



Yemen National Dialogue
and Constitutional Reform
Trust Fund (YNDCRTF)



PROJECT¹ QUARTERLY PROGRESS UPDATE

(for posting on the YNDCRTF web site)

as of 31 December 2013

Participating UN or Non-UN Organization:	OSASG (Office of the Special Adviser to the Secretary-General on Yemen) UNDP UNHCR UNICEF UNOPS UNFPA OHCHR UNWOMEN				
Implementing Partner(s):	National Dialogue Secretariat (NDS)				
Project Number:	00085672				
Project Title:	UN Integrated Program of support to the Yemeni National Dialogue and Constitutional process				
Total Approved Project Budget:	US\$ 23.1 Million				
Total Transferred Money:	US\$ 14,632,000				
Location:	Country-wide				
SC Approval Date:	24 January 2013				
Project Duration:	12 Months	Starting Date:	1 Jan 2013	Completion Date:	31 Jan 2014
Funds Committed:	USD 14,637,960.00			Percentage of Transferred:	100.04 %
Funds Disbursed:	USD 14,145,333.00			Percentage of Transferred:	96.67 %
Expected Project Duration:	12 months	Forecast Final Date:	31 Jan 2014	Delay (Months):	0

Outcomes:	Achievements/Results:	Percentage of planned:
Outcome 1: “Implementation of the Agreement moves forward according to agreed timelines and steps, on the basis of quality technical, financial and administrative support”		
<p>1.1 The National Dialogue and Constitutional process are provided with technical and political support, including lessons learned and comparative analysis and mediation / facilitation assistance when requested</p>	<p>The NDS with support from Office of the Special Adviser to the Secretary-General on Yemen (OSASG) and UNOPS provided operational and technical support to the National Dialogue Conference (NDC) with support from international experts. The main activities implemented include:</p> <ol style="list-style-type: none"> 1. The 8+8 sub-committee was convoked last quarter and continued during this quarter to discuss resolution of the southern issue, chaired and facilitated by the UN Special Adviser to the Secretary General (SASG). Consultants continued to provide technical advice and working papers for the sub-committee. After many rounds of discussion, the SASG presented a draft text centring on a new federal state structure and incorporating the various components’ viewpoints, including a mechanism to delineate the regions in the post-NDC period. President Hadi brought together the representatives of all components to reach a final agreement and sign the southern document. After this point the NDC succeeded in reaching consensus on a number of the most important issues that will inform the constitution-making process. 2. Under the supervision of the National Dialogue Secretariat (NDS), 9 national facilitators continued work to ensure proper functioning of the working groups and to make progress in their work plans. The international mediation adviser from UNHQ continued to provide support to the working groups and 8+8 sub-committee, including producing working papers and making presentations. 3. Nineteen (19) international experts on media, constitutional systems and process, and federalism continued to be deployed to support working groups. Experts also supported the Consensus Committee and initiatives targeting specific constituencies, including civil society. The NDS recruited a national consultant to review the NDS units’ closure- reports. In addition, training on how to write unit closure reports was organized for the NDS staff. A consultant was contracted to work with the NDS on “The Dialogue Story” document in order to document the experience and management of the NDC. 4. Two interpreters continued to provide interpretation for the working groups, consultants, and the NDC, as needed. In addition, other interpretation and translation services were outsourced through service providing companies. 5. Background papers and information sheets were developed and distributed to NDC delegates in order to respond to the evolving needs of the working groups and sub-committees. These technical materials were developed by various national and international consultants, which were coordinated by OSASG and the NDS. Existing manuals on conflict resolution, women rights, and resolution of property and land issues were also distributed to NDC delegates. 6. NDS worked with GIZ to evaluate the organizational structure of the NDS, and are now working on the final evaluation report. 	<p>85% achieved planned for the period of reporting</p> <p>80% achieved for the project</p>

