



Fostering *RESILIENCE* in times of *CHANGE*

2012 towards 2014 - Progress Report





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Sana'a, December 2013.



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Preface

With the end of the Cold War, the idea of “transition” gained much use in the language of politicians, sociologists and economists. Since then, “transition” has been a useful term to describe complex processes of change, from authoritarian regimes to democracies, from centrally-planned to free market economies, and from protracted conflicts to peace building processes. In each process, the idea of a “profound” change is the common denominator and aim.

The so-called Arab Spring is one case in this long tradition of “transitions.” The desire for genuine forms of political participation and social and economic inclusion seems to have been its driving force. The massive participation of young people—in the streets, in social networks, and even on the battlefield—has given a distinctive tone to the claims of the people, particularly in highlighting the necessity to build a different future.

With the adoption of the Gulf Co-operation Council Implementation Mechanism for Yemen, in November 2011, the United Nations Development Programme (UNDP) in Yemen realigned its resources and capacities to support the new transition priorities. Our main premise then was simple, and it remains so today: without a successful and genuine transition, it will be very difficult to think about lasting stability and development in Yemen.

A major change was therefore carried out in our own organization in Yemen. Our 2012 and 2013 agendas were based around transition priorities: to support the electoral cycle in order to build a new legitimacy; to set the bases for transitional justice so as to address impunity; to support national dialogue in order to create solid bases for Yemen’s future; to strengthen the State’s national capacities as well as civil society; to bolster genuine national ownership; and, finally, to stimulate the local economy in order to accelerate peace dividends, especially for the youth of Yemen.¹

During these two years, UNDP doubled the number of partners and tripled its financial resources in support of Yemen. This expansion would not have been possible without the contribution of a vast network of international partners, both from the North and the South.¹

The Yemeni government’s trust during these two challenging years has been essential to achieving critical milestones and building a promising and lasting partnership. This report tells the story.



Gustavo Gonzalez
Senior Country Director
United Nations Development Programme



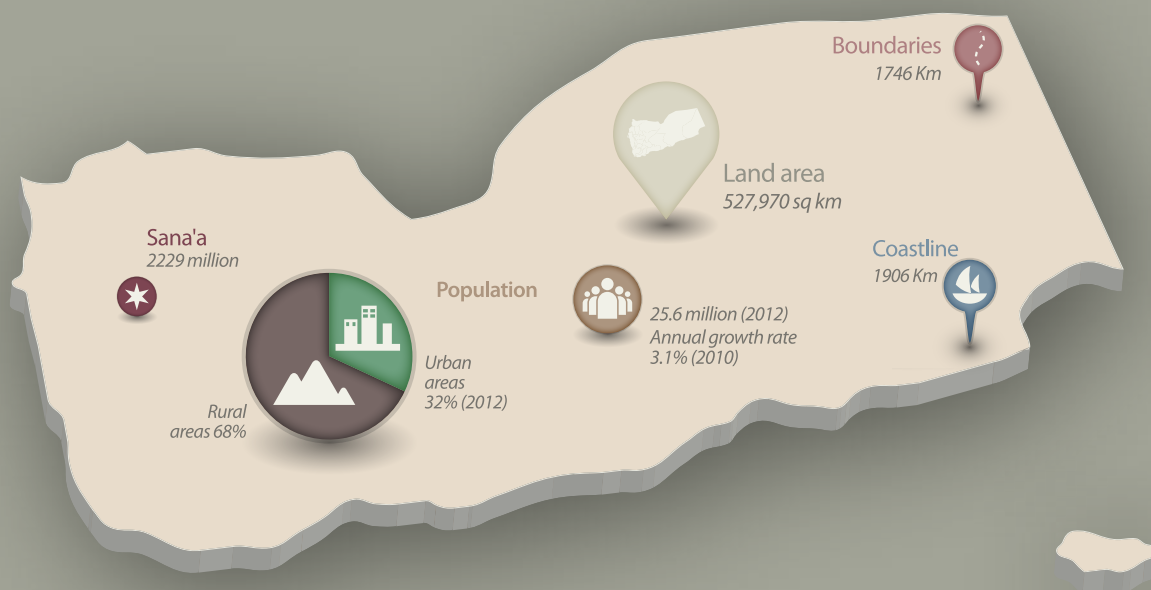
Ismail Ould Cheikh Ahmed
United Nations Resident and
Humanitarian Coordinator

¹ These include: Australia, Canada, Denmark, European Union, Finland, Germany, Japan, Netherlands, Saudi Arabia, South Korea, Sweden, Turkey, United Kingdom, Italy, France, United States and Yemen itself; and the Global Environment Facility, Global Fund, UNDP, UN Office of the High Commissioner for Human Rights, UN Office for the Coordination of Humanitarian Affairs, and UN Peacebuilding Fund.

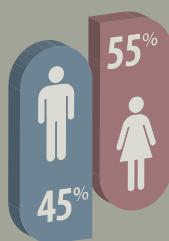
The flag of Yemen was adopted on May 22, 1990, the day that North Yemen and South Yemen were unified. According to the official description, the red stands for the bloodshed of martyrs and unity; the white for a bright future; black for the dark past.



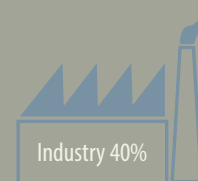
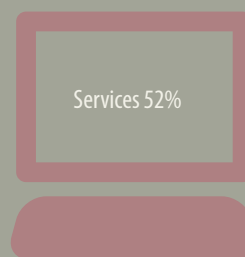
Yemen at a glance



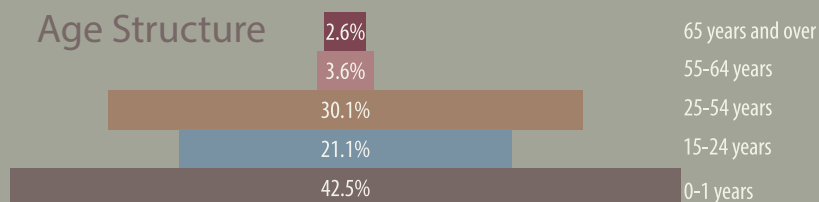
Gender distribution



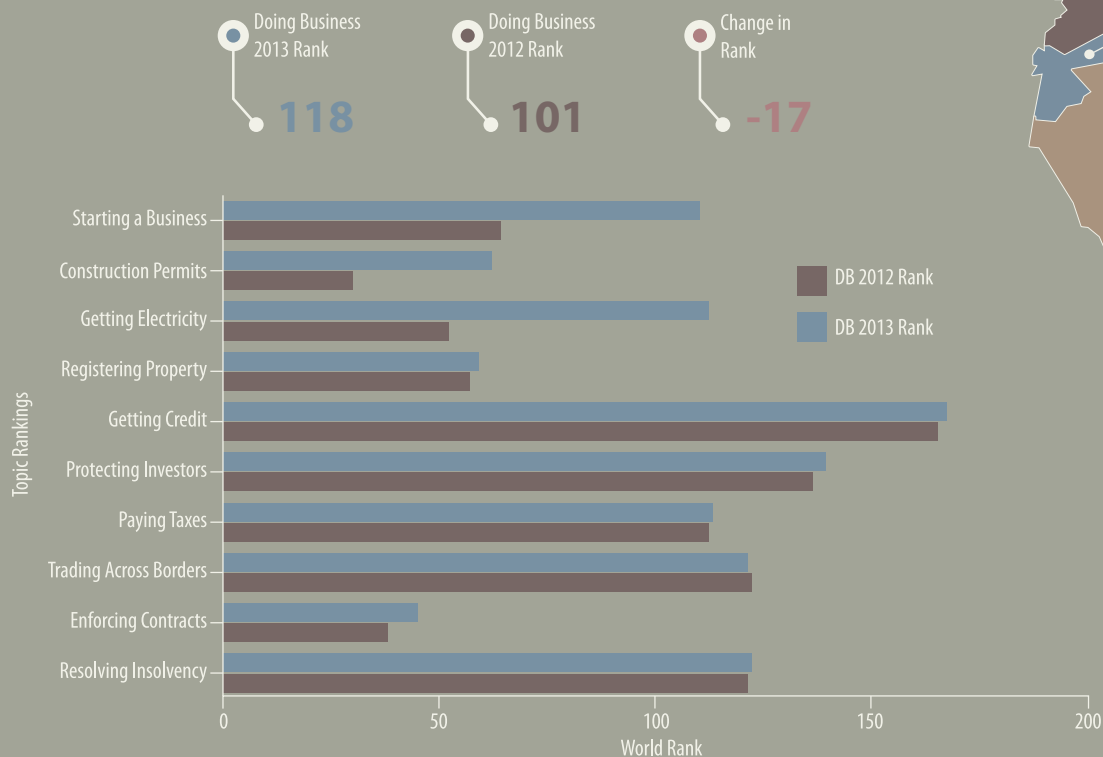
GDP by Sector



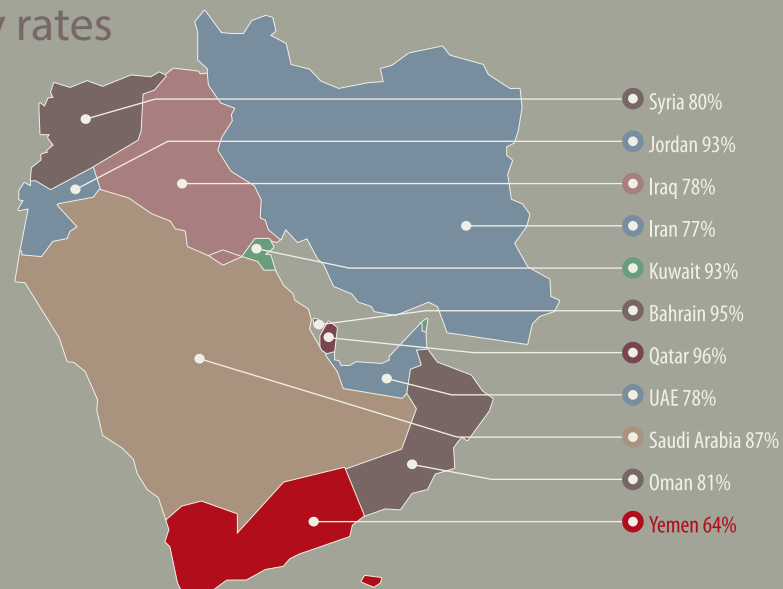
Age Structure



Doing Business



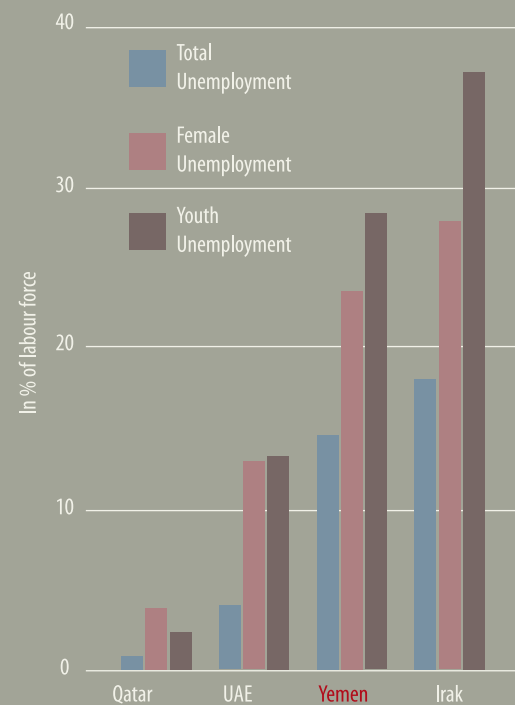
Literacy rates



Human Development Index Rank Yemen and the GCC members



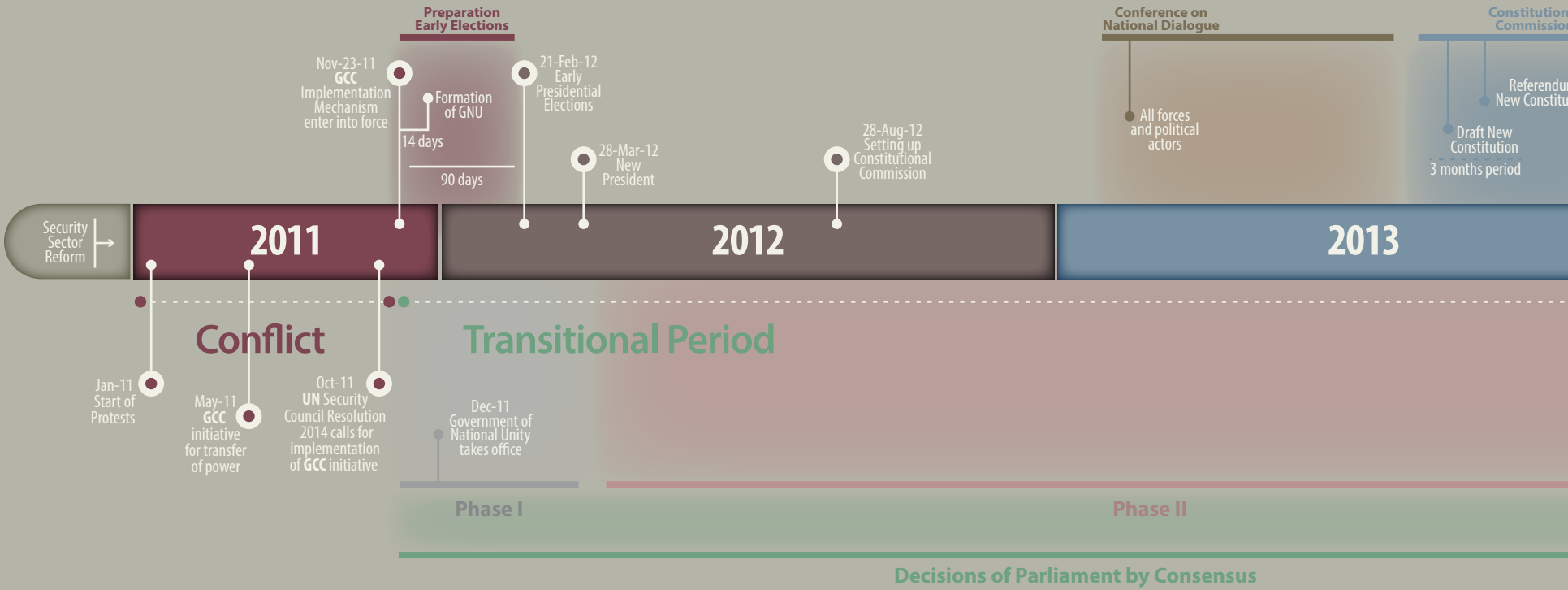
Unemployment rates



The term "GCC Initiative" refers to the Gulf Cooperation Council initiative to resolve the Yemeni crisis in the draft of 21 and 22 May 2011.

The term "the Mechanism" refers to this Agreement on the implementation mechanism for the transition process in Yemen in accordance with the GCC initiative.

The term "the two parties" refers to the National Coalition (General People's Congress and its allies) as one party, and the National Council (Joint Meeting Parties their partners) as the other.



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Jan-14
Parliamentary
and Presidential
Elections

Feb-14
Swearing of
New President

2014

← Security
Sector
Reform

Align

/ə'li:n/

"To adjust (parts of a mechanism, for example) to produce a proper relationship or orientation. To adhere to a prescribed course of action."¹

I. Aligning with Change

1. Source: The Free Dictionary <http://www.thefreedictionary.com/align>

UNDP in Yemen



Following the momentous events in Yemen in 2011, culminating in the 23 November 2011 transition agreement, in 2012 the UNDP Country Office (CO) conducted an unprecedented realignment of its resources and capacities, in order to better support the evolving priorities of Yemen's transition. The new focus was also motivated by the appeal made by the Gulf Cooperation Council (GCC) Implementation Mechanism, which expressly asked the UN Secretary-General to support the transitional roadmap.

Overview from a terrace in Old Sana'a

The CO's realignment strategy consisted of:

- a. Addressing the most critical benchmarks of the transitional agenda (elections, transitional justice, human right, national dialogue, amongst others) under the assumption that inclusiveness and sustainable development will only come if a successfully transition is achieved.
- b. Developing a portfolio of post-crisis programmes designed to address those critical transitional benchmarks where the comparative advantages of the organization are evident, a strategy known as "benchmark-oriented programming". This action was possible thanks to an intensive use of the rapid deployment facility (SURGE), facilitating more than 10 support missions deployed by UNDP's Regional Bureau for Arab States, the UNDP Bureau for Crisis Prevention and Recovery, the UNDP Bureau for Development Policy, its Brussels Office and its regional centre in Cairo.
- c. Reinforcing the operational capacity of the office in preparation for an accelerated scale-up of operations, starting with the presidential elections (prepared in just 45 days). This resulted in a reinforced Procurement Unit, a new robust management structure, introducing new fast-track procedures to accelerate delivery. This transformation facilitated the establishment of the first Multi-partner Basket Fund for Elections as well as the Emergency Capacity Development Facility, increasing the number of new international partners, tripling non-core resources and extra-budgetary reserves.
- d. Reshaping the programme by closing a number of projects that were not central to maintaining UNDP's focus on the transition. The winding down and closure of these projects was done with care, to minimise inconvenience to project partners. However it has helped to make the programme more consistent, to improve cost-effectiveness, and to position the CO at the forefront of international support for the transition in Yemen.
- e. Assisting the Resident Coordinator and the team of UN organisations in Yemen – the UN Country Team (UNCT) – to develop a new common framework to support the emerging transition. The result, the "Joint UN Vision to support the Transition: A framework for action", spells out the priority areas of UN collective support for the transition. UNDP facilitated the three-month process to formulate the joint vision, contributing to the setting up of a common platform to support key priorities of the transition.
- f. Investing in strategic analysis and field studies on key post-2011 issues, to feed into programming. Examples included a study of formal and informal governance in Yemen, a multi-dimensional assessment of livelihoods, a paper on youth and civil society organisations (CSOs), a series of 'Decentralisation Policy Options' papers, surveys of human rights and youth perceptions, and a '2030 Economic Vision Concept Note'.
- g. Fostering integrated UN action in Yemen, by actively engaging in joint planning and programmes. Promising joint initiatives and programmes have been launched in the areas of local governance (with the UN Population Fund and UN Women), transitional justice (with the Office of the High Commissioner for Human Rights and UN Women), and building the capacities of non-governmental organisations (with Unicef, the UN Population Fund and the World Food Programme).

During 2012-2013 impacts of UNDP Yemen's re-alignment strategy to support change included:

- i. Massive popular support for the new transition roadmap, illustrated by the conduct of successful and peaceful elections, with an unprecedented voter turnout level of 65%.
- ii. Strategic and positive positioning of the new Government on the international stage, through the preparation of

the Transitional Plan for Stabilization and Development, a series of aid effectiveness tools, the organization of three Friends of Yemen meetings (in Riyadh in May 2012, New York in September 2012 and London in March 2013), and a Donor Conference in Riyadh in September 2012 (pledging over \$8 billion) with technical support from the UNDP Emergency Capacity Development Facility (ECDF).

- iii. Adoption by national counterparts –State and non-state players- of a series of policy options and strategic scenarios to feed the on-going national dialogue process, related to the future political and socioeconomic shape of Yemen (political and fiscal configuration, economic vision, Youth and change, amongst others), supported by UNDP's projects.
- iv. Launching of an integrated project portfolio highly focused on post-crisis support and recovery, 75% funded by external resources, in the areas of national dialogue, human rights, transitional justice, youth empowerment, and employment generation.

From the experience of 2012 – the successes and the setbacks – the Country Office drew a set of lessons which it has applied in its work in 2013. These lessons included:

- Seizing the opportunities offered by transitional processes by taking calculated risks and making extensive use of the experience of UNDP in post-crisis contexts constituted the central factor in positioning the organization at the forefront of the agenda.
- Building alliances and joint ventures, and engaging in joint planning with UN sister agencies are vital for effective implementation in a fluid and risky environment as Yemen.
- Joint conflict analysis should be at the heart of programme development and implementation: if conflict drivers and how they affect politics and society are not well understood, programmes and projects will be less effective, and participating organizations will lose credibility. Each post-conflict transition creates its own programme settings.
- A development response could -in many cases- be the most suitable response to a security problem. Waiting for the creation of optimal security conditions to intervene risks aggravating instability. Generating employment, stimulating local markets and reintegrating people into their communities remain powerful tools to fight insecurity in Yemen.

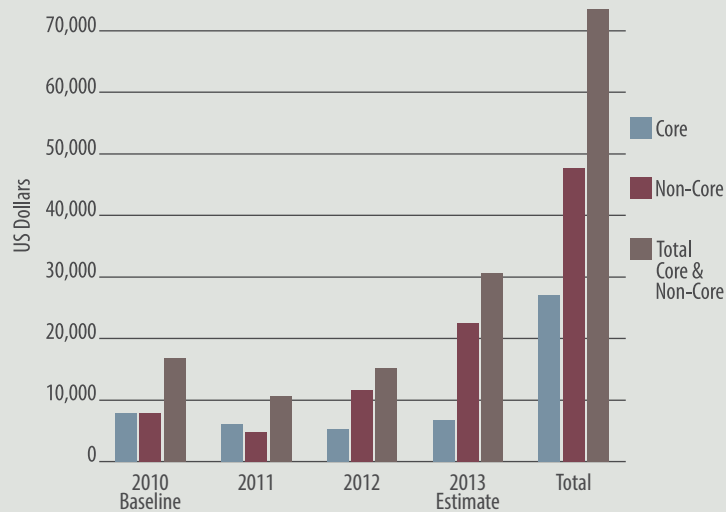
Going beyond the surface of formal “institutions” is essential in a country like Yemen, where its political and socioeconomic dynamic is stimulated by a quite rich and complex network of players (tribes, local leaders, social coalitions, economic groups, regions). Even if state-building remains an unavoidable goal of a successful transition, it cannot evolve in isolation, in a context where legitimacy is shared amongst a wide range of non-state actors.



