Budget Description	Amount US\$
<p>And baseline, associated indicators and annual targets</p> <p>Project ID: 000</p> <p>Output:</p> <p>National Employment Strategy (NES) Implemented</p> <p>Baseline:</p> <p>i. Draft NES & Action Plan (2008)</p> <p>Indicator:</p> <p>i. NES & Action Plan approved</p> <p>Target:</p> <p>i. NES & Action Plan undated and implemented</p>	<p>List of activity results and associated actions</p> <p>1. Activity result:</p> <p>National Employment Strategy undated</p> <p>Action:</p> <p>i. Review of the effectiveness of the NES, as well as its integration in the current and next Development Plans</p> <p>2. Activity result:</p> <p>Implementation of NES Action Plan</p> <p>Action:</p> <p>i. Update NES Action Plan</p> <p>ii. Awareness raising activities</p> <p>iii. Prepare ToR/MoU for coordination mechanism will all stakeholders</p>					MOSAL/ILO			
							GoY UNDP	Sub-total Sub-total	- -

2011 ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Sources	Budget Description	Amount US\$	
<p><i>And baseline, associated indicators and annual targets</i></p> <p>Output: Outreach and visibility of the LMIA Unit improved</p> <p>Baseline: i. LMIS Website (2006) ii. LMIS Newsletter (2006) iii. No Public Awareness Plan iii. Public Awareness Plan</p> <p>Target: i. Website updated with newly available statistics ii. LMIA Newsletter reinstated iii. Public Awareness Plan and action plan prepared</p>	<p><i>List of activity results and associated actions</i></p> <p>1. Activity result: Establish LMIA Unit at MoSAL</p> <p>Action: i. Establish LMIA Unit ii. Procure equipment iii. Data collection, computer software iv. Broad band wireless internet v. Maintenance and running cost</p>			X	X	X	X	UNDP GoY	CTA CTA	42,540 50,000
								GoY GoY	Contractual Serv. Individuals Operational & Maintenance	25,000 4,000
	<p>2. Activity result: Capacity development in data collection methodologies and processes</p> <p>Action: i. ToT on labour market information system tools, analysis, employment projects & data utilization for policy development & monitoring</p>	X	X					GoY GoY GoY GoY	International Consultant Contractual Serv. Comp. National Consultant Travel	4,000 8,000 4,100 5,000
	<p>3. Activity result: Prepare public awareness plan, increase visibility and outreach, and improve e-communication between LMIA and REOs</p> <p>Action: i. Public Awareness Plan and action ii. Update of previous LMIS website iii. Prepare promotional materials iv. E-communication LMIA& REOs v. Training of stakeholders to use LMIA network</p>	X	X	X	X			GoY GoY GoY GoY	Awareness Raising Activities Publication Training Maintenance & Operation	5,600 2,000 3,000 6,053
								GoY UNDP	Sub-total Sub-total	116,753 42,540
										159,293
								GoY UNDP	Grand-total Grand-total	156,753 62,040
										218,793

PROGRAMME MONITORING FRAMEWORK

Expected Results	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
1. Labour data collection methodologies, processes enhanced and results disseminated	5 surveys/studies undertaken, at least 8 policy briefs produced	<ul style="list-style-type: none"> Surveys/studies and policy briefs; Meetings/Workshops reports (distribution, discussions regarding the conclusions of these documents); JP Mid-Term Evaluation Report. 	<ul style="list-style-type: none"> Copies of publications; Minutes of meetings/workshop reports 		<ul style="list-style-type: none"> Availability of relevant data; Willingness of relevant authorities and stakeholders to share information; Insufficient funds; Delays in finding the consultants
	At least 5 MoSAL national stakeholders were involved in the preparation/review meetings of Yemen's position regarding the unified labour market information system for GCC	<ul style="list-style-type: none"> Quarterly review meetings minutes; JP Annual Report; JP Mid-Term Evaluation Report; Meetings agenda and minutes 	<ul style="list-style-type: none"> Minutes of meetings; Lists of participants; Reports 		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Lack of staff with sufficient skills
	Level of knowledge increased of MoSAL and its national stakeholders	<ul style="list-style-type: none"> Pre-post test results; Feedback; Workshop reports; Agenda of Workshop; JP Mid-Term Evaluation Report 	Copies of publications/materials, tests		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Reduced number of participants
2. National Employment Strategy (NES) Implemented	Level of knowledge increased of LMIA Unit staff	<ul style="list-style-type: none"> Pre-post test results; Feedback; Training reports; Agenda of training; JP Mid-Term Evaluation Report 	Copies of materials, tests		<ul style="list-style-type: none"> Reduced number of participants at training sessions; Resistance to change
	NES updated	<ul style="list-style-type: none"> NES; JP Mid-Term Evaluation Report 	Copies of NES		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Weak understanding of NES
	Action Plan reviewed	<ul style="list-style-type: none"> Action Plan; 	Copies of Action Plan		<ul style="list-style-type: none"> Collaboration of relevant

