

IRF – SUBMISSION NOTE - TEMPLATE 1

United Nations Peacebuilding Support Office/Peacebuilding Fund (PBSO/PBF)

Submission Note for the Immediate Response Facility (IRF) (approximately 3 pages)

Summary:

Total amount of request:	\$2 million USD
Number of projects in request:	1
Expected Start Date and Duration of Implementation ¹ :	15 July 2012 (12 month period)
Planning framework from which projects have been identified:	<i>Agreement on the implementation mechanism for the transition process in Yemen in accordance with initiative of the Gulf cooperation Council ("the Agreement"), Yemen National Dialogue Conference Project Outline</i>
Duration and total value of source plan:	12 months / \$2 million USD

¹ Individual Projects should have a maximum duration of 12 months (in addition to time required to mobilize key project inputs).

A. Peacebuilding Context and Role of the UN System (Justification for Country Eligibility)

Context

Presidential elections, supported by initial IRF funding of \$1 million USD, were held on 21 February 2012 were conducted in a largely peaceful environment with unexpectedly high levels of voter participation (around 60%), particularly from the youth. The elections and subsequent inauguration of President Abed Rabbo Mansour Hadi as the new President marked the culmination of the first phase of Yemen's Transition Agreement signed by both sides on 23 November 2011 in Riyadh. Thus, the political transition in Yemen and implementation of Security Council resolution 2014 remains on track.

The country's peace, however, remains fragile and the transition must be viewed against the longstanding challenges Yemen is facing on the security, political and economic fronts. Conflict and tension continue in Yemen's northern Governorates, where the Houthi insurgency has managed to extend effective control over significant areas and where six wars have broken out since 2004; in the South, secession sentiments remain strong. In addition, in the South, Al Qaeda had until recently taken control over significant parts of territory. These conflicts in the north and south of the country have generated a new wave of about 95,000 IDPs in 2012 in addition to the previously existing large-scale displacement. This brings the total number of Yemenis currently registered as displaced to over half a million.¹

¹ It is also important to note that in addition to those physically displaced by conflict there is a greater number that are displacement affected, including those in the hosting communities that have received IDPs and those affected by conflict who were not able to flee.

The protracted political crisis – reflected in public demonstrations throughout 2011 against former President Saleh's rule, in Sana'a, Ta'izz, and other areas – has exacerbated the severe socio-economic challenges Yemen faces including a dire humanitarian situation with millions of Yemenis in acute need of humanitarian assistance. Yemen remains the poorest country in the Arab world and most Yemenis continue to suffer from lack of reliable electricity and other basic services.

It is important, therefore, that the transitional process is carried out in an inclusive and participatory manner to accommodate the concerns of the country's diverse constituencies. Within this transitional process, the National Dialogue Conference (NDC) will play the crucial role of expanding political participation beyond the members of the coalition government to other parties, civil society, youth, IDPs, and women's groups. This is an essential requirement for effective peace-building in the country.

Role of the UN

In response to the political crisis, the Secretary-General exercised his good offices through Special Adviser Jamal Benomar, who has conducted ten missions to Yemen since March 2011 to help resolve the situation peacefully. Further, the Security Council adopted resolution 2014 on 21 October 2011 which, *inter alia*, called on all parties in Yemen to commit themselves to the implementation of a political settlement. These efforts led to the facilitation of face-to-face negotiations by Special Adviser Benomar and the signing of a Transition Agreement in Riyadh on 23 November.

The Agreement provided the basis for a peaceful transfer of power from the President to the Vice-President. The Agreement also provides for a transition led by a Government of National Unity over two years. Phase One of the transition concluded with the election on 21 February of Abed Rabbo Mansour Hadi as the new President of Yemen marking the end to President Saleh's 33 year rule. Phase Two of the November Agreement commits the sides to the conduct of a national dialogue conference to run over a period of six months for all sides and political actors, including the Youth, the Southern Movement, the Houthi insurgency, other political parties, civil society representatives and women. This second phase also provides for the revision of the constitution and will culminate in the holding of free and fair multi-party elections.

As called for in the Agreement the Secretary-General through his good offices is providing ongoing assistance for the implementation of the agreement. The recent Security Council resolution on Yemen (S/2012/2051) adopted on 12 June 2012 reaffirmed the need for the full and timely implementation of the Transition Agreement in accordance with resolution 2014 (2011), and "requests the Secretary-General to continue to coordinate assistance from the international community in support of the National Dialogue and transition, as stipulated in the Implementation Mechanism of the GCC Initiative". The UN will support the national dialogue process in order to ensure that it is transparent, inclusive, participatory and meaningful. To this end, the contribution of civil society, including women's groups, IDPs, and youth and adolescents is crucial.

Support for the National Dialogue Conference

The November Agreement commits the sides to the conduct of a national dialogue conference after the elections held in February. The agreement also provides that the National Dialogue Conference will conclude its work not later than six months of its establishment. More specifically, the agreement provides:

" (20) With the beginning of the second transitional phase, the President-elect and the government of national unity shall convene a comprehensive Conference for National Dialogue for all forces and political actors, including youth, the Southern Movement, the

Houthis, other political parties, civil society representatives and women. Women must be represented in all participating groups.

The National Dialogue Conference will largely determine the success or failure of the transition. Stakeholders who have been outside of the political process will now have the opportunity to participate in shaping the country's future. The immediate steps of preparing and undertaking the dialogue is a major undertaking that will require a great deal of support and continued political facilitation from the United Nations.

As a starting point, there is a need for a facilitated agreement among all participating stakeholder groups on a plan for moving the process forward, including agreement on the format, membership criteria, participation, rules of procedure and expected outcome of the Conference. President Hadi on 6 May 2012 issued a Decree identifying a Liaison Committee on the National Dialogue to "start procedures to hold the national dialogue conference." The committee is tasked to "accelerate the formation of the national dialogue's preparatory committee" before 30 June 2012. This preparatory committee will need sustained support by a Secretariat on administrative, technical and substantive issues throughout its work. Importantly, the Secretariat should have the capacity to carry out an extensive public information campaign to ensure that the public is aware of the discussions taking place in the National Dialogue Conference and is able to contribute accordingly. The support mechanisms through the Secretariat will also be required for the duration of the National Dialogue Conference. Similarly, the "National Conference for Adolescents" will be organized to cover local, regional and national consultations with children/adolescents, specifically those between the ages of 15-17 years, who will be amongst some of the first time voters in 2014.