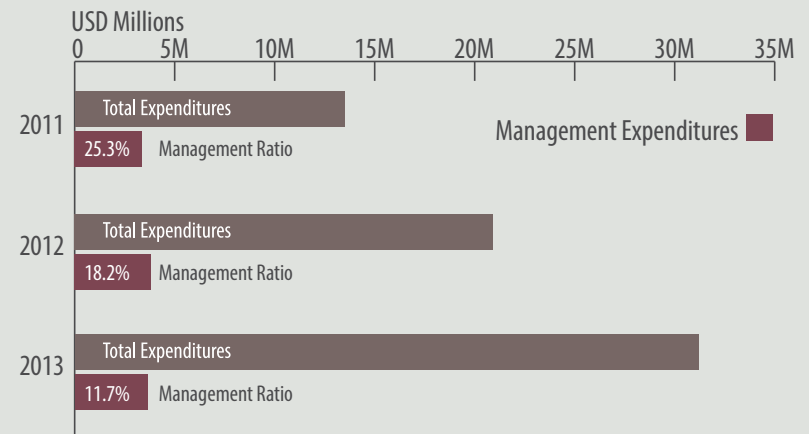
UNDP Yemen senior management team with the UNDP Administrator, Ms. Helen Clark, and the Regional Director of the UNDP Bureau for Arab States, Ms. Sima Bahous, in Amman, Jordan.

Country Office at a glance

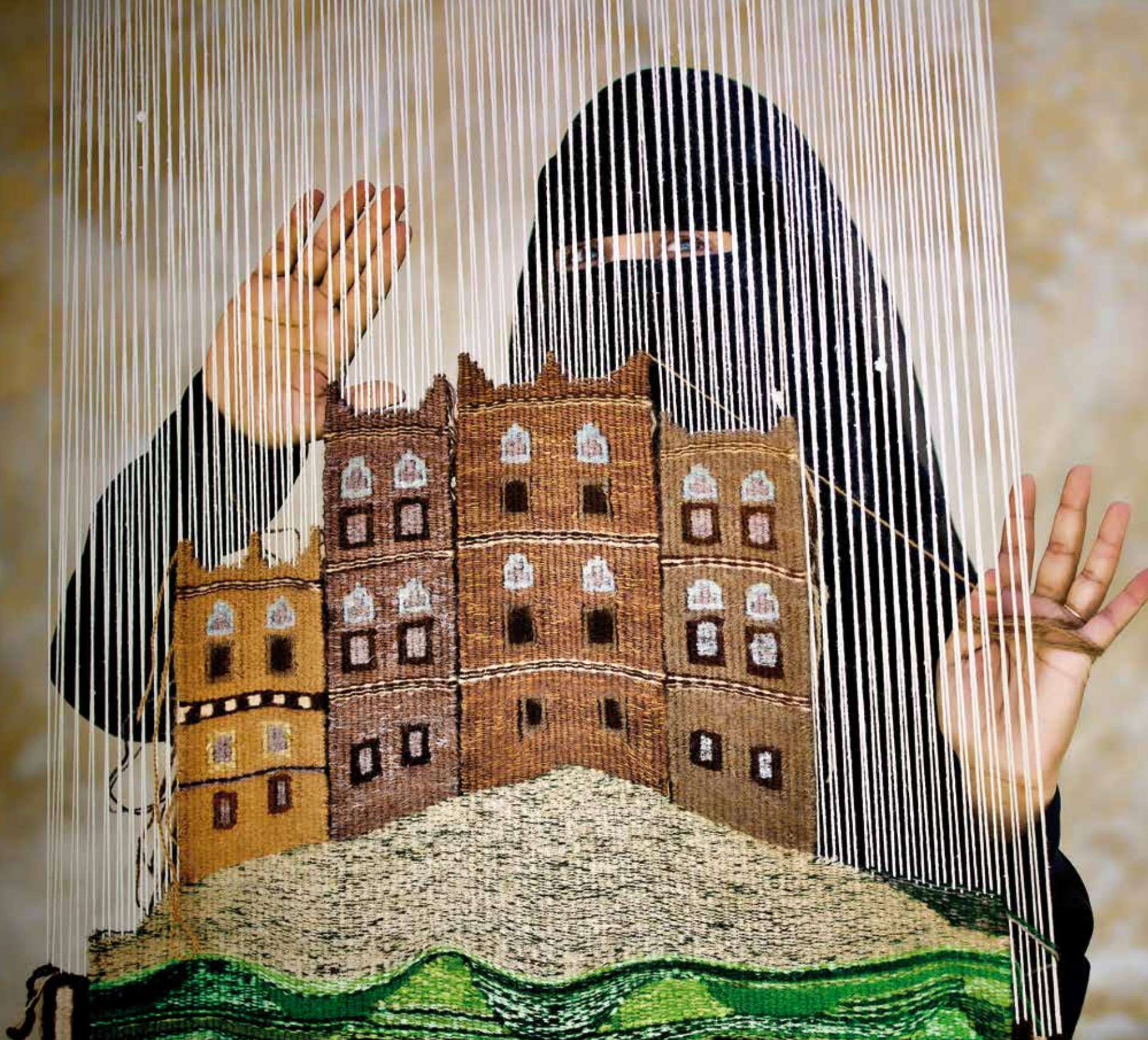
Status of Finance Resources



Management Expenditures over Total Expenditures



The UNDP Yemen Team at the occasion of its first internal retreat in 2012 in Sana'a





Trust

/trəst/

"Trust cannot be imposed, imported or bought. It emerges slowly and reluctantly and is built through collective engagement on issues small and large, and through consistent daily commitment to and application of a common vision."²

II. Weaving Trust for a lasting reconciliation

2. Source. Interpeace: 5 Peacebuilding Principles, (http://www.interpeace.org/index.php?option=com_content&task=view&id=156&Itemid=290)

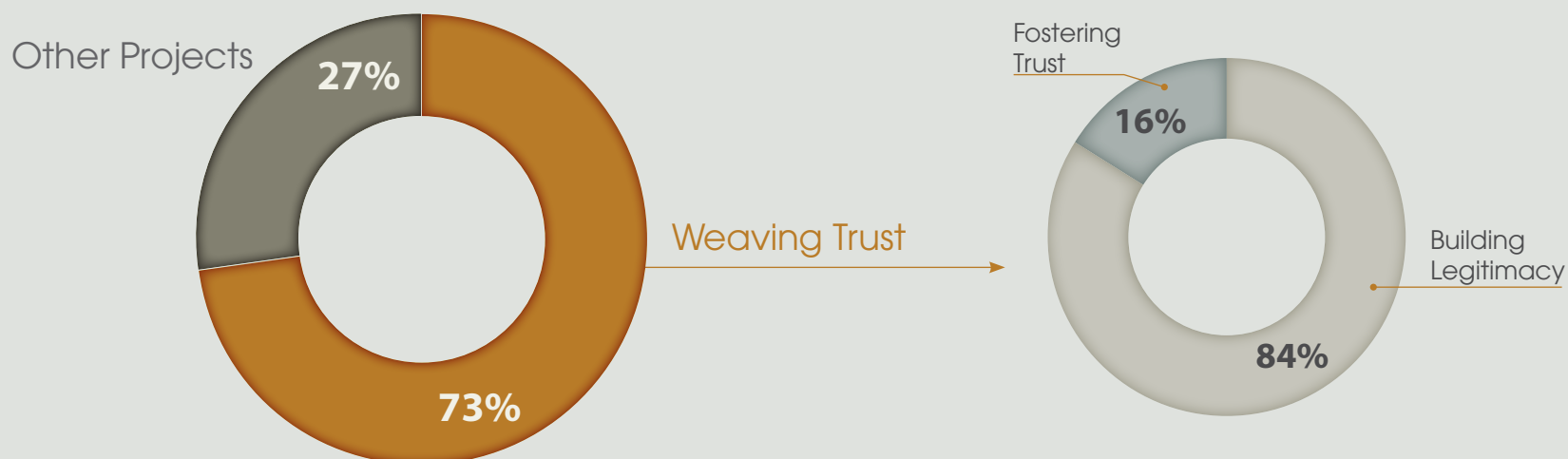


Weaving the fabric and bond of trust between people and government, and strengthening positive governance, are two ways of describing the overall goal of the transition which Yemen embarked on after the events of 2011. Governance, or in plain words, how a country is governed, affects to a large degree how people can live their lives. In its most tangible form, how a country is governed affects what services the state provides to the people. Less tangibly, but just as importantly, how a country is governed affects how people experience being governed and how well justice and human rights are upheld. More broadly still, how a country is governed affects how far people can fulfil their hopes and aspirations.

In Yemen, change in government was a fundamental demand of the popular uprising in 2011. During 2012 and 2013 UNDP therefore pursued new initiatives in the area of governance. At the same time, UNDP realigned and renewed existing projects in governance, to take advantage of the new opportunities to bring about positive change. Under the broad heading of governance, the spectrum of UNDP's work in Yemen in 2012-2013 therefore included support for elections, emergency capacity development, national dialogue, youth, human rights, rule of law, transitional justice and local governance.

Investments 2012-2013

Project Title	Project Cycle	Project Budget	Partner Agencies	Receipient National Institutions
Support to Elections during Transitions Period	2012-2014	21,596,657.00	DFID, JAPAN, PBF, DENMARK, GERMANY, UNDP	Supreme Committee for Ecelections and Refrendums and Civil Society Organizations
Emergency Capacity Development Facilities	2012-2014	6,142,883.00	ITALY, DFID, USA, INTL, BCPR, GOY, UNDP	Offices of the President and the Prime Minister, and Ministries of Planning, Finance, Interior and Trade
Support to National Dialouge Conference	2013	395,357.00	PBF	Technical Committee to the National Dialogue Conference
Local Governance Support Project	2006-2013	684,506.00	FRANCE, GOY	Ministry of Local Administration
Formal Informal Assessment	2013	370,000.00	BCPR, UNDP	Ministry of Planning and Central Statistical Organization
Advisory Support to the Ministry of Planning	2008-2013	584,000.00	GOY	Ministry of Planning
Youth Obervatory	2012-2013	200,000.00	DGTTF	Youth Groups
Human Rights Support during Transitional Period	2012-2014	3,637,686.00	SIDA, DUTCH, UNDP	Ministry of Human Rights and Civil Society Organizations
Transitional Justice	2012-2014	890,000.00	OHCHR, BCPR, UNDP	Ministries of Legal Affairs and Justice
Capacity Building on HIV/AIDS	2008-2013	972,798.00	GF, GOY	National Population Council, National AIDS Program and Blood Bank
		35,473,887.00		





Group of children during the testing of the first "Biometric Voter Registry" for Yemen, carried out by UNDP in support of Yemeni electoral authorities; Sana'a, 2013.

Building Legitimacy

Electoral Cycle

Support to elections during the transitional period

In order to strengthen the electoral cycle in Yemen, through the conduct of fair, open and inclusive elections within the terms of the agreed Transition Initiative (signed in Riyadh on 24 November 2011), during 2012 UNDP implemented a project of Support to Elections during the Transitional Period (SETP). This focused on supporting the Government of Yemen and the Supreme Commission on Elections and Referenda (SCER) as they prepared for the next cycle of elections and referenda. The project used a two-phase approach to achieve its aims. Phase one focused on technical and material support, in addition to public participation and information activities, for the early presidential elections which took place on 21 February 2012. Following this, phase two focused on voter registration, the expected referendum on a new constitution, post-referendum elections, electoral reform, and public participation and information initiatives. The project has also provided support to develop the SCER, in terms of the capabilities of individual staff and the overall institution. This investment in human capital at the SCER as well as technical capacity building initiatives for the Commission, has been funded from a Multi-Donors Basket Fund, in order to improve coordination and cost-effectiveness and to help transparency about the next phase of Yemen's electoral path.



Sana'a - Early Presidential Elections 2012. Man voting at polling station

UNDP and the 2012 elections



Sana'a - Early Presidential Elections 2012. Member of Electoral Committee setting up polling station the day before.

In February 2012, after months of chaos and the spectre of civil war, Yemen marked the beginning of a new chapter in its modern history as millions of Yemenis voted to end the turmoil and move towards a new future. The presidential election was the first critical benchmark in a planned two-year transitional period, and voters turned out in large numbers, with many hoping that the election would bring a peaceful transition to democracy and development.

The elections were required under the GCC agreement, which called for the United Nations to provide assistance to the respective Yemen institutions to conduct elections, begin a national dialogue process, and conduct a referendum on a new constitution within the transitional period.

Within just 45 days from the signing of the GCC Agreement in November 2011, UNDP was able to assist the national body in charge of the elections – the Supreme Commission on Elections and Referendum – and establish a Multi-Donors Basket Fund (MDBF) to conduct the elections and support Yemenis in their transition to democracy.

Denmark, Germany, Japan, the United Kingdom and the UN Peace-Building Fund immediately joined the effort to meet the financial needs for the presidential elections. US\$8m was allocated to cover this first phase.

UNDP procured and delivered polling kits and other equipment to 28,742 polling stations, and trained their staff. By working with the national post office, UNDP ensured that more than 89,892 polling officials and 102,556 security staff were paid for their roles in the elections. UNDP also supported the conduct of a voter education campaign which reached millions of Yemenis through radio, television, online, mobile and on public transit.

The MDBF

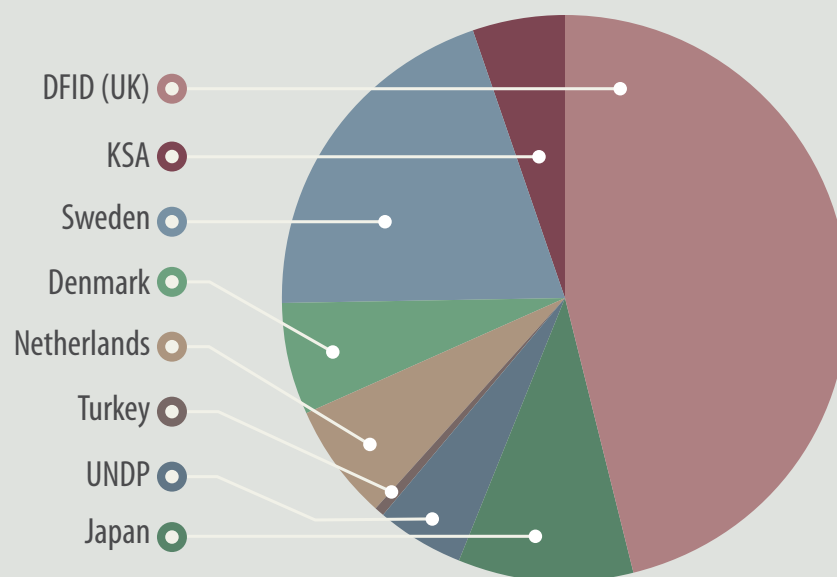


Moreover, Phase I (2011-2012) of the early Presidential elections will be independently evaluated in accordance with UNDP Evaluation Policy and funds to carry such activity has been allocated under the Short-Term Consultants budget line. The lessons learned and evaluation recommendations, if any, will be integrated into this project document through a substantive revision in order to enhance the elections work within the remaining duration of the transitional period (2012-2014) and future elections as well.

Despite the fact that number of voter turnouts has not been used as a key indicator for this project due to current security status of the country, and as these elections is treated as a special event that will safeguard the country in entering into a long-term violence and security instability that might spread in the region. All types of indicators such as 1) voter turnout numbers; 2) gender and youth participation in the elections; 3) comparison of voter turnouts in all polling stations with the last President elections of 2006 (by gender) will be carried out and reported in the evaluation findings. The Terms of Reference for the evaluation will be shared with all partners and stakeholder during the first quarter of 2012.

The project Support to Elections during the Transition Period (SETP) aims to support the Government of Yemen (GoY), and the Supreme Commission on Elections and Referenda (SCER), in particular, in reinforcing the electoral cycle by conducting fair, open and inclusive elections within the terms of the agreed GCC Initiative (signed in Riyadh on 24 November, 2011 by the ruling and the opposition parties). The project will adopt a two-phase approach: phase one will focus on the early presidential elections scheduled for 21 February, 2012; phase two will focus on electoral reforms, the expected referendum on the new/revised constitution, as well as post-referendum elections. The capacity of the SCER will be reinforced during both phases, at the institutional and individual levels. Support will be provided from a multi-partners basket fund to ensure coordination and cost-effectiveness. The unfunded budget for Phase I, after UNDP contribution, is US\$ 5,395,046.

Financial Contribution to Elections in Yemen



Other activities and results during 2012 and 2013 include:

- > Leading and coordinating the introduction of a new Biometric Voter Registration (BVR) system, at a total cost of \$77 million;
- > Facilitating the design of a Common Results Framework to coordinate national and international support for the BVR as well as the upcoming referendum and elections, in partnership with the SCER, the International Foundation for Electoral Systems, the National Democratic Institute, and the European Union;
- > Supporting the SCER to recruit, train and deploy 49,000 personnel in support of the BVR process;
- > Supporting the establishment of a media and training centre in the SCER to support the electoral process;
- > Developing and implementing an outreach, media and communication strategy in support of the BVR process.



A young student at the Rabaa El Adiwiya Girl's School in Sana'a mock registers in June 2013 during a testing exercise of prospective equipment to be used for Yemen's anticipated biometric voter registration process. Yemen will create a new voter register capturing biometric data which will also be used as an initial foundation for a future civil register.



Representatives of the donor community to the United Nations Development Programme's Multi-Donor Basket Fund supporting elections in Yemen crowd around a Biometric Voter Registration kit in a primary school in Sanaa, as software and equipment tests were being conducted in June 2013.



An elderly woman casts her ballot in Hoeidida, Yemen during the Early Presidential Elections. February 2012.

Early Presidential Elections in numbers

In just **45** days after the signing of the GCC Agreement, UNDP was able to assist the national body in charge of the elections the Supreme Commission on Elections and Referendum to implement early elections on 21 February 2012, thus ensuring a smooth transition of power to the new President. Turnout exceeded **60%** confirming the will of the people of Yemen to introduce change. It also launched phase II of the transition which begins with a National Dialogue.

- The voter education campaign was reached **millions** of Yemenis through radio, television, online, mobile and on public transit. The campaign included TV, radio and printed media ads, animated and series flashes, and songs. The campaign focused on reaching people by using untraditional means.
- The SMS campaign reached **6,000,000** Yemenis.
- UNDP online platforms received **550,000** views daily.
- Educational ads were placed in **167** taxis in Taiz, Aden and Mukala.
- At least **180,000** bus riders have seen UNDP's ads.
- At least **100** female religious preachers and mosques Imams from Sana'a, Sa'ada, Amran, AlJawf, and Mareb governorates were trained on Women Political Participation and their Role in the Upcoming Elections.
- Women Department Awareness Campaign to Mobilize Female Voters Among High School and Literacy Schools Students were conducted targeting **10,500** students, **53** teacher, **420** literacy schools students and **2100** female local community representatives, in Sana'a, Aden, Lahj, Taiz, Hadramout and Socotra.
- UNDP created a specialized website (www.mdbf.undp.org.ye) to enhance the coordination mechanism among donors supporting the elections in Yemen. The website also included a real time updated photo gallery.
- UNDP procured and delivered polling kits and other equipment to **28,742** polling stations, and trained their staff.
- By engaging the national post office, payment of more than **89,892** polling officials in addition to **102,556** security staff was ensured.

Evaluating International Assistance for Elections in Yemen

In 2012 an independent team carried out an evaluation of international assistance for the electoral process in Yemen and the February 2012 early presidential elections. Key findings included:

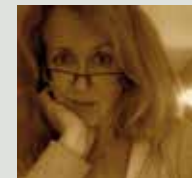
- Despite being uncontested and seen as untypical, the February 2012 election provided a critical circuit breaker to the escalating tensions in Yemen, opening the way for the national dialogue and affirming confidence in elections as a democratic tool;
- Preparation time for elections was unprecedented and extremely tight three months. Fast track measures were successfully implemented by UNDP to overcome these challenges;
- The election was managed competently and efficiently, and enjoyed a high voter turnout and uncontested result;
- Donor collaboration and governance of the basket fund in 2012 compared favourably with experiences elsewhere in the world;
- UNDP's role as implementer of electoral assistance was unanimously recognised among the SCER and donors.
- Recommendations for future electoral support included:
 - Any future electoral support project should include a stronger monitoring, evaluation and learning framework;
 - Inclusive and participatory governance structures should be embedded in future project management and coordination;
 - The spirit of engagement and cooperation among donors should be carried forward.

– UNDP Yemen, 'Early Presidential Elections in Yemen: Evaluation of International Assistance', report for Multi-Donors Basket Fund (2013)

Assessment Team



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Sana'a - Early Presidential Elections 2012.
Al-Thawra Stadium. Elections closing campaign



Sana'a - Early Presidential Elections 2012.
Pregnant woman voting at polling station.



Sana'a - Early Presidential Elections 2012.
Woman in Tagheer Square the day before.



Mr. Hakimi, Chairman of Electoral Commission (SCER) and
Mr. Gonzalez, SCD of UNDP Yemen, visiting a Polling Center.

Meet Elham...



The struggle to empower women in Yemeni elections

Elham Sarhan wears a badge of courage underneath her hijab. A small bump sits atop her forehead. It is a reminder of the reality faced by women in Yemen, and the conviction that Ms Sarhan brings to her work as head of the Women's Unit at the Supreme Commission for Elections and Referendum.

The story of the scar is in many ways the story of the struggle for women's rights in Yemen. Ms Sarhan in coordination with UNDP set about a rural governorate tour last January 2012 prior to the Early Presidential Elections, in order to prepare women for the first crucial electoral event after the events of 2011. She found herself in Mahaweeet with a group of women who believed they were meant to write the name of the former president on the ballot papers in the coming election.

With her soft yet commanding tone, Ms Sarhan told the group that in fact their ballots would be discarded if they did that and she explained to the women that the Gulf Cooperation Council Agreement had planned for a single-candidate election and it had been agreed that then Vice-President Abd Rabbuh Mansour Hadi would be that candidate as the country transitioned. The women thanked her for this information.

As Ms Sarhan stepped out of the training session, several people outside who took objection to what she was doing approached her and one threw a rock at her, injuring her and leaving her with a lasting scar on her forehead. Undeterred from her work, Ms Sarhan pressed on with conducting other training and information sessions for women voters.