Expected Results	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
		<ul style="list-style-type: none"> JP Mid-Term Evaluation Report 			<ul style="list-style-type: none"> authorities and stakeholders; Weak understanding of NES Action Plan; Activities and responsibilities from Action plan ignored
	Level of knowledge increased of MoSAL and its national stakeholders	<ul style="list-style-type: none"> Pre-post test results; Feedback; Workshop reports; Agenda of Workshop; JP Mid-Term Evaluation Report 	Copies of publications/materials, tests		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Reduced number of participants
	Level of knowledge increased of LMIA Unit staff	<ul style="list-style-type: none"> Pre-post test results; Feedback; Training reports; Agenda of training; JP Mid-Term Evaluation Report 	Copies of materials, tests		<ul style="list-style-type: none"> Reduced number of participants at training sessions; Resistance to change
	Coordination mechanism established and at least 6 meetings took place involving at least 5 MoSAL national stakeholders	<ul style="list-style-type: none"> Agenda of meetings; Minutes of meetings; Number of actions implemented as a response to the decisions made during the meetings; Feedback; JP Mid-Term Evaluation Report 	<ul style="list-style-type: none"> Minutes of meetings; List of participants 		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Staff sensitised in a way that allows their committed participation
	Knowledge sharing forum established	<ul style="list-style-type: none"> Contracts; Pre-post tests results of the LMIA Unit staff; Feedback; JP Annual Report; JP Mid-Term Evaluation Report 	Copies of tests, reports		Lack of staff with sufficient skills
3. Outreach and visibility of the LMIA Unit improved	5 computers and various office equipment procured	JP Annual Report	Actual use of equipment in LMIA Unit		
	Licence for 5 software	JP Annual Report			

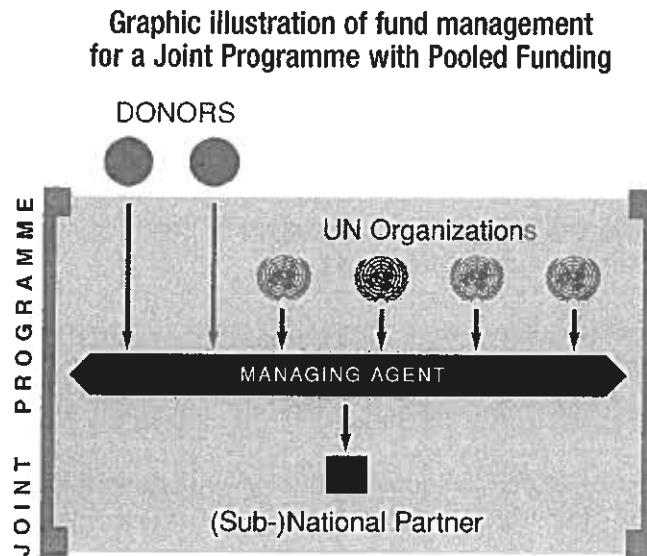
Expected Results	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
	packages procured				
	Car procured	JP Annual Report	Actual use of car		
	Level of knowledge in IT increased of the LMIA Unit staff	<ul style="list-style-type: none"> Pre-post test results; Feedback; Training reports; Agenda of training; JP Mid-Term Evaluation Report 	Copies of materials, tests		Lack of staff with sufficient skills to receive the training
	Level of knowledge increased of MoSAL and its national counterparts	<ul style="list-style-type: none"> Pre-post test results; Feedback; Training reports; Agendas of trainings; Number of materials adapted, produced, and used in the training sessions; Number of training sessions; JP Mid-Term Evaluation Report 	Copies of publications/materials, tests		<ul style="list-style-type: none"> Reduced number of participants at training sessions; Resistance to change
	Definitions and calculation methods reviewed and implemented	<ul style="list-style-type: none"> Report; Studies/surveys; JP Mid-Term Evaluation Report 	Copies of the studies/surveys and description of the methodology used		<ul style="list-style-type: none"> Collaboration of relevant authorities and stakeholders; Resistance to change; Availability of materials and information on definitions and calculations methods used in Yemen
	Public awareness plan prepared and at least 10 activities took place	<ul style="list-style-type: none"> Plan; Feedback and reports; Agendas; JP Mid-Term Evaluation Report 	<ul style="list-style-type: none"> Copy of plan; Copies of publications/materials List of participants 		Lack of staff with sufficient skills to prepare a plan
	LMIA website and e-communication network are operational	<ul style="list-style-type: none"> Website, quarterly review meetings minutes; JP Annual Report; JP Mid-Term Evaluation Report 	Actual use of network and website		<ul style="list-style-type: none"> Insufficient inter-agency coordination; Resistance to change

