

Yemen CASH Remote Management and Security Plan

Land O'Lakes IDD – Yemen CASH

January-June (estimated) 2015

The Remote Management and Security Plan aims to provide a detailed road map on how Land O'Lakes proposes to manage the Yemen CASH project during this crisis period estimated to last three to six months in Yemen. This plan will be revised and updated if remote management is needed for longer than 6 months.

1. Context

The political and security situation in Yemen is fluid and has rapidly evolved over the past 4 months due to the continued expansion of the Houthi movement and resignation of the entire ROYG, including President on January 22, 2015. Soon after Houthi officials announced a takeover and implementation of a provisional government projected to be in place for two years. While talks with opposition parties continue, protests by various sectors in both Sana'a and outside of Sana'a continue. In addition there is fighting between elements in some governorates of Yemen. As of mid-February the US, UK, and French and several other embassies have all announced the closure/suspension of all embassy functions. The ambassadors of these countries have departed the country. While many governments have withdrawn their embassies, many, including USAID, seem to encourage their recipients and aid projects to continue.

The situation evolves daily. So far, Sana'a is overall quiet with few security incidents except some incidents at protests and marches. Security in the north is relatively normal. The south is very volatile, though the current situation has not seemed to empower the Southern Movement. Yemen is already suffering economically. There is fear that the Rial will be devalued the longer there is no government in place. There are some signs that banks are running out of US dollars and one report that it is not possible to withdraw USD cash from Yemeni banks.

2. USAID Guidance

USAID issued guidance that implementing grantees locate expatriate staff outside of Yemen on January 22, 2015 (via an email from the Agreement Officer).

In addition, USAID has held partners' meetings with Yemen grantees in Washington, DC and prepared the following comments and instructions:

- No USAID/Yemen programming is being cut, suspended or terminated, nor are there any plans to do so. Most, if not all, programs are continuing operations in some capacity.
- USAID is encouraging "people to people" activities, such as trainings, should continue where possible.
- CASH should prepare a **3-6 month remote management and security plan** and **revised work plan**

and submit to the AOR.

- The Mission is not dictating that anyone has to stay and continue to operate programs. In the Mission Director’s words, “trust your instincts.”
- Any remaining expat staff need to have contingency plans and contact information at all times.
- Given the situation with banks, keep as little money as possible in local accounts.
- Digitize information and do not keep documents considered sensitive for staff, project participants, or the project in the country office.
- Implementers should work with their AOR to modify their work plan to reflect the situation on the ground. Programs should also submit to their AOR a remote management and security plan for the next 3-6 months.
- Do not submit any reports to government ministries and specifically the annual report now due to MOPIC. If programs are required to submit reports to ministries, they should prepare them and have them ready but should not submit.
- Open procurements are moving forward on new programs in education and EG.
- The current ordered departure expires on March 20. Any decision about programming and long-term staffing levels will need to be made on or around that date. That is the next time that the status of programs is likely to change.
- They will continue to have partners meetings about every two weeks.

3. Current status of staff

Status and location of expatriate staff:

Name	Position	Current location	Date of departure from Yemen
Mohammad Ilyas	LOL COP	Pakistan	Departed Yemen on January 8; Departed for Pakistan on January 25.
Alaaeldin Abdalla	IESC Agricultural Financial Advisor	Egypt	Departed Yemen on January 16.

Local staff:

During this time period Land O’Lakes local staff will work from the project office to focus on training activities and, from time to time, remotely from home to further program objectives.

4. Overall management approach

- COP and Agricultural Finance Manager to stay out of Yemen and temporarily posted to their home countries in Pakistan and Egypt respectively. Both will continue to be paid and work full time. Note that all allowances that relate to posting in Yemen will not be paid (per each

organization's internal HR policies). Reasonable costs associated with communications and project work will be reimbursed during this time.

- These staff will continue to manage from a distance using Skype and email with their in-country teams.
- Local project staff continues to report to the office as security allows.
- Day to day in country management to be provided by Program Coordinator- Value Chains (Technical) and Operations DCOP (both local staff). As described below in greater detail, Operations DCOP to fill in as Acting COP for any functions that must take place locally and main point of contact while COP out of the country; The Program Coordinator will oversee implementation of selected project activities.
- COP to prepare messaging to staff on main points of this plan to staff in Yemen; prepare message with input from Programs and Operations.
- Project office to participate in calls with the Yemen NGO Security group (Thursdays)
- Weekly meetings will take place as follows:
 - Operational call between HQ and country team: Mondays at 8 AM Central US and 4 PM Yemen; with Operational team to include COP, Operations DCOP, Accounting Assistant, Procurement/Grants Manager, Program Coordinator, and Regional Director.
 - Technical calls between the COP and in-country team on an as-needed basis: The COP (in Pakistan) to maintain twice-weekly (at least) technical calls with both the Program Coordinator and DCOP-Operations team in Yemen.
 - Bi-weekly security to review and share information on latest developments: 1) call between LOL and project sub-grantee implementers and 2) security review among COP, Security Director, and Regional Program Director with Operations.