"Nobody stops me," she says. "This isn't just a job, this is a rights issue. I take these issues very personally, not just because I'm a woman, but because they are human rights as well as women's rights issues."

Women in Yemen face a myriad of complex issues hindering their participation in the public sphere on an equal footing with men. Women in rural areas, which are close to Ms Sarhan's heart, face even more difficulties, with many being hampered by illiteracy and little access to information. Together UNDP and Ms Sarhan's unit have therefore run initiatives to educate as many women as possible about their rights and to empower them to participate in elections. In Ms Sarhan's words, "Education is key."

More than 4 million women are registered voters in Yemen, and just over a quarter of these voted in the Early Presidential Election of February 2012. Although this turnout shows there is still much to be done for women's participation in elections, it was thanks in part to the hard work of Ms Sarhan and the SCER Women's Unit that this many voted.

Through the UNDP project to support elections, a campaign was organised, targeting women by television, radio, billboards, bags, and outreach activities that were new in Yemen. As Ms Sarhan explains, in a country like Yemen "women need to be mobilised and empowered through direct, rather than indirect, messaging".

Capacity development in crisis context



Emergency Capacity Development Facility
برنامج تنمية القدرات الطارئة

Capacity building is more than simply technical assistance during a transitional period. In many respects, capacity building requires enabling and contributing to a lasting and sustainable leadership at key institutions required to implement lasting and meaningful reform. The Emergency Capacity Development Facility (ECDF) is UNDP's platform to develop and deliver such meaningful assistance during Yemen's transitional phase.

In May 2012, the Government of Yemen, its development partners and UNDP agreed that the ECDF would be a joint multi-donor platform to support key public sector institutions in their efforts to fulfil their mandated responsibilities in the transition and to contribute to the successful implementation of the GCC Agreement and the government's own Transitional Program for Stabilization and Development (TPSD), 2012-2014.

Key governmental institutions in Yemen require the assistance of the international community, and the ECDF, through its implementing mechanism, will be central in delivering both material and sustainable capacity building outputs in order for public sector institutions to carry out mandated reforms during the transitional period.

The ECDF is organized around three main modules, supporting:



The project has taken an innovative and highly flexible approach, tailored to the needs of the transition, aiming to:

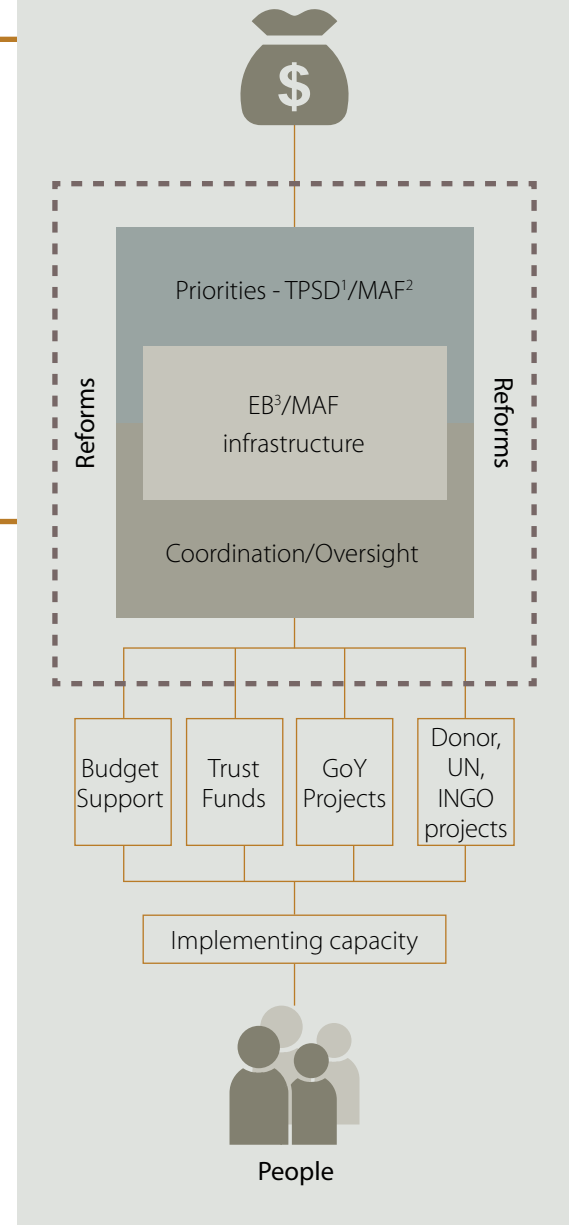
Provide rapid and benchmarked support to core institutions (President and Prime Minister Offices, Ministries of Planning, Finance, Industry and Trade, and Interior)

Combine different modalities of support, based on needs and timing (e.g. ad hoc technical assistance, appointment of staff, knowledge sharing, study tours, training, etc.)

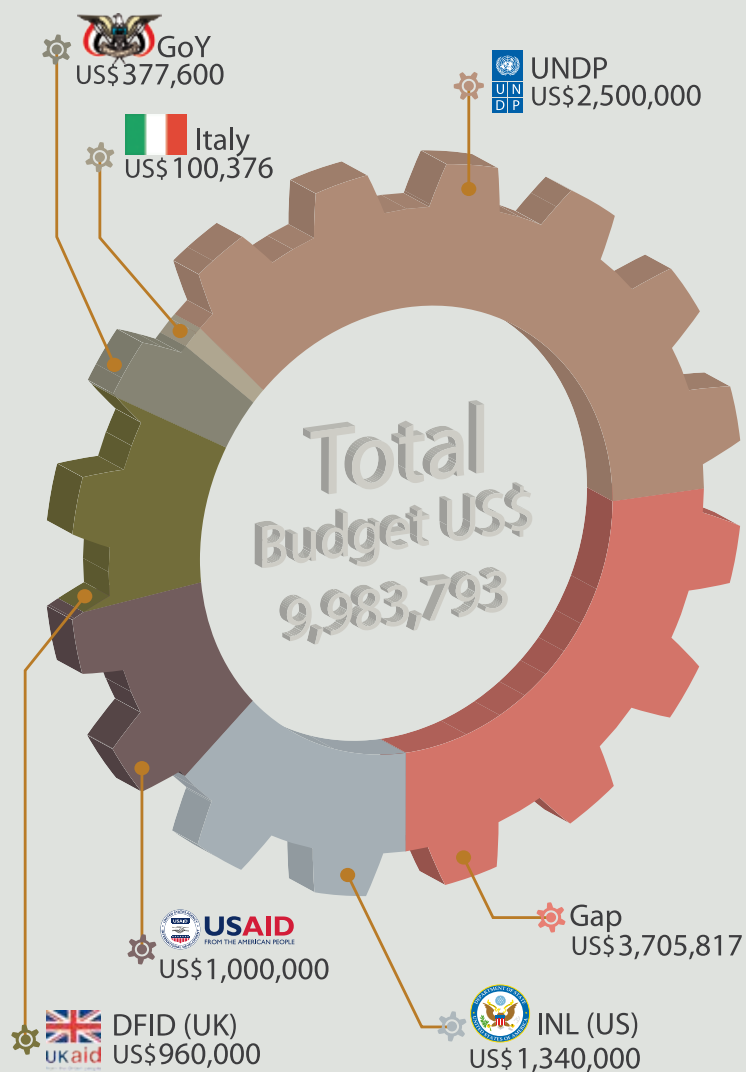
Adopt an incremental approach to capacity development, based on the evolution of the transitional process

Provide catalytic and transformative technical support to enable the government to meet its obligations under the GCC agreement and the Transitional Program for Stabilization and Development.

The ECDF is directly implemented by UNDP and is funded through a basket fund that combines financial contributions of donors through two different modalities: contribution to a UNDP Thematic Trust Fund and Project Cost-Sharing. Each donor wishing to participate in the common funding of the ECDF can choose to contribute under either modality according to their specific internal rules and procedures



1- TPSD: Transitional Program for Stabilization and Development
 2- MAF: Mutual Accountability Framework
 3- EB: Executive Board



As of May 2013

Benefits and results from the project during 2012 and 2013 include:

- > Technical support for Yemen's participation and inputs in the Riyadh, New York and London conferences in 2012 and 2013;
- > Development and finalisation of the TPSD, ready for it to be presented at the international Friends of Yemen conference in London in March 2013
- > Inputs to drafting of the Mutual Accountability Framework (MAF);
- > Technical advice on ICT equipment and training needs;
- > Development of plans for organisational change in Prime Minister's Office (PMO), Supreme Councils and Committees, and other bodies;
- > Development of a Strategic Plan for the PMO and support to the Office of the President to develop their strategic plan;
- > Introduction of new Business Processes in the Presidency, PMO and Ministry of Planning and International Cooperation supported by the procurement of much essential equipment for government offices and provision of subsequent training;
- > Facilitation of drafting of a concept note for Yemen's 2030 Economic Vision;
- > Leadership on and delivery of MAF priorities no. 3 (Civil service biometric fingerprint system for the army and security), no. 8 (Development of a National Partnership Framework between the Government of Yemen and civil society organisations), no. 9 (Development of an Action Plan for Youth Employment), and no. 12 (Strengthening aid pledge allocation).

The project will continue in 2014, and has an overall budget of US\$8.5m, which includes around US\$2m in in-kind contributions from the Government.

Meet Zubaidah...



Empowering young women to assume leadership positions

The Emergency Capacity Development Facility (ECDF) is UNDP's response to the need to develop national capacities and for assistance in key public sector institutions – such as the Presidential and Prime Minister Offices, the Ministry of Planning, Ministry of Finance, Ministry of Industry and Trade, and Ministry of Interior – during Yemen's transitional phase.

Having worked as a volunteer for the United Nation Information Centre in translation, networking, and news monitoring from 2007 to 2012, Zubaidah Mohammed al-Awahdhi is well acquainted with the UN system. Zubaidah has an impressive list of achievements to her name, including a degree from Sana'a University, and a certificate in IT and graphics. She was selected as the best trainer of the year to train staff in the Prime Minister's Office and Parliament in the 'International Computer Driving License'.

Mr. Hasan Hubaishi, Secretary-General of the Council of Ministers and a senior leader who is committed to empowering a new generation of female and male public servants, recognised Zubaidah's potential and appointed her as the main government coordinator and counterpart for the ECDF. For her part, Zubaidah acknowledges that working with Mr. Hubaishi presented a turning point in her career, offering the chance to strengthen her interpersonal and leadership skills.

"I have been working with the ECDF project for only about eight months, but it feels as if it has been eight years of experience," Zubaidah says during an interview. "Working together with ECDF colleagues has sharpened my capacities in fields such as strategic planning, communication, negotiation and conflict resolution, good governance, and in many other areas," she adds. "This is helping me to develop my talent and become a good leader."

Reflecting on her motivations to accept the job as the project coordinator, Zubaidah recalls that she had been keen to work with ECDF. She believes that the project will help Yemen during the transitional period, particularly to improve national capacities and promote reform. Zubaidah believes that a major achievement of the project has been its encouragement for the formation of multi-disciplinary intergovernmental teams in charge of elaborating key reform proposals, for instance for job creation and youth employment.

The second sister out of a family of three brothers and three sisters, Zubaidah comes from a hard-working family that places high value on education. "My father is an architect and my mother is a housewife; three of my brothers and sisters are engineers in different fields; one of them is a chemist, while the other two are still in school," Zubaidah explains. "Working for the ECDF has strengthened my conviction that without adequate capacities and skills, we will never manage the change we seek."

Ms Zubaidah al-Awahdhi's career has just begun, but her ambition to bring about positive change for the Government and the citizens of her county is indisputable. "I am trying to find a scholarship to finish my Master Degree and pursue a PhD in the United States," she explains. "Then I want to return to Yemen and become a minister who will drive forward the process of reforms in Yemen and shape a better future for my fellow citizens."

Meet Ibrahim...



Understanding and communicating to resolve Yemen's conflicts

Ibrahim Sallam, a 34-year-old member of staff in the Yemeni Prime Minister's Office, says that in Yemen "understanding the nature and causes of conflict" is the first step in creating effective and strategic communications to resolve conflict. This view comes after participating in a workshop organized by UNDP's Emergency Capacity Development Facility (ECDF) project in Sana'a.

ECDF is working with the Prime Minister's Office and the Presidential Office to build up their capabilities to communicate effectively and strategically across gender, age, political and social groups. Ibrahim has been selected to become member of the taskforce group that will produce the strategic communication plan for the Prime Minister Office.

Ibrahim is married with two children and currently manages the Asia and Africa Unit in the Media and Political Bureau of the Prime Minister's Office. He has participated in several initiatives and activities organised by the ECDF project, including the design and implementation of a media outreach plan to promote a partnership framework between civil society organisations and the government.

"I now have the confidence and ability to work on ways to end conflict, and I understand how communication can be strategic. My views concerning the 2011 events are more flexible as I now have a better understanding of the causes underlying Yemen's conflicts and what is needed to address them," Ibrahim explains during the reflection session at the end of the workshop, which was convened in June 2013.

The workshop discussed the role of strategic communication and conflict resolution in transitions such as that which Yemen embarked on in 2011. The aim of the workshop was to train participants in the use of practical tools for communication and crisis management, and in how these can help decision-making and improve accountability, transparency and credibility. The workshop was attended by civil servants responsible for political analysis, good governance and media outreach, at the Presidential and the Prime Minister's offices and the Ministry of Planning and International Cooperation.

In an interview, Ibrahim, explains that the training produced a "paradigm shift" in his work. It enhanced his leadership knowledge by highlighting the importance of strategic communications for government and showing him innovative tools for analysing the current crisis in Yemen. "I recognise that I have a role to play in bridging communications between government decision makers and Yemeni society," Ibrahim says. As he explains, Yemen entered a sensitive and difficult period with its new transitional government, which faces the twin challenges of bringing security and enacting reforms to bring about lasting positive change.

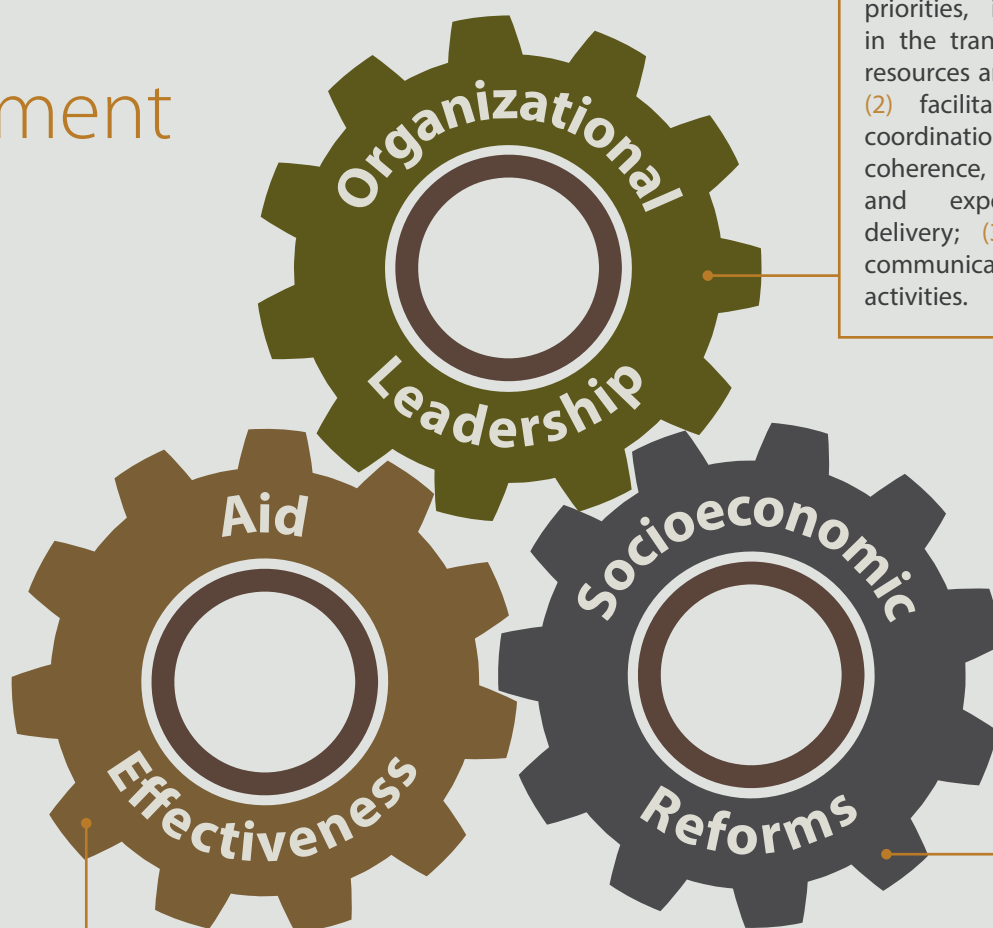


The ECDF Team with the Primer Minister of the Republic of Yemen and the UNDP Senior Country Director (center)



Mr Ismail Ouldcheikhahmed, UN Resident and Humanitarian Coordinator explaining ECDF project to Ms. Helen Clark, UNDP Administrator.

Three gears for capacity development






It includes activities to enhance the government capacity to (1) establish priorities, identify key milestones in the transitional process, allocate resources and define responsibilities; (2) facilitate government's intra-coordination in order to ensure coherence, foster decision making and expedite State's service delivery; (3) manage institutional communication and outreach-related activities.

It includes activities to enhance the government capacity to: (1) develop and effectively manage aid coordination mechanisms during transition, including the preparation of key partnership fora, such as the "Friends of Yemen Meeting" and Consultative Groups (CG); and post CG meetings, (2) ensure aid effectiveness, transparency and accountability in line with standards aid management principles (Paris Declaration, Accra Action Agenda) (3) facilitate appropriate coordination between strategic planning, budgeting and aid management.

It includes activities to enhance the government capacity to: (1) assess socioeconomic sectors in view of the formulation of new policies, strategies and programmes; (2) economic visioning during transitional and beyond; (3) develop strategic scenarios, option and legal frameworks for socioeconomic reforms.

Early Results

	 Organizational Leadership	 Aid Effectiveness	 Socioeconomic Reforms
MoPIC	<ul style="list-style-type: none"> • ICT upgrade and establishment of management system • High Level Advisory Services • Advanced planning for MoPIC structural reorganization 	<ul style="list-style-type: none"> • Mutual Accountability Framework • Donor coordination Yemen Pledge ad Project Database Portal 	<ul style="list-style-type: none"> • Joint Socio Economic Assessment • Transitional Plan for Stabilization and Development • Partnership framework between Government and CSOs
PM Office	<ul style="list-style-type: none"> • Draft Strategic Plan and Implementation Plan • ICT upgrade and establishment of information management system • Proposal to restructure and rationalize the Supreme Councils and committees • Training and support for strategic communication 	<ul style="list-style-type: none"> • Enhanced strategic coordination and planning capacity of key staff of the Council of Ministers Secretariat 	<ul style="list-style-type: none"> • High level advisory services and training • Preparation of Youth Employment Action Plan and plans for its implementation • Preparation of Action plan to implement the Civil service biometric fingerprint system in the civil service, army and security forces to remove double-dippers and ghost workers
President	<ul style="list-style-type: none"> • Construction and equipment of additional office space for the President's Secretariat • ICT upgrade and establishment of management system • Training Sessions and ongoing drafting of a Strategic Plan and Implementation Plan • Training and support for strategic communication 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Plan to provide high level advisory services on transitional priorities
Mol	<ul style="list-style-type: none"> • Increased Radio communication • Plans to equip and support the newly created office of the Inspector General • High-level Advisory Services • Leadership and other high level trainings for key staff 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Not applicable
MoIT	<ul style="list-style-type: none"> • Yemen Economic Vision 	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Yemen Economic Vision Concept Paper
MoF	<ul style="list-style-type: none"> • Not applicable 	<ul style="list-style-type: none"> • Enhanced coordination with MoPIC to improve the planning, budgeting and investment cycle 	<ul style="list-style-type: none"> • Not applicable

The impact of conflict on women and children



High-rank officers of the Yemeni Police with Mr. Gustavo Gonzalez, UNDP Senior Country Director, at the occasion of a seminar on Conflict, Women and Children in Sana'a, 2013.

Conflict takes a heavy toll on women and children, which is often inadequately recognised. Women and children suffer violations of their human rights, including violence, torture, disappearance, rape, ethnic cleansing, displacement and separation from family. The social and psychological traumas can last throughout their lives.

In 2013 UNDP and the Ministry of Interior jointly organised two workshops on the subject of the impact of armed conflict on women and children. The first workshop was held in Sana'a from 24- 25 June 2013 for 25 police officers from central and northern governorates, and the second workshop was held in Aden from 2-3 July for 20 police officers from the southern governorates. The workshops aimed at making the participants aware of how violent conflict affects women and children, and at improving their ability to alleviate the impact of conflict on vulnerable groups. The opening ceremonies were attended by senior police officers, UNDP staff, the media and members of the international community.

At the workshop in Sana'a the Deputy Minister of Interior for Finance and Human Recourses, Major-General Dr. Mohammed al-Shorafi thanked UNDP's Emergency Capacity Development Facility and said that the Ministry of Interior was committed to training police officers on this important issue. UNDP's Senior Country Director, Gustavo Gonzalez, emphasised that women and children were often the most affected by conflict, and that Yemen was no exception in this regard. "Women and children represent the future of any society," he added, "and if they are not adequately protected, a country's future is put at risk."



Working group discussion at the ECDF/Mol workshop on "The impact of armed conflict on women and children"



Group picture at the ECDF/Mol workshop on "The impact of armed conflict on women and children" including the Deputy Minister of Interior for Finance and Human Resources Major General Dr. Mohammed Al Shorafi and the Senior Country Director of United Nations Development Programme (UNDP) Mr. Gustavo Gonzalez.