Expected Results	Indicators	Means of verification	Collection methods	Responsibilities	Risks & assumptions
	<p>3 manuals/brochures published and at least 200 copies of them are distributed</p>	<ul style="list-style-type: none"> • Number of manuals/brochures produced; • Feedback; • Number of manuals/brochures still available in stock 	<p>Copies of publications/materials</p>		<p>Lack of staff with sufficient skills to present/describe employment related issues in a simple and comprehensive way</p>
	<p>At least 80 participants were present in public awareness activities</p>	<ul style="list-style-type: none"> • Feedback and reports; • Agendas; • JP Mid-Term Evaluation Report 	<ul style="list-style-type: none"> • Copies of publications/materials • List of participants 		<ul style="list-style-type: none"> • Collaboration of relevant authorities and stakeholders; • Reduced number of participants

Annex 5: Operational details for pooled fund management for joint programmes

B.1 Definition: This fund management option is likely to be the most effective and efficient when participating UN organizations work for common results with a common national or sub-national partner (e.g. Department, provincial office, NGO) and/or in a common geographical area. Under this option, participating UN organizations pool funds together to one UN organization, called the Managing Agent (MA), chosen jointly by the participating UN organizations in consultation with the (sub-) national partner. The MA will support the (sub-) national partner in managing the programme. Programme and financial accountability for the UN support to the joint programme will rest with the MA.

B.2 Resource Flow and Management: The following graphic illustrates the fund flow under the pooled fund management.



B.3 Coordination Mechanism: Once the joint programme has been developed and agreed jointly by the participating UN organizations, the arrangements for monitoring, review, and coordination should be documented. The composition of the joint programme coordination mechanism (referred to in the standard agreements as Joint Programme Steering Committee) shall include all the signatories to the joint programme document. The coordination mechanism may also have other members, such as donors and other stakeholders, in an observer capacity.

B.4 Reporting: The MA will prepare and share narrative and financial reports in accordance with its policies and procedures and operational policy guidance for submission to the Joint Programme Coordination Mechanism.

B.5 Monitoring and Evaluation: This will take place during the year in accordance with the MA's procedures and policy guidance. All signatories to the joint programme document will participate in monitoring and evaluation and contribute to the Annual Review. For some UN

organizations, the review takes place every other year. It is however recommended that joint programmes should be reviewed at least annually.

- B.6 Selection of the Managing Agent:** When selecting the MA, the organizations that have pooled their funds will take the following elements into consideration: i) Country presence, ii) Expertise in the area covered by the Programme (comparative advantage), iii) Existing relationship with national counterparts, and; iv) In-country financial/administrative management capacity.
- B.7 Fund Management Mechanism:** Each UN organization participating in the pool would sign a Memorandum of Understanding with the MA (see Annex F). The MA is accountable for supporting the (sub-)national partner in managing the joint programme. The MA is accountable for timely disbursement of funds and supplies, and for coordinating technical inputs by all participating UN organizations. The MA also follows up with the (sub-)national partners on implementation, and is accountable for narrative and financial reporting to the joint programme coordination mechanism. The MA may engage in resource mobilization for the joint programme, in consultation with government and participating UN organizations.
- B.8 Budget Preparation:** The MA will prepare a budget for the joint programme, consistent with its procedures, and covering the mutually agreed components of the programme, for endorsement by the participating UN organizations.
- B.9 Accounting:** The MA will account for the income received to fund the joint programme in accordance with its financial regulations and rules.
- B.10 Indirect Costs:** The MA will recover indirect costs in accordance with its financial regulations and rules. This will be documented in the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).
- B.11 Interest:** In the case of Other Resources, interest will be administered in accordance with the financial regulations and rules of the MA and as documented in the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).
- B.12 Balance of Funds:** The disposition of any balance of funds remaining at the end of programme implementation will be in accordance with the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s) (see Annex F).
- B.13 Communication:** Upon consultation with the participating UN organisations, the Managing Agent shall take appropriate measures to publicize the Joint Programme as a joint programme of all the participating UN organisations and the (sub-)national partner. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the (sub-)national partner, the Managing Agent and all participating UN organizations, and the other contributors (if any) to the joint programme account.

