



OFFICE OF THE RESIDENT COORDINATOR OF THE
UNITED NATIONS SYSTEM'S OPERATIONAL ACTIVITIES FOR DEVELOPMENT
IN THE REPUBLIC OF YEMEN

Resident Coordinator's Annual Report 2012

Brief description of major developments:

All segments of the Yemeni population started 2012 with high expectations. Presidential elections were held on 21 February with Vice President Abdel-Rabbuh Mansour Hadi elected as the new President of Yemen. International election monitors oversaw voting in some 5,260 polling stations set up throughout Yemen's 20 governorates. Despite the general consensus around only one candidate, there was nationwide campaigning and voter turnout of about 65%, an impressive figure given that various non-political opposition groups had declared that they were not going to vote. The turnout in the South was surprisingly high, with 35%, and even in the Northern province of Saada, which is under the control of the Al Houthies, around 72% of those registered turned up to vote. Support to this election was provided by UNDP, EAD/DPA and a number of donors in-country through a multi-donor basket fund managed by UNDP. The Peace Building Fund made available US\$ 1 million to fund the electoral assistance activities. The support helped ensure the organisation of relatively peaceful and participatory elections, with the engagement of youth, women and marginalised groups, including IDPs.

The security situation throughout 2012 remained very fragile. As the newly elected President engaged in successfully fighting AQAP/AAS in the Southern Governorates during May, AQAP lost their footprint in their stronghold of Abyan Governorate. AQAP changed their strategy and initiated a form to, "take the fight to the main cities of Yemen". They used different methods to do this, ranging from suicide explosive attacks, under vehicle explosive devices, and the use of motorcycle riders for effective hit and run assassinations of various Government Officials. Throughout the year the number of casualties has continued to rise as AQAP attacks continued and political incidents erupted into violence.

Some notable incidents included the attack against the Bulgarian ambassador and his wife in central Sana'a; a May suicide bomber that caused dozens of casualties during the rehearsal of a military parade in Sana'a; spectacular attacks on the Security Forces in the South caused the death of the Southern Force Commander and mass casualties in August and October; whilst aggressive efforts to attack Government entities abounded. Leading up to Eid (end of October) a spike of assassinations using motorcycles occurred and there was a deterioration of the Security situation all over the country. Most of these attacks are attributed to AQAP, although some suspect politically motivated attacks by other entities.

Since the elections, the new government had been focusing most of its efforts on the preparations of a new Transitional Plan for the next two years; new budget; military institutions restructuring; dealing with law and order issues through the country; preparations for the national dialogue; donor conferences and restoring basic public services. Despite regular attacks on the infrastructures and installations, there has been a noticeable improvement in the electricity supply, especially in Sana'a.



The **UN Secretary-General visited Yemen on 19 November** to mark the first anniversary of the 23 November conclusion of the Yemen Peace and Transition Agreement and to highlight his personal support to the transition process. The Secretary-General also met with President Hadi, PM and entire Cabinet, the members of the Preparatory Committee for the National Dialogue, the Secretary-General of the GCC, the High-level Military Reform Committee, ambassadors from the “Friends of Yemen” group, and the UN Country Team. No doubt, the SG's historical visit to Yemen (as qualified by the Yemenis themselves) has boosted the morale of the Yemenis (both leadership and population) at a very critical time in the transitional period.

Highlights on Progress on UN Reform:

The transition agreement calls on the United Nations Secretary-General, in cooperation with other agencies, to provide ongoing assistance for the implementation of the agreement. The SG is also requested to coordinate the assistance from the international community for the implementation of the agreement, and the continuation of mediation and facilitation under the Secretary-General's good offices. Against this background, the **Joint UN Framework to Support the Transition in Yemen 2012-2014** was developed to respond in an integrated manner to the crisis and anticipated transition in Yemen and was endorsed by the Regional UNDG in late March. The Framework represents the support of the United Nations to the political transition in Yemen, which includes the Secretary-General's good offices as well as the agencies, programmes, funds and departments of the UN. The Framework aims to complement the Yemen Humanitarian Response Plan 2012, and to bridge the gap between that plan and the longer-term United Nations Development Assistance Framework for Yemen (which covers 2012-2015 but was formulated before the events of 2011). The Joint UN Framework therefore aims to maximise the effectiveness of UN assistance in Yemen's anticipated transition, drawing on the capacity, expertise and position of the various UN agencies, funds and programmes to help bring about a peaceful and inclusive transition. **Six Joint UN Working Groups** (National Dialogue; Good Governance & Elections; Sustainable Livelihoods; Basic Social Services; Rule of Law and Security Sector Reform and Gender) were formed in April to support the government's Transitional Programme for Stabilisation and Development (TPSD) 2012-2014. These Joint UN WGs each produced concept notes outlining initial entry points and framing the scope for peace building interventions during the transition period. These will also ensure an integrated programmatic approach in anticipation of further PBF support for key areas of the transition in order to support the Government of Yemen's (GoY) TPSD.