Group picture at the ECDF/Mol workshop on "The impact of armed conflict on women and children". Including (from the left) Mr. Mohammed Thatha, ECDF police advisor; Mr. Gustavo Gonzalez , Senior Country Director of UNDP Yemen; Major General Dr. Mohammed Al Shorafi, Deputy Minister of Interior for Finance and Human Resources; Major General Abdo Thabet, Inspector General of Ministry Interior; Dr. Edward Christow, Governance Team Leader UNDP Yemen.



Working group discussion at the ECDF/Mol workshop on "The impact of armed conflict on women and children"

National Dialogue



مؤتمر الحوار الوطني الشامل
— **بالحوار نصنع المستقبل** —

Support to the National Dialogue Conference

The planned National Dialogue phase of the transitional period in Yemen, and the associated National Dialogue Conference, are important and historic steps in the journey to define a new Yemen through peaceful means. Coming after a period of open conflict in Yemen, during 2011 and into 2012, the planned dialogue ought to be transparent, inclusive and attentive to the needs of the public, if it is to succeed. The Comprehensive National Dialogue Conference, which began in March 2013, has so far been the primary link between the Yemeni public and people or organised groups representing their interests. While the conference was the primary tool for public engagement outlined by the Gulf Cooperation Council transition agreement, it was necessary for parallel processes and initiatives to link into the conference, in order to bring the influence and voice of the public more effectively into the conference.

Through a project funded by the United Nations Peacebuilding Fund, aiming to support dialogue and the National Dialogue Conference, UNDP has been seeking to enhance citizen engagement and participation in dialogue and efforts to find practical and sustainable solutions to the numerous issues and conflicts that have been affecting Yemen. Under this project, UNDP has been working with representatives of civil society, non-governmental organizations, unions, tribal constituencies, and the media to facilitate the flow and communication of ideas and outcomes into and out of the dialogue conference, providing channels for consulting, educating and informing the public.

This project was initiated in 2012. Activities and results of the project during 2012 and 2013 included:

- > Development of the media and outreach strategy for the NDC Secretariat;
- > Development of the logo and official song of the National Dialogue;
- > Production of 15 videos on different topics (such as human rights, transitional justice, gender, the economy) which have been aired on national TV;
- > Facilitation, in partnership with National Democratic Institute (NDI), of 10 televised 'townhall' meetings in different parts of the country;
- > Establishment, training and support to a 400-strong coalition of civil society organisations which supported the NDC;
- > Facilitation of seven events, in different parts of Yemen, in support of the conference, attended by over 3,500 participants and delegates;
- > Design of communications materials for the conference, including 18,000 copies of the widely distributed 'Dialogue in a Box' toolkit.



President AbdoRabu Hadi stands during the Yemeni national anthem as the opening ceremony for the Comprehensive National Dialogue Conference was inaugurated on March 18, 2013.

A tangible dialogue

UNDP-Yemen Governance Team is Turning Perceptions into the Palpable

SANAA, YEMEN – Inside the five-star Movenpick Hotel Sanaa, in its large spacious halls, and vast marbled floors, some 565 delegates of the Comprehensive National Dialogue Conference are attempting to turn an intangible dialogue about the nation's most serious issues into something tangible – namely a new constitution.

Talk and cooperation was only a dream more than two years ago when, during 10 fractious months, protracted clashes between government forces and the opposition, led to the jarring crack of gunfire across the country, rather than the tranquil sound of conciliation. It was only right that on the date when protesters were met with a hail of gunfire, March 18, 2011, known to all across Yemen as the 'Friday of Dignity', where roughly 50 protesters were killed, that two years later the guns would go silent and the sound of cooperation would ring loudly on the opening day of the conference, March 18, 2013.

The Comprehensive National Dialogue Conference is about ideas and solutions. Thirteen issues are crowded around the dialogue table: women, freedom and rights, the Southern issue, Sa'ada, national issues, national reconciliation and transitional justice, state-building, the constitution, good governance, the armed forces, the independence of special entities, development, social and environmental issues, formation of a committee to draft the constitution, and implementation of the conference outcomes.

In short, the solutions are the product.

That has become the driving motto of the UNDP Comprehensive National Dialogue Conference Communications Support Programme. Yet, translating concepts into educational commodities, in a post-conflict era is a difficult task, especially in a country where issues of day-to-day survival, rather than subtle constitutional concepts, are the priority for many Yemenis, in a country faced with high unemployment. However, away from where the delegates congregate, inside small halls rented by civil society organisations representing large swaths of the country, the dialogue is doing what people never thought it could: it is being delivered into the people's own hands.

Designed to address the central concepts and issues in the national dialogue, UNDP has created, designed and delivered 10,000 citizen information kits, shaped like an airplane seat television screen, called the "Dialogue in Between Your Hands." Open the kit, and a citizen is armed with an information booklet created by the National Dialogue Secretariat, with flashcards on each of the 13 issues of the dialogue, as well as a lapel pin, a pen and a sticker. It is in ways a symbol of how Yemen needs no longer be ruled by guns, but instead by ideas, central to which is the rule of dialogue.

"People are unclear what the conference is about, other than our 'future,'" said a youth civil society representative, who is part of a large network which is distributing boxes across the country, and literally placing the dialogue in the hands of citizens. "This makes it clear that to be involved you have to have knowledge. Knowledge is our strength."

It may seem like a quite simple concept, but it is in fact transforming the way the dialogue reaches people. Distributed through civil society networks, the dialogue box reaches the hands of those on the frontlines of many of the issues of the conference, whether it is women's issues, or the southern issue, which is the cause of much friction and discord across the country. The conference secretariat itself has praised the tool, calling it the central didactic product produced to support its mission – turning the intangible to the tangible.

"In simple terms, the 'Dialogue Between Your Hands' is about taking ideas and turning them into a tangible communication and education tool," said Edward Christow, head of the UNDP Governance Unit. "The more hands around the dialogue, the more likely concepts will turn into solutions."



Delegates to the Comprehensive National Dialogue Conference (CNDC) gather at the Republican Palace to inaugurate the opening session of the conference.

Local Governance



The aspiration in Yemen for decentralised government arises reflects the role played by traditional local authorities and the mixed experience of central national government. As Yemen seeks to move forward from the political changes of 2011, UNDP is therefore working to support improvements in local governance, through a Local Governance Support Project which builds on work done and lessons learned during an earlier project to support decentralisation and local development.

The aim of the current project is to support Yemen in its efforts to transform its Local Authority System into a Local Governance System, in line with the structures and systems described in the 'National Strategy for Transition to Local Governance'. The project aims to support implementation of this strategy, providing support at three levels: 1) national structures that formulate and coordinate implementation, 2) central government institutions such as the Ministry of Legal Affairs, and 3) local government units at governorate and district levels.

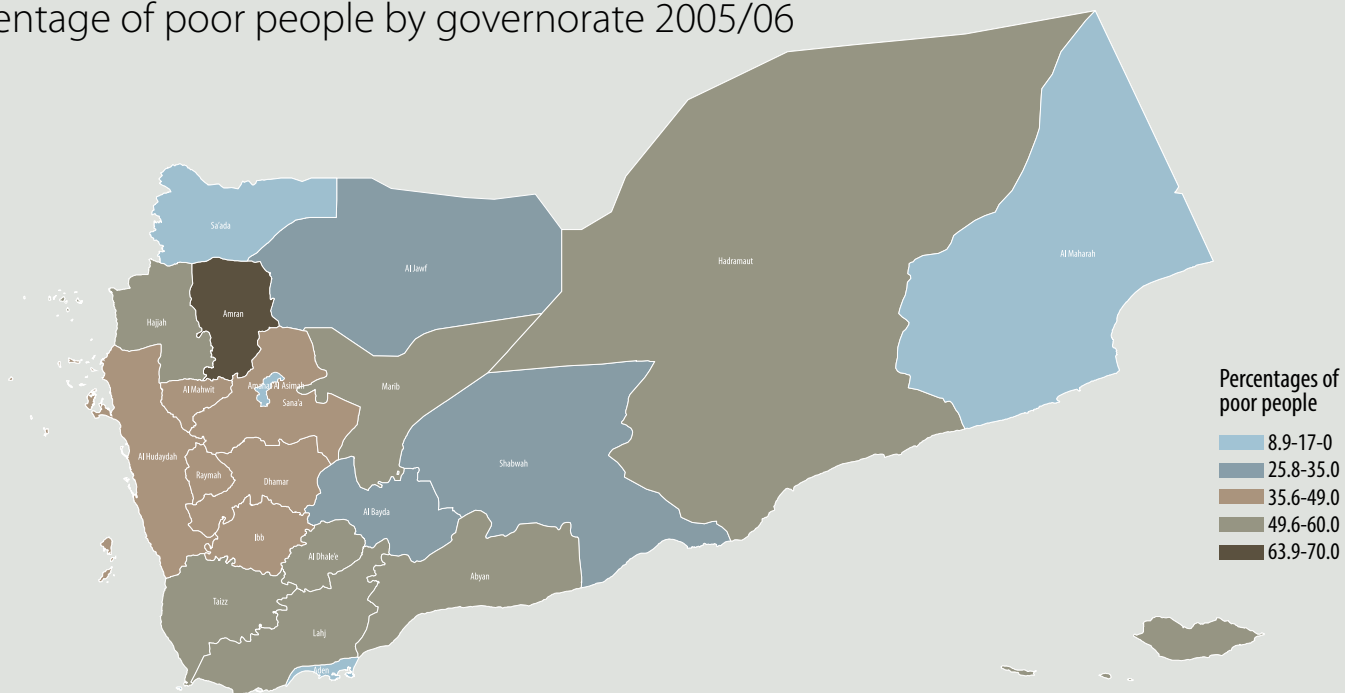
Across these three levels of government, the project has:

- > Enhanced government efforts to develop comprehensive institutional, legal and regulatory frameworks for local governance;
- > Supported the government in developing the central and local capacities required for the local governance system to function;
- > Improved local government capacities to use public resources effectively in the pursuit of local development and the achievement of the Millennium Development Goals.

Activities and results of the project during 2012 and 2013 included:

- UNDP has provided technical advice to the Ministry of Local Administration (MoLA) to reform its current organisational structure and align the Ministry with the emerging outcomes of the National Dialogue Conference;
- In partnership with the MoLA and the Ministry of Finance, UNDP produced a 'Policy Options Paper' on the future form of local governance and decentralisation. The paper was discussed at the Council of Ministers and subsequently became a reference document for the NDC;
- UNDP made a significant contribution to building the capacity of the government in policy and law formulation and refocused the attention of the government (particularly the MoLA) on decentralisation and local governance, through supporting high level participation from MoLA in the Uganda Global Forum on Local Development and a study tour to France;
- UNDP facilitated a training programme for 35 senior staff from the MoLA on policy, gender, administration and legal framework in relation to local governance and decentralization. The above also included the production of trainers' manuals which the Ministry has used to replicate the training to over 50 staff at their own cost.

Percentage of poor people by governorate 2005/06



Exploring formal and informal governance in Yemen

One example of UNDP's thought leadership in Yemen is the Formal and Informal Government Assessment which the Country Office is currently leading in partnership with the Ministries of Local Administration (MoLA) and Planning and International Cooperation (MoPIC) and with the European Union, the World Bank, United Kingdom and a number of national CSOs as well as UNDP's Regional Centre in Cairo, the Oslo Governance Centre and UNDP's Bureaux for Crisis Prevention and Development Policy.

The assessment is the first of its kind in contemporary Yemen, and it will be used as a showcase of UNDP's thought leadership at the global level. The purpose of the assessment is to conduct a political economy and drivers of change analysis of the informal and formal governance structures in Yemen and explore the prospects for how best these two systems can work together. The findings and analysis of the study, which will cover all Governorates, will establish the first formal and informal Governance baseline in Yemen.

The assessment is led by two leading researchers who oversee the work of Apex Consulting, Yemen's leading advisory firm, which is undertaking the survey. The assessment is also supported by a Steering Committee which is jointly chaired by UNDP and MoLA, and by an Advisory Committee composed of leading governance experts. The results of the assessment will be known by January 2014 and will feed into the preparation of Yemen's post-transition plan. As such, the assessment will support the Government of Yemen (GoY), relevant national stakeholders (including the private sector), the UN Country Team, and international development partners in their development of plans and policies for the subsequent stages of Yemen's post-2011 transition.

In addition the assessment will also:

- Consider the entry points for international development partners to engage in strengthening the relationship between formal and informal governance structures, including how international development partners and implementers can best facilitate policy development.
- Assess the appropriateness of UNDP's support work on informal and formal governance structures in the context of the political economy and the intended transition.
- Make specific recommendations to the Government of Yemen, national and international stakeholders, and UNDP, about appropriate measures to strengthen the linkages between informal and formal governance structures (the findings of the assessment will also feed into the development of UNDP Yemen's future Governance projects).
- Examine the points and arenas where formal and informal governance structures in Yemen most interact.
- Review the legal status and powers of informal governance structures in Yemen, in order to gain a better understanding the powers of informal institutions, and their relationship with formal authorities.
- Consider whether and how current conflict dynamics impact formal and informal governance institutions and structures.
- Consider how informal institutions are resourced, including how resources are flowing from formal institutions to the informal sector, and vice-versa.



Students at rural primary school outside Sana'a

Fostering Inclusiveness

Youth Observatory



During a training workshop by the Observatory for the 31 Youth Observatory Advisory Committee Members, Sana'a 18-22 November, 2012

Empowering the youth of Yemen – who make up around three-quarters of the population – is central to the success of the transition. The young played a prominent role in the protests in 2011 that sought to bring about reform in the country. Building on this, the role of youth needs to be supported, so that in decision-making and in wider terms of public participation young people can fulfil their economic, political and social potential.

In order to accomplish this goal, in partnership with national counterparts, UNDP has launched a project to establish a Youth Observatory, which will be staffed and led by Yemeni youth and help their generation find common solutions to the problems they and their country face during and beyond this transitional period.

The project contributes to the achievement of goals set out in the United Nations Development Assistance Framework and UNDP's Country Programme Document, namely to strengthen the engagement of young women and men in national and local decision making that affects their own well-being, and to expand the institutional mechanisms for youth and women to do this.

During 2012 and the first half of 2013 the Youth Observatory was successfully established and launched, with its premises furnished and equipped, and with a founding committee established, in which women and Yemeni NGOs were well represented. The project helped the Observatory to prepare two policy studies to contribute to the National Dialogue, and to serve as inputs for a future national strategy for youth. In addition, preparations were made for the Observatory to carry out a comprehensive survey of youth in Yemen, which is expected to be completed in 2013. The project has

benefited from co-operation with the Ministry of Sports and Youth, the Ministry of Human Rights, the Ministry of Planning and International Cooperation, the Ministry of Legal Affairs, and the charity Jamiat al-Islah al-Khayriyah.

Activities and results of the project during 2012 and 2013 included:

- Development of the Youth Policy Options Paper which was shared with all National Dialogue delegates and which was followed by deliberations in two cross-National Dialogue Conference Working Group meetings (involving the Good Governance, Transitional Justice, State Building, Rights and Freedoms, Development, Sa'ada and Southern Working Groups);
- Facilitation of Youth Observatory round-table, in partnership with UNDP's Regional Centre in Cairo, which involved participation from Yemen, Egypt, Morocco, Saudi Arabia and Tunisia;
- Facilitation of a comprehensive youth survey (being finalised in late 2013);
- Establishment of the Youth Observatory as an independent Yemeni civil society organisation which has now become self-sustainable with no financial support from UNDP.



Primary proposal for related youth policies

The Primary Youth Policy Proposal aim to evaluate the current situation for laws, policies, and programs related to youth, and identify the gap in addition to identify priorities for the required legislative and legal reforms. It will also propose the necessary treatments and identify the related stakeholders.

This study was drafted by two highly recognized academics from Sana'a University hired as consultants. It provides a thorough analysis of existing policies and legal documents related to youth, overview of regional experiences with youth policy formulation, as well as the matrix of required reform priorities. The seven founding members of the Youth Observatory were consulted on weekly bases on the drafts of the document. A formal consultation meeting with 30 representatives of state institutions, civil society organizations and UN also took place. The Policy Paper has been submitted to the Secretariat of the National Dialogue. The Observatory conducted three formal meetings with the youth members of the National Dialogue to introduce the Youth Policy Proposal and agree on advocacy plans inside the National Dialogue Process.

http://www.ye.undp.org/content/yemen/en/home/library/democratic_governance/primary-proposal-for-related-youth-policies.html

Human Rights



Sisters going for water to a public well in Sana'a

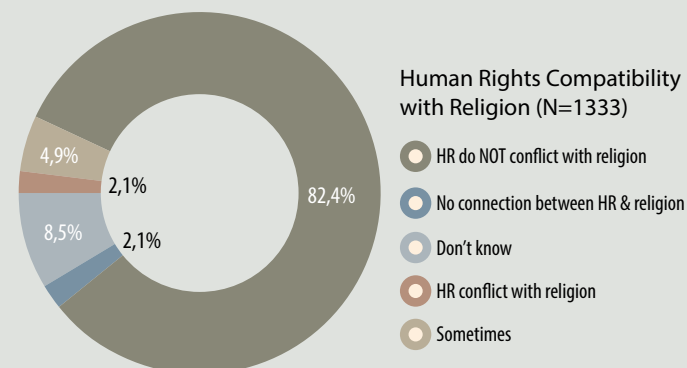
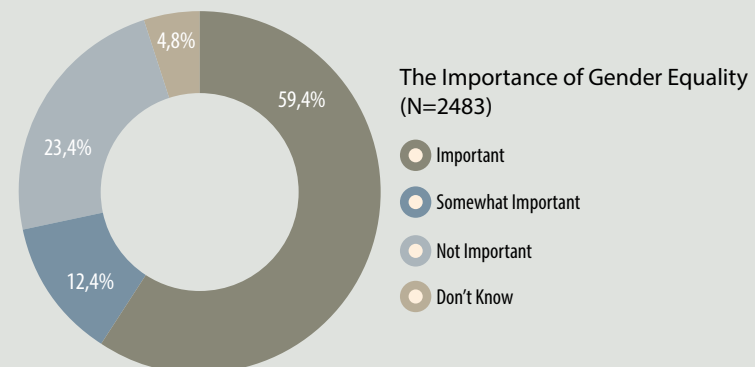
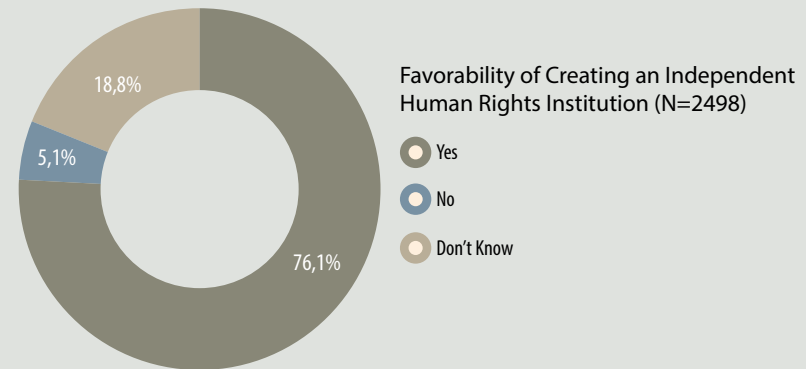
Establishing full respect for human rights and the rule of law is a priority for Yemen as it moves forward from the popular uprising of 2011. The transition period, and the steps within it, such as the National Dialogue Conference and the preparation of a new constitution, are also a positive opportunity to accelerate progress in human rights and the rule of law.

In response to this priority and opportunity, in 2012 UNDP launched a project to support human rights through the transition period. The project aims to:

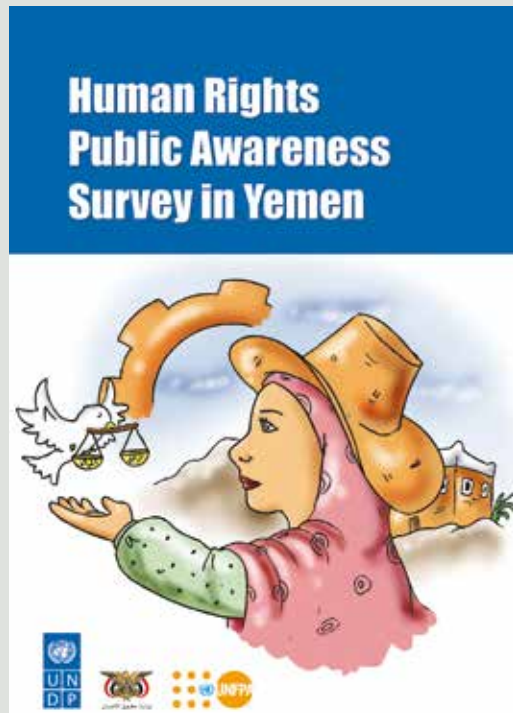
- > Establish an independent national human rights institution;
- > Develop civil society capacities in the area of human rights; and
- > Support the Ministry of Human Rights so that it can contribute appropriately to the transitional process.
- > The bulk of the work of the project will be during 2013 and 2014. The key partners in the project are the Ministry of Human Rights, the Ministry of Planning and International Cooperation, and the UN Office of the High Commissioner for Human Rights.

Activities and results of the project during 2012 and 2013 included:

- > UNDP, in partnership with the Ministry of Human Rights (MoHR), facilitated Yemen's First National Human Rights Conference which attracted over 3,500 delegates from all parts of Yemen as well as participants from the Middle East and other parts of the world;
- > In partnership with the Office of the High Commissioner for Human Rights (OHCHR) and the MoHR, UNDP facilitated the International Human Rights Day in Sana'a which was attended by several cabinet ministers, national civil society organisations, UN organisations, diplomatic missions and international NGOs;
- > With OHCHR and MoHR, UNDP facilitated five events in different parts of the country to review the legislation for the establishment of an Independent Human Rights Institution. In addition, UNDP supported MoHR to review over 350 comments by the public; provided Human Rights training to members of parliament who will be reviewing the draft legislation; and, facilitated two sessions for the Good Governance, Transitional Justice, State Building, Rights and Freedoms, Development, Sa'ada and Southern Working Groups in the NDC;
- > UNDP supported the Ministry of Human Rights to finalise Yemen's Universal Period Review (UPR);
- > UNDP supported MoHR to launch Yemen's Human Rights Strategy.