B.14 Audit: Consistent with current practice, audits of joint programmes will be conducted in accordance with the respective UN organizations' requirements. The audits conducted by the MA's internal and/or external auditors should be considered acceptable to all UN organizations contributing to the pool.

Annex 6: Memorandum of Understanding between the ILO and UNDP



**International Labour Organization (ILO) and
United Nations Development Programme (UNDP)
UNDP/ILO Joint Programme**

VACANCY ANNOUNCEMENT

VACANCY No:

Duration of Project: 2 years
Title of Post: Chief Technical Advisor
Grade of the post: P4
Duty Station: Sana'a, Yemen
Duration of Post: 12 months with possibility of extension
Deadline for application: [xxxxx]

Background

ILO and UNDP have committed themselves to provide technical assistance to the Labour Market Information and Analysis (LMIA) Unit at the Ministry of Social Affairs and Labour (MoSAL) in support of its objectives, including the promotion, implementation and monitoring of the National Employment Strategy. The Chief Technical Advisor (CTA) will be working within the project entitled, "Support to the Ministry of Social Affairs and Labour in Labour Market Information and Employment Policy: Strengthening the capacity of the Labour Market Information Analysis Unit", which is being launched by the ILO and UNDP in Sana'a, Yemen. The main aim of the project is to support MoSAL, in particular the new LMIA Unit, in producing up-to-date and timely labour market information and analysis that serves as an input into the formulation of decent employment and other labour policies. By collecting, processing, analysing and disseminating updated quality labour market data this project will enable the Government of Yemen, as well as its key national and development partners to better allocate scarce resources for diversification and revitalisation of the local economy. Specifically, the project aims to achieve the following:

- Enhanced labour market data and strengthened national capacity to analyse them. This entails the successful completion of surveys and studies undertaken by national staff with the support of international expertise;
- NES and its Action Plan updated, their implementation monitored and evaluated. This includes a national coordination effort to gather relevant information and agree on the relevance of strategic, policy and planning issues included in the NES and its Action Plan. Monitoring and evaluation means the establishment of a mechanism to collect, process and disseminate relevant information related to the implementation of the NES Action Plan;

- Improved capacity, outreach and visibility of the LMIA Unit. This entails having trained an adequate number of LMIA Unit staff who in return will become the trainers of trainers of the MoSAL counterparts. The outreach and visibility will be achieved through dissemination of the labour market related information, as well as workshops and training at the central and decentralise levels.

Description of Duties

The CTA will be based in Sana'a and will report to the ILO Regional Office for Arab States (RO-Beirut). The incumbent will be responsible for coordinating the project, working in close coordination with the Director and staff of the LMIA Unit; directing and guiding key personnel involved; ensuring that deadlines are respected and coordinating all financial aspects; establishing liaison with other concerned Yemeni government agencies, other UN agencies, local worker and employer organizations; and, coordinating the production of the general analysis, principal recommendations and final reports.

The incumbent will be involved in training of staff of the LMIA Unit, implementation and analysis of labour force and other surveys, and work on aspects of the establishment, development, maintenance and analysis of a national labour market information system for policy development, monitoring and evaluation. The position involves identifying new labour market trends and analytical research. The position requires technical skill in the areas of labour market policy research and analysis of labour market statistics; organizational and presentation skills to enhance the appearance and reach of labour market information in Yemen; and excellent writing and editing skills for drafting reports.