The SG's Special Adviser who visited the country eight times in 2012 and played an instrumental role in decreasing political tensions between the different parties and also in the preparation for the National Dialogue Conference (NDC). The RC's Office provided advice and logistics support to the Special Advisor's missions. During his different missions, the SASG made a point to regularly interact with and brief the UNCT on the political process. The coordination and information sharing have substantially improved between the SASG's and the RC's Offices in 2012. Also, in line with the SC Resolution 2051, a small field office of the SASG has been established in Sana'a to provide a coordinated UN support to the implementation of the political transition process.



The RC also kept the R/UNDG members regularly updated throughout the year. The mission of R/UNDG Chair took place in early March and a few R/UNDG members also visited the country later in the year. The high level missions of Deputy Emergency Relief Coordinator in April, UNICEF Executive Director in July, WFP Deputy Executive Director in July, UNFPA Deputy Executive Director in October and the SRSG for Children and Armed Conflict in late November has also helped to raise the profile of the UN system in the country during this crucial transitional period. The RC Office also facilitated several in-country missions of non-resident agencies such as UNESCO, ESCWA, ILO, UNODC and UNIDO in 2012 to support the government's transition plan.

Throughout 2012, the focus of UNCT was mainly on transitional support to the government, humanitarian response and planning, staff security and transition planning, in line with the government's TPSD 2012-2014. While the year was full of challenges and unpredictable developments, UNCT stayed on course.

Support to the National Development Processes:

As technical support to the preparations of the government's TPSD 2012-14, the Joint Social and Economic Assessment (JSEA) has been prepared in response to a request from the Ministry of Planning and International Cooperation (MoPIC), and was undertaken jointly by the World Bank, the UN, the European Union and the Islamic Development Bank. The JSEA's main purpose was to assess the social and economic impact of the crisis in Yemen, and to identify challenges and key priorities for early interventions, primarily for the transition period, which is expected to stretch into the first half of 2014.

The analysis and data from the JSEA, as well as the Comprehensive Food Security Survey (CFSS) study by WFP and UNICEF and Yemen Humanitarian Response Plan 2012 served as important baselines sources for the GoY with their TPSD priorities. The UNCT also provided consolidated technical inputs to the drafts of the TPSD and its related thematic papers. The UNCT along with the WB, DfID and EU, assisted the GoY with the TPSD finalisation and the priorities matrix that provides further details on required and available resources, suggested funding approaches and responsibilities for monitoring and development of follow-up indicators.

A project named **Emergency Capacity Development Facility (ECDF)** has been set up by UNDP in partnership with development partners and in close cooperation with the GoY to provide to the national leadership for the transition with immediate and catalytic support from a multi-partners perspective. The projects aims -in the short term- at reinforcing the leadership capacities of the core institutions (the President's Office, Prime Minister's Office (PMO), the Ministry of Planning and International Cooperation (MoPIC) and the Ministry of Finance (MoF) to successfully orient, lead and coordinate the achievement of key benchmarks stated in the GCC agenda as well in as the Government's Transitional Plan. In the longer-term perspective, the ECDF aims at creating the basis for a more comprehensive capacity development programme.

**Aid Effectiveness and harmonisation:**

In 2012, the monthly Donor Forum co-chaired by the UN Resident Coordinator and the World Bank Country Manager has been held regularly. These meetings have helped discuss and agree on common development partners' positions on issues related to the donor support to the GoY for a smooth transition period. A UNCT member participated in the 'Friends of Yemen' senior official's planning meeting in London on 23 March. The RC, on behalf of the UNCT, participated in the Ministerial Meeting of the 'Friends of Yemen' in Riyadh on 23 May which expressed a strong political support message to the political transition until the end of Phase II of the GCC initiative and the 2014 elections.