Public awareness about human rights



Some findings in a survey conducted in 2010:

- Yemenis overwhelmingly consider political, civil, economic, social, and cultural rights to be important
 - The right to education was the most commonly mentioned right when respondents were asked to identify the three most important human rights concerns facing Yemen
 - 83% of respondents said that human rights do not conflict with religion
 - Only 22% of respondents said that human rights conflict with Yemeni culture
 - Fewer than half of respondents had heard of gender-based violence, while 35% had seen, heard, or read about it recently. Awareness of gender-based violence is significantly higher in urban areas
 - 76% of respondents supported the creation of an independent human rights institution
 - Female respondents had more confidence than men in the judiciary, prosecutors and the media to uphold their human rights
-
- Male respondents had more confidence than women in sheikhs, Local Councils and Members of Parliament to uphold their rights
 - Nearly two-thirds of respondents cited corruption as the reason they lack confidence in the police and security forces to deal with human rights concerns
 - Nearly one in ten respondents reported that either they or a family member had experienced torture or cruel and inhumane punishment while in detention

– Ministry of Human Rights (Government of Yemen), UNDP and UNFPA, 'Human Rights Public Awareness Survey in Yemen' (2011/12)

Survey sample: 2,498 interviews across 20 governorates; 50% men, 50% women; 23% urban, 11% peri-urban, 66% rural

Meet Maha...

Maha Awad, a Yemeni women's rights activist, speaks



"As a Yemeni women's rights activist, I am both fearful and hopeful of what the future could bring in terms of women's rights. I feel that the current transition period is critical in determining the situation of women in Yemen. We need to protect the gains we have secured in past years, and push for greater women's rights.

"We have to protect women from common human rights violations such as domestic violence, and we need to eliminate the discrimination that affects women's lives. It is not enough for us to make gains on issues such as a quota for women in the National Dialogue or even the parliament. Improvements in respect for women's human rights must be felt by the average woman, in the street and at home.

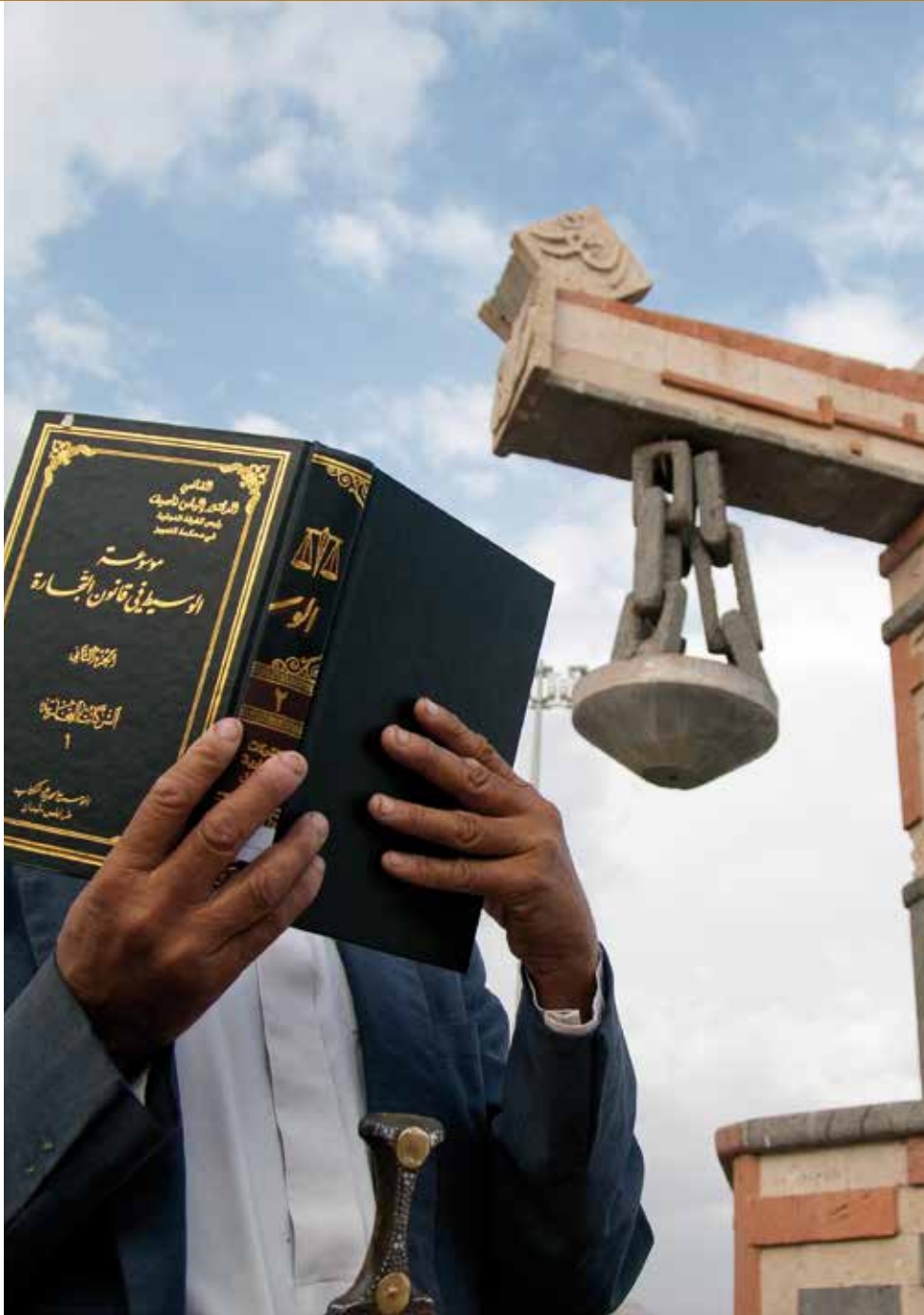
"Women took part in the 2011 revolution by participating in the protests and sacrificing a lot. Some lost their lives, others were injured, and many women lost their sons, husbands, and brothers. Their involvement in the protests has presented an important picture of women in Yemen. As women, we think that the aims of the revolution will be met if we women are given equal citizenship and justice. Women must also be able to have a fair say in the making of policy and in the places where decisions are taken.

"It is a shame that the transitional institutions have not committed themselves to achieving equality. If we fail to improve the situation for women we will start to lose more rights. Women have fought and worked hard to improve women's rights and to end discrimination – be it cultural, political, legal, economic or social.

"I am still hopeful, however, because I feel that as women's rights activists, we do not stand alone. The UNDP project to support human rights during the transition is supporting us in our work and it's helping us as women activists to join forces and to work together as a team towards our goals.

"The project is providing us with a shared platform, and helping us to shape our vision and strategies. And it's helping us to co-ordinate our efforts – all of which I hope will mean that we're on the right track to achieve our goals."

Transitional Justice



In parallel with the need to advance respect for human rights and the rule of law, Yemen faces the need to improve the processes of justice in the country and to provide transitional justice, as it is increasingly referred to. This will help Yemen both to manage its own transition and to comply with international standards and good practices in justice.

During 2012 UNDP therefore launched a two-year project to support the implementation of transitional justice. The project is in partnership with the Ministry of Legal Affairs, the Ministry of Human Rights, the Office of the High Commissioner for Human Rights (OHCHR), the Commissions on Justice and Reconciliation, the commissions on land issues and forcibly dismissed employees, and civil society organisations and NGOs from the north, east, south and west of the country. The project aims to:

- Support the Ministry of Legal Affairs in drafting by-laws associated with the Law on Transitional Justice and National Reconciliation
- Enhance the technical and operational capacities of the Ministry of Legal Affairs and the Commission for Reconciliation and Justice, in priority areas, so that they can fulfil their mandates effectively
- Support the future independent national human rights institution to provide effective oversight of the Commission for Reconciliation and Justice
- Advocate for legal reforms and appropriate policies to ensure human rights violations do not recur
- Strengthen initiatives from civil society and victims and community groups, regarding transitional justice and national reconciliation

- Enhance the technical and operational capacity of the National Commission of Enquiry so that it can fulfil its mandate
 - Encourage compliance with positive international norms and standards in transitional justice.
- Activities and results of the project during 2012 and 2013 included:**
- In partnership with OHCHR and the Ministry of Legal Affairs, UNDP facilitated five events in different parts of the country to inform the public about the draft Transitional Justice Legislation and receive feedback;
 - UNDP provided technical advice to the Ministry of Legal Affairs on the draft Transitional Justice Legislation, the Presidential Decree on Establishing a Reparation Fund for the Victims of Human Rights Violations, and other legislation;
 - UNDP provided material and technical support to the commissions on land issues and forcibly dismissed employees, which has enabled them to deal with the backlog of 200,000 cases in southern Yemen.



Transitional Justice Educational Event in Sanaa, 6th and 7th July 2013. Working group discussions.

Land and Dismissals commissions in Aden and the TJ project

The Commission to Consider and Address Land Issues (Land Commission) and the Commission on Forcibly Dismissed Employees (Dismissals Commission) were established in January 2013.¹ Their objective is to investigate respectively injustice related to land and property issues, and forced dismissals “in the Sothern Governorates in order to complete the National Dialogue and National Reconciliation and as required by the Public Interest”.² The commissions review the violations against real estate, public or private lands or the employees in the civilian, security and military fields.³ They carry out their functions in light of impartiality, independence and objectivity and to uphold the supreme national interest when exercising their functions.⁴ It is expected that they issue the report to the president of the Republic until the end of 2013.

The Land and Dismissals Commissions face significant logistical, technical and financial shortages while the beneficiary society has great expectations. It is important to say that both commissions deal with more than 100,000 cases each and they are continue receiving more requests. Since they carry heavy burden in addressing injustice in the Southern Governorates, their failure may further deteriorate the existing fragile security situation and societal division. Also, work of the Commissions has huge impact on success of the National Dialogue Conference (NDC) and implementation of its respective recommendations.⁵

Support to the Implementation of Transitional Justice in Yemen Project (Transitional Justice Project) aims to ensure that the Commissions have the capacity to achieve their mandates. By providing support to these investigative bodies, the project contributes to settling down the most pressing issues in the state, therefore contributing to non-recurrence, which is overall objective of the Transitional Justice Project.

The project deploys national and international experts to advise commissions on international standards and best practice on how to achieve their mandates. The important element of this is to facilitate experience sharing with similar entities throughout the world. In order to secure public ownership, independence and openness of the commissions, the project creates a platform for fostering relations between CSOs and the commissions. One of the most crucial elements of support is the creation of databases which became a necessary tool to aggregate and desegregate files, and also to archive and protect collected documentation, which will contribute to preventing the recurrence of injustice. By providing support to the two commissions, the project significantly contributed to increasing the commissions’ performance. One of the arguments for it are the recently issued presidential decrees in relations to compensation of certain number of owners of the property and dismissed military personnel.

However, there are many more things to be done in relation to the commissions’ work. Due to the fact that activities of the commissions belong two TJ areas, failure of these bodies to deliver mandated services may be of significant negative impact on transitional processes in general. Further supporting the work of the commission will additionally legitimize the transitional justice process and, in the very end, significantly contribute to overall social-and political transformation of the country which will contribute to prevention of conflicts in future.

1- The commissions are established by the Presidential decree number 2 for the year 2013.

2- Ibid.

3- Articles 6 and 7 of the decree

4- Article 2 of the decree.

5- National Dialogue Conference aims to resolving the crisis in Yemen through inclusive dialogue with youth, women, the Houthis, the Hirak and other concerned parties. One of the key issues to be covered by the NDC is transitional justice.

Meet Hamzah...



“Now we can propose solutions”

Twenty-four year-old Hamzah al-Kamaly is one of the delegates to the Transitional Justice Working Group (TJWG) at the National Dialogue Conference, and is head of the TJWG's 2011 Human Rights Violations Committee. He explains how UNDP's project on Transitional Justice has improved not only his work, but also the work of the entire TJWG. “Without the knowledge that UNDP has provided, and still provides, we would not be able to fulfil our mandate and play a proactive role in shaping a Yemeni approach to transitional justice,” he says.

Al-Kamaly, who is also a student and a human rights activist, and was a leader of the youth movement during Yemen's revolution in 2011, has previously participated in several courses on transitional justice. He says that such courses are often too theoretical, without enough focus on practical solutions to particular justice problems or the benefits of transitional justice to society. The lack of a clear understanding of what transitional justice really is has hampered efforts to structure the work of the TJWG, he argues. “Before our discussions were not productive, not only because of different ideological positions, but because of lack of knowledge.”

“For the first time we managed to keep all the delegates in the room and to have a productive discussion”, says Al-Kamaly. The delegates said they had a new and deeper understanding of the concept of transitional justice and how it can contribute to solving burning issues in the country. They were also able to figure out better ways to structure their work.

“Now we have the chance to discuss with all stakeholders on the best way forward, especially those from areas burdened with human rights violations, like Sa'ada and Aden, and to propose solutions”, says Al-Kamaly. He also explains that support from UNDP has helped the TJWG to identify gaps in the draft Law on Transitional Justice and National Reconciliation, and to play a more active role in suggesting amendments. “We are now able to define principles that should guide transitional justice legislation and to propose relevant actions to the government and the president. This should lead to fulfilling the mandate of our working group”, he says.

“We provide capacity building, advocacy and outreach activities with the aim of generating lasting dialogue about past injustice,” says Dragan Popovic, UNDP's adviser on transitional justice in Yemen. “In turn this will strengthen democratic values and respect for human rights, and help to prevent recurrence of abuses,” says Popovic. Particular attention is paid to local civil society organisations and building a network of them to secure civic participation in the justice process. “The solution is with us, since we know our country and our needs,” says Al-Kamaly. “The international community should facilitate the process and provide comparative knowledge and analysis of practice and practical solutions, like UNDP has been doing.”

The transitional justice project was launched in August 2012 and will be completed by the end of 2014. The main donor partners are UNDP, its Bureau for Crisis Prevention and Recovery, and the UN Office of the High Commissioner for Human Rights.





choice

/tʃɔɪs/

"the opportunity or power of choosing."³

III. Widening Choices for inclusive development

3. <http://www.thefreedictionary.com/choice>



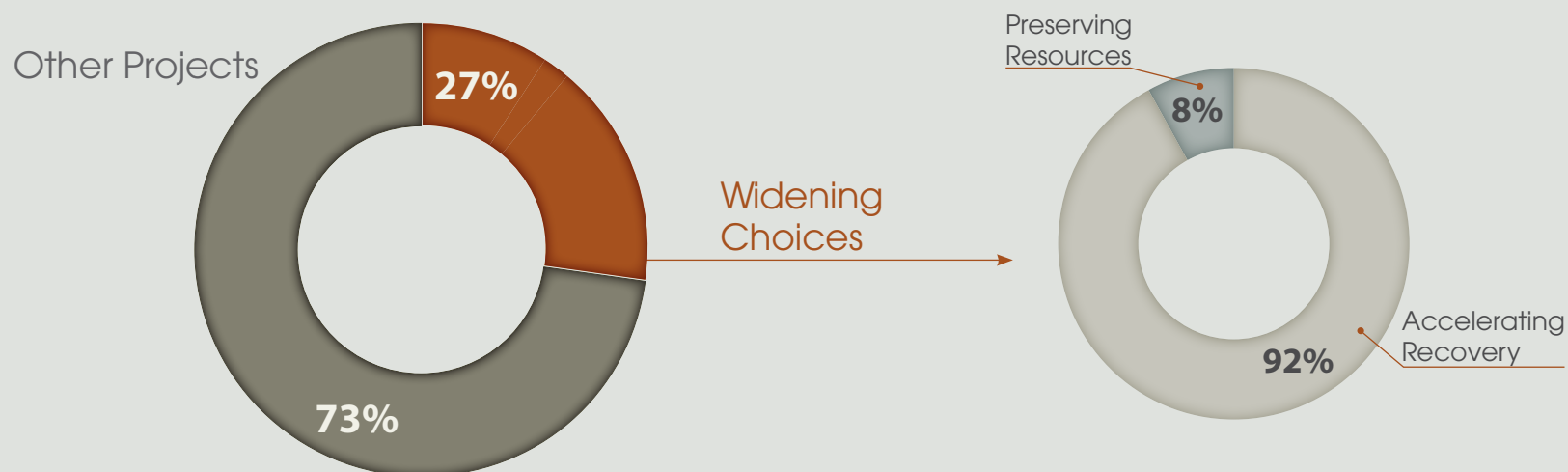
Widening choices, to bring about inclusive development, is one way to describe the common approach of efforts to help Yemenis prevent and recover from natural and man-made crises.

As well as depending on better governance, a better future for the people of Yemen depends on preventing future crises, building the resilience needed to recover faster from those crises that still occur, and improving the management of the country's natural resources and environment. Moreover, Yemen's path after the events of 2011 must be accompanied by tangible benefits for the people who need most help – for example, the poor and unemployed, and people whose livelihoods have been disrupted in the past or are vulnerable to disruption. Without tangible benefits and improvements in their lives, an opportunity for positive change and development will have been lost.

In view of this, UNDP's work in Yemen in 2012 and 2013 under the headings of crisis prevention and recovery aimed primarily at generating local dividends from peace and the transition, balancing and complementing support for the political and governance dimensions of the transition. This continues to be the approach beyond 2013. UNDP's work in this area has also been aligned with efforts under the Yemen Humanitarian Response Plan. In areas affected by violent conflict, UNDP's strategy has been to work with partners to help bring about a comprehensive recovery. Beneficiaries in 2012-2013 included people that remained in their home areas during conflict; people that were displaced or who returned to their homes; and communities that have been hosting internally displaced persons.

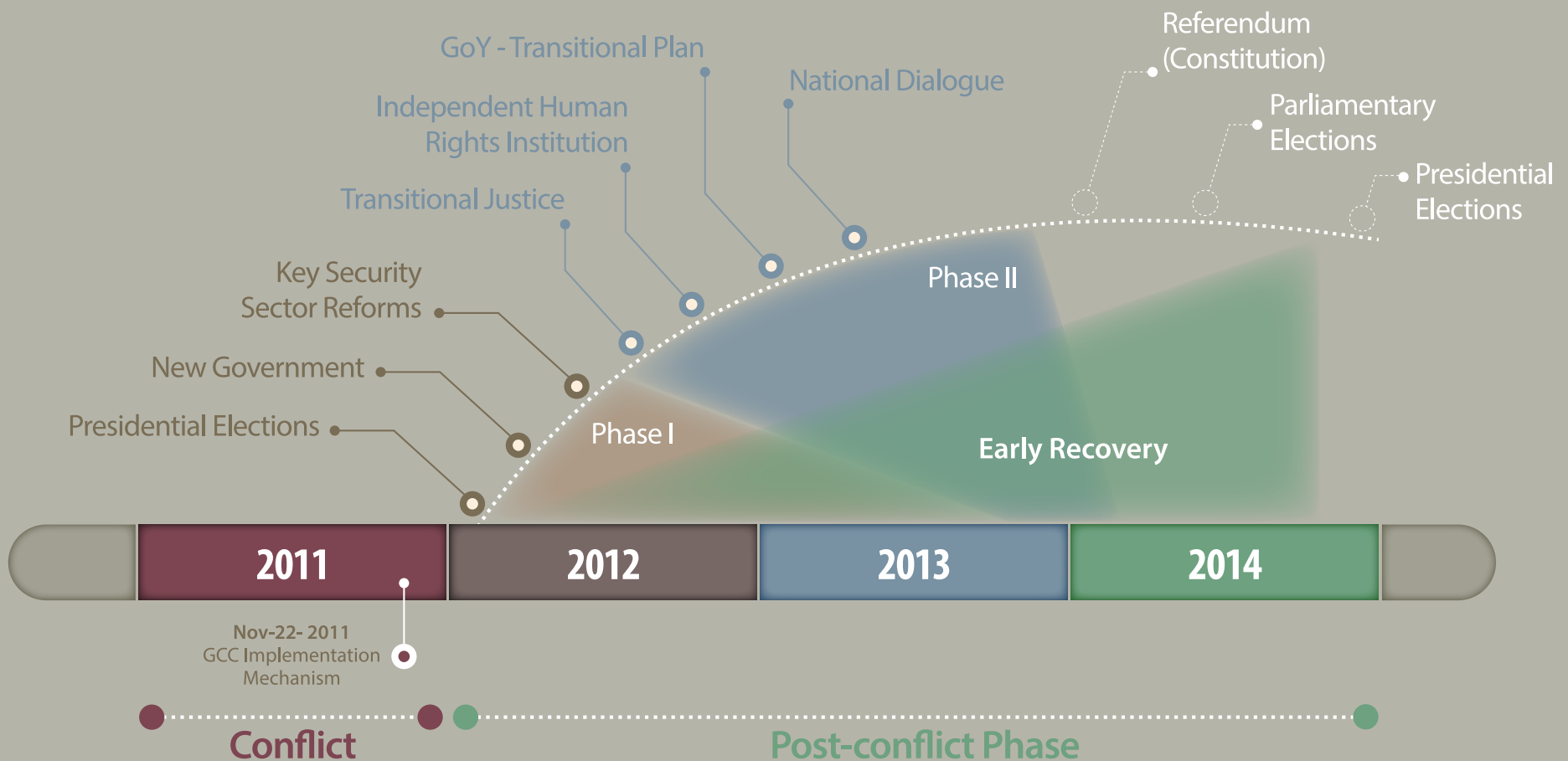
Investments 2012-2013

Project Title	Project Cycle	Project Budget	Partner Agencies	Receipient National Institutions
Mines Action	2008-2017	4,690,431.00	BCPR, EU, OCHA, GOY, UNDP	Yemen Mines Action Committee
Early Recovery Abyan	2011-2014	967,937.00	GOY, UNDP	Ministry of Planning
Livelihood Assessment	2013	550,000.00	BCPR, UNDP	Ministry of Planning and Central Statistical Organization
Early Recovery for the Livelihood Sector	2011-2013	895,295.00	BCPR, UNDP	Ministry of Planning
Social Cohesion	2010-2013	516,457.00	BCPR, UNDP	Ministries of Planning and Local Administration
Youth Economic Empowerment	2012-2013	2,588,808.00	JAPAN, UNDP	Ministry of Planning
Economic Diversification	2009-2012	1,369,389.00	GOY, UNDP	Ministries of Planning, Industry & Trade, Toursim, Agriculure and Fisheries
Gender Economic Empowerment	2010-2012	233,643.00	UNDP	Hadhramout Governorate
Diagnostic Study on Trade	2013	164,000.00	UNOPS	Ministries of Planning and Industry & Trade
Support to Civil Society	2012	100,000.00	BCPR	Ministry of Social Affairs and Civil Society Organizations
Water Resource Management	2008-2012	12,444.00	CIDA, GOY, UNDP	National Water Management Authority
Socotra Policy and Biodiversity Support	2008-2013	226,026.00	GEF, UNDP	Environmental Protection Authority
Sustainable Natural Resources Management	2011-2013	545,060.00	GOY, UNDP	Environmental Protection Authority
National Biodiversity Pplanning	2013-2014	105,627.00	GEF, UNDP	Environmental Protection Authority
Integrated Water Harvesting Technologies	2012-2015	125,000.00	GEF, UNDP	Environmental Protection Authority and Ministries of Water and Agriculture
		13,090,117.00		



Early Recovery

Creating an enabling environment for the Transition



A political transition on its own, without accompanying socioeconomic change, is by definition unsustainable. Those who are most needy and vulnerable should receive tangible dividends from peace. With this in mind, and based on lessons learned from other post-crisis settings, UNDP

Yemen launched targeted early-recovery interventions in areas severely affected by conflict, particularly in the north and south of Yemen. The graphic above shows the inter-relationship between the political agenda and the planned scaling-up of recovery initiatives around the country.



