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**BUDGET REVISION OF SO FOR APPROVAL BY THE CHIEF OF STAFF**

|   |                 |                    |                    |
|---|-----------------|--------------------|--------------------|
| 5) To:  | Division        | Room               | Approval and Date  |
| Mr. Jim Harvey<br>Chief of Staff                          | OED             | 6G36               |                    |
| 4) Through:   | Division        | Room               | Signature and Date |
| Ms. Elisabeth Rasmusson<br>Assistant Executive Director   | PG              | 6G72               |                    |
| 3) Through:   | Division        | Room               | Signature and Date |
| Mr. Manoj Juneja<br>Assistant Executive Director          | RM              | 6G00               |                    |
| 2) Through:   | Division        | Room               | Signature and Date |
| Mr. Ramiro Lopes da Silva<br>Assistant Executive Director | OS              | 6G62               |                    |
| 1) From:  | Regional Bureau | Signature and Date |                    |
| Mr. Muhannad Hadi<br>Regional Director                    | RBC             |                    |                    |

**Yemen SO200841 - BR No. 2**

***Logistics & Emergency Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Yemen***

| <b>PROJECT</b>               | <b>Previous Budget</b> | <b>Revision</b>        | <b>New Budget</b>      |
|------------------------------|------------------------|------------------------|------------------------|
| CD&A                         | US\$ 37,324,872        | US\$ 10,486,285        | US\$ 47,811,157        |
| DSC                          | US\$ 2,966,224         | US\$ 693,160           | US\$ 3,659,383         |
| ISC                          | US\$ 2,820,377         | US\$ 782,561           | US\$ 3,602,938         |
| <b>Total WFP cost (US\$)</b> | <b>US\$ 43,111,472</b> | <b>US\$ 11,962,006</b> | <b>US\$ 55,073,478</b> |

**TYPE OF REVISION**

Additional DSC       Additional CD&A       Extension in time       Other



### NATURE OF REVISION:

1. This Budget Revision of *Logistics & Emergency Telecommunications Augmentation and Coordination to Support Humanitarian Operations in Yemen* Special Operation adjusts the budget to allow the phasing out of some activities and the introduction of new ones, which is resulting in a net reduction in the 2016 budget of a total USD 4,386,578. Furthermore this Budget Revision extends the project till 31 December 2017 with the continuation of Logistics Cluster and Emergency Telecommunication planned activities resulting in a total increase of the budget of USD 11,962,006, including the net reduction from 2016.
2. The activities budgeted under CD&A will be a) rehabilitation of Hudaydah port, through purchase of equipment and installation (33% of total CD&A) b) activities including movement of cargo from Djibouti to Yemen by air and sea, and a passenger vessel from Djibouti to Aden (36% of total CD&A), c) Coordination, Information Management and transport service inside Yemen (6% of total CD&A) d) Emergency Telecommunication Cluster activities for establishing reliable internet and telecommunications services in key locations (25% of total CD&A).

### Project Background:

3. Since March 2015 Yemen has seen a dramatic escalation of violence and armed conflict. The conflict has compounded the already precarious humanitarian situation and according to OCHA<sup>1</sup>, 21.1 million (approximately 80 percent of the population) are in need of humanitarian assistance. In 2016, a total of 13.6 million people across Yemen have been prioritised for humanitarian assistance<sup>2</sup>. The scale of the humanitarian needs and the scope of the emergency response have required a large, multi-agency and multi-sector response.
4. At the end of 2015, restrictions were eased on imports and commercial vessels were cleared to call in all ports in Yemen, without having to transship in Djibouti. Commercial imports have picked up despite congested ports working at reduced capacities. As of January 2016, shipping companies re-established their services and have been and are still calling at Aden, Mukalla and Hodeida ports. Nonetheless, the situation remains volatile and needs to be monitored. International commercial shipping faces a number of significant barriers including high insurance costs, damage to port infrastructure and port delays.
5. Hodeidah port has been operating on reduced capacity since it was damaged by airstrikes on 17 August 2015. All the five gantry cranes were damaged and are not functional, there is limited availability of mobile cranes, a poorly maintained warehouse and damaged berths, all factors that are worsening the situation in the already congested port. The situation in Al Hudaydah port is being closely monitored, with monthly average berthing delays of approximately 20 days.
6. As of September 2016, the Cessation of Hostilities that started on 10 April 2016, continues to hold in large parts of Yemen. However, violence continues as armed clashes flared in Al Baydah, Al Hudaydah Al Jawf, Hajjah, Marib, Taizz Governorates and Nihm District in Sana'a Governorate. The security situation in Yemen continues to restrict the movement of humanitarian staff and cargo; access to the country has been severely impeded by the ongoing armed conflict. Road movement within Yemen is often hampered by insecurity, particularly in the Al Baydah, Al Hudaydah Al Jawf, Hajjah, Marib, Taizz Governorates and Nihm District in Sana'a Governorate. Sana'a airport remains the only operational airport as the runways of the other airports (Aden, Mukalla, Taizz and Hodeidah) have all been damaged or are in highly insecure areas.
7. Despite resuming importations, last year's fuel imports have only met 13.5 % of pre-crisis monthly fuel needs. Fuel shortages are occasionally reported in Aden, Sana'a and Al Hudaydah, resulting in increased fuel prices on the black market since May 2015.
8. The ongoing conflict has severely damaged the existing infrastructure, which has had wide ranging effects on the country. This includes the destruction of power plants and telecommunication infrastructure, which has resulted in black-outs and frequent power, telecommunication and internet disruptions.