Similarly, several UNCT members participated in the 'Yemen Donor Conference' (Consultative Group meeting) on 4-5 September in Riyadh which agreed on the main principles of the Mutual Accountability Framework (MAF), outlining for the first time the responsibilities between donors and GoY. The UNCT members also participated in the Strategic Partnership Forum meetings organised by MoPIC before this conference and provided substantial technical assistance to the preparation of Riyadh meeting along with the World Bank and other key development partners. The total UN assistance and contribution to Yemen for the transition period 2012-2014 amounted to approximately US\$1.5 billion, of which US\$ 360 million is coming from UN core resources, as announced at this conference.

The attendance of President Hadi and the UN SG to the 'Friends of Yemen' meeting on 27 September in New York sent a strong message to the key partners, who all attended at the Ministerial level. The meeting was also attended by the undg Chair Helen Clark, R/undg Chair Sima Bahous as well as the Special Adviser of the SG for Yemen and the UN Resident Coordinator. This meeting welcomed the critical role played by the UN system in preparations for the National Dialogue Conference, Transitional Justice and National reconciliation as well as in development and humanitarian coordination.

Coordinated Humanitarian Response:

The Yemen Humanitarian Response Plan for 2012 initially established at US\$447 million, was increased at the mid-year review to reach US\$585 million. At the end of the year, the funding level stands at 58%, collecting over US\$342 million. Yet, some clusters were fairly under-funded, such as Early Recovery (11%), Education (26%), Protection (30%) and Health (31%), leaving significant gaps in response in these critical sectors. Funding was also unevenly allocated among partners. In 2012, the Yemen humanitarian response mobilised US\$23.5 million from the CERF rapid response window in support of a national measles and polio vaccination campaign, new displacement and the Abyan response plan. At the time of finalising this letter, an additional US\$17 million from the CERF unfunded window was also announced for Yemen. Similarly, the Emergency Response Fund (ERF) received US\$11,678,114 and distributed US\$7,574,057 for 30 projects, with another six projects currently being processed. The ERF has proven to be a key tool to respond to unforeseen needs and to support capacity-building of INGOs, NGOs/CBOs and other local partners. In 2012, the ERF has so far allocated US\$1,136,106 to Yemeni NGOs – more than double the US\$472,812 allocated to local partners through the ERF in 2011.



Through the 2012 YHRP, humanitarian partners provided assistance to 3.8 million food insecure people and nutritional interventions were delivered to 111,249 malnourished children under the age of 5. One million Yemenis benefitted from assistance in accessing clean water and sanitation, while 950,016 people in Yemen were provided with health care through the YHRP. 1.2 million Yemenis benefitted from assistance in the area of education. Protection services were provided for 337,000 children and 343,000 beneficiaries in need of protection. In response to the measles outbreak at the beginning of the year, the immunisation campaign vaccinated over 93% of the targeted 8.5 million children under 10 years. In addition to addressing the needs of Yemenis, almost 272,000 refugees and migrants, primarily from the Horn of Africa, also received life-saving and protection assistance through the 2012 YHRP.

In the latter part of 2012, there was a significant opening of humanitarian space in the South, following the retreat of Ansar Al-Sharia from key cities in Abyan. The humanitarian community moved quickly with a joint assessment, the development of a joint Abyan Response Plan and an increased presence in the Governorate, where intense conflict displaced thousands of people since May 2011. The RC/HC visited Zinjibar, the capital of the Abyan Governorate, on 3 December 2012, to underscore the need to scale up the humanitarian response in the conflict-affected area, especially at a time that a large number of internally displaced persons (IDPs) have returned to their areas of origin (over 80% of Abyan IDPs returned). The HC's visit was the first such visit to Zanjibar by any head of a diplomatic mission present in Yemen. A security assessment team has been deployed immediately after the end of the mission as the UN intends to increase its presence in Abyan through the deployment of local staff members first.

Efforts continue to open the space for humanitarian partners in new areas of the country, including Hadramout. The RC/HC visited Al-Mukala, the capital of Hadramout Governorate, on 11 and 12 December 2012, to open humanitarian space for international partners and to increase humanitarian and development response in this Governorate. The HC/RC was accompanied in his mission by UNDP and OCHA. He met the Governor of Hadramout, local NGOs and civil society organisations, as well as the Hadramout business community. After an in-depth security assessment, the UN intends to increase its presence in Hadramout through the deployment of local staff.