Chief of Party

- Working from his home base in Pakistan, Chief of Party authorities and responsibilities for project implementation remain the same with some practical authorities delegated to the in-country senior management members (see below).
- Maintain contact with USAID's AOR in Yemen and Washington, DC in collaboration with the Program Director.
- Weekly management of the project operational and technical team.
- Weekly meetings with the headquarters office Operations Sr. Manager to determine approaches to remote management and adjustments to internal processes to ensure strong internal controls and grant compliance on an ongoing basis.
- As part of normal COP role for technical oversight, direct decision making with the Program Coordinator and DCOP Operations (both in-country) on activities and project operations provided after distance review and discussion.
- Regular project reporting and oversight of project M&E both weekly and quarterly reports.
- Continue with current weekly RPD-COP calls on project progress and liaison with USAID and VEGA.

Deputy Chief of Party- Operations - Working from the project office in Yemen:

- Serves as regular DCOP Operations per existing job description. Serving in the “Acting COP” role for any functions that must take place locally, working from the Yemen office with signatory authority.
- Managing the day to day operations and delegated authority for operational aspects of the project.
- Maintaining weekly contact with the COP and Home Office team on all operational and security aspects of the project with advising from the project’s Security Advisor.
- Maintaining contact and providing instructions with local stakeholders (Ministries and collaborating projects) service contractors, and government officials.
- Ensuring the safety and welfare of all Land O’Lakes staff members, the project office, and assets in his regular DCOP role.
- Oversee with the project team the move from the current villa to the new villa (see below).

Agricultural Finance Manager - Working from his home base in Egypt

- Continues to manage the IESC team that focuses on the agricultural and access to credit activities.
- Oversees the IESC team in Yemen (3 local staff) via frequent communication.
- Holds weekly calls with team to plan and the IESC home office to oversee implementation.

Program Coordinator/Horticulture Specialist - Working from the project office in Yemen:

- Planning all project technical activities in the project’s five value chains and representation with project stakeholders including the Ministry of Agriculture and Irrigation.
- Logistical and technical arrangements for project activities such as trainings and oversight of value chain specialists for their weekly activities in collaboration with the COP and DCOP.

Regional Program Director - Working from Land O’Lakes office in Washington, DC:

- Continue with current weekly RPD-COP calls on project progress and liaison with USAID and VEGA.
- Participate in key decision-making on technical and operational aspects of project.

IDD Operations team (Senior Manager and Specialist) - Working from LOL in Minnesota:

- Hold weekly Operational meeting with project team in Yemen to address execution of operational and grant agreement aspects of the project.
- Liaise with the Finance and Accounting team in Minnesota and Nairobi to reinforce internal controls and arrangements for distance management with the COP and home office team.

5. Budget and payment management

- Accounting Assistant in-country will continue to implement usual project financial and funds management procedures with some added steps:
 1. Preparation of weekly list of expenses for remote approval by COP or HQ Program Manager. Checks and in-country payments can then be executed by in-country bank signatories

2. Implementation of electronic payment services with IBY bank (this service is only available among IBY's own customers and accounts—they cannot offer this to customers of other banks).
 3. It is still possible to wire USD funds into the IBY project account. But LOL will reduce advance amounts of project fund advances into more frequent (several times per month) advance requests from US HQ.
- Project budgeting during this time will follow LOL procedures for internal forecasting and will take into consideration an altered scope and pace of implementation.

6. Material assets, property, and equipment

- All project assets and property will stay at the villa at this time.
- Current project vehicles: 1 used project vehicle (from previous project) will remain in use by the project.
- Three new project vehicles: Three new, Toyota Hilux pickups will be stored in a secure location off-site and not driven. They will be insured, however. Three options for storage are to be explored.

7. Branding and Marking

The project will continue to brand project events, such as trainings, if and when it would not attract unnecessary attention. The project's current Branding and Marking Plan allows for flexibility in the use of the USAID and VEGA logos. While not envisioned at this time, marking and branding of more permanent items, such as equipment for a project participant will not be branded.

8. Security arrangements

In-country security will be overseen by the DCOP Operations with the project's Security Advisor in collaboration with the COP and Land O'Lakes Security Director.