<sup>1</sup> OCHA Humanitarian Needs Overview, November 2015 [http://reliefweb.int/sites/reliefweb.int/files/resources/2016\\_HNO\\_English\\_%20FINAL.pdf](http://reliefweb.int/sites/reliefweb.int/files/resources/2016_HNO_English_%20FINAL.pdf) :

<sup>2</sup> OCHA Yemen Humanitarian Bulletin, 31 May <http://reliefweb.int/sites/reliefweb.int/files/resources/OCHA%20Yemen%20Humanitarian%20Bulletin%20Issue%2012%20-%2012%20June%202016.pdf>



9. This Special Operation was launched in April 2015, with the Logistics Cluster and the Emergency Telecommunication Cluster (ETC) were activated to assist partners in responding to the increased humanitarian needs. The continued challenge in accessing the affected people and the deteriorating humanitarian situation calls for a further continuation of the ETC's operations and continuation and expansion of the Logistics Cluster's operation. This budget revision caters for an extension in time and increase in budget in support of much needed additional operational requirements.

#### **Achievements to date**

10. **Logistics Cluster Coordination and Information Management:** Since the start of the operation three Logistics Cluster hubs have been established in Djibouti, Amman and Sana'a. As of January 2016, the Logistics Cluster closed the Amman hub, which was established in September 2015, due to the shifting of the scope of work to inside Yemen and its nearby hub Djibouti. In January 2016, the Djibouti hub was reinforced in order to receive, clear and forward a significant amount of humanitarian cargo and provide support to humanitarian organizations. As commercial options gradually became available as of April 2016, the hub in Djibouti gradually downsized its staff & services in proportion to the identified transit necessities.

Since the start of the operation in May 2015, a total of 86 coordination meetings have been held in Sana'a, Hodeidah, Amman and Djibouti, which have been attended by representatives from over 50 different local and international NGOs, UN agencies and donors. In order to support operational decision making a total of 212 information products have been produced and shared with the Humanitarian Community through the Logistics Cluster website and a dedicated mailing list. These include Snapshots on shipping, commercial and humanitarian imports, access constraints maps, regularly updated situation reports, meeting minutes, up-dated information on ports and airports, operational overviews and info graphics.

11. **In transit customs clearance:** Since the upscale of violence in March 2015, WFP on behalf of the Logistics Cluster<sup>3</sup> offered the humanitarian community to customs clear all humanitarian cargo transiting Djibouti and destined for Yemen. This service allowed organizations to use WFP as a one stop shop for customs clearance, storage, in transit shunting and shipment to Yemen, reducing the need for these organizations to establish a constant presence in Djibouti. As of May 2016 this service was discontinued after noticing most of the organizations turned to private companies with similar services, or were able to send cargo directly to Yemen from locations other than Djibouti.
12. **Storage:** Storage in Djibouti was offered from April 2015 until June 2016. This service coincided with the customs clearance, as per Djibouti official regulations. As mentioned above, in 2016 most of the agencies turned to C&F agents, resulting in an overall decrease of storage demands. For the sea operations, the first WFP warehouse was located in the Djibouti Free Zone, but from January 2016, the WFP on behalf of the Logistics Cluster opened a warehouse inside the port of Djibouti (Zone Franche) creating a pre-positioning stage for all sea movements. For the Airport, 2 MSU's were erected in May 2015 and taken down in July 2016. These tents however, due to very harsh condition and difficult access, were only used on few occasions. In addition, WFP on behalf of the Logistics Cluster is offering temporary storage at the main points of entry in the port of Hodeida and Aden.
13. **Sea cargo transport:** The Logistics Cluster facilitated free-to-user<sup>4</sup> shipping services from Djibouti to Yemeni ports with a total of 11,148 m3 of cargo transported on behalf of 13 humanitarian organizations. Since the start of the operation vessels and dhows were used and at a later stage also commercial liners. As a result of the resumption of commercial liners calling directly at Yemeni ports, the cargo sea transport service was gradually downsized.