Specific Duties

1. Within one month of commencement of the project prepare a detailed work plan in collaboration with the LMIA Unit, based on the immediate objectives and associated outputs and activities and the budget, as set out in the project document;
2. Set up and convene a project Steering Committee consisting of representatives of ILO, UNDP, MoSAL, employers' and workers' organisations, other relevant partners, and finalise a MoU between the key implementing partners regarding respective responsibilities of each party in relation to project implementation, reporting and achievement of outcomes;
3. Identify the skills and expertise that will need to be imported and arrange for the appointment of national and international experts/consultants to support activities relating to labour market information and analysis in Yemen.
4. Review and analyze information on employment and labour markets and their wider context in Yemen, including technical and non-technical reports, statistical information, media reports, background information and official correspondence.

5. Undertake research and lead the preparation of analytical reports and policy briefs on selected subjects within the area of technical competence, in particular on employment, skills development and youth labour market issues in Yemen.
6. Organise and provide training to the LMIA Unit and other relevant staff on economic and statistical analysis of labour market information.
7. Ensure that the project meets its responsibilities in regard to the involvement of special target groups (including youth and women) within the various components;
8. Oversee, guide and manage the work of the other project staff (including the National Economist);
9. Work in close collaboration with the National Coordinator for the ILO Decent Work Country Programme in Yemen, as well as other associated projects operating in-country;
10. Oversee all technical, administrative, financial and other matters relating to the project, working in close coordination with ILO RO-Beirut, UNDP Sana'a and MoSAL;
11. Monitor progress of the project to ensure timely implementation and prepare elements for the progress reporting on project activities;
12. Evaluate activities including the documentation of experience;
13. Liaise closely with, and provide progress reports to concerned ILO and UNDP specialists and programme officers, the government, and the Project Steering Committee;
14. Liaise with national institutions, namely the Ministry of Social Affairs and Labour, other Ministries (including the Ministry of Planning and International Cooperation), the Central Statistical Office, employers' and workers' organisations and other institutions as required.
15. Plan, organize and facilitate consultative meetings, seminars and workshops. Participate in national policy dialogue and technical consultations on labour market and employment issues.
16. Perform other duties as may be required for the successful implementation of the project.

Qualifications and experience:

- An advanced university degree in economics or another quantitative social science with an emphasis on statistics and econometrics.
- A minimum of eight-years of professional experience in employment and labour market policy in developing countries;

- Proficient with labour market information systems and databases;
- Excellent report-writing, communication and leadership skills;
- Proven capacity to work with teams as well as independently and in a self-responsible manner.

Language:

Excellent command of English and knowledge of Arabic will be an advantage.

Competencies

Job specific competencies include experience in managing technical cooperation projects; proficiency in employment and labour market analysis with a demonstrated ability to review and analyse economic and social trends, reach empirically based conclusions and formulate policy recommendations; ability to address broader issues outside the field of specialization within coherent national policies that are relevant to the overall project outputs; excellent report-writing, proven communication and leadership skills; ability to work in a team and capacity to work independently and take responsibility for technical quality and timely delivery of project outputs; ability to work productively and cooperatively in a multi-cultural team environment; ability to work under pressure and tight deadlines; ability to conduct discussions with academics, research institutions and networks, government institutions, employers' and workers' organizations, non-governmental organizations etc; knowledge and experience of work with ILO constituents and the knowledge of ILO procedures is an advantage.



International Labour Organization (ILO) and
United Nations Development Programme (UNDP)
UNDP/ILO Joint Programme

VACANCY ANNOUNCEMENT

VACANCY No:

Duration of Project: 2 years
Title of Post: National Economist
Grade of the post: NO-B
Duty Station: Sana'a, Yemen
Duration of Post: 12 months with possibility of extension
Deadline for application: [xxxxx]

Background

ILO and UNDP have committed themselves to provide technical assistance to the Labour Market Information and Analysis (LMIA) Unit at the Ministry of Social Affairs and Labour (MoSAL) in support of its objectives, including the promotion, implementation and monitoring of the National Employment Strategy. The Chief Technical Advisor (CTA) will be working within the project entitled, "Support to the Ministry of Social Affairs and Labour in Labour Market Information and Employment Policy: Strengthening the capacity of the Labour Market Information Analysis Unit", which is being launched by the ILO and UNDP in Sana'a, Yemen. The main aim of the project is to support MoSAL, in particular the new LMIA Unit, in producing up-to-date and timely labour market information and analysis that serves as an input into the formulation of decent employment and other labour policies. By collecting, processing, analysing and disseminating updated quality labour market data this project will enable the Government of Yemen, as well as its key national and development partners to better allocate scarce resources for diversification and revitalisation of the local economy. Specifically, the project aims to achieve the following:

- Enhanced labour market data and strengthened national capacity to analyse them. This entails the successful completion of surveys and studies undertaken by national staff with the support of international expertise;
- NES and its Action Plan updated, their implementation monitored and evaluated. This includes a national coordination effort to gather relevant information and agree on the relevance of strategic, policy and planning issues included in the NES and its Action Plan. Monitoring and evaluation means the establishment of a mechanism to collect, process and disseminate relevant information related to the implementation of the NES Action Plan;

- Improved capacity, outreach and visibility of the LMIA Unit. This entails having trained an adequate number of LMIA Unit staff who in return will become the trainers of trainers of the MoSAL counterparts. The outreach and visibility will be achieved through dissemination of the labour market related information, as well as workshops and training at the central and decentral levels.

The National Economist will work under the supervision of the project's Chief Technical Advisor, with additional technical guidance and backstopping from the ILO Regional Office for Arab States (RO-Beirut).

Duties

1. The National Economist will ensure the effective provision of inputs and delivery of outputs under the project and provide technical advice towards the development and execution of the project under the guidance of the CTA. He/She will ensure that the objectives stated in the project document are attained within the stated times and ensure compliance with ILO financial and operating procedures;
2. Identify and liaise with national and international experts/consultants to support activities relating to labour market information and analysis in Yemen;
3. Draft, edit or translate documents, including briefing notes, technical and non-technical reports, news releases, official correspondence, statements and speeches and other public information material;
4. Review, analyze, summarize or translate information on employment and labour markets and their wider context in Yemen, including technical and non-technical reports, statistical information, media reports, background information and official correspondence;
5. Undertake research and prepare analytical reports on selected subjects within the area of technical competence, in particular on employment, skills development and youth labour market issues in Yemen;
6. Participate in the provision of training to the LMIA Unit and other relevant staff on economic and statistical analysis of labour market information;
7. Liaise with national institutions, namely the Ministry of Social Affairs and Labour, other Ministries, the State Planning Commission, the Central Bureau of Statistics, employers and workers' organisations and other institutions as required;
8. Plan, organize and facilitate consultative meetings, seminars and workshops;
9. Provide inputs on all technical, administrative, financial and other matters relating to the project, working in close coordination with ILO RO-Beirut, UNDP Sana'a and MoSAL;

10. Monitor progress of the project to ensure timely implementation and prepare elements for the progress reporting on project activities;
11. Evaluate activities including the documentation of experience;
12. Brief ILO specialists, project experts, and visiting consultants and officials and provide relevant information on project related matters; assist in interpretation between Arabic/English for the CTA and visiting missions (if required) and participate in policy dialogue and technical consultations on labour market and employment issues;
13. Provide progress reports to and liaise with UNDP, the government, and the Project Steering Committee;
14. Perform other duties as may be assigned by the supervisor.

Qualification requirements

Education – Advanced university degree in economics or another quantitative social science with an emphasis on statistics and econometrics.

Experience – At least three years of professional experience in a relevant occupational area.

Languages - Excellent command of Arabic and English.

Competencies – Knowledge of economic and labour market matters and their national context in Yemen. Knowledge of the ILO's and UN's role and operations, including programme and budget, project formulation, administration, financial regulations, evaluation techniques and practices. Knowledge of office-wide activities and priorities. Ability to interpret project information and to identify and analyze problems with implementation. Good drafting skills. Ability to communicate effectively both orally and in writing. Ability to clarify information. Good computer applications skills, including proficiency in the use of econometric (e.g. STATA, SPSS), database, spreadsheet and word-processing software is also required. Organizational skills. Ability to work on own initiative as well as a member of a team. Ability to deal with people with tact and diplomacy. Ability to supervise staff.

CONDITIONS OF EMPLOYMENT

Gross pensionable:
Basic Annual Salary:

Allowances and benefits

UN Pension Scheme
Health Insurance Scheme
30 working days' annual leave

How to apply

Interested applicants are invited to send their Curriculum Vitae including references to **RECRUIT-ARABSTATES@ilo.org** by indicating the above-mentioned vacancy number.