An overall assessment strategy for Yemen is near finalisation and a task force has been set up to complete the strategy, including key cluster indicators and a joint assessment platform. Moreover, humanitarian partners have agreed on the Multi-sector Initial Rapid Assessment (MIRA) in Yemen. MIRA has already been rolled out in Abyan, and is now ready to be used in new onset emergencies.

Malnutrition remains by far the biggest challenge to the development and stability in Yemen. The UNCT intends to prioritise it in the coming years and to adopt a joint clusters integrated approach to deal with this serious and chronic development challenge.

Throughout the year dialogue continued with state and non-state actors to improve access to key areas in Yemen. In the North, expectations that joint assessments would be rolled



out have yet to materialise, but through positive engagement with the de facto authorities, a number of agencies remain able to operate, including in Sa'ada.

HCT meetings have been held on a regular basis, and clusters and inter-cluster forums also met regularly at capital-level as well as the four field hubs. In addition to the four coordination hubs (Sana'a, Aden, Sa'ada and Haradh), a new field hub was established in Hodeidah. Out of 11 UN Clusters activated in Yemen, only four have dedicated Cluster Coordinators. A highly appreciated support was received from the Global Food Security Cluster, especially from FAO and WFP, in fielding a senior Coordinator for this Cluster on a temporary basis. This review and evaluation resulted in a number of recommendations to improve the functioning of this critical Cluster. This will require further support from HQs in establishing a long-term position for the Food Security Cluster Coordinator.

Meanwhile, 2012 has continued the trend of increasing UN and NGO staffing in Yemen, and expanding the partnership with local partners (with an increase of total humanitarian partners from 66 to 89). This investment is expected to pay off in the coming year in terms of increased capacity to deliver and to strengthen coordination.

The 2013 Yemen Humanitarian Response Plan was launched in Rome on 14 December 2012. The plan estimates a 22 per cent increase in funding requirements to US\$716 million in order to provide assistance to 7.7 million Yemenis, or almost one third of the population.

Support the National Dialogue:

There is a broad consensus that an inclusive National Dialogue process is crucial for the overall political transition to succeed. However, due to intricate political negotiations between key actors in the country, the official starting date of 15 November could not be met. The Office of SG's Special Adviser for Yemen along with certain UNCT members (OHCHR, UNDP, UNFPA, UNHCR, UNICEF, UN Women) continuously worked with all key stakeholders and the Preparatory Committee (PC) to prepare for this Conference. The SASG's personal intervention at some critical points of the negotiations lessened tensions and facilitated the involvement of the Southerners (who were for a year excluding participation).

The UN is working with the PC Secretariat to ensure full participation of women, youth, IDPs, CSOs for this national conference through a Joint UN project through a financial support of US\$ 2 million from Peace Building Support office (PBSO) through its Immediate Response Facility (IRF) window in July. This project brings together the office of the SG's Special Adviser for Yemen for the organisation of the National Dialogue Conference as well as support to meaningful participation of the civil society and particularly of marginalised groups (i.e. women, IDPs, youth), through capacity building programmes implemented by UN Agencies (UNDP, UN Women, UNFPA, UNICEF, UNHCR). The project, which has a strong peace building component by rallying together crucial national stakeholders in a consensual fashion, is already giving encouraging results, as shown in the recent declaration of the Technical Preparatory Committee for the National Dialogue announcing the inclusive participation of all stakeholders, including the representation of 30% women.



In addition, a strong support was received from PBSO through deployment of competent technical staff to organise a UNCT retreat and prepare the PBF eligibility note. This UNCT retreat was held on 21 October and attended by the SG's Special Adviser. It was aiming at achieving a shared understanding of peace building priorities in Yemen and the entry points, approaches and mechanisms through which the UN system can best contribute to addressing these priorities. This retreat agreed on the development of an eligibility note required for a larger PBSO support, conducting a conflict analysis, and developing a peace building programme portfolio for PBF and other sources of funding. The Eligibility Note was prepared by the UN and endorsed by the government in mid-December and formally submitted to PBSO at the end of the year.

Human Rights, Gender Mainstreaming and Child Protection:

In accordance with the HR Council Resolution 18/19 on Yemen and recommendations of the HR Council, the High Commissioner for Human Rights deployed a Senior Human Rights Adviser to support the RC and UNCT Yemen in March. OHCHR Geneva decided on establishing a Field Office in Yemen in September after signing the Host Country Agreement on the side of the GA in NY.