<sup>3</sup> WFP as lead agency of the Logistics Cluster acts as a service provider of last resort

<sup>4</sup> The services funded by this Special Operation are provided on free to user basis

14. **Sea Passenger Service:** Due to the inaccessibility of the city of Aden via air, the Logistics Cluster has facilitated access to passenger transport on a WFP-chartered vessel at no cost to the end user. The vessel also serves as emergency rescue and evacuation ship in addition to urgently required humanitarian assessment missions. WFP contracted a dedicated, time chartered vessel for passengers, acting as both accommodation and floating office, and the Logistics Cluster has:
- Established a regular schedule, with weekly voyages Djibouti-Aden-Djibouti;
  - Established a booking system including clear guidance for the service users;
  - Liaised with humanitarian organizations to facilitate the transport of humanitarian staff on the vessel.
  - Received bookings and collected information for the submission of security clearance from the coalition and authority on ground.
  - Facilitated so far and in collaboration with WFP Shipping, the transport of 85 passenger from 14 different organizations.

As of May 2016, a regular schedule and booking system have been established with weekly rotations connecting Djibouti to Aden. From May to September, 19 voyages took place between Djibouti and Aden, transporting a total of 258 passengers. The number of passengers increased steadily from July until August, reaching 30 passengers over a single voyage in August. With a maximum of 25 pax per leg – or 50 per voyage – the average utilization rate is currently noted at 27%.

15. **Air movement cargo:** The Logistics Cluster facilitated through targeted free-to-user airlifts from Djibouti to Yemen for Logistics Cluster partners. It also worked closely with UNHAS to maximize the usage of UNHAS' parcel service for small but urgent consignments of humanitarian cargo. Since April 2015 the Logistics Cluster facilitated the air cargo movement of 1,554 m3 on behalf of 11 organizations from Djibouti to Sana'a on WFP-Aviation contracted airlifts.
16. **Inland transport:** Free-to-user trucking of Cluster partner's cargo within Yemen has been made available on an as needed basis. Since April 2015, a total of 4,688 m3 has been transported on behalf of 9 organizations including the typhoon "Chapala" emergency response.
17. **Fuel:** WFP on behalf of the Logistics Cluster has provided fuel to Cluster partners on a cost-recovery basis. Since May 2015, a total of 3,072.39 liters of fuel have been distributed by the Logistics Cluster to over 60 organizations in Aden, Sana'a and Hodeidah.
18. **Emergency Telecommunications Cluster:** A Cluster coordination cell has been established in Sana'a and Information Management products have been produced and shared with the humanitarian community through the ETC website and other humanitarian platforms. Over 30 regular local and global coordination meetings have been held on a bi-weekly basis with UN agencies, INGOs and donors to support operational decision making. The cluster and its partners are currently prioritizing activities in Sana'a, Sa'ada, Al Hudaydah, Ibb and Aden. The ETC deployed Internet services aboard the inter-agency boat, VOS Apollo, which operates between Djibouti and Aden. In addition, Internet connectivity is being provided in five common operational areas and four Communications Centres (COMCEN) are operational across the country. As Ta'izz and Al Mukalla remain inaccessible due to security concerns, the ETC is mitigating this challenge by deploying services in alternative locations like Ibb. So far, radio training has been provided in one common operational area.

### **Justification for the revision**

19. Since the activation of the Logistics Cluster in April 2015, Djibouti was selected as a logistics transit hub to ensure a consistent upstream pipeline for the Yemen crisis. While deployed, the Logistics Cluster in Djibouti facilitated sea and air transport, customs clearance and warehousing. In recent months however, Yemen has seen a return of international shipping lines giving direct access to Yemeni seaports. As a result, the Logistics Cluster reviewed its services and operations by downscaling its Djibouti transit hub services. The dedicated Logistics Cluster cargo vessel has already been off-hired after an evaluation of needs. Staff has been reduced in Djibouti Hub to remain only to cover the current operational needs. The activities remaining will be including only one voyage per month for sea transport in dhows and one airlift every two months
20. In Yemen, as a result of a deteriorating political, economic, and security situation, the humanitarian community continues to face a number of critical challenges including damaged road infrastructure, disruptions in access to many parts of the country and fuel shortages. These challenges have continued to affect



the humanitarian community over the course of 2016. Therefore, the Logistics Cluster and ETC are extending their required activities until the end of 2017 during which, WFP will, with its Cluster partners, continue to monitor the situation so to adjust its activities in line with any changes in the operational context.