<p>1.2 Well-resourced secretariats provide the administrative, logistical and technical support to the National Dialogue and Constitutional process structures, including Preparatory Committee, National Dialogue Committee, and Constitutional Commission</p>	<p>1. 125 staff continued working for the NDS, with UNOPS providing human resource management and support.</p> <p>2. Comprehensive planning, communications and logistical support for the NDS was provided for the extended period of the NDC, and all necessary operational support for the 2nd round of the working groups and the final plenary sessions. UNOPS continued to provide operational support, which included contractual services of office location set up, security arrangements, travel for delegates, transport of volunteers, preparation of conference venue, organization of media coverage and translation/interpretation.</p>	
<p>1.3 International assistance to the National Dialogue and the Constitutional process is well coordinated, with limited transaction costs for national actors and efficient allocation of resources</p>	<p>1. The SASG chaired two coordination meetings for international counterparts in order provide updates on the NDC, and to discuss mechanisms of international support for the NDC process and strategic planning for the constitution-making process. The NDS continued to ensure access for international observers from various embassies, donors, INGOs and international partners who attended a number of working groups sessions.</p> <p>2. Two (2) donor meetings were held during, co-chaired by the NDS SG and the SASG. In these two meetings, political updates were provided. The NDS also presented on the support provided to the NDC. Several smaller meetings took place during this quarter by OSASG and the NDS with member state representatives to mobilize additional funds for the projected costs of the constitution-making phase.</p> <p>3. Four (4) NDC UN working group coordination meetings were held and chaired by OSASG and two (2) YNDCRTF Steering committee meetings also took place.</p>	
<p>Outcome 2: “The outcome of the Implementation of the Transition Agreement reflects an inclusive, transparent, meaningful and participatory process.”</p>		
<p>2.5 The population is aware of the existence and inclusivity of the national dialogue and constitutional process through the implementation of the secretariats' public information campaigns Note: exact content, timing and sequencing of proposed activities pending development and finalisation by NDS of public information campaigns</p>	<p>The NDS, with support from OSASG and UNOPS, continued significant media work during the reporting period due to the extension of the NDC. The communication plans for the post-NDC period were postponed, some of the previous communications activities were prolonged and new activities were planned to cover the extension period. The main activities implemented include:</p> <p>1. Traditional media:</p> <ul style="list-style-type: none"> • TV: <ul style="list-style-type: none"> - Regular live broadcasting by two (2) state-owned TV channels, one private channel (Yemen Shabab) and one regional news channel (Aljazeera Mubasher). Other local channels aired some plenary sessions. In total, over 240 hours of live broadcasting. - Dozens of hours of dedicated talk shows on state-owned channels and three (3) private channels. - The news ticker continued to carry NDC news, and the main outcomes of the 2nd plenary produced by the NDS in July continued to be updated and aired by Yemen TV and Aden TV. - Over 70 TV flashes reflecting the consensual outcomes of the NDC were produced and will be broadcast after the NDC closure. - Around 180 TV interviews were conducted with NDC delegates, the Presidium, the Consensus Committee and the NDS. 	

- **Radio:**

- Around 120 hours of live broadcast in Sana'a and Aden radios.
- Dozens of hours of NDC dedicated programming on 14 national and local radios.
- Around 200 radio interviews conducted for NDC delegates, the Presidium, the Consensus Committee and the NDS.
- Over 70 radio flashes prepared and made available for national and local radio to be aired after the end of NDC.

- **Print & Online media:**

- Over 100 national newspapers and news websites continued daily coverage of NDC activities. Thousands of articles were published during the reporting period, raising the estimated number of stories related to the NDC since its start to around 35,000.
- Two (2) new print campaigns (one week each) were launched in October targeting 38 newspapers. The aim was to advocate for the NDC final outcomes.
- The NDS website, in partnership with the official news agency Saba News, delivered daily news updates to all newspapers and news websites on the progress of working groups and plenaries.
- A mailing list of over 1,000 journalists and media outlets, inside and outside Yemen, has been served with daily updates on the NDC and its different bodies (Presidium, Consensus Committee and Secretariat).