It is against this background that this program has been developed. The IRF will provide seed funding to leverage UN support to assist preparations for and conduct of the National Dialogue Conference. Concretely, the program will focus, first, on support for a preparatory process that enables the stakeholders to engage substantively and come to agreement on a plan for convening the Conference, to ensure effective participation of stakeholders, and to activate a widespread information campaign to draw in public participation. This is a crucial part of the Dialogue effort. A transparent and inclusive preparatory process will positively influence the Dialogue's legitimacy in the eyes of political actors and the public. Second, the project will support the actual National Dialogue Conference to ensure that agreements are reached in an inclusive manner on the issues discussed by the Conference. The program will assist the Secretariat of the Conference while also providing political facilitation, as needed.

In summary, the present program will enable the UN to support the crucial preparatory phase of the National Dialogue process and to ensure the National Dialogue Conference itself succeeds in reaching decisions on the topics on its agenda. It will do so through political facilitation, technical and substantive support, assistance in the conduct of a public information campaign, and capacity building for stakeholders, particularly women's groups, IDPs, civil society and youth/adolescents.

B. Context of PBF Assistance

Project Justification

The key issues which the National Dialogue Conference will address are outlined in the *Agreement on the implementation mechanism for the transition process in Yemen in accordance with the initiative of the Gulf Cooperation Council (GCC)* under para 21 as follows:

- (a) The process of **drafting the Constitution**, including the establishment of a Constitutional Drafting Commission and its membership;
- (b) **Constitutional reform**, addressing the structure of the State and political system, and submitting constitutional amendments to the Yemeni people through a referendum;
- (c) The dialogue shall address the **issue of the South** in a manner conducive to a just national solution that preserves the unity, stability and security of Yemen.
- (d) Examination of the various issues with a national dimension, including the causes of **tension in Saada**;
- (e) Taking steps towards building a comprehensive democratic system, including **reform of the civil service, the judiciary and local governance**;
- (f) Taking steps aimed at achieving **national reconciliation and transitional justice**, and measures to ensure that violations of human rights and humanitarian law do not occur in future;
- (g) The adoption of legal and other means to strengthen the protection and rights of vulnerable groups, including children, as well as the advancement of women;
- (h) Contributing to determining the **priorities of programmes for reconstruction and sustainable economic development** in order to create job opportunities and better economic, social and cultural services for all.

Yemen has had a long-standing history of dialogues most of which have proved problematic. Previous attempts to initiate national dialogues have not been successful, failing to progress beyond negotiations over the structure and the selection of participants; further emphasizing the importance of the upcoming preparatory phase. And the stakes are high for this National Dialogue with the country's peace hanging in the balance. Trust among the parties remains tenuous, with each side still ready for serious armed confrontation. The Conference is critical to the political transition as a mechanism to build consensus among the participating stakeholders. It will require a high degree of support, particularly in the preparatory phase to assist with the design of the process and to deal with the multiple agendas that need to be addressed. The IRF project draws on the expertise of the UN system to support the national stakeholders to the National Dialogue Conference to pursue the following objectives:

- **Support national stakeholders on preparations for a genuinely inclusive, transparent and participatory National Dialogue process.** The program will assist in the establishment of a preparatory committee and a supporting Secretariat. The program will provide support for the preparatory committee to engage with all stakeholder groups to develop and finalize a comprehensive plan for the National Dialogue Conference based on applicable international norms and standards and best practices. The plan will include agreement on: an agenda, criteria for membership, selection process, format, rules of procedure, and expected outcome of the Conference. The program will also provide for the establishment of a Secretariat to support the work of the National Dialogue Conference, including through technical assistance to the various working groups, and substantive expertise as needed, i.e. the provision of issue papers, as well as outreach to the public.
- **Engage and empower stakeholders, particularly civil society, Youth (of which children/adolescents are a constituent), IDPs, and women's groups.** The program aims to build capacity of all constituencies participating in the National Dialogue Conference in order to assist them to meaningfully engage in the process. This includes building the

capacity of and empowering the younger generation (girls and boys) of Yemen to contribute substantially to the process.

- **Promote public participation.** A public information campaign will be conducted to allow for broad, public access to the national debates during the National Dialogue Conference. The campaign will also include mechanisms for receiving feedback from the public on the issues discussed at the Conference.

IRF Funding

The serious time constraints to the transition process have ramifications on the funding for the National Dialogue Conference. Potentially significant international funding would be available to support the broad national dialogue process. On the other hand, there is little lead time for the usual administrative steps that would ordinarily precede such interventions. In essence, preparations for the dialogue process would need to commence in July with a full launch of the process by November. The IRF Funding is essential to allow the dialogue process to begin in a timely manner, allowing other funders to participate at a later stage to further supplement the process. The entire process is envisaged to cost approximately over \$8 million USD for which the IRF funding of \$2M would serve a critical catalytic effect. Linkages between UN engagement to support Yemeni efforts to organize a National Dialogue process with that of other international actors and partners will be made through a coordination mechanism facilitated by the Special Adviser to the Secretary-General. The remaining funds will be mobilized through this broader international coordination forum.

C. Portfolio Allocation Table

Country: Yemen

Start Date and Duration: 15 July 2012

Source Plan and Date of Plan:

Program Title	Recipient UN Organization	PBF Priority Area	Project Budget (PBF funds only)
Support for National Dialogue Conference		Priority Area 1: Support to Implementation of Peace Agreements and Political Dialogue Priority Area 2: Promote Coexistence and Peaceful Resolution of Conflict	\$2 million



PEACEBUILDING FUND

Project Title: Support for the National Dialogue Process in Yemen	Recipient UN Organization: Component 1: DPA Component 2: UNDP, UNFPA-UN Women, UNHCR, UNICEF Component 3: UNDP
Project Contact: Office of the Special Adviser: Cathy Shin (DPA), (shinc@un.org) Office of the Resident Coordinator: Ashok Sayenju (ashok.sayenju@undp.org) UNDP: Randa Aboul-Hosen (randa.aboul-hosn@undp.org) UNFPA: Eiko Narita (narita@unfpa.org) UNHCR: Fathia Abdalla (abdallaf@unhcr.org) UNICEF: Jeremy Hopkins (jhopkins@unicef.org) UN Women: Rachel Dore Weeks (rachel.weeks@unwomen.org)	Implementing Partner(s): Preparatory Committee for the National Dialogue Conference, Secretariat for the Preparatory Committee, Secretariat for the National Dialogue Conference, Civil Society, Women's Groups, Adolescent groups, Media outlets, National Women's Committee, National NGOs
Project Number:	Project Location: Yemen
Project Description: This project will support the government and all stakeholders throughout the preparatory phase for the National Dialogue Conference in order to allow for a dialogue process that is inclusive, transparent, and participatory as provided for in the political Transition Agreement signed in Riyadh on 23 November.	Total Project Cost: Peacebuilding Fund: \$2M Government Input: to be determined Other: to be determined (approx \$5M) Total: \$8M+
	Project Start Date and Duration: 15 July 2012 (12 months)
Gender Marker Score²: <u>2</u> <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	
PBF Priority Area(s) and Outcomes: Priority area 1: Support to the implementation of peace agreements and sustained political dialogue Outcome 4: Fund facilitation of political dialogue at times of imminent threat to the peace agreement to come to negotiated solutions and sustain the implementation of the peace process/ agreement Priority area 2: Support to national efforts to build and strengthen capacities that promote peaceful coexistence, good governance and national reconciliation Outcome 7: Improve access to/ exercising of fundamental human rights to redress enduring practices of	