On 24 July the Government of Yemen and the UNDP signed an agreement to carry on a project aimed at strengthening human rights during the transition period in Yemen. The agreement commits the UNDP and OHCHR to help establish an independent national human rights body, develop civil society capacities in human rights and assist the Ministry of Human Rights to contribute effectively to the transitional process.

Yemen's first National Conference on Human rights was held on 9-10 December with the support from UNDP, OHCHR, UNICEF, IOM, WHO, UNHCR with an aim to comprehensively review the status of human rights in the country and consolidate a future national strategy to tackle these issues.

In 2012, more than 1,286 cases of human rights violations were reported. The need to strengthen the protection of civilians in Yemen is a priority for internally displaced and other conflict-affected people, as well as the overall Yemeni population suffering under the relative absence of justice and the rule of law in many parts of the country.

UNFPA and UN Women provided technical support to Women's National Committee which had been appointed by the Technical Committee for the preparations for NDC to facilitate and outreach to as many wide women groups as possible to help support the process of nominating the independent women members of the Technical Committee.

Under the co-chairmanship of the RC/HC and the UNICEF Representative, the Country Task Force (CTF) on monitoring and reporting mechanisms (MRM) on grave violations against children in Yemen was officially established in mid-October with wide representation of UN agencies and international NGOs. The Terms of Reference (ToR) was adopted and the establishment of a technical working group was also agreed upon. The SRSG for Children and Armed Conflict, Ms. Leila Zerrougui, visited Yemen from 26-29 November to accelerate



the development of a time-bound and verifiable action plan to cease the use and recruitment of children by the listed parties. She met with the President, Prime Minister and all the four Yemeni parties mentioned in the SC report, to take stock of the situation of conflict-affected children and to discuss measures to respond to violations committed against girls and boys. She also travelled to Saa'da to engage other parties to the conflict, as well as civil society partners to address the issue. During her visit, the President issued a decree to all security forces to end recruitment of children under the age of 18. After her visit, the government has held a workshop, together with UNICEF and other humanitarian partners, to discuss and develop the contents of the Yemeni Government's action plan to end recruitment and use by the Yemeni Armed Forces, in line with UN Security Council Resolution 1612 (2005).

UN Joint Communications and Advocacy:

The UN Communications Group (UNCG) assisted the UNCT in joint commemoration and advocacy on **International Women's Day**, World Population Day, International Volunteers Day, World AIDS Day, International Anti-Corruption Day, Human Rights Day with various activities with our partners in government, civil society groups and the media. UNCG also produced UN advocacy messages, short films, brochures for the Donor Conference in Riyadh on 4-5 September. On 12/12/12 a short documentary was also produced to illustrate the UNCT's work in one day in Yemen.

HIV/AIDS at the workplace:

UN Cares training programme were conducted for the UN staff in particular those working on the humanitarian setting (in Haradh, Abyan, Aden) where more than 233 UN staff from IOM, OCHA, UNHCR, WFP, UNICEF, UNDSS, FAO and UNDP acquired knowledge regarding the ten UN Cares Minimum Standards. In addition, copies of the booklet were also distributed. The UNAIDS team provided technical support to develop and submit the country progress report for 2012 in collaboration with National AIDS Programme. This team also helped to share and disseminate studies and researcher's findings conducted in 2009-2011 among key target populations: MSM, young TB patients, pregnant women and PLHIV to be utilised in planning and intervention.

The **Operations Management Team** (OMT) supported the UNCT in managing on-going common services (UN Dispensary, travel and banking services) and harmonisation of business practices of the UN system in-country further with harmonisation of terminal expenses and DSA for internal non-UN travellers, local staff salary survey, signed a number of LTAs with an international airline, mobile service provider, etc. Further efforts are on-going to sign LTAs on banking services and security service providers so that the UN agencies receive better services and value for money.

Staff Security and safety:

Within the fragile security environment in the country, the UN had two separate kidnapping cases in early 2012, each resulting in the safe release of the Staff Members. Threats to the UN included several incidents of attempted carjacking, hostage taking and nearby gunfire alerts almost weekly throughout Sana'a with similar events in Aden and the North. In Aden the WFP compound facility was attacked, a suicide bomber detonated just outside of the



UNHCR compound and a number of events occurred in Sana'a. Together with a host of other significant and deliberate security events throughout the year, the SMT was forced to implement additional security measures that remain in place until now. In addition, UNDSS developed and distributed regular Security Advisories to keep all UN Staff informed of the situation.