- **Outdoor Campaign & visibility materials:**

- The outdoor campaign launched during the 3rd quarter was extended, with huge discounts and free extension as a courtesy from the vendors. 7600m² of billboards and lamppost signs were still visible during the reporting period in 14 governorates, including Aden, Al-Baidha, Lahaj and Al-Mukalla in the South.
- Indoors visibility materials (banners, rollups, flyers, etc) were provided in the venues of the NDC for the final plenary.
- 800 shields were made ready to be distributed to all NDC delegates, and local and international personalities who have actively participated in the success of the Conference (including civil society and private sector).

- **Print Material:**

- The NDS communication teams did not proceed with any new printing during this quarter. However, it followed up with quality control of previous prints (over 10,000 copies) and the reprint of copies not respecting the specifications. A significant part of these publications were distributed to delegates, media and civil society organizations (CSOs)
- All final plenary visibility materials (banners, rollups, flyers, etc) were produced and made available.

2. **New Media:**

- **Website**

- The NDC website ensured daily coverage of NDC activities and confirmed its position as the primary source of conference news, with over 2.8 million unique hits, of which 800,000 were recorded during the reporting period.

- The Arabic website produced over 300 articles, increasing the production content to around 4,400 articles since its launch in March.
- The website also published hundreds of new photographs, increasing the number of total published photographs to 58,000 (out of over 45,000 stored in the archives) displayed in 200 thematic/events albums.
- More than 200 videos (interviews with NDC delegates) were produced or recorded and made available for use on YouTube.
- The English website continued to mirror the Arabic. Over 1,500 articles were published since its launch on May.

• **Social media**

- The number of Facebook followers increased by over 50% during the reporting period, exceeding 92,000 compared to 61,000 by end September.
- The number of Twitter followers increased from 4,500 in September to 6,000+.
- Around 200 new videos were uploaded to the NDC YouTube channel, raising the number of posted videos to 720.

• **SMS System:**

A two-way SMS system was designed for NDC needs and launched on 27 December, in partnership with three (3) main mobile operators in Yemen. The objective is to provide subscribers with daily updates, outcomes of the NDC and to run polls regularly. By end December, the number of subscribers neared 20,000.

3. Community Participation:

- **Mapping/Inventory:** The activities related to community participation were significantly reduced, as the closing date of receiving public submissions was 18 September. However, the Community Participation (CP) Unit started ambitious work to map all public participation activities and actors. The aim is to measure the supporting efforts deployed by CSOs, government entities and INGOs to the Dialogue. The first results revealed that over 5 million Yemenis were involved in grassroots activities and have participated in NDC related activities.
- Follow up with CSOs: The CP Unit continue its coordination with CSOs and served as a focal point on NDS/NDC side.
- The CP Unit facilitated the participation of a dozen of local CSOs involved in monitoring the NDC meetings and discussions.
- **Dialogue Tents & Dialogue Ambassadors:** the 16 dialogues tents, which were operating during the previous quarters with the help of IOM, served as venues for trainings. Three (3) workshops were delivered by the NDS media team to over 30 partner CSOs from different governorates.
- A cartoon exposition with artists from 18 governorates was organized in the Sana'a dialogue tent.

4. Media Center & Documentation Unit:

- The Media Center continued to offer its services to journalists, representing 102 newspapers and news websites. The daily average influx was 32 journalists and media workers.
- Dedicated workspaces for TV and radios stations allowed the production of an average of three (3) daily TV interviews with delegates, Presidium