Accelerating
Recovery

Mine Action



In 2012 and 2013 UNDP pushed forward with implementing the third phase of its mine action programme in Yemen, building on the capacities created during the previous phases. The programme aims to assist the Government of Yemen to deal effectively with the humanitarian and developmental problems caused by mines and unexploded ordnance (UXO). This includes resource mobilisation, procurement, financial management and technical assistance to enable the Government of Yemen to plan, co-coordinate, implement and manage all mine action activities in the country, including area surveys, mine/UXO clearance, community level mine/UXO risk education campaigns and preventive actions, victim support, and creating a safe environment and normal livelihoods for the people of Yemen in areas affected by mines/UXO.

The project supports the Government of Yemen's efforts to fulfil its obligations under the international Anti-Personnel Mine Ban Treaty. As an ongoing effort towards full completion of Article 5 obligations, the Yemen mine action programme strives to eliminate the impact from landmine/UXO and to help create the conditions for people and communities to live and work in safety, free from the threat of landmines and UXO, and where mine and UXO survivors are appropriately supported and helped to reintegrate into their local communities.

Support to land mine victim is continued at home by the YEMAC team.

The project is being extended to rural areas, so that their inhabitants and returnees can benefit from renewed access to productive land. During 2012 and 2013 activities and results of the project have included:

Progress in mine and UXO clearance:

- More than 8,600 new devices were discovered and destroyed, including 90 anti-personnel mines, 42 anti-vehicle mines, 5,038 UXOs and 3,509 booby traps
- Destruction of a further 1,093 devices during the first quarter of 2013
- Impact surveys conducted in parts of Abyan (Khanfar and Zinjibar) and clearance of 2.2 million square metres in early 2013

Progress on improving institutional and technical capacities:

- A survey team received a five-day training on the use of new landmine detectors, where they were working in Al-Makha, Taiz
- Three refresher training workshops for survey and clearance teams were held in June 2012
- A three-day mine risk education training-of-trainers workshop was held at the YEMAC national Training Centre in Aden in June 2012
- A two-day medical and first aid workshop was held in September 2012 at the YEMAC branch in Aden, attended by 38 medical doctors and assistant doctors

- A five-week training course for 37 new deminers was organized at the Military Engineering in late 2012.

Progress in mine risk education:

- Four mine risk education campaigns were conducted, covering communities in Hadhramout, Abyan and Ibb
- An emergency mine risk education campaign in Abs district, Hajjah, in February 2013, following an explosion in an ammunition store, and a training workshop for 26 volunteer mine risk trainers (18 men and 8 women)

Assistance to victims:


- Medical examination of 46 landmine/UXO victims in Sana'a and Raimah in January 2012
- A medical needs survey was carried out in Wisab al-Ali, Dhamar governorate, during February 2012, covering 105 landmine/UXP victims, and 81 items of medical support were provided to 45 landmine/UXO victims
- Medical examination of 47 landmine/UXO victims in Sana'a districts: Sanhan, Bani Bahloul and Bilad al-Roos in May 2012, and provision of 126 items of medical support to 46 landmine/UXO victims
- Medical examination of 66 landmine/UXO victims in Abyan (Khanfar, Zinjibar, and Al-Lok) and provision of medical support, in January-February 2013

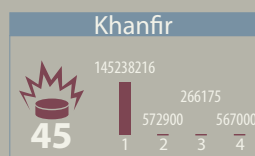
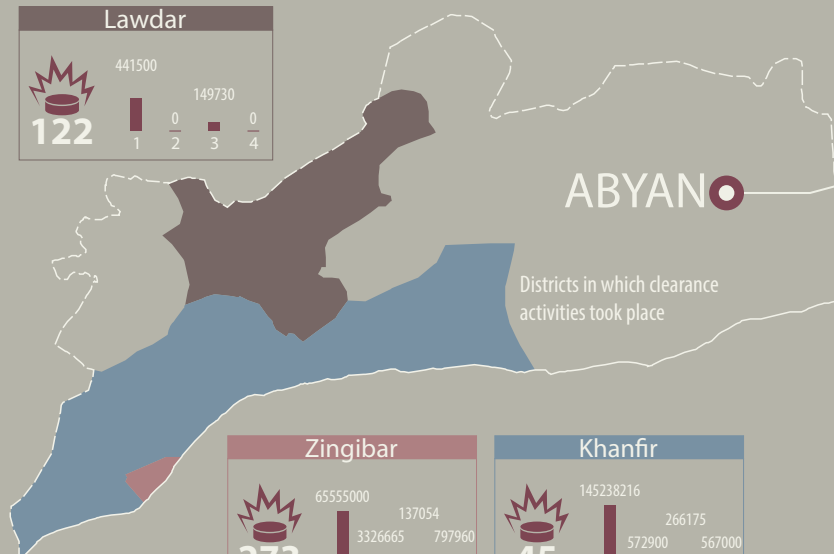
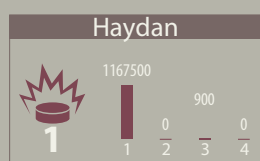
Mine Actions Snapshot

Clearance and survey activities in
Sa'ada and Abyan Governorates
(from 1999 to March, 31 2013)

2580659 Square meter (Sqm) cleared
from Jan to Mar 2013

- 1- Level 1 surveyed area (sqm)
- 2- Technical surveyed area (sqm)
- 3- Area cleared (sqm)
- 4- Area released (sqm)

 Total number of explosive remnant
of war destroyed per district

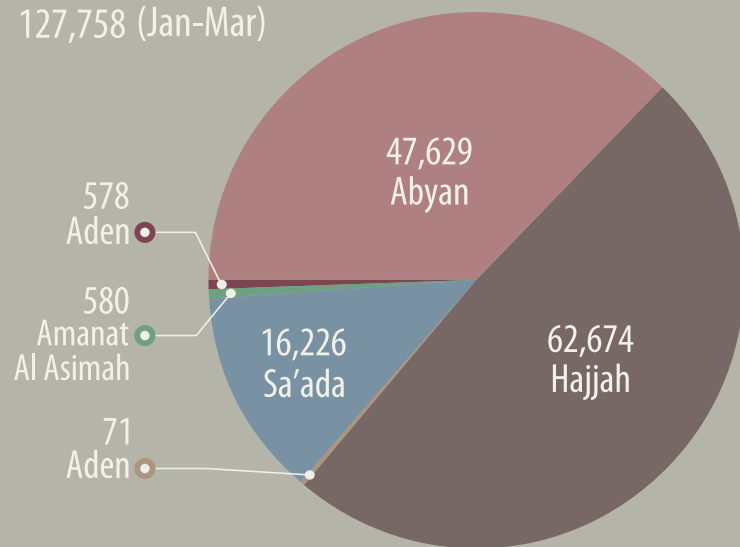


Mine Action Victims (Jan-Mar 2013)

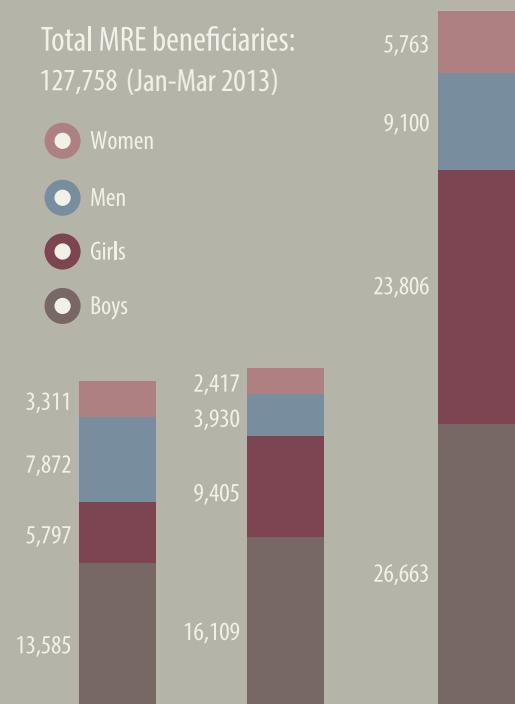
Surveyed victims	9	50	7
Victims needing assistance	9	50	7
Assisted victims	9	50	7
Injuries	1		
Death	11		

 Women
  Girls
  Men
  Boys

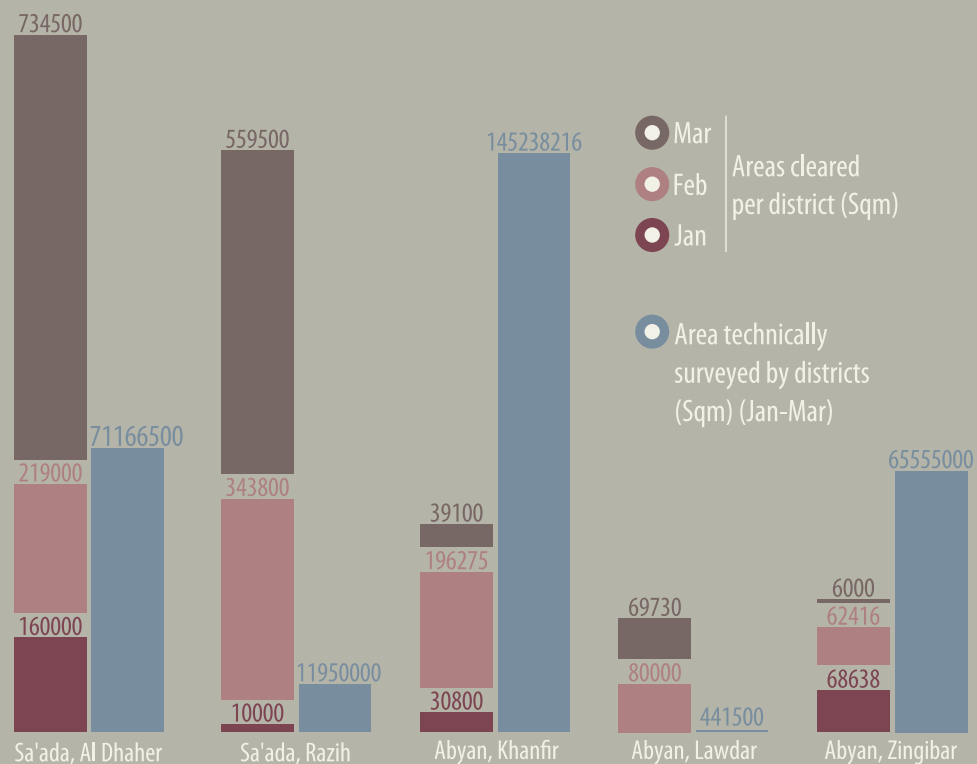
Total beneficiaries per governorate:
127,758 (Jan-Mar)



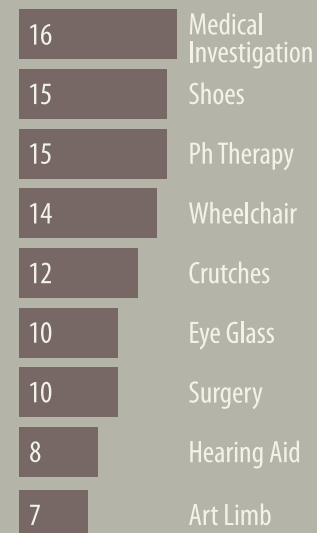
Total MRE beneficiaries:
127,758 (Jan-Mar 2013)



More children (74%) than adults received MRE training during the reporting period.



Assistance to victims
(Jan-Mar 2013)



Meet Arwa...



As an official spokesperson for YEMAC, Arwa works to raise awareness by sharing her story with others.

As an official spokesperson for the Yemen Mine Action Centre (YEMAC), Arwa works to raise awareness by sharing her story with others.

"Everything changed for me after the accident. The world turned upside down, and I was forced to learn to live without the use of my legs," she relates. "The day was ordinary, just like any other. The sun was shining, and it was unusually warm. I started to herd my animals. I was happy and carefree. My thoughts were filled with my older brother's upcoming wedding, the beautiful new clothes I would wear and the shoes and purse my family had just bought for me.

"I made my way towards a shady spot near a tree in the pasture. Suddenly, my daydreams were ended by a strong explosion. When I opened my eyes, I found myself about 10 metres from the tree. I looked down and realized my right leg was missing and lots of blood was coming from the place where it had been. My left leg was also injured. It was hanging unnaturally.

"I tried to move, but I couldn't. The blood scared me. I wanted my mother and started to shout, 'Mama, where are you? Help me, I'm dying!' A crowd of people surrounded me. One of them stopped the bleeding from my right leg with a rope, but my left leg was still hanging in the same unnatural way.

"My mother came. She was clearly very frightened. I was driven to the hospital. The doctors and nurses at the hospital took good care of me. I had an operation there, and when it was over I realized that I had lost both of my legs. It was so hard for me to believe. I was afraid to touch or even to look at the empty places where my legs had been.

"Thanks to the care and attention of the people around me, my condition has improved greatly. At first it was very hard for me to accept what had happened, but the help that YEMAC gave me has allowed me to see a future beyond my injury. Now I am entirely recovered. Every day, I pray for an end to landmines, not only in my country, but in the whole world."



The National Mines Action Committee (NMAC) is a Governmental body mandated to oversee the implementation of the Republic of Yemen's commitment as signatory to the Anti-Personnel Mine Ban Treaty, following the Ottawa Conference in 1997. NMAC oversees the Yemen Executive Mines Action Centre (YEMAC) which implements the Mines Action program. The Yemeni program has three main components: Mines Clearance; Mines Risk Education (MRE) and Victims Assistance (VA). YEMAC are support by a range of donors from the humanitarian community, UNDP as a technical advisor, UNICEF regarding MRE and UNHCR for civilian protection. In addition a range of International and National NGOs support the Mines Action program according to their particular areas of expertise.



Manual and canine detection of explosive remnants of war. Sa'ada and Abyan Governorates.

In Abyan



Remains of an Abyan home after the 2011/12 conflict.

Restoration of livelihoods in Abyan

UNDP has partnered with Yemen's Small and Medium Enterprise Promotion Service to undertake an emergency livelihoods support project, aimed at restoring the livelihoods of people in parts of Abyan who have been displaced from their homes and to reduce their vulnerability to future setbacks to their livelihoods. The project focuses on helping wage-earners in vulnerable families to access skills and vocational training opportunities, to improve their access to employment and their capacity for self-employment, and to make sources of income more resilient to setbacks. The project targets 500 families, with a spill-over effect of helping vulnerable families residing within schools. The project aims to encourage families to relocate out of schools and public premises, and to improve social cohesion between internally displaced persons (IDPs) and host communities. Besides this, the project aims to strengthen national and local capacities to implement and report on the 'Abyan and South Yemen Response Plan'.

Activities and results from the project during 2012 and 2013 include:

- Conduct of an assessment of recovery and development needs in Abyan, for use in preparing a recovery and development plan
- Provision of equipment and furniture for local government offices in five districts in Abyan (Zinjibar, Modiah, Khanfar, Loadar, Al-Mahfad) and for governors' offices



Beekeepers focusing on improving skills and increasing honey production.



Shepherds being trained in animal production and health care.



Men and women proudly finishing their training in animal husbandry

In Hadramout



Livelihoods recovery in Hadramout and al-Maharah

This project aims to provide assistance to the areas affected by floods caused by heavy rain in October 2008, mostly in Hadramout and Al Mahra Governorates, in order to facilitate recovery of the local economic and social structures. The project supports government efforts in these areas by providing technical expertise and trying to improve its coordination capacities. Since 75% of the affected population is comprised of farmers, rehabilitation of livelihood through community-based approaches is important. The project has paid particular attention to vulnerable groups such as women and marginalised groups. The project activities are designed to reduce poverty and to lay the foundations for long-term development in the flood-affected areas.

Activities and results from the project include:

- > Establishment of 16 local committees for disaster management
- > Development of 16 local disaster management strategies
- > Micro-finance training course held in Seiyun
- > Distribution of Sidra tree seedlings to farmers and beekeepers
- > Training assistance for people working in farming, beekeeping and fishing

Hadramout shepherds being trained in animal production and health care.

A multi-dimensional assessment of livelihoods in conflict-affected areas

In 2013 UNDP organised and carried out a multi-dimensional assessment of livelihoods in vulnerable and conflict-affected areas of Yemen, aimed at developing a detailed picture of how communities and households have been affected by the difficulties Yemen has been passing through from before and after 2011. The need for such an assessment has grown because existing data do not adequately cover the issue of how livelihoods have been affected by conflict, and existing data mostly pre-date 2011.

For sound decision making, policy development, and programme design, Yemen needs a comprehensive and up-to-date baseline of livelihoods data. Results from the assessment will therefore provide the evidence base for designing and monitoring projects to help communities, households and individuals recover and develop economically and to build resilience in general.

The assessment was initiated at the request of a United Nations Country Team working group on livelihoods and job creation, as part of efforts to implement the UN 'joint vision' to support the transition in Yemen. The assessment methodology and tools, including a household questionnaire and qualitative studies, were developed in co-ordination with relevant central government ministries, UN agencies and international and Yemen non-governmental organisations. UNDP has organised the fieldwork and is leading the analysis of data and presentation of findings, working with Yemen's Central Statistics Office. A pilot survey in Aryan, Aran, Hajj, and Taiz was conducted in mid-2013 and results were due to be published by the end of October.

When completed the assessment will provide a more detailed picture of vulnerability, assets, jobs, businesses, household structures, coping and adaptation strategies, and how these strategies respond to shocks and stresses resulting from conflict and disasters. In addition to the ways in which these data will be used, the assessment will help to advance quantitative and qualitative survey methods in Yemen, and it is hoped that the surveys will be replicated with other thematic and geographic focuses in the future.



Fishmen being trained on the use of fish finder devices. Hadramout and Al-Maharah



Men affected by floods in Hadramout, signing up for micro loans to help restart their damaged livelihoods.

Social Cohesion

Integrated social cohesion and development

The Integrated Social Cohesion and Development project aims to form and strengthen the community structures in urban and rural areas that help institutions to develop, and to engage them in an inclusive process that anticipates potential problems and addresses them before they arise. At the same time, the project addresses what needs to happen in development and governance to prevent conflicts in the future and to transform existing problems and conflicts into positive socio-economic opportunities. Throughout, the project tries to bridge the gap between the people and local government structures and authorities, to improve respect for people's rights and to widen the involvement of the public in local development and governance.

The framework of the project is summarised in these four steps:

1. Select and build the capacities of Governorate-Based NGOs (GBNGOs) relevant to conflict resolution and conflict-sensitive development;
2. Build the capacities of selected community members to form development committees (district and sub-district level) and to identify issues and appropriate initiatives for preventing and transforming conflict, and for advancing local development;
3. Support the community development committees to implement their initiatives and to link them to the relevant local government institutions;
4. Integrate the local initiatives within local government plans and budgeting, with GBNGOs and community development committees working together.



Group of men chatting in Bab-al-Yemen -Old Sana'a-

Results

The ISCD project started its pilot activities in August 2012, working with communities in Ibb. Activities and results of the project so far include:

- > Training on conflict resolution and conflict-sensitive development provided for 150 selected community members from 14 sub-districts;
- > 20 rural development committees established, with trained local leaders;
- > 50 cases of local conflict identified and analysed, mostly related to water, land use, health and education;
- > 99 livelihood activities recommended for further investigation and feasibility studies (e.g. beekeeping activities, marketing of agriculture products, animal husbandry);
- > 12 trainers gained practical experience and were able to conduct training and develop training manuals;
- > Increased understanding of the ISCD approach and the value of Governorate-Based NGOs and local development committees.

The following table summarises the types of conflict identified in districts and sub-districts:

Districts and sub-districts	Types of local conflict and conflict issue	No. of cases	GBNGOs
Hazm al Odain, Yaris, Gafen and Bani Waeal	Irrigation, drinking water projects	3 cases	Sama Association
Al Sabrah: Nagd al Gomaïy, Blad al Soybi, al Syhar and Zbeed	Land use and irrigation, drinking water projects, health and education services	25 cases	Social and environment assistance
Al Sayani	Land use, drinking water projects, health and education services	6 cases	Al Naged al Ahmer
Hobaish and Dhalma	Waste water and education services	3 cases	Mobaderoun
Geblah	Road access, water	7 cases	Al Tanweer
Al Odain: Bani Amed and al Mzahren,	Health, education, irrigation, water canals and electricity	6 cases	Al Tanweer
Total		50 cases	

Community-driven recovery in Sa'ada

The signing of a ceasefire agreement between the Government of Yemen and the al-Houthi opposition group in February 2010 came after the displacement of 316,332 people from Sa'ada. Subsequently a joint initiative for Sa'ada was launched by the Government and international aid partners, aiming to identify how best to bring about peace and stability in Sa'ada. To support the initiative and government efforts to restore peace, UNDP and its partners developed a project to foster community-driven recovery in Sa'ada. The project takes account of the fact that many families in rural Sa'ada are dependent on agriculture for their livelihoods.