Although the types of security events have changed since 2011, in that major military conflict has been avoided in Sana'a, the Al-Houthi in the North and Al-Hirak in the South have increased their activities, AQAP has emerged back into a more classic and devastating entity, whilst political security incidents abound. Crime remains relevant, but does not greatly impact on the lives or overall operations of the UN. However, the security within the state of the nation, particularly in the broader Central and Southern Regions, has not significantly improved and tensions still remain at significant levels. The UN remains at a **High** level of assessed risk for the implementation of major programmes.

In order to match the vision of enabling security that allows the UN to stay and deliver, a range of 'significant' activities were undertaken in 2012 as highlighted below:

- One day of training for all SMT members in May.
- The Country SRA, Security Plan, MOSS and MORSS were all reviewed and updated at least once during the year.
- Local Security Assistants (LSA) from UNDSS and the UN agencies received a one-week training course, arranged through UNDSS. This included participation of LSAs from other countries.
- A one-week, First Responder/Trauma Bag training session was given to 18 National and International Security Officers.
- For the regular SASG visits, UNDSS provide an LSA to the missions and helped to facilitate the expansion of his security arrangements in late 2012.
- For the unusual visit of the Secretary-General on 19 November, UNDSS presented a unified front with some Agencies security staff to lead the Government planners to a successful visit.
- Several UNDSS officers attended the UNDSS Hostage Incident Management course in 2012.
- The planned SSAFE training was cancelled several times due to threats, but it is expected to be conducted sometime in early 2013.
- About 225 UN staff attended the Mine and ERW plus the Hostage Survival training conducted by UNDSS.

Programme Criticality:

As the Chief Executives Board identified Yemen in October 2011 as one of the 12 potential countries for the Programme Criticality roll-out, the UNCT sought technical support from the Programme Criticality Coordination Team (PCCT) at HQ for this in April. The PCCT fielded a mission to Yemen from 18–21 May to conduct a training session on Security Risk Management, Guidelines for Acceptable Risk and the Programme Criticality framework (methodology and tool) and to facilitate a programme criticality exercise with designated



staff from all United Nations Security Management System (UNSMS) organisations based in Yemen. A two-day workshop was conducted by this mission to consolidate the results of the PC exercise. The UNCT sent their consolidated PC1 results to PCCT at HQ in June and received further technical feedback from PCCT HQ in which the UN agencies were again requested to review their agencies levels and types of their activities especially in PC1 category. Due to lack of familiarity and sound knowledge of the PC exercise process and experience in other crisis countries, it has been quite difficult for this exercise to be completed properly according the PC Framework methodology in Yemen. The RC had again requested the PCCT in HQ to provide further technical support to complete this exercise properly in Yemen and it is expected that this would be completed in the first quarter of 2013.

Key aspects of the proposed 2013 work-plan:

2013 will continue to be a key year in terms of preparing for the overall UN system support to the transition in Yemen, implementation of the UNDAF (2012-15) and scaling up the humanitarian emergency assistance under the 2013 YHRP. The UNCT will continue to focus on providing coherent and timely support to the transition process, especially around support to the National Dialogue Conference and constitutional reforms and preparations for the next elections scheduled for 2014. The UNCT will also continue to put its efforts towards the delivery of coordinated and well-financed support by the UN and the wider development community to the transitional process and peace-building efforts of Yemen. The UNCT will build upon the coordination work the UN system has from other post-crisis countries around the world in areas such as the immediate capacity building of key government institutions, the promotion of rule of law and security sector reform, the promotion of adherence to international standards and challenges around inclusion and equity and basic services delivery. Additional resources will be sought from the Peace Building Support Office through the preparation of a PB strategy and concrete projects proposals together with the government and civil society. A final priority will be to continue to pilot and field-test models, approaches, and initiatives for improved UN coherence and operations in transition settings such as working together with DPA in a non-mission setup and the completion of the Programme Criticality exercise for Yemen.

Recommendations:

The UN Resident Coordinator, on behalf of the UN country Team in Yemen, recommends that in the extremely volatile environment of Yemen, the UN RC Office capacity should be continuously supported by DOCO with adequate and predictable financial resources during Yemen's transition period. The support received last year from the Gap Capacity Fund to establish a P-5 Head of RCO/Strategic Planner (with a great support from BCPR and DOCO) should be continued and reinforced in 2013 and 2014 until the transition period is over as the situation remains fragile.