	<p>and Consensus Committee members, NDS officials, etc. The estimate number of interviews conducted neared 180.</p> <ul style="list-style-type: none"> - Ten (10) meetings took place in the auditorium. Furthermore, three (3) press conferences and two (2) forums took place in this venue. - The Documentation and Media Unit, created within the NDS Media Department during the 2nd quarter of the project, documented more than 200 hours of plenaries, working groups meetings and sub-committee meetings, such as the 8+8 meeting on the Southern issue. The total of archived NDC sessions is approximately 3,200 hours of unique coverage (Total hours with repetition is 7800 hours). - The Unit also continued to produce and distribute daily news feeds, as needed (working groups and sub-committees meetings) to some Yemeni TV channels and some regional news channels. <p>5. Partnerships:</p> <ul style="list-style-type: none"> - Ministry of Islamic Affairs: Two 3-day forums were organized in Sana'a and Aden, with the participation of over 300 imams and scholars. The objective was to engage opinion leaders around supporting the final outcomes of the NDC and disseminating them to larger audience via mosques. - Ministry of Sports & Sana'a Secretariat: The NDS entered into a partnership with the Ministry and the Secretariat to organize the "Dialogue Football Championship". Teams from 11 districts participated in the 15-day tournament. - International Organization of Migration: The partnership with IOM continued. Beside the significant contribution in providing logistical needs for the plenaries, IOM organized a series of workshops for local CSOs to enhance their advocacy skills. NDS provided trainers and materials to these workshops. - Women and Youth Forum: The NDS facilitated a number on activities of the Women and Youth Forum and was a partner in two (2) workshops organized in Sana'a and Aden for local CSOs on media and advocacy. - The Media Department delivered trainings and coaching for women constituencies on devising communications and advocacy strategies to promote women's rights during the NDC and the constitution-making process. 	
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Qualitative achievements against outcomes and results:
<p>The following results were achieved during the reporting period:</p> <p>Outcome 1: "Implementation of the Agreement moves forward according to agreed timelines and steps, on the basis of quality technical, financial and administrative support"</p> <p>The project built upon the initial UN-funded support, which helped to kick-start the establishment of the NDS in early 2013. By end March the NDS was fully operational and ready to provide logistical, technical and administrative support to the National Dialogue Conference and working groups. One hundred and twenty-five (125) positions were completely filled by end June. During this quarter, UNOPS continued to provide human</p>

resource management at the same level of staffing throughout the reporting period during which the 2nd round of the working groups continued and the third round of plenary sessions started.

During the working group sessions, some of which continued until late December 2013, daily support was provided to ensure the smooth running of the sessions. Support included: provision of security, in-country travel of delegates, transport of volunteers, conference venue and related services, translation/interpretation. Nineteen (19) international experts were deployed to provide technical support to the working groups and Consensus Committee as well as to assist in the preparations of the constitution-making process.

The NDS arranged access for international observers and government officials to attend working group sessions and plenary sessions. Technical support and advice was made available for the working groups throughout this period, as requested.

Five (5) working groups finalized their final reports. Given the delays in the working groups time lines during the third quarter due to the suspension of participation of some constituencies and prolonged discussions around some controversial issues, the NDC was prolonged for more than two months and a half. This extension affected the planned budget for the operations and logistics costs as well as communication expenses.

One of the biggest challenges the NDC faced was reaching consensus on the Southern issue. Intensive mediation efforts by the President, SASG and NDS SG were undertaken to reach agreement on the Southern document, which contained core principles for the creation of a new federal state and provided for a mechanism to determine and delimit the regions in the post-NDC period. Following one month of suspension on the 8+8 sub-committee, then two weeks of mediation efforts to secure all components signature on the Southern document, this and the other remaining reports were presented in plenary. Disagreements over the role and scope of transitional justice also delayed that working group's report, with efforts by the President, Consensus Committee, the SASG and NDS SG to help facilitate agreement, following lengthy discussions in the aftermath of the working group's inability to reach consensus.

The final Plenary session was launched on 8 October but due to some objections by some components, the name of the plenary was changed to the third plenary session to enable the finalized reports to be presented while the 8+8 sub-committee continued its work the Southern issue. The plenary modality was adjusted so that reports of the different working groups were presented and discussed, but voting delayed for the final outcome document. Feedback was received from different constituencies on the reports. After constructive discussions some provisions were modified with the assistance of the Consensus Committee. The closure of the third plenary is anticipated to start on 16 January 2014 and the NDC outcome document will be presented for a vote. A closing ceremony is planned for 25 January 2014.

Given the extension of the Conference, UNOPS renegotiated and successively extended the contracts for venue and for all the related services. As the budget had not foreseen the Conference being extended throughout the reporting period, UNOPS worked closely with IOM to mobilize additional funding from non-MPTF sources to cover some of the conference-related expenditure for the period late December 2013 to early January 2014. Small contracts for services were also negotiated and logistical support provided to enable the SASG to host thematic meetings with NDC delegates.