Implemented with a participatory and community-led approach, where communities (including IDPs, orphans and disabled) are empowered to identify their own priorities, design, implement and monitor their own projects, the project is being implemented in selected districts in Sa'ada. Local government authorities and civil society and non-governmental organisations are closely involved, with the project encouraging innovative ideas for community recovery and opportunities to create employment and income generation for affected communities. The project also includes the establishment of a fund to support community recovery initiatives. Criteria for funding community projects include (i) quick impact and visible results and peace dividends; (ii) building on local knowledge and skills; (iii) small scale, effectiveness and sustainability; and, (iv) participation of women and youth.

Activities and results from the project during 2012 and 2013 include:

- More than 1,500 households were provided with agricultural inputs including 120 tonnes of corn seed and 240 tonnes of fertiliser.

- Capacity building for local communities and councils on how to bring about community and economic recovery.
- Preparations to rehabilitate three health units in Al-Hasmah, Al-Maleehz and Haidan.

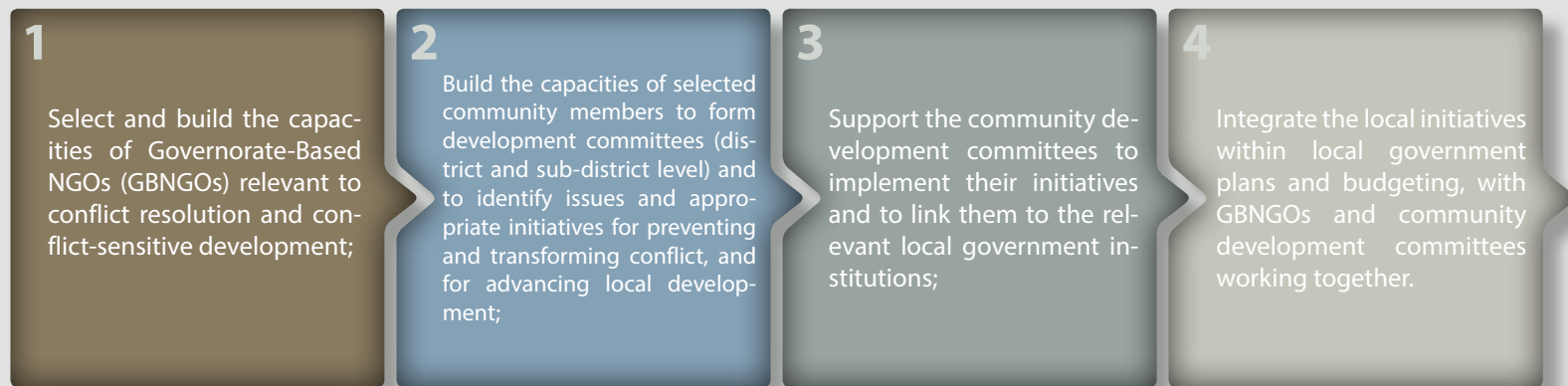
Internally Displaced Persons by Governorate (to 31 Dec)		
Governorate	Registered IDPs	Registered Returnees
Sana'a	38,640	
Amran	39,780	4,778
Hajjah*	110,653	25,081
Al Jawf	24,700	
Sa'ada	103,014	6,986
Sub Total - north	316,787	36,845
Aden	20,778	78,506
Abyan	28,680	4,639
Lahj	12,912	13,222
Shabwah	1,196	239
Hadramout	3,773	1,231
Al-Bayda	883	172
Al-Maharah	311	57
Sub Total - south	68,533	98,066**
Total Registered Population	385,320	134,911

* Includes 16,384 IDPs originally from Hajjah, not Sa'ada; ** Registration of returnees ongoing;
Source: OCHA 2013

Integrated Social Cohesion and Development (ISCD) project

The Integrated Social Cohesion and Development project aims to form and strengthen the community structures in urban and rural areas that help institutions to develop, and to engage them in an inclusive process that anticipates potential problems and addresses them before they arise. At the same time, the project addresses what needs to happen in development and governance to prevent conflicts in the future and to transform existing problems and conflicts into positive socio-economic opportunities. Throughout, the project tries to bridge the gap between the people and local government structures and authorities, to improve respect for people's rights and to widen the involvement of the public in local development and governance.

The framework of the project is summarised in these four steps:



Results

The ISCD project started its pilot activities in August 2012, working with communities in Ibb. Activities and results of the project so far include:

- Training on conflict resolution and conflict-sensitive development provided for 150 selected community members from 14 sub-districts
- 20 rural development committees established, with trained local leaders;
- 50 cases of local conflict identified and analysed, mostly related to water, land use, health and education;
- 99 livelihood activities recommended for further investigation and feasibility studies (e.g. beekeeping activities, marketing of agriculture products, animal husbandry)
- 12 trainers gained practical experience and were able to conduct training and develop training manuals;
- Increased understanding of the ISCD approach and the value of Governorate-Based NGOs and local development committees.

Early Recovery

Why

- To promote self-reliance and reduce aid dependency
- Restore personal dignity
- Provide a foundation for sustainable peace at the local level

How

- Supporting holistic community 'Recovery' in conflict areas
- Building the resilience of communities at risk



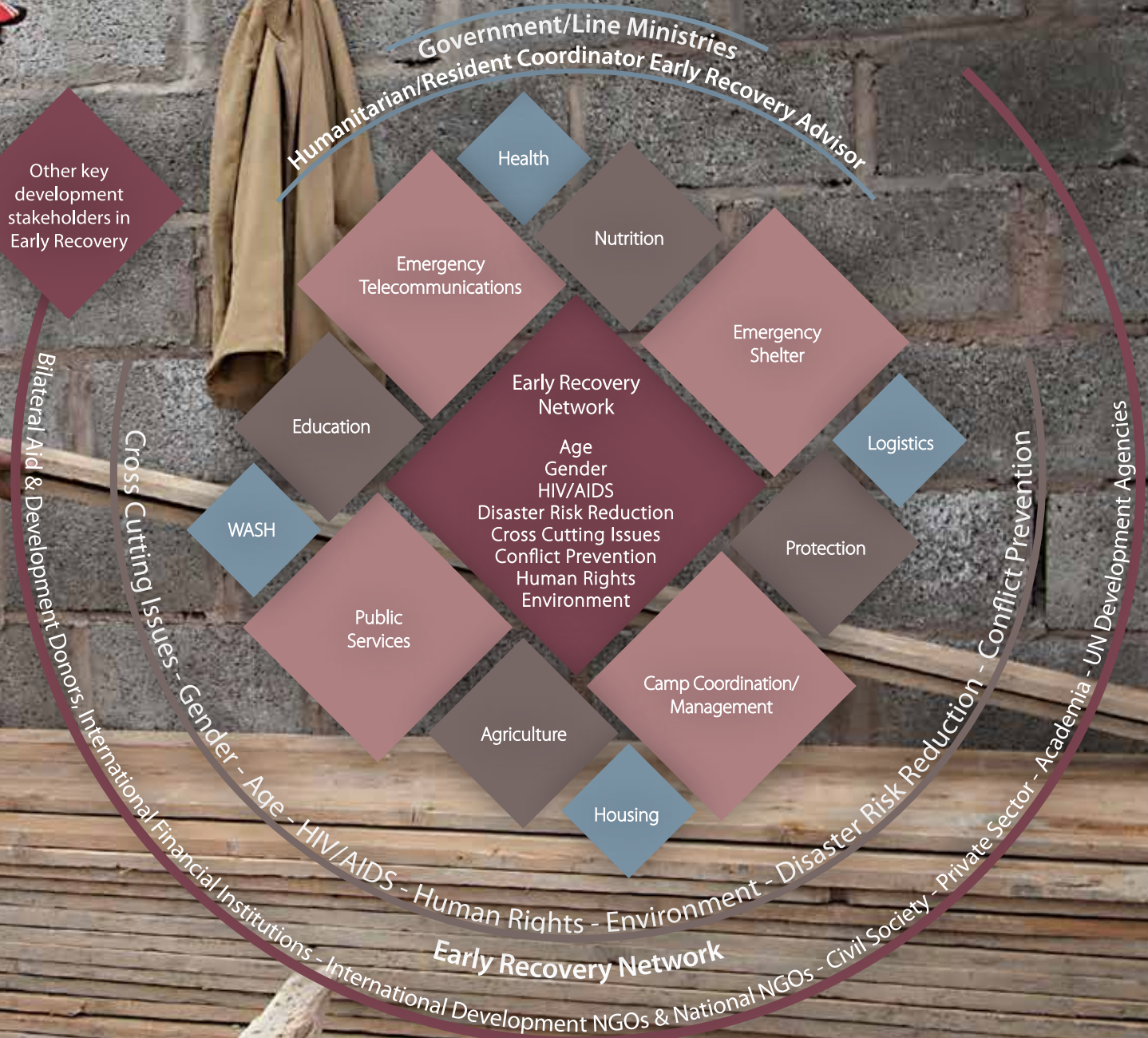
Partners

Mercy Corp
DRC
IRW
IOM
INTERSOS

FAF
WHI
AFD
OXFAM GB
THFY



Early Recovery Mechanism





Youth Economic Empowerment Programme

This project aims to help disadvantaged youth and women to gain market-oriented technical, entrepreneurial and managerial skills, and to gain access to productive resources and income opportunities. The project provides training where needed, and uses partnerships with local authorities, religious leaders, non-governmental organisations, the private sector, and other relevant institutions. The overall objective is to empower Yemeni youth so that they can contribute effectively to the growth of the local economy, the reduction of poverty and the enhancement of livelihoods in three governorates.

Addressing the root causes of the Arab spring

The initial 2011 protests were led by young Yemenis giving voice to their demands for better livelihoods. While many people took to the streets in the hope for jobs, the short-term impact of the transition has led to even higher unemployment.

Reigniting economic growth, generating employment, providing tangible improvements in livelihoods are prerequisites for a successful transition in Yemen and will contribute directly to conflict prevention. The Government of Yemen, through its Youth Economic Empowerment

Project (YEPP), therefore aims at reducing the risk of conflict by meeting the demand for gainful employment; a demand strongly voiced by the youth during the uprisings.

Creating employment opportunities for youth is not only a matter of economic growth, it is also a question of stability. Yemen's large youth population needs to see the peace dividend of the political transition process. The political solutions cannot be addressed in isolation from sustainable development and economical recovery. Yemenis need to see an impact over their livelihoods to restore their faith in the political reforms. Job creation is hence critical for the success of the current transition, and for long term development.



Fostering youth entrepreneurship and innovation

It is hard to think of a successful transition in Yemen without the participation of the country's youth, and their inspirational contributions for the future. To capture and foster the ingenuity, creativity and talents of Yemeni youth, UNDP has launched the "Youth Innovation and Creativity Award". This initiative assists young people in becoming entrepreneurs capable of creating and sustaining profitable small enterprises in sectors which will further create employment. To recognize the crucial role of the private sector, companies have become partners. The spirit of the Award lies in the pursuit of innovative and productive core business practices than can be an example for others and help to build the new Yemen. Following thousands of applications received and a thorough selection process in three rounds, the final jury selected sixteen winning ideas (www.yemenyouthaward.com) which are receiving \$20,000 each and implementation support from UNDP. Through strategic partnership building, UNDP has succeeded to actively engage the Government, the private sector, micro-finance institutions and donors.

Tackling the root causes of conflict: a new response to unemployment, linking quick impact with sustainable job creation

The "3x6 approach" was developed to provide an innovative response to the challenge of employment generation for youth in Yemen. The approach builds on traditional elements of socio-economic reintegration interventions – putting people to work, injecting money into local economy, and providing alternative employment opportunities for youth – while introducing innovative dimensions: promoting individual savings, enhancing social cohesion and engaging emerging entrepreneurs in joint economic ventures based on compulsory savings, outside investment, and risk sharing. Within the first seven month of the pilot

- 563 beneficiaries in 3 Governorates accomplished 32,120 working days; saved 38,478,000YR in in 563 newly created MFI youth savings accounts and injected 15,752,000YR in the local economy;
- 236 micro-businesses (individual and joint ventures) established and operating;
- Resilience of local communities strengthened through building of inclusive markets and introduction of new services and commodities.

Briding the gap between youth and the private sector

To link youth with the labor market, UNDP has build solid partnerships with the private sector. The project conducts it's job placement initiative through needs-identification in companies. Demand-driven training courses are being implemented accordingly. In 2013, 624 youth are being placed in partner companies. Through this project, participating private sector companies see that engaging with youth contributes to creating peace dividends more broadly, while improving their business success.

First Business Radio Program for and by Youth

"Radio Yemen Times" is the first independent community radio station in Yemen, and run by youth. Together with UNDP, the first weekly business program was launched, "Turning Point", dedicated to youth entrepreneurship and practical help for unemployed youth.

Employment Generation Network

YBC¹: Yemeni
Businessmen
Club
CC²: Chamber
of Commerce

CIF³: Cleaning and
Improvement Fund
SFD⁴: Social Fund for
Development
MoPIC⁵: Ministry
of Planning and
International
Cooperation
MoIT⁶: Ministry of
Industry and Trade

EFE⁷: Education
for Employment
YLDF⁸: Youth
Leadership
Foundation
MD⁹: Millennium
Development
Foundation

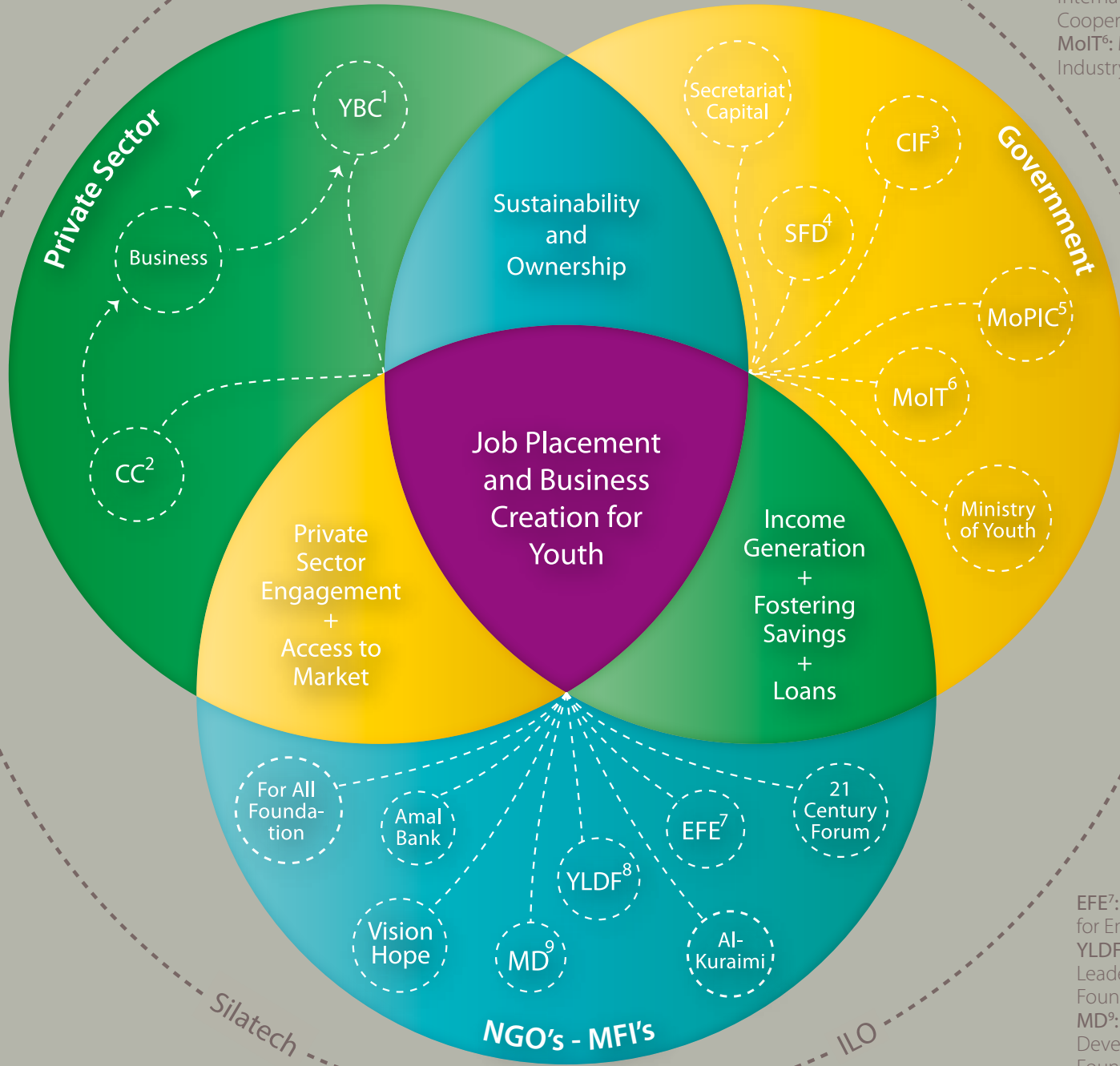
Korea

Japan

VOA

ILO

Silatech



Women painters shake gender barriers

In Yemen UNDP is training women in jobs traditionally reserved for men, helping them to learn a trade, reducing unemployment and improving their standard of living.

Beside stuccoed walls at the 7th of July Girls School in the capital city of Sana'a, there is an unusual sight for Yemen: seventeen young women in light blue aprons are hard at work painting.

"I'm happy to learn this new skill so I can take care of my 3-year-old daughter," says Yusra*, an 18-year-old participant who is also a single mother. "I was forced into marriage at the age of 14 and divorced four years later. This work is helping me with the struggle to support my child."

Yusra is taking part in a Youth Economic Empowerment Project, supported by UNDP and the Governments of Japan and Korea, which tackles rampant unemployment among young people. In a country where 53 percent of the population does not have a job and 55 percent lives below the poverty line, the risks of recurring conflict and violence are high. Since 2012, the project has offered young men and women short-term employment schemes. The participants are then encouraged to save part of their income—which is tripled by UNDP—and invest it in creating a small business.

Especially for women, the project can open the door to new possibilities.

"It is the first time people see women painting walls to earn a living, but it supports my arguments with many people that women can adapt to any situation," says Shafiah al-Siraji, principal of 7th of July School. "Actions speak louder than words."

Despite learning new skills and developing their own businesses, most women still lead a precarious existence. Yemen is the lowest-ranking country in the 2012 Global Gender Gap Report, which measures disparities between men and women in critical areas, such as economic participation and opportunity. Since the 2011 uprising, four out of five women said their living conditions had deteriorated dramatically.

While the deterioration of living standards, coupled with the country's high unemployment and economic problems, could leave Yemen vulnerable to a repeat of the 2011 violence, UNDP says it is fundamental to invest in future generations.



The "3x6 Approach" Empowers Women in Yemen Socially and Economically. Beneficiaries at work

*The participant's name has been changed to protect her identity.

"We need women and youth to be engaged in and enthusiastic about realizing their talents and starting their own businesses," Senior Country Director Gustavo Gonzalez says. "By empowering young people, Yemen is investing in its most valuable asset."

The project is also challenging deeply ingrained gender barriers within Yemeni society. Even within the school itself, the female painters have encountered resistance. "I do not think women can do this job, it is for men, they are too delicate," says one female teacher, on condition of anonymity.

Far from discouraging the women from painting, however, disparaging attitudes have only made them more determined. "Why not, if I am not doing anything wrong," says 24-year-old Intisar, who plans to take up painting as a profession.

In some cases strict social norms can even prove to be an advantage. As contact between men and women in Yemen is usually very formal and limited, painting inside a household can become a complex endeavor. Male painters have to be escorted by a male family member at all times. For women, this could be a much-needed opportunity.

"Some of my colleagues told me that they would be comfortable if a woman painted their houses," says Abbas al-Falah, a painting trainer who has been working in this field for 22 years. "They would not think to take a day off as an escort, as in the case of a male painter."

Principal al-Siraji, doesn't have any doubts. "I know [the young women] will find work, especially now that they have proven themselves at the school," she says.

The young women have now begun to build a new future with their savings. One painter opened a library and a small stationary shop in her remote community, another opened a store making French fries near a park.

"In the beginning we just laughed, 'Ha, they think they can work like men,'" one of the students at the school says. "But then we saw the beautiful work they do and now I believe that there is no difference between men and women."



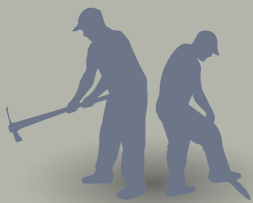
3x6 Approach

YEEP has successfully initiated, in its pilot phase 2012-2013, a new youth employment methodology, the “3x6 approach”, linking quick-win impact with sustainable employment generation.
3x6 supports youth business creation through savings.
YEEP uses this innovative approach to contribute to peace building and the economic recovery process by addressing demands by youth for immediate and sustainable employment.



Inclusiveness

Engaging youth in rapid employment activities to generate **income**



Two-thirds of the income is automatically deposited into savings accounts



Ownership

UNDP then **triples** the saved income



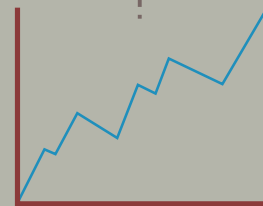
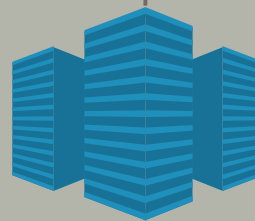
and encourages beneficiaries to initiate a business plan

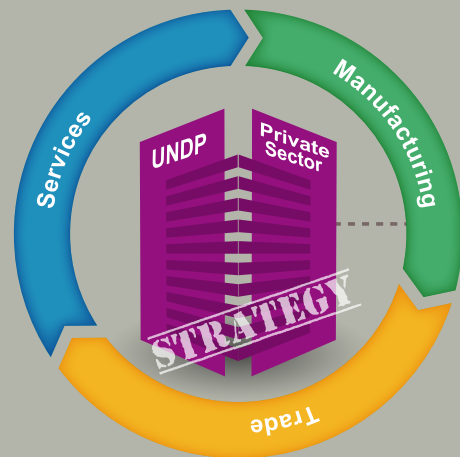
BUSINESS-PLAN



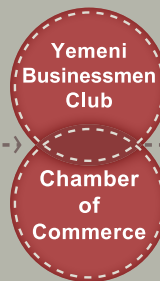
Sustainability

UNDP thus provides **Micro-SME's** with Investment support and facilitates **Market** expansion





To link youth with the labor market, YEEP has build solid partnerships with the private sector.