political and economic exclusion, incl. support to institutional mechanisms, safeguards and oversight arrangements for the promotion of fundamental human rights
Outcome 8: Empower women to overcome specific post-conflict hardship (e.g. psychological and economic security, political participation) and to end gender-based violence and discrimination

Outputs and Key Activities (see below):

PROJECT DOCUMENT COVER SHEET

1. PBF Priority Area(s) and Outcomes:

PBF Priority Area 1: Support to Implementation of Peace Agreements and Political Dialogue

***Project Outcome 1:** The Implementation of the Transition Agreement is advanced through the organization of an inclusive, transparent, meaningful and participatory National Dialogue Conference, shaping the peaceful future of Yemen.*

Outputs:

A well-resourced Secretariat -both during the preparatory phase and the Conference -provides the needed administrative, technical and substantive support to the National Dialogue Conference.

Activities:

1. Establishment of a **Preparatory Committee** and a supporting Secretariat to undertake the following:

- a) An agreed upon plan defining the format and process of the National Dialogue Conference
- b) Organize a series of pre-Conference workshops at regional and national levels for each stakeholder group (Youth, Southern Movement, Houthis, government parties, other political parties, civil society representatives, and women's groups) including the production of results and recommendations of these workshops as well as issue papers on the topics addressed by the Conference.
- c) Hold a Strategic Retreat(s) to draft plans and related outputs for the National Dialogue Conference (including criteria for membership, themes for discussion, agenda, and the rules of procedure).
- d) Carry out the substantive work of Preparatory Committee, including the provision of technical assistance, preparing the necessary material and compiling the conclusions of workshops/meetings.

2. Based on the outcome of the preparatory phase, support the establishment of a **National Dialogue Conference Secretariat** to undertake the following:

- a) Organize Conference Working Groups or meetings of the Plenary as decided during the preparatory phase and support the production of results and recommendations.
- b) Carry out the substantive work of the National Dialogue Conference (NDC), including the provision of technical support, compiling the conclusions of sessions and preparing the necessary material for the various sessions.

Throughout both the preparatory phase and the Conference, the Secretary-General's good offices will continue to provide facilitation among participants from the various constituencies represented in the National Dialogue Conference, as needed, to assist them reach consensus on the issues under discussion.

PBF Priority Area 2: Promote Coexistence and Peaceful Resolution of Conflict

Project Outcome 2: Yemenis, in particular, the women's groups, civil society, adolescents, and IDPS are empowered to engage & participate effectively in peace-building efforts through the national dialogue processes.

Outputs:

Stakeholders are able to participate effectively in democratic processes including the National Dialogue by advocating for and negotiating their respective interests.

Activities

1. Provide training courses to CSOs to enhance their participation in democratic processes, on rights, leadership & negotiation skills, and on strategic communication & advocacy
2. Civil Society organizations will be supported to organize their cluster consultation processes at local level including facilitation to select their representative to the Conference
3. Women/women's groups receive trainings on the models of participation in democratic processes, on rights, leadership & negotiation skills, and on strategic communication & advocacy.
4. Facilitate the participation of women's organizations to the National Dialogue Conference to discuss how to address gender inequalities and disparities which have prevented women from fully participating in the political process.
5. Facilitate the structured discussion of issues relating to displacement, to the adoption of legal and other means to strengthen the protection and rights of IDPs, and to durable solutions to displacement.
6. Provide Support to conduct an "Adolescents Conference" prior to the national dialogue with wide range of consultations and activities at local, regional and national levels with a focus on child rights and protection, transitional justice, equity, peace and reconciliation.

Project Outcome 3: National reconciliation process and democratic values are strengthened through public awareness and enhanced access to the national dialogue

Outputs:

Public at large is able to access information on the dialogue process and provide inputs into the debate.

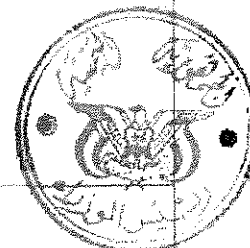
Activities

1. A plan for a public information campaign is developed by the Preparatory Committee

2. Assist the Secretariats of the Preparatory Committee and the National Dialogue Conference to launch and carry out public communications about the dialogue and transition process to build confidence and increase public participation.
3. Training media teams to conduct outreach and carry out the campaign. The team would be equipped with material to support the preliminary consultations among stakeholders with input from the public. The media team would provide the Secretariat with results of the media campaign and outreach surrounding the consultations.

(for IRF-funded projects)

Recipient UN Organization(s) Mr. Jamal Benomar, Special Adviser to the Secretary-General Signature [Redacted] Date & Seal 3/7/12	National Implementing Partner(s) (as relevant) Replace with: Name of Head of Partner Signature Name of Institution Date & Seal
Mr. Ismail Ould Cheikh Ahmed, UN Resident Coordinator Signature [Redacted] Date & Seal 3/7/2012	
Mr. Geert Cannelaere, Representative, UNICEF Signature [Redacted] Date & Seal 3/7/2012	
Mr. Gustavo Gonzalez, Senior Country Director, UNDP Signature [Redacted] Date & Seal 030712	
Mr. Naveed Hussain, Representative, UNHCR Signature [Redacted] Date & Seal 3/7/12	
Mr. Mohammad Naciri, Deputy Regional Director, UN Women Signature [Redacted] Date & Seal 16.7.12	
Mr. Marc Vandenberghe, Representative, UNFPA Signature [Redacted] Date & Seal 3/7/12	
Peacebuilding Support Office (PBSO) Ms. Judy Cheng-Hopkins, Assistant Secretary-General, Peacebuilding Support Office Signature [Redacted] Date & Seal [Redacted]	Representative of National Authorities Signature [Redacted] Title [Redacted] Date & Seal Prime Minister Mohammed Salem Basendwah



COMPONENT 1: Situation Analysis

Completed above.