21. Hodeidah port remains heavily congested due to limited or unsuitable berths for vessels, damaged gantry cranes and limited number of mobile cranes, as well as limited storage facilities inside the port. To address these operational constraints, WFP on behalf of the Logistics Cluster will conduct rehabilitation works inside the port in order to optimize and better coordinate the use of the storage infrastructure for all humanitarian organizations. More than 90% of the imports are transiting Hodeida port as it is one of the main entry point for northern and central parts of Yemen, hence the purchase of 4 mobile cranes is envisaged to increase the current discharge rate and port efficiency. At the moment port authorities only have one shore crane to handle the all vessels and are required to supplement by renting additional cranes from commercial companies.
22. The impact of the operating complexities on humanitarian personnel's movements<sup>5</sup> by road across the country, between north and south as well as in and out of Aden, has been considerable. This has called for rapid adjustments in the humanitarian agencies' operations, of which sea and air transport in and out of Aden have been identified as critical gaps. This issue has become a priority of the humanitarian community, who requested WFP and the Logistics Cluster to establish a regular passenger transport service by sea, in order to facilitate access to Aden and to allow humanitarian organizations to scale up and maintain their presence in the region. As a result, on behalf of the Logistics Cluster, WFP Shipping has established a regular passenger transport schedule, with weekly trips from Djibouti to Aden. This service will run until end of December 2017.

## Planned Activities

### Logistics Cluster

23. **Information Management and Coordination:** Dedicated Logistics Cluster staff are deployed in Yemen and Djibouti, to provide both coordination and information management services, and to facilitate partners' access to services funded by this Special Operation. Relevant and up-to-date logistics information products will continue to be produced and shared, including shipping snapshots, access constraints maps, regularly updated Situation Reports, meeting minutes, up-dated information on ports and airports, operational overviews, infographics and port snapshots. Regular Logistics Coordination meetings will continue to take place in Sana'a with various UN agencies, NGOs and donors in attendance. As humanitarian access expands within Yemen, coordination meetings will be established in additional locations.
24. **Warehousing:** In Yemen, the Logistics Cluster will provide access to storage facilities in key locations (Hodeidah, Aden and Sana'a) as contingency plan and based on needs and security. Whenever permanent structures are not available, storage facilities will be established using Mobile Storage Units.
25. **Passenger service sea transport:** With no accessibility of the city of Aden via air and upon request from the Logistics Cluster's partners and donor community, the Logistics Cluster through WFP Shipping will continue to provide sea passenger service from Djibouti to Aden port, at no cost to the user. The used vessel will also act as accommodation and office space at Aden until the humanitarian community is able to fully reestablish its facilities onshore. The vessel is also critical for ensuring staff safety in case of an evacuation. The humanitarian needs to access Aden and surrounding governorates have increased since the beginning of the conflict and securing access through sea transport as well as emergency evacuation options have become critical in the sustainability of the overall humanitarian operation running until end of December 2017. The vessel, due to its capacity to transport break bulk and containerized cargo, will also continue to be used for the transport of humanitarian cargo from Djibouti to Aden. This cargo service is however secondary to the prioritized passenger service.
26. **Land transport:** Where Cluster partners are unable to arrange their own transport, WFP on behalf of the Logistics Cluster and access permitting, will undertake free-to-user<sup>6</sup> transportation of partner organization's cargo on exceptional basis. Furthermore, should there be an agreed need, the Logistics Cluster will facilitate inter-agency convoys to specific areas such as those most inaccessible.

<sup>5</sup> International NGO (INGO) & Red Cross family staff are estimated at #2,380 in Yemen of which 119 international (7%), 2,260 national (93%), in 47 organizations. Of these 19 operational INGOs/Red Cross in the southern region with over 20 international staff in Aden city on a regular basis.

<sup>6</sup> The services funded by this Special Operation are provided on free to user basis.



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27. **Cargo tracking:** Timely and accurate cargo tracking services will continue to be provided to humanitarian partners for upstream and downstream cargo movement requested through the Logistics Cluster.