UNDP YEEP job placement initiative
in partnership with the private sector:
demand-driven skills development

Companies



Identify recruitment and training needs in private sector companies



Implementing partner:
Education for Employment



Lack of qualified labor



Placement of youth

(waged employment and internships)

Business Edge and Workplace Success as Training Methodologies



Pilot 700 youth targeted in 2013

Prepare and submit to Companies



Publish ads



Receive applications





Beneficiaries of the "Job Placement" module with senior managers of the Plastic Factory, Japan and South Korea Embassies and UNDP.



Woman beneficiary of the "3x6 approach" telling the Japanese Ambassador about her work in the project.



UNDP Administrator, Ms. Helen Clark, discussing 3x6 approach with Gustavo Gonzalez, UNDP Senior Country Director in Yemen.

A consolidated partnership between UNDP, Government, private sector, donors and MFI's to boost youth empowerment and innovation in Yemen



UNDP, through **strategic partnership building**, has succeeded to actively engage the Government, the private sector, micro-finance institutions and donors to work together with a common goal, building the resilience of Yemeni youth and bringing innovative initiatives to a country that is currently reshaping its future.

UNDP and its partners have engaged thousands of young people around the country into the “**Youth Innovation and Creativity Award**”, to come up with innovative business ideas that **bring concrete solutions to the country's development challenges while making substantial and durable improvements to people's lives**.

Following thousands of applications received and a thorough selection process in three rounds, the final jury has selected sixteen winning ideas which will receive \$20,000 each and implementation support from UNDP.

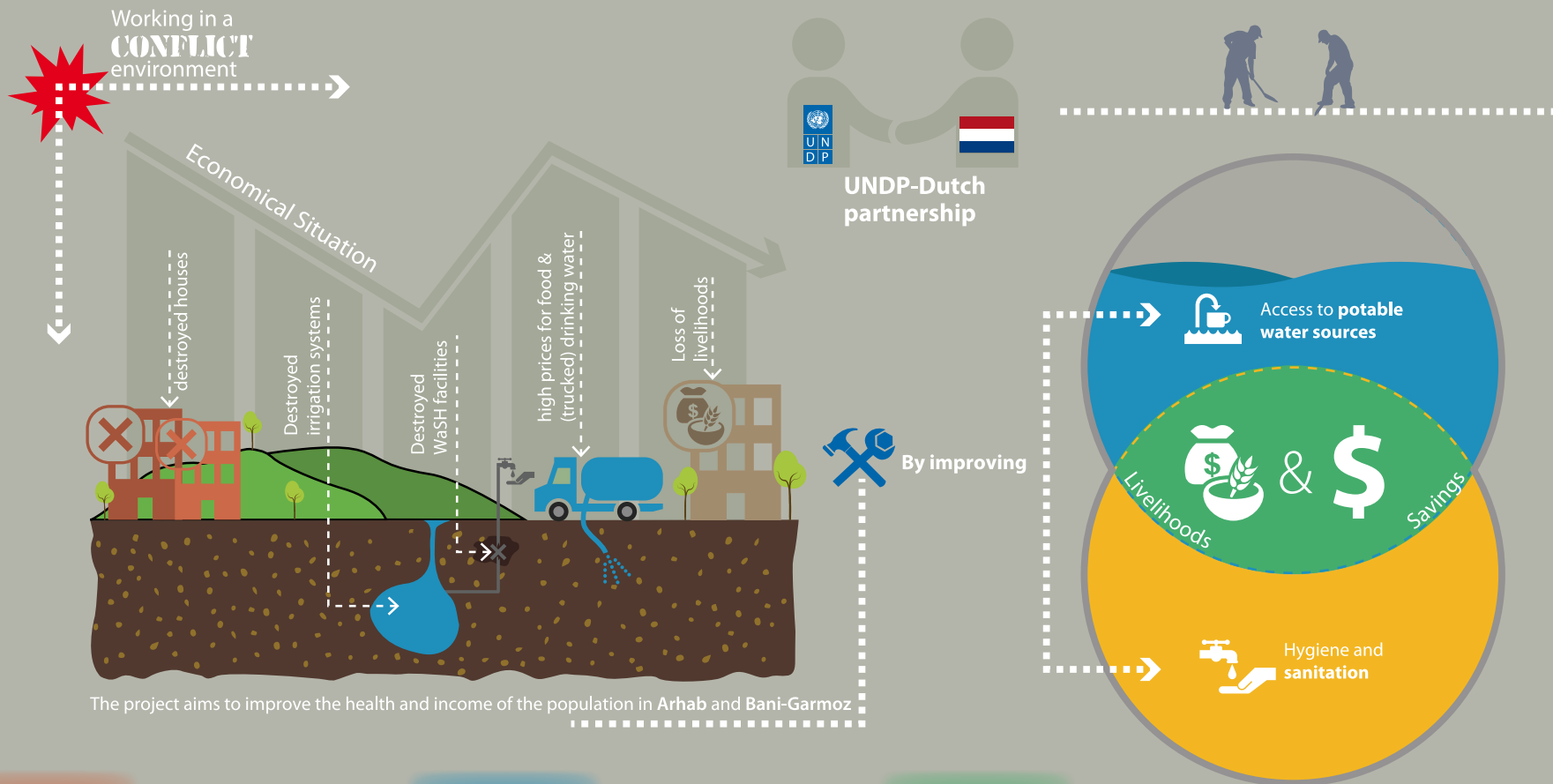
Among these creative visions, who would have thought that used cooking oil could become a performant additive to diesel energy? Did we think of mixing dust and plastic to work both as soundproofing material and heat insulator? Do we know that some young Yemeni agricultural engineers can build solar powered green houses relying on 100% organic methods of production for fertilization and pest control? And that a Yemeni woman from Hodeida will manage a plumbing business?

All partners demonstrated their active involvement to **boosting youth entrepreneurship and business innovation for Yemen**: Hayel Saeed Anam Group of Companies, leading Industrial and Trading Group in Yemen, and Yemen LNG, the largest industrial project, both provided \$20,000 for a prize and support the implementation through incubation and

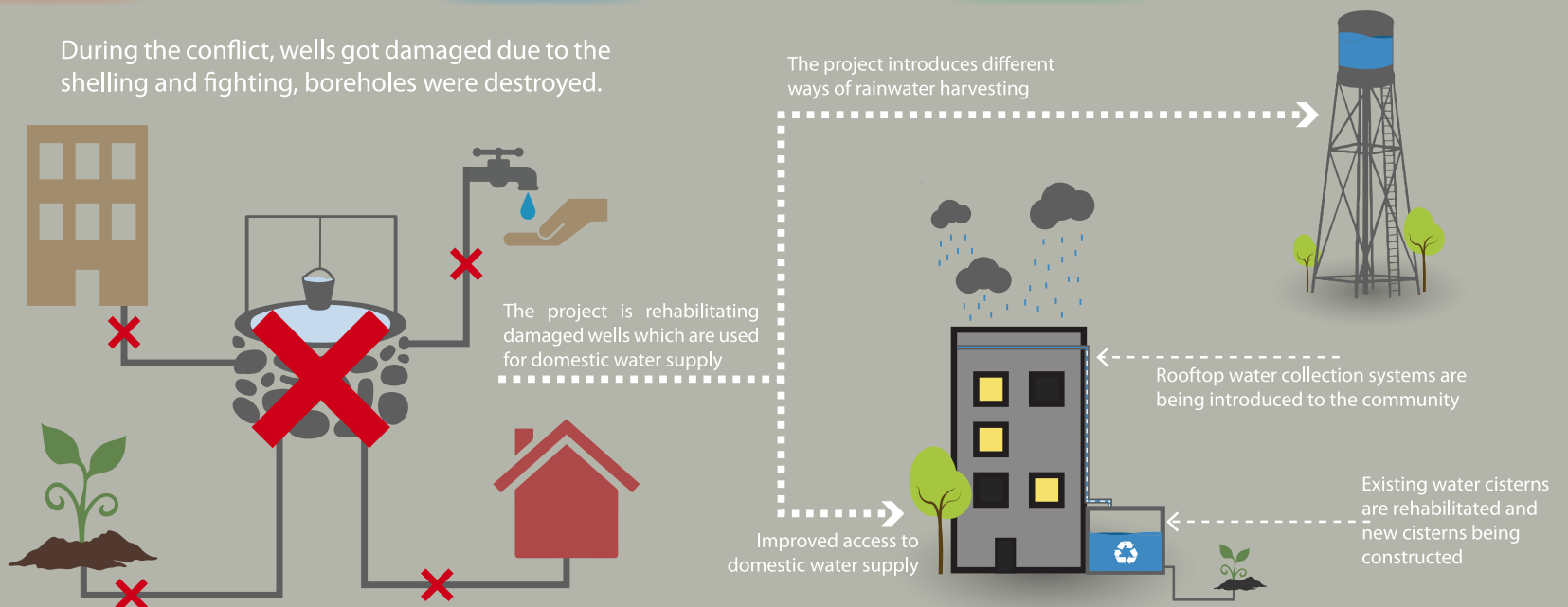
private sector mentors to the youth. Tadhamon Bank, micro-finance institution, announced their support to the winning ideas with loans, at low interest rate and without the draconian guarantee requirements still common in Yemen. The CEO of the bank told the youth, “the fact that you have UNDP endorsement is better than any guarantee”. The Minister of Industry committed his support to the immediate implementation of the businesses, including through the licensing and copy right of the ideas. Shabab TV announced a contribution of \$5000 to each youth winner to highlight the ingenuity and creativity of their ideas that can inspire others. The donors Japan and Korea expressed their continuous commitment to youth empowerment in Yemen.

To support the Government and the people of Yemen in this unprecedented transition, UNDP has made **youth economic empowerment a priority**, within the context of a **strategic alignment** undertaken by the CO to dedicate its resources and capacities to the priorities of the transition, in line with the Transitional Programme for Stabilisation and Development (TPSD) and the Mutual Accountability Framework (MAF), as well as with the new UNDP Strategic Plan placing particular emphasis on youth.

A national dialogue and an electoral process without youth participation and increasing job opportunities could put the transition at risk. Without the youth, it will be rather difficult to conceive and conduct transformation. They are the most resourceful agent of change. These awards have been but one further tangible demonstration of the youth's potential to become a primary player for positive change... if they are given the chance.



2011 — — — — — **2012** — — — — — **2013** — — — — —



3x6
Approach

Linking Employment Generation to Water Management

Context of the intervention:

As a result of the conflict in the area, the population of Arhab and Bani Garmoz are not able to cope with the deteriorating economical situation due to loss of livelihoods, destroyed WASH facilities, irrigation systems and houses and the high prices for food and (trucked) drinking water. By improving the access to water supplies for drinking water and irrigation, and by improving the hygiene and sanitation situation in the area, the project aims to improve the health and income of the population in Arhab and Bani-Garmoz.



Implementing partners: the NGO's ZOA and Vision Hope pilot activity for 10 month linking youth employment creation to water management in conflict-affected areas.



Improved and increased capacity of CBOs in Arhab and Bani-Garmoz; community groups empowered

Improved access to domestic water supply

Repaired wells, rehabilitated / constructed water cisterns and rooftop water collection systems

Positive contribution towards Sana'a basin Water Management Approach

70

70 youth creating WASH joint ventures.

100

Together with the CBOs awareness raising is done, and as a pilot 100 households have been selected to receive rooftop water collection system

Improved access to water for irrigation through the repair of damaged wells, boreholes and piping systems

Improved health and hygiene among the **targeted** households through:
a- applied hygiene and sanitation practices
b- use of sanitation kits
c- use of water filters
d- use of urine separation VIP latrines

Sustainable youth employment creation and improved livelihoods

Introduction of VIP Latrines

Meet Tahani



Feisty Female Entrepreneur Despite Social Odds

At 25 years old Tahani is no longer as ambitious as she was when she was 19 and a recent graduate from high school. She graduated with high marks, and hoped to be accepted into college to study medicine. But circumstances prevented that. Tahani has three sisters, and one brother who has epilepsy. Her father has been missing for many years, and has been ruled legally dead. Tahani lives her life, with her sisters, constantly moving between her stepfather's house in Aland district on the outskirts of Aden, her aunt's house in Taiz, and her grandfather's house in the village. Their financial situation and social norms thwarted her ambitions and her dreams.

Despite disappointment and despair in the years after leaving school, Tahani decided to look for a job to help her family and herself. She looked for a job that was suitable for her as a girl, and is in accordance with the customs and traditions of the society that she lives in. Tahani says, "If I were a boy, I would have taken any work.

Any work at all, just to help support my family." During her search for a job, she heard about the UNDP Youth Economic Empowerment Project and its '3x6' approach that gives young participants three chances: a chance to work with daily wages and save part of their income; a chance to be trained in writing business proposals and managing small projects; and a chance to get financial grants to start a small project. Tahani applied to participate in the project and was accepted. So temporarily, to participate in the project, she left her mother and moved to her aunt's house in Taiz.

The Youth Economic Empowerment Project was launched in 2012 and is using the 3x6 approach with groups of young people in the governorates of Sana'a, Aden and Taiz. At the core of the approach is a programme of bringing young people into work combined with compulsory savings and financial incentives for future enterprise. Thus the project not only provides additional income sources, but it provides the chance for young people to develop and try out their ideas for micro- and small businesses. By doing so, the project helps young people to avoid slipping into poverty and to find lasting sources of income.

Tahani started working in a team responsible for planting at schools in Taiz. She worked very hard at that job and used to walk most of the way home to save the amount that she would spend on transportation. "For the first time in my life I feel that I am not dependent on my aunt, as thanks to the project I am able to help with part of the daily costs of home," Tahani says with a sparkle in her eyes.

H.E Minister of Youth and Sports, Muamar Aleryani, says that this innovative approach to youth employment has already had a positive impact on the lives of the targeted youth who have participated in the project, who have become role models for other young people to follow. "The Ministry of Youth and Sports will support this project in all of its stages," he says, "and it would like it to be expanded throughout the country."

Tahani says "When I entered the programme, I didn't believe in starting my own project, and my sole goal was to get my daily wages for the work that I was doing." However, the training that Tahani received during the program opened a door to new opportunities and increased her self-belief. As she continued to develop and receive training through the project, her vision and goals changed. Having excelled alongside her fellow participants, she is now keen to start her own small business in the future: the project has brought optimism and ambition back to her life.



Preserving
Resources

Environment



As well as its work in Yemen under the heading of crisis prevention and recovery, UNDP has continued to implement some projects related to the environment and natural resources. These have focused on livelihoods resilience, biodiversity conservation, the management of protected areas management, awareness raising and clean development approaches. The projects address long-standing concerns and contribute to the wider common goal of trying to build Yemen's resilience and ability to prevent and recover from crises, natural or man-made. They have also been helping Yemen to fulfil its obligations under the 1993 international Convention on Biological Diversity.

Sustainable natural resources management

This project aimed to reinforce sustainable management of natural resources. It builds on the achievements of a previous project, focusing on:

- Enhancing national and local capacities for sustainable management of natural resources;
- Increasing the awareness of the general public and school children about environmental issues such as sustainability and protected areas;
- Improving livelihoods opportunities for women and communities, through skills enhancement and support for micro-enterprise.

Activities and results from the project during 2012 and 2013 include:

- > The National Strategy for Environmental Sustainability developed with national and local participation and approved by the Cabinet.
- > A ten-year plan for the protection and management of areas of environmental importance developed and two status reports completed for locally managed protected areas in Bura'a and Al-Heswa; study tours arranged to facilitate experience sharing.
- > Yemen national report to the Rio+20 Conference developed and approved by the Government.
- > A national conference on promoting investment in 'green economy' was organized in partnership with the private sector, with booklets and CDs on the themes of the conference widely distributed.
- > Preliminary reports on biodiversity of Aden Wetlands and Kamaran Island developed, and management plans for Aden, Bura'a and Hawf protected areas developed and approved by stakeholders.
- > Awareness raising initiatives carried out by school environmental clubs, during national green economy conference and national and international environmental days; drawing competitions and an exhibition on waste recycling organised with the private sector, and a booklet of guidelines for waste recycling prepared.
- > 1,000 copies of a booklet of guidelines on managing school environmental clubs distributed to schools in Sana'a, Aden, Hawf and Al-Hodeidah.

- > Five-day study tour for a group of 18 students and teachers from Aden environmental clubs organized to Al-Hodeidah and Bura'a Protected Areas

Integrated water resources management

This project aimed to reinforce integrated water resources management. It builds on the achievements of a previous project and focuses on:

- Water basin management planning
- Increasing the awareness of the general public and school children about water issues
- Improving water use and management practices at the local level

Activities and results from the project during 2012 and 2013 include:

- > National Water Resources Authority strengthened in order to begin implementing water-basin management plans in Taiz, Tuban-Abyan, and Hadhramout
- > Piloted rainwater harvesting and wastewater reuse initiatives, including rainwater harvesting systems in Al-Mushky School for Girls in Taiz, in the Faculty of Science at Taiz University, and for mosques in Tarim District in Hadhramout
- > Developed and secured a grant for an initiative to prepare a larger project to introduce rainwater water harvesting technologies in five governorates in Yemen.

Climate change advisory services

UNDP has been providing advisory services on climate change and its implications for Yemen. Activities and results during 2012 and 2013 include:

- Produced briefs and policy papers, for example about the scope for Yemen to attract 'climate finance', the implications of climate change for governance, and the impact of climate change on livelihoods in Yemen and the implications for policy
- Advocated for appropriate actions to be taken, such as the establishment of a national forum for discussing the issue of climate change, and fostering relevant partnerships
- Provided technical support, including updates and briefings for the Government about international talks on climate change, and training for media, youth and women, to help them play an active and effective role in initiatives to address climate change in Yemen.
- Supported the government in completing its Second National Communication on climate change and submitting it in 2013 to the secretariat of the UN Framework Convention on Climate Change (UNFCCC), and helping it to initiate preparations for its Third National Communication.



Socotra is considered the jewel of biodiversity in the Arabian Sea. In the 1990s, a team of United Nations biologists conducted a survey of the archipelago's flora and fauna. They counted nearly 700 endemic species, found nowhere else on earth.

The island was recognised by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as a world natural heritage site in July 2008. The European Union has supported such a move, calling on both UNESCO and International Organisation of Protecting Environment to classify the island archipelago among the environmental heritages.







Forward

/ˈfɔːwəd/

"of or relating to the future or favouring change; progressive."⁴

IV. Looking Forward

4. Source: <http://www.wordreference.com/definition/forward>



The post-2011 transition to a new political dispensation and distribution of power in Yemen, continues to take place in a context that is seriously affected by insecurity, humanitarian crisis, and high public demand for tangible benefits or “peace dividends”. Security difficulties include the activities of militant groups (some officially affiliated to al-Qaeda) in parts of the country. The humanitarian crisis, most acute in the south of the country, has been exacerbated by large-scale immigration and by continuing violent clashes between the national army and militant groups. Other factors – in particular, drought, food insecurity and unemployment – add to the difficulty of bringing about positive change and a successful transition for the country.

In 2013, Yemen entered into a critical phase of the transition, marked by a series of overlapping processes due to be concluded in just 12 months. These included the implementation of the national dialogue process; the development of a new national constitution; the setting up of a legal framework for transitional justice; the establishment of an independent institution for human rights; the completion of the first phase of the electoral cycle; and the accomplishment of structural reforms in the security sector. These processes should continue in 2014 and beyond.

Country Office outlook in 2014 and beyond

In this challenging context, the UNDP Yemen Country Office will continue and deepen its efforts initiated in 2011 and 2012 to align its programme with the priorities of Yemen's post-2011 transition. This will entail:

1. **Benchmarking its programming** to make sure that the technical and financial resources used in its programming closely support the priorities of the transition: In addition to contributions in the field of elections, human rights, transitional justice and national dialogue, the Country Office will scale up its work in the areas of sustainable livelihoods, employment generation and local governance in crisis areas. New initiatives will build on important donor partnerships, for example with the UN Peacebuilding Fund, the EC and the United States.
2. **Positioning UNDP as the leading international partner** in Yemen in the areas of elections, capacity building and governance. In 2013 the existing International Partners Working groups chaired by UNDP incorporated representatives from the Government of Yemen and civil society organisations. In addition to this convening function, UNDP is managing two key multi-partner basket funds respectively for elections and the Emergency Capacity Building Facility. UNDP is also leading the conduct of three important assessments that are likely to influence policy and programme development in the post-transition process: (i) a policy paper on options for Yemen in centralisation, decentralisation and the configuration of government structures; (ii) a comprehensive sustainable livelihood assessment, which will be the first exhaustive household socioeconomic analysis since the crisis in 2011; and (iii) an assessment of formal and informal governance, to inform and improve understanding of post-2011 power dynamics in Yemen.
3. **Improving performance in delivery**, by improving use of fast-track procedures, delegation of procurement authority, and use of Long Term Agreements where these can expedite achievement of intended results. The Country Office will reinforce its Procurement and Finance sections and will set up two sub-offices in key parts of the country, in Aden and Sa'ada. The Office will look for ways of making efficiency gains in its use of implementing modalities (national, direct, non-governmental), and its use of joint planning with other UN agencies.



Fostering *RESILIENCE*
in times of *CHANGE*

2012 towards 2014
Progress Report





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Resilient nations.*

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