COMPONENT 2: Narrative Section: Project justification

(note: for IRF submissions this component may be skipped if the information is already contained in the IRF submission template.)

Completed above.

COMPONENT 3: Logical Framework (including implementation strategy)

Implementation Strategy

In order to support a successful National Dialogue Conference in Yemen, UN engagement for the preparatory phase aims to support a process that is transparent, inclusive and participatory, ensuring the meaningful participation of all relevant constituencies. Given the time constraints to having a broad based approach that is grounded in a grassroots bottom-up approach, the proposed model for the National Dialogue Conference and preparations is based on a mixed model approach that is a mixture of a bottom-up and an elite-led approach. This model will include an extensive public information campaign and a capacity building process targeting various constituencies within civil society to ensure their effective participation in the NDC. It will also include a medium-sized Conference with a few hundred as opposed to several thousands of participants. This is to ensure that discussions are manageable and decisions can be taken by the Conference.

As referenced in the Submission Note, the Transition Agreement provides that “the President-elect and the government of national unity shall convene a comprehensive Conference for National Dialogue for all forces and political actors.” President Hadi on 6 May 2012 issued a Decree identifying a Liaison Committee on the National Dialogue to “start procedures to hold the national dialogue conference.” The committee is tasked to “accelerate the formation of the National Dialogue’s Preparatory Committee... before 30 June 2012”. Further, the November agreement defines the constituencies that will be represented in the National Dialogue Conference. These include the youth, women, civil society, the Houthis, the Southern Movement and other political parties.

Preparatory Phase

The present project is based on the premise that the preparation and conduct of the National Dialogue process will be Yemeni-led but informed by lessons from other experiences. The Dialogue process can be effective and be perceived as legitimate only if it is based on genuine discussions and consultations among Yemeni stakeholders regarding the representation and selection of participants. The project aims to inform these discussions with lessons learned and to assist the President, the Liaison Committee and the Preparatory Committee, as needed, through political facilitation as well as capacity building of key constituencies and public awareness-raising.

The Preparatory Committee will elaborate more precisely, through extensive consultations, how many participants from each constituency will attend and whether other constituencies should be added to the list. During the preparatory process, the Committee will receive lessons learned from other national dialogue efforts which point to the fact that an inclusive process is important for effective Conferences. They will also receive lessons regarding the selection of participants for such processes in order to ensure as much as possible that the selection is considered legitimate by the public and the various constituencies. Specifically, the lessons from other processes point to the importance of transparent selection procedures which as much as possible allow the various constituencies to select their representatives. The lessons also point to the importance of adequate timing being devoted to the selection processes in order to ensure that all constituencies are properly prepared to select their representatives.

Given the current political dynamics in Yemen and the potentially contested nature of the preparations for the National Dialogue it is essential that the political facilitation of the Special Adviser and support for establishing the National Dialogue Preparatory Committee be closely integrated, and also with the engagement and consultation with key national stakeholders.

Political facilitation during the preparatory phase will support initial consultations among all relevant stakeholders. The Secretary-General's good offices will assist in the mapping of different stakeholder views and trends on the issues that will be addressed through the agenda of the National Dialogue Conference and develop a series of options papers to help focus and stimulate debate among national stakeholders on the issues on the agenda of the National Dialogue Conference.

During the preparatory phase, the program will provide support to establish a Secretariat for the Preparatory Committee and to organize meetings with key participants representing various constituencies represented in the National Dialogue Conference. These meetings will aim to facilitate discussions within each constituency and to help them build agreements with regard to the issues on the agenda of the National Dialogue Conference. Moreover, they will enable the different constituencies to agree who should represent them in the national dialogue conference. This work will be key to ensuring that the participation of the various constituencies in the Conference is effective and constructive.

In addition to initial consultations of stakeholders, there would also be preparatory meetings on thematic issues held by civil society or interest groups organized at a national level. The project aims to promote the effective participation of those groups who have been outside of the political process. Civil society, Youth/adolescents, IDPs, and women's groups would receive trainings on leadership & negotiation skills, on strategic communication & advocacy, as well as technical support on the issues on the agenda of the National Dialogue Conference in order to assist them to meaningfully participate in the process. In engaging these stakeholders the project will draw on the expertise and comparative advantages of the UN family working in Yemen.

The contribution to the national dialogue by children/adolescents, specifically those between the ages of 15-17 years old will be sought as they will be amongst some of the first time voters in 2014. They constitute 1.5 million, representing about 6% of the population of Yemen. Having their voice heard today is critical if we want their vote tomorrow to be more meaningful. Furthermore, a key component of achieving a lasting resolution to the tensions in the north with the Houthis will be addressing the plight of the more than half million IDPs uprooted from their homes in both North and South Regions. Finding solutions for Yemen's displaced through ensuring that the voices and concerns of IDPs are integrated into the National Dialogue and thereby into the national frameworks and plans of action to emerge from these consultations therefore is vital for a genuinely inclusive political process and for promoting meaningful conflict resolution and peace building. Experience around the world underscores that addressing issues of displacement, and in particular securing safe and durable solutions for displaced persons, is an essential ingredient of national, and often also regional, stability. UNICEF seeks to target about 200,000 adolescents in all districts country-wide.

One of the key constituencies which will benefit from this work is women. Yemen has an active civil society working on women's issues. There are several stakeholders working on these issues including several qualified and dedicated organizations and individuals. The position of women in Yemeni society and politics is a topic of great importance to the country's chances to build lasting peace and democratic institutions. It is therefore important that the various women's groups prepare well before the Conference, agree on their representatives, set a number of priorities that they would like to pursue at the Conference and develop common positions on key issues. The present project aspires to contribute to this effort. While it is not possible to determine, at this stage, the precise number of women who would be targeted for this project, the intention is to reach out to as not only as many number of women constituents but also as diverse a group of women as possible. The quality of the outreach activities planned for this project would be influenced by the diversity of women who participate in these activities. There

will be careful planning in organizing a total of 11 large-scale workshops and 40 meetings over the next 6-10 months in terms of the quality of the participants in addition to the quantity. As the activities intended for women's participation in this project must remain relevant to the ongoing planning process of the National Dialogue Conference, the target number of women beneficiary may fluctuate throughout the lifecycle of the project. A baseline establishing the number and scope of women/women's groups to be assisted will be developed at the beginning of the project. The aim is to ensure that various women would be considered as participants to the training and meetings that would be held.

The preliminary meetings among the constituency groups would help shape ideas and positions for the dialogue process. Moreover, they would allow different constituencies to try and agree who should represent them in the national dialogue conference—a notoriously difficult issue that often leads to division. This phase is therefore critical in allowing for a facilitated agreement among all participating stakeholder groups on a plan for moving the process forward, including agreement on the format, membership criteria, participation, rules of procedure and expected outcomes of the Conference.