The launch of the Third Plenary was held at the Presidential Palace, while the remaining sessions were held in the Movenpick Hotel. The change in location implied a number of procurement activities outside of the procurement plan, such as audio-visual and printing services, and significant logistical arrangements including transportation. The change of the plenary working modality was one of the reasons for the unexpected increased expenses.

Outcome 2: “The outcome of the Implementation of the Transition Agreement reflects an inclusive, transparent, meaningful and participatory process.”

- Throughout the 4th quarter of the project, the NDS, supported by OSASG and UNOPS, continued significant

outreach and a number of communications activities that were not planned in its initial communications strategy. The Media Department and the Community Participation Unit had to extend some projects and initiate new ones to respond to new communications needs due to the delay in the National Dialogue Conference. All post-NDC plans were postponed.

- The outdoor campaign launched during the previous three quarters throughout the country was not upgraded with new rounds of printing. However, a deal was reached with the vendors to extend the round launched during the 3rd quarter to promote the second plenary outcomes for an open period. UNOPS covered the extra three months rental, while the vendors offered free extra-time after 31 December in addition to free placements and rotations. Thus, around 7600m² of outdoors materials, printed with the support of the U.S. embassy, continued to ensure NDC visibility in 14 governorates, four of which are in the South. No damage to billboards and lampposts were reported in the South, which confirms the improvement noticed in the 3rd quarter (comparing to the 1st and 2nd quarters when respectively 70% and 15% of outdoors were destroyed in the South).
- Most the Yemeni TV channels remain engaged in covering plenaries and meetings of NDC bodies. There were more than 240 hours of live broadcasting by Yemen TV, Aden TV (both state owned), Yemen Shabab, Al-Sahate and Al-Jazeera Mubasher. These channels aired all plenaries without interruption during the reporting period while other local channels broadcasted part of the plenaries.

The decrease in the number of channels broadcasting live is likely because some channels are affiliated to political constituencies to the change in the tone of those affiliated to some political constituencies or to coverage of other events such as the fighting in Dammaj and the developments in Egypt.

- The talk shows dominated TV programming during the reporting period and most of local channels continued to dedicate at least one programme for the NDC issues and developments. While Yemen TV, Aden TV, Al-Saida TV and Yemen Shabab worked in the spirit of promoting the NDC, other channels utilized talk shows to attack the NDC and its Secretariat and the SASG. That was particularly the case of Yemen Today. Other channels affiliated to political constituencies such Al-Sahat and Suhail reflected more the positions of their constituencies in the NDC.
- The radio landscape remains dominated by the State broadcasters. Out of 17 radio stations active in Yemen, 14 are state-owned and were fully engaged in live broadcasting of plenaries and regular reporting on NDC. The private radio stations showed less interest in the Dialogue except for Yemen Observer, which was and is still actively engaged in producing and disseminating civic education programmes.
- The Documentation and Media Unit, created within the Media Department during the 2nd quarter of the project, tried to compensate for the limited access to NDC closed meetings and the relative lack of media interest during the reporting period by providing daily news feeds to local and regional channels (4 local channels on regular basis, the others on demand). The Unit also documented in full the plenaries and the working groups and sub-committees raising the number of videotaped sessions to around 3,200 unreported hours. The total of stored videos, including duplicated versions, reached 7,800 hours by end December
- The NDS news website (www.ndc.ye) confirmed its position as the primary source of all Dialogue news (including Consensus Committee, Presidium and NDS). The website received more than 2.8 million single hits since its creation in March, but its rank among Yemeni news websites regressed. This trend is understandable because of the conservative and balanced editorial line of the website, which is not very appealing for readers in a media landscape often dominated by sensational news and rumors. Moreover, the past three months were particularly dominated by anti-political transition propaganda and calumnious campaigns run by some media outlets those opposing the transitional process for various reasons.
- The steady performance and progression of NDS online platforms was confirmed by the number of followers on NDC Facebook page, Twitter account followers also increased by also by 35% to over 6,000.
- During the 4th quarter of the project, the NDS media centre continued to host journalists and media workers

representing 102 media outlets. The daily influx was 30 journalists on average, which is half the median recorded during the previous quarter. This decrease finds its explanation in the delays of NDC's work and the relatively high number of closed meetings (8+8, Consensus Committee and Presidium). However, the number of journalists neared 60 journalists in October because of high expectations for the NDC to complete its work.