28. **Fuel provision:** Through the Logistics Cluster WFP will continue to provide fuel to humanitarian partners operating in Yemen on a cost recovery basis. WFP will procure, import into and store fuel on behalf of Cluster partners. While fuel is provided on a cost recovery basis, the costs related to fuel infrastructure (storage capacity, dispensing capacity, staffing, insurance, etc.) are covered by the Logistics Cluster under this Special Operation Project. In addition, the fuel will be kept in the country as a contingency plan, and will procure additional fuel should needs increase.

**Port rehabilitation:** Hodeidah port is operating on reduced capacity due to the damaged infrastructure and limited equipment and storage facilities, which have been damaged by airstrikes on 17 August 2015. WFP with the Logistics Cluster will be working closely with the port authorities to identify suitable solutions to increase capacity of humanitarian cargo moving through the port. WFP will be deploying engineers to support with the maintenance of one berth. In addition, WFP is in the process of purchasing 4 short cranes in order to speed up humanitarian vessel off-loading operations. Finally WFP will be rehabilitating an already identified warehouse inside the port. The warehouses in the port will be made available to the Logistics Cluster partners free of charge until the end of 2017. Close coordination with relevant authorities to ensure that the newly purchased assets will solemnly be used for humanitarian activities and commercial cargo only and within the port premises. It should be considered that the port rehabilitation works will be conducted in a high risk environment due to the volatility of the security situation in Hodeidah, which could increase the planned costs of the works.

29. **Sea - and air transport services:** Based on the needs and requests of the humanitarian community the Logistics Cluster is planning to facilitate transport of urgent humanitarian commodities from Djibouti to Yemen on a free to user basis; 1) by means of a dhow, on a monthly basis and 2) through chartered airlifts on a bi-monthly (once every two months) rotation.

30. **Any other additional services:** The Logistics Cluster, in conjunction with its Cluster partners, will continue to monitor the operational environment in Yemen. Should additional or adjusted services be required a further budget revision will be submitted. Similarly, transition to cost-recovery services may be considered in consultation with the Cluster partners and in line with ensuring an efficient resource management.

#### *Emergency Telecommunication Cluster*

31. Dedicated ETC staff will continue to provide the ongoing coordination and information management services to ETC partners and other humanitarian organisations. The ETC will then seek to fill any gaps identified. The ETC will continue to host both local and global coordination meetings on a regular basis.

32. The ETC will continue to establish and maintain secure and reliable telecommunications networks and internet connectivity to enable humanitarian organizations to respond effectively to the crisis. This includes the deployment of ETC back-up connectivity hubs in Ibb and Sa'ada to meet the needs of both UN agencies and NGOs operating in both areas.

33. When the security situation allows, the ETC will deploy vital telecommunications and Internet services in Ta'izz and Al Mukalla and upgrade the services in existing operational areas.

34. The ETC will establish ICT helpdesks in Al Hodeidah, Sa'ada, Ibb and Aden to offer better customer support. The existing ICT helpdesk in Sana'a will be improved.

35. The ETC is working closely with UNDSS to plan and deliver the required radio training for the new radio operators hired by UNDSS to maintain 24/7 COMCENs across Yemen and to carry out maintenance missions as required.

36. There will be a focus on increasing awareness of ETC services available to the response community. This includes ensuring all IM and Comms activities are communicated and relevant to UN Agencies and NGOS operating on the ground.



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37. ETC is planning to work with the Community Engagement Working Group, chaired by OCHA, on a beneficiary feedback mechanism. This will be established as a common service for the UN and its implementing partners to enhance monitoring and evaluation.
38. The ETC will relocate all of its existing equipment and services at the Diplomatic Transit Facility (DTF) to the new UN residential compound which is being built in Haddah (Sana'a) before the end of the year. The ETC has been requested to liaise with the local service provider that will establish ICT infrastructure to coordinate and assist when needed.
39. The ETC will establish the ICT infrastructure at the two new UN guest houses in Al Hudaydah managed by WFP.

### Project Management

40. The WFP Yemen Country Director will continue to be the Fund Manager for this SO and the WFP Yemen Head of Finance will be the Allotment Manager.
41. The WFP Yemen Head of Logistics will continue to be the overall Project Manager for this SO and responsible for the implementation in coordination with the Logistics Cluster, ETC, Aviation and Shipping:
42. Logistics Cluster Coordination Meetings will be held with UN Agencies, NGOs, and donors in different locations in Yemen, as well as across the region (i.e. Amman and Djibouti), in order to identify and monitor logistics gaps and reach common solutions.