National Dialogue Conference

The conduct of the actual National Dialogue Conference will require substantial support. During the Conference, disagreements are likely to emerge among the participants on a number of issues which will benefit from political facilitation. Therefore, the Secretary General's good offices will continue assisting national stakeholders, as needed, to reach agreements on the various issues on the agenda of the Conference. In some cases, discussions at the Conference might benefit from analysis and information on a particular agenda item in order to inform the decisions of the Conference. Therefore, the assistance offered by the Secretary General's good offices will include the provision of issue papers as needed to support the discussions taking place in the Conference.

In addition, assistance will be provided to the Secretariat of the National Dialogue Conference to ensure that it can support the Conference's administrative and technical needs. These needs will be substantial and will include secretarial support to the various working groups, preparation of agendas, keeping the minutes of discussions, and dissemination of the relevant documents. This work will be essential in ensuring that participants are able to participate effectively in the discussions.

The Conference will be resourced during both phases with a public information campaign and the use of modern communication technology in support of wide-spread consultation. This could include for example, a dedicated web-site offering the option to leave comments and suggestions, the use of sms campaigns and other possible means of broadening the impact of the consultation exercise. The public information campaign would be conducted by local teams who would be trained-up for this purpose. They would be equipped with packages of materials and suggestions for the format of regionally-based preliminary consultations. The results of these consultations would be carried into the National Dialogue by designated representatives.

UN efforts will be synchronized with efforts of other international actors through a broader Working Group on the National Dialogue that will be co-hosted through the Special Adviser and a Yemeni counterpart. This forum will also provide a coordination mechanism to mobilize funds to address the comprehensive needs of the National Dialogue process as mentioned on page 5.

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<i>PBF Priority Area</i> 1. Support to Implementation of Peace Agreements and Political Dialogue	Quantitative ways of measuring or qualitative ways of judging timed achievement of goal	Cost-effective methods and sources to quantify or assess indicators	External factors necessary to sustain objectives in the long run
Outcome: The implementation of the Transition Agreement is advanced through the organization of an inclusive, transparent, meaningful and participatory National Dialogue Conference, shaping the peaceful future of Yemen.	Existence of a consensus signed off by the representatives of the key stakeholders groups of the future roadmap for the national dialogue. A National Dialogue Conference Plan and Rules of Procedure that are agreed upon and that promote transparency, inclusivity and a participatory process. Increased confidence and trust of the participants that the national conference is inclusive and transparent	Attendance list Conference report Formal signed-off agreement Perception survey Consultative process in selection of representations	Continued political will among the sides to pursue the transition and for the convening of a National Dialogue Conference. Effective facilitation of the Liaison Committee with constituency groups. Establishment of a Preparatory Committee by the President.
Outputs: A well-resourced Secretariat both during the preparatory phase and the Conference provides the needed administrative, technical and substantive support to the National Dialogue Conference.	- Preparatory Committee and Secretariat are fully functional. -# of facilitated preliminary consultations that have engaged the views of all relevant stakeholders. -	Quarterly reports Specific reports resulting from the consultations, from the Strategic Retreat	Political commitment on the implementation of the November Transition agreement and the National Dialogue Process. Secure environment which allows all stakeholders to participate freely.

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<i>PBF Priority Area</i> 2. Promote coexistence and peaceful resolution of conflict	Quantitative ways of measuring or qualitative ways of judging timed achievement of goal	Cost-effective methods and sources to quantify or assess indicators	External factors necessary to sustain objectives in the long run
Outcome: <i>Yemenis, in particular, the women's groups, civil society, adolescents, and IDPs are empowered to engage & participate effectively in peace-building efforts through the national dialogue processes</i>	Representation of groups having access to the national dialogue through # of representatives of key stakeholders (disaggregated per: women's groups, adolescents, SCOs, Political Parties, IDPs) participating to the National Dialogue Conference:	<u>UNHCR on IDPs</u> - 3 consolidated FGDs outcome Reports -3 Workshop Reports -1 Consolidated end of project report <u>UNICEF on Adolescents</u>	Security situation allows access and active involvement of UN staff, consultants and partners Good coordination of other development partners' similar training programmes

<p>Output:</p> <p>Adolescents, youths, IDPs, women including marginalized , minorities etc provided with relevant skills and assisted in creating platforms and fora for inclusive and participatory engagement at all levels (district, governorate, national) on issues pertaining to peace, reconciliation, justice, rights amongst others</p> <p>Outcome: National reconciliation process and democratic values are strengthened through public awareness and participation in the national dialogue.</p>	<p><u>IDPs</u></p> <ul style="list-style-type: none"> • # of IDPs trained • Number of consultation meetings held among IDP communities and/or meetings that IDPs participate in. <p>(UNHCR , 300 IDPs /Host Community on FGDs and 90-120 IDP Representative to workshops (420 IDP/host community in Total))</p> <p><u>Adolescents</u></p> <ul style="list-style-type: none"> • Number of consultations held at district and governorate levels involving adolescents • Number of representatives of the children/adolescents participate in the national dialogues and constitution making processes • Outcome document of the children/adolescents' conference incorporated in the national dialogue, transitional justice and constitution making processes <p><u>Women</u></p> <ul style="list-style-type: none"> • # of Women trained on women issues in preparation for the ND. (target: 4 trainings) • # of workshops held on discussing women issues in the ND(target: 5 workshops (3 in Sana'a and 2 at governorate level) • # of meetings (including informal ones culturally formed by women – ie afternoon tea talk) held on discussing women issues in the ND (target: 40 meetings) • # of meetings and workshops that have diverse composite of women participation (conservative, socialist ,youth, politest) • Outreach to Yemeni people on women's issues (related to National Dialogue) conducted through use of IT/ media (target: 10,000) 	<p>-Outcome document of children/adolescent's conference</p> <p>-UNICEF quarterly and end of year review reports</p> <p>-UNICEF and partner NGOs field monitoring reports</p> <p><u>UNFPA/UN Women on Women</u></p> <p>-Surveys passed out at the end of each training</p> <p>-Participation list created, distributed and recorded for end project report</p> <p>-Meeting invitation list is established with diverse representation</p> <p>-Final count on the number of visitors to the website</p> <p>-Count of mobile use to reach out and communicate to Yemeni people</p>	<p>For "informal" meetings with women: willingness of women groups to discuss on the issue</p> <p>Invited women from diverse backgrounds are willing to participate in the organized meetings</p> <p>Technology is working as expected</p>
<p>Outputs:</p> <p>Public at large is able to access information on the dialogue process and provide inputs into the debate.</p>	<ul style="list-style-type: none"> • Increased awareness of the population of the existence and inclusivity of the national dialogue process • Implementation plan for consultative process and methodology for engagement 	<p>Monitoring mechanisms by responsible agencies (UNDP, UNFPA-UN Women, UNICEF, UNHCR) and their implementing partners</p>	<p>Security, accessibility, representation and active participation of proposed constituents especially girls</p>