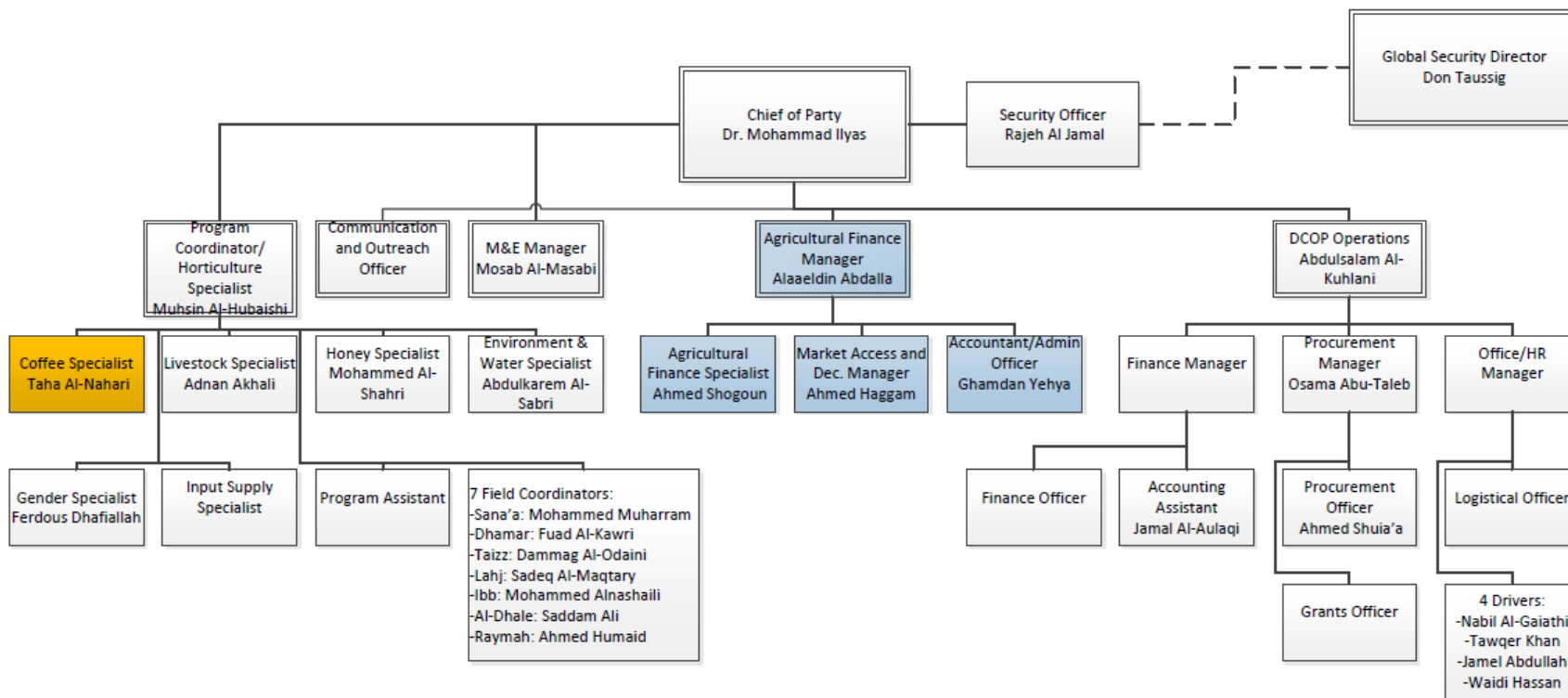
- UESS will continue to provide guard services at the current level at the current and new villas.
- LOL will contact the UESS to temporarily adjust its security services for expat transportation (as of March 1, 2015).
- LOL will prepare to digitize and send project records and documents to the US as instructed by USAID.
- LOL will review, update, and submit a project property list to USAID in March 2015.

9. Villa move- new villa

- LOL will continue with lease and move plans for project staff from the current villa to the new villa (once leased). The lease signing and move are anticipated to occur in March and April 2015 to be completed by April 30th. The move will be staged to allow for necessary building improvements such as office partitions, raising protective screens, and installation of an Internet network.

- The project office/residence will move from its current location in the Hadda area to another, larger building also in the Hadda area.
- The owner will be asked to proceed with security upgrades (mainly, raising wall of compound). However, LOL will postpone temporarily the security upgrades it will undertake (mainly cameras, lighting, and physical reinforcements). However, these must be done before expats return to the country and reside in the new villa.
- To be ready for eventual security upgrades, continue to prepare RFQs to have them ready (Procurement Manager with DCOP Operations).
- LOL will install telephone lines and Internet service and network in the new office under a regular procurement process with Land O'Lakes Information Technology guidance.
- Once ready, staff will move to the new villa during March and April 2015.

CASH project org chart



Blue- IESC positions
Orange- CQI position