- As a consequence of the decrease in journalists, the number of TV interviews facilitated by the media team dropped from 15 per day during the previous quarter to 3 during this reporting period. The estimated number of interviews hosted by the Media is 180. In addition to NDC delegates and representatives of constituencies invited directly by media outlets, these 180 interviews helped to provide a fair exposure of the Conference.
- Community participation activities were planned for the 4th quarter, as the closing date of public submissions was set for 18 September. The initial mandate for the Community Participation Unit for the reporting period was to assess the public participation process, to prepare a closing plan and to design the next participation phase related to constitution making process.

However, the Unit used the 14 weeks of delay in the NDC work to launch a large-scale operation of mapping and inventorying of all community participation activities implemented by CSOs, INGOs or any supporting party. By end December, over 1,000 activities were identified and the estimate number of citizens involved was close to 1.5 million. Some of these activities took place in remote areas but the South remained inaccessible to most of the community participation activities.

Furthermore, the 16 Dialogue Tents set up in different governorates with the help of IOM continued to operate as a platform for local CSOS activities. They hosted numerous meetings on NDC outcomes, training workshops on advocacy and art exposition.

- The NDS media team had to devise different contingency plans to face the anti-NDC campaigns, particularly the attacks against the Just Solution Agreement for the South.

A partnership between the NDS and the Ministry of Islamic Affairs and Endowments resulted in two forums in Sana'a and Aden with the participation of more than 300 imams and scholars. The two forums concluded by issuing statements of support for the NDC outcomes. Furthermore, interviews were arranged for delegates from constituencies with religious background in order to defend the Conference and its outcome. This resulted in a clear isolation of the scholars who attacked the South agreement.

- The implementation of the communications strategy faces many challenges due to the delay of NDC, the growing feeling of skepticism among population and the orchestrated propaganda campaigns, which added to the confusion of Yemenis. The media team had to multitask and use limited resources to counter well-funded and organized anti-dialogue campaigns. But the experience was educational and rich in lessons for the next phase of the transitional period.

New challenges:

- Ambivalence was a constant behavior by some political constituencies: their declarations to media were often in the opposite of their positions stated inside the NDC. It was particularly difficult to proactively plan for adequate media response in such situation. There was also underestimation of the power of propaganda, lies and rumors.
- The propaganda was fierce and definitely more aggressive than in 2011 when the state-owned media and GPC media outlets were used to attack the revolutionary youth and the opposition parties. The state-owned media changed allegiance since then but remains unable to face a well-oiled machine. They often lack creativity, proactivity and flexibility to deal with fast-changing situations. Many initiatives were taken by NDS media team to feed these media with news, Q&A, guests names and ideas but had only a limited impact because of structural weaknesses of official media.
- The extra-NDC factors have had a serious impact on the NDC's image and perception. Tragic events such as

Al-Ordi hospital terrorist attack, Dammaj fighting, Dhalia school bombing and the Hadhramout uprising affected the general mood and increased skepticism in the dialogue process, particularly when the reason for the NDC's delay was not obvious.

Continuing Challenges (see the 2nd and 3rd quarters reports for details):

Difficulties, which faced the implementation of the communications strategy in previous month, remain and confirm their structural character. The following are some of them:

- Extension of NDC work and implication on planned activities and financial sustainability (NDS media operate at 0 dollars since December),
- Difficult access to the Southern governorates and remote areas,
- Delay in the implementation of confidence building measures,
- Deterioration of security situation (the editor of NDS English website remains abducted),
- The exacerbation of media war and absence of ethical & professional standard in reporting,
- Dependence of media outlets and journalists on limited resources

(END)

¹ The term "project" is used for projects and joint programmes