	<p>developed</p> <ul style="list-style-type: none"> • Number of awareness campaigns conducted (disaggregated urban/rural areas) • Extensive hits and constructive comments on the social media platform 		
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Part 2 (Implementation Level):

Component 1: Political facilitation and technical support for the preparatory phase of the National Dialogue Conference which ensures all stakeholders have a role in the planning process & Political Facilitation and Technical support for the Secretariat of the National Dialogue Conference

Outcome: Implementation of the Transition Agreement is advanced through support for the set-up of a National Dialogue Conference that is inclusive, transparent and participatory.

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
1.1 Support establishment of a Preparatory Committee and a supporting Secretariat.	<p>Project Coordinator supported by a national Technical Adviser (12 months)</p> <p>5 national staff (4 months)</p> <p>(Office equipment – computers, phones)</p>	<p>\$150,000</p> <p>\$66,000</p> <p>\$50,000</p> <p>\$20,264</p>	Office of the UN Special Envoy / Prep Committee
1.2 Provide technical support to the Committee including international expertise on lessons learned from previous National Dialogue Conferences including: -developing a series of lessons learned and options papers to help focus and stimulate debate among national stakeholders on the issues on the agenda of the National Dialogue Conference. (4 months)	Options papers (10)	\$50,000	Office of the UN Special Envoy
1.3 Hold consultations with all Conference stakeholder groups including sharing of international and local experiences in national dialogue to facilitate the process to move forward.	<p>Project Coordinator supported by a national Technical Adviser</p> <p>Travel, consultations and facilitation for 3 trips to Saada, Taiz, Aden in addition to consultations in the capital.</p>	<p>Costed under 1.1</p> <p>\$45,000</p>	Office of the UN Special Envoy

1.4 Conduct consultations with representatives of the various constituencies represented in the National Dialogue Conference to help them build consensus and agreement on a way forward with regard to the composition, mandate and agenda of the National Dialogue Conference. (3 months)	<p>Project Coordinator supported by a national Technical Adviser</p> <p>Travel and consultations by the Preparatory Committee Facilitators & Trainers</p> <p>National Dialogue Expert</p>	<p>Costed under 1.1</p> <p>\$60,000</p> <p>\$25,000</p> <p>\$20,000</p>	Office of the UN Special Envoy
1.5 Support the Preparatory Committee organize a series of pre-Conference workshops at regional and national levels for each constituency base (Youth, Southern Movement, Houthis, government parties, other political parties, civil society representatives, and women's groups) including the production of results and recommendations of the above workshops as well as issue papers on the topics addressed by the Conference.	<p>10 Workshops</p> <p>Consultant/Facilitation</p>	<p>\$100,000</p> <p>\$20,000</p>	Office of the UN Special Envoy /Prep Committee, Project Coordinator
1.6 Hold a Strategic Retreat(s) to draft plans and related outputs for the National Dialogue Conference (including criteria for membership, themes for discussion, agenda, and the rules of procedure).	<p>3-Day Retreat (Location TBC)</p> <p>Consultant</p>	<p>\$60,000</p> <p>\$15,000</p>	Office of the UN Special Envoy /Prep Committee, Project Coordinator

(National Dialogue Conference Begins)

1.7 Support establishment of a National Dialogue Conference Secretariat. (6 months)	<p>10 national staff</p> <p>(Office equipment – computers)</p>	<p>\$150,000</p> <p>\$21,000</p>	Office of the UN Special Envoy /Prep Committee, Project Coordinator
1.8 Assist the Secretariat in supporting the work of the National Dialogue Conference (NDC), including compiling the conclusions of sessions and preparing the necessary material for the various sessions. (6 months)	Project Coordinator supported by a national Technical Adviser	Costed under 1.1	Office of the UN Special Envoy /Prep Committee, Project Coordinator
1.9 Provide technical support to the members of the Secretariat	National Dialogue Expert	\$7,000	Office of the UN

on lessons learned from previous National Dialogue Conferences. (one month)			Special Envoy /Prep Committee, Project Coordinator
1.10 Facilitate discussions among participants from the various constituencies represented in the National Dialogue Conference, as needed, to assist them reach consensus on the issues under discussion. (6 months)	Series of meetings Consultant	\$120,000 \$15,500	Office of the UN Special Envoy /Prep Committee, Project Coordinator
1.11 Assist the Secretariat in supporting substantively the work of the National Dialogue Conference, including preparing issue papers and other background material as needed.	Project Coordinator supported by a national Technical Adviser	Costed under 1.1	Office of the UN Special Envoy /Prep Committee, Project Coordinator
Monitoring and Evaluation (5%)		\$49,738	
Security (3%)		\$29,843	
Subtotal		\$1,074,345	
Indirect Support Costs (7%)		\$75,204	
SUBTOTAL		\$1,149,549	

Component 2: Stakeholder Outreach, Leadership training and capacity-building for stakeholders (including civil society, adolescents, women and IDPs)

Outcome: Yemenis, in particular, the women's groups, civil society, adolescents, and IDPs are empowered to engage & participate effectively in peace-building efforts through the national dialogue processes.

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
2.1. Civil Society to receive trainings on the models of participation in democratic processes, on rights, leadership & negotiation skills, and on strategic communication & advocacy.	Planning Specialist (1 w/m \$ 20,000) National Training Specialist (2 w/m \$ 4,000) Conduct training (\$ 20,000) Conduct training techniques to ToT group (\$ 5,000) Renting of training venues (\$15,000) Printing of training	\$ 94,000	UNDP