### Key Performance Indicators (KPIs):

43. Logistics Cluster KPIs include:
  - Percentage of service requests to handle, store and/or transport cargo fulfilled (85%)
  - Number of bulletins, maps, and other logistics information products produced and shared (30)
  - Percentage of fuel requests fulfilled (90%)
  - Organizations receiving services from Logistics Cluster and responding to a user survey rate service satisfaction as 80% or above.
  - Percentage of sea passenger booking requests served against received (85%).
  - Percentage of dhow movement (1xmonth) and airlifts (1x2months) completed (85%).
  - Port warehouses up to WFP standard and providing safe storage facilities (90%)
  - Increase discharge rate for vessel and dhows as 80% or above.
  - Berthing priorities given to WFP and Humanitarian vessels/Dhow as 80% or above.
  - Port Argumentation Project increase berth capacity and availability for cranes to discharge vessel.
44. ETC KPIs include:
  - Percentage of requests addressed and/or fulfilled, received from UN AFPOs, NGOs and their implementing partners related to ETC information management, coordination, and common services. Target – 90%
  - Number of common operational areas provided with 24/7 radio room services. Target – 6.
  - Number of common operational areas provided with main / backup data connectivity services. Target – 6.
  - Number of radio, IT training sessions / capacity building workshops for the humanitarian community. Target – 12.
  - Number of meetings held with ETC partners on both local and Global levels. Target – 47.
  - Number of ETC user satisfaction surveys conducted. Target – 2.
  - Percentage of satisfaction rates of organizations receiving services from ETC based on the user surveys. Target – 80% or above.

### Risk Management

45. A number of contextual, operational, and programmatic risk factors could impact the successful implementation of this Special Operation. Possible mitigation measures are also included below



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### A. Lack of funding

The risk will be mitigated through:

- Close alignment with the 2016 Strategic Response Plan
- Ensure active engagement with traditional Yemen SO donors and provide timely input in ongoing appeals and donors outreach materials/opportunities

### B. Closure of corridors due to insecurity or political developments, affecting access and cargo deliveries

The risk will be mitigated through:

- Maintenance of standby arrangement for alternatives routes and close coordination with HCT and relevant authorities to resolve the issues

### C. Demand for common services exceed current forecast

The risk will be mitigated through:

- Ability to scale up staffing through rosters and identification of surge capacity
- Availability of adequate storage facilities, transport and ETC/IT services

### D. Customs / transit delays for the ETC equipment arrival that might delay planned ETC work and shift the duration of the project duration

The risk will be mitigated through:

- Field team to ship equipment on time and COs to start customs clearance procedures early.
- Request the HC/REC to intervene/resolve the issue with appropriate authorities on behalf of the UN

### E. Risks related to the import and transportation of large quantities of fuel.

The risk will be mitigated through:

- Before engaging in a larger fuel operation WFP will consult with experts from the fuel industry to assess risks and operational modalities.
- Maintenance of standby arrangement with local suppliers and close monitoring of partners requirements.

### F. Risk related to the rehabilitation of Hodeida Port

The risk will be mitigated through:

- Close coordination with HCT and relevant authorities to resolve any issues arising during the project's implementation phase.
- Close coordination with the Evacuation and Humanitarian Operation Committee (EHOC) in Riyadh, to assist in getting the necessary authorizations required to implement the project.
- An MOU will be signed and agreed upon with relevant port authorities to conduct container handling capacity augmentation.
- Expert service provider will be hired to implement safety measure to mitigate risk of IED or airstrikes, given the volatility of the context in Al Hudaydah.

## Contingency Planning

46. The Logistics Cluster will continue to monitor the situation in terms of commercial cargo movement and access for humanitarian cargo into Yemen. For the time being the humanitarian upstream pipeline is mostly depending on commercial liners serving Yemeni ports. There will be a contingency budget for a potential scale up in chartered sea and air transport. For sea transport, in case the commercial liners should once again suspend transport routes into Yemen, the contingency budget will ensure a rapid switch to Dhows and possibly chartered vessels. For air operations, the contingency budget would allow a rapid response in chartering aircrafts from Djibouti to Sana'a.
47. General coordination and partners support staff will be kept at a minimum in Djibouti to support Yemen, but can quickly be augmented should there be a need to restart operations in Djibouti.

## Recommendation

48. In light of the above, a budget increase of US \$11,962,006 with a 12-months extension is recommended for approval by the Chief of Staff.