	materials (\$ 10,000) Travel (\$ 20,000)		
Monitoring and Evaluation (5%)		4,700	
Security (3%)		2,820	
Sub-Total Project Costs		\$101,520	
Indirect Support Costs (7%)		7,106	
SUBTOTAL		\$108,626	
2.2 Women to receive trainings on the models of participation in democratic processes, on rights, leadership & negotiation skills, and on strategic communication & advocacy	Consultant to provide women's organizations with training on strategic communication, advocacy and negotiation skills. 4 Gender Trainings Engage Women Partners and engage women groups for effective and inclusive dialogue process (National Consultant, Communication Printing)	\$52,000 \$50,000	UNFPA/UN Women
2.3 Facilitation of inter-women group meetings and workshops to ensure transparent and participatory preparatory process for the National Dialogue Process	Consultant to provide facilitation to women's organizations	\$50,000	UNFPA/UN Women
2.4 Address gender inequalities and disparities which prevent women from fully participating in the political dialogue by sharing information and providing technical support for women's organizations and groups to participate effectively during the dialogue process. 4. Provide small grants for local organizations to organize around national dialogue	Regional Workshops in 6 Governorates Communications & Publications International Adviser Consultant	\$82,000	UN Women/UNFPA
Monitoring and Evaluation (5%)		\$11,700	
Security (3%)		\$7,020	
Sub-Total Project Costs		\$252,720	
Indirect Support Costs (7%)		17,690	
SUBTOTAL		\$270,410	
2.5 IDPs	(20+) Focus group discussions with IDPs and displacement-affected communities in various locations 3 pre-Conference workshops at a regional level (north, south, Sana'a) in areas of high-concentration of IDPs that	\$ 2,000 \$ 14,400	UNHCR

	<p>facilitate the structured discussion of issues relating to displacement, to the adoption of legal and other means to strengthen the protection and rights of IDPs, and to durable solutions to displacement.</p> <p>1 preparatory workshops for UNHCR staff</p> <p>3 Consultants to facilitate the workshops and the focus groups and to produce reports on the outcomes of the activities</p>	<p>\$ 4,540</p> <p>\$ 32,000</p>	
Monitoring and Evaluation (5%)		\$ 2,647	
Security (3%)		\$ 1,588	
Sub-Total Project Costs		\$57,175	
Indirect Support Costs (7%)		\$4,002	
SUBTOTAL		\$61,177	
2.6 Provide Support to conduct an "Adolescents Conference" (adolescents comprise a key component of the youth constituent of those first time voting in the 2014 elections) prior to the national dialogue with wide range of consultations and activities at local, regional and national levels with a focus on child rights and protection, legislation issues, equity, peace and reconciliation, anchored with the CRC, Transitional justice process as they relate to juveniles and the Constitutional Review.	Local, regional and national consultations,. Communications, partnerships and expert consultant costs	\$150,000	UNICEF
Monitoring and Evaluation (5%)		\$7,500	
Security (3%)		\$4,500	
Subtotal		\$162,000	
Indirect Support Costs (7%)		\$11,340	
SUBTOTAL		\$173,340	
TOTAL		\$613,553	

Component 3: Public Information Campaign

Outcome: National reconciliation process and democratic values are strengthened through public awareness and participation in the national dialogue.

Main Activities	Inputs	Rough Cost Estimate (optional)	Person(s) responsible for mobilizing inputs
3.1 Assess public information needs for effective outreach to the public at large on the National Dialogue Conference and constitution-making process.	National consultant (1 w/m \$ 2,000) SMS messaging (\$ 20,000) National UNV (12 w/m \$ 12,000)	\$ 34,000	UNDP/UN Communication Group/UNIC
3.2 Training media teams to conduct outreach and carry out the campaign. The team would be equipped with material to support the preliminary consultations among stakeholders with input from the public. The media team would provide the Secretariat with results of the media campaign and outreach surrounding the consultations.	National Training Consultant (2 w/m \$ 4,000) Renting of training venues (\$ 10,000) Contracting 8 local radio stations (\$ 28,000)	\$ 42,000	UNDP/UN Communication Group/UNIC
3.3. Assist the Secretariats of the Preparatory Committee and the National Dialogue Conference carry out a public information campaign including: i) Establish a dedicated website for the National Dialogue (ND) ii) Link ND website with Knowledge Sharing Platform iii) Establish social media iv) Raise public awareness on the importance of the ND v) Assist in designing public messages (10 months)	Web Designer Company (0.5 w/m \$ 5,000) Content Manager and Assistant (24 w/m \$ 24,000) Hosting of website (24 w/m \$ 17,000) Awareness raising officer (12 w/m \$ 12,000) Communication Officer (12 w/m \$ 12,000) Social Media Int'l Consultant (1 w/m \$ 20,000) National Social Media Expert (12 w/m \$ 12,000)	\$102,000	UNDP/UN Communication Group/UNIC
3.4 Launch public communications about the dialogue and transition process to build confidence and increase public participation.	1. Social Media Expert (12 w/m \$ 12,000) 2. Public Opinion Assessment (\$ 15,000)	\$ 27,000	UNDP/UN Communication Group/UNIC
3.5 Monitoring and Evaluation (5%)		\$10,250	
3.6 Security (3%)		\$6,150	
Sub-Total Project Costs		\$221,400	

Indirect Support Costs (7%)		\$15,498	
TOTAL		\$236,898	

Component 7: Budget

PBF PROJECT COMPONENT 1 BUDGET: DPA	
CATEGORIES	AMOUNT
1. Supplies	91,264
2. Personnel (staff, consultants and travel)	623,500
3. Capacity Development	280,000
4. Contracts (small grants)	0
4. Monitoring and evaluation (5%)	49,738
5. Security (3%)	29,843
Sub-Total Project Costs	\$1,074,345
Indirect Support Costs (7 per cent)	75,204
TOTAL	\$1,149,549

PBF PROJECT COMPONENT 2 BUDGET: Civil Society (UNDP)	
CATEGORIES	AMOUNT
1. Supplies	25,000
2. Personnel (staff, consultants and travel)	44,000
3. Capacity Development	25,000
4. Contracts (small grants)	0
5. Monitoring and evaluation (5%)	4,700
6. Security (3%)	2,820
Sub-Total Project Costs	\$101,520
Indirect Support Costs (7 per cent)	7,106
SUBTOTAL	\$108,626
Women's Groups (UNFPA)	
CATEGORIES	AMOUNT
1. Supplies	10,000
2. Personnel (staff, consultants and travel)	24,000
3. Capacity Development	74,000

4. Contracts (small grants)	70,000
5. Monitoring and evaluation (5%)	8,900
6. Security (3%)	5,340
Sub-Total Project Costs	\$192,240
Indirect Support Costs (7 per cent)	13,457
SUBTOTAL	\$205,697
Women's Groups (UN Women)	
CATEGORIES	AMOUNT
1. Personnel (staff, consultants and travel)	56,000
2. Monitoring and evaluation (5%)	2,800
3. Security (3%)	1,680
Sub-Total Project Costs	\$60,480
Indirect Support Costs (7 per cent)	4,233
SUBTOTAL	\$64,713
IDPs (UNHCR)	
CATEGORIES	AMOUNT
1. Supplies	2,000
2. Personnel (staff, consultants and travel)	35,340
3. Capacity Development	15,600
4. Contracts (small grants)	0
5. Monitoring and evaluation (5%)	2,647
6. Security (3%)	1,588
Sub-Total Project Costs	\$57,175
Indirect Support Costs (7 per cent)	4,002
SUBTOTAL	\$61,177
Youth/Adolescents (UNICEF)	
CATEGORIES	AMOUNT
1. Supplies	16,200
2. Personnel (staff, consultants and travel)	48,600
3. Capacity Development	52,800
4. Contracts (small grants)	32,400
5. Monitoring and evaluation (5%)	7,500
6. Security (3%)	4,500
Sub-Total Project Costs	\$162,000
Indirect Support Costs (7 per cent)	11,340

SUBTOTAL	\$173,340
TOTAL	\$613,553

PBF PROJECT COMPONENT 3 BUDGET: Public Information Campaign (UNDP-UN Communications Group-UNIC)	
CATEGORIES	AMOUNT
1. Supplies	48,000
2. Personnel (staff, consultants and travel)	110,000
3. Capacity Development	30,000
4. Contracts (small grants)	17,000
5. Monitoring and evaluation (5%)	10,250
6. Security (3%)	6,150
Sub-Total Project Costs	\$221,400
Indirect Support Costs (7 per cent)	15,498
TOTAL	\$236,898

TOTAL (ALL COMPONENTS): \$2,000,000

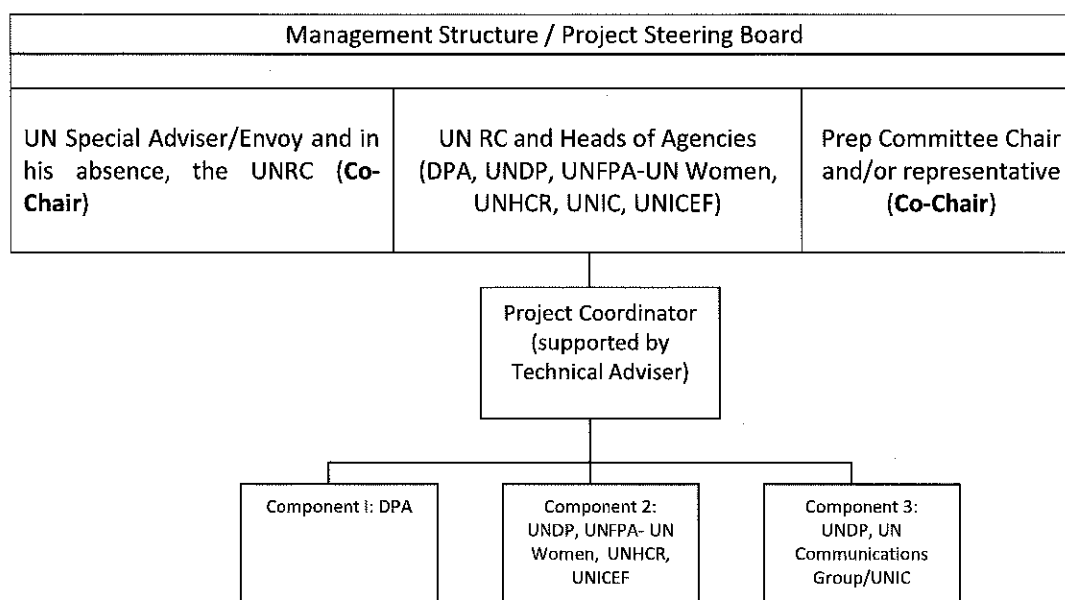
Component 8: Management Arrangements

In resolution 2051 (2012) adopted on 12 June 2012, the Security Council reaffirmed the need for the full and timely implementation of the Transition Agreement in accordance with resolution 2014 (2011), and “requests the Secretary-General to continue to coordinate assistance from the international community in support of the National Dialogue and transition, as stipulated in the Implementation Mechanism of the GCC Initiative”.

To fully meet the expectations of resolutions 2014 (2011), 2051 (2012) and the Transition Agreement, the Secretary-General has established an Office of the Special Adviser/Envoy to the Secretary-General on Yemen to fulfill the following main functions:

- a) Exercise his good offices with a view to facilitating Yemen’s transition and assisting in the implementation of the Agreement;
- b) Lead UN support to the National Dialogue Conference and coordinate international assistance to the Conference;
- c) Provide support to other transition steps, including the constitutional review, and new general elections in early 2014;
- d) Work closely with the members of the Security Council, the Gulf Cooperation Council and other international partners;
- e) Support the Secretary-General’s ongoing reporting obligations to the Security Council in the context of Resolutions 2014 (2011) and 2051 (2012);

Thus the Office of the Special Adviser / Envoy will work closely alongside the UN Country Team in order to support Yemeni efforts to organise a National Dialogue process that is inclusive, transparent and participatory. Management of this project will be administered through the Project Steering Board, outlined below, which will be co-chaired by the Special Envoy and the Preparatory Committee Chair.



The project strategic orientation and oversight will be the responsibility of the Project Steering Board. The Special Adviser or his/her delegate will be responsible for making overall management decision for the project when guidance is required by the day to day manager (Project Coordinator) including revisions of any work plans.

DPA will be responsible to ensure the overall coherence of the project. Under each of the 3 sub-components, the management will be by the appropriate lead(s). Under Component 1, it will be DPA under the Special Adviser. Under Component 2, UNDP will take the lead on civil society, UNFPA-UN Women on women's groups, UNHCR on IDPs, and UNICEF on adolescents. Under Component 3, UNDP-UN Communications Group-UNIC will take the lead on the public participation. Each of the sub-leads will be responsible for the recruitment of their project staff under their respective components. Each Component sub-lead will be responsible for the recruitment and contracting of project staff and will be responsible for the purchase of expendable and non-expendable equipment unless otherwise stated.

This is a joint UN programme that will be implemented through pulled funds. Each UN entity will receive separate funds for the portion under its responsibility. Logistical and administrative support for DPA operations will be provided by UNDP through a Service Level Agreement. The UN Resident Coordinator Office will ensure coordination by the UN Country Team and through the UN working Group on National Dialogue that is led by the SGSA's team. The UN has previous experience in joint programming between resident agencies such as WHO and UNICEF, as well as UNDP and UNFPA, in addition to joint programming between resident and non-resident agencies, such as UNDP and ILO, and others. Joint Programming and joint collaboration of the UN system in Yemen also includes a critical mass of humanitarian assistance through the 3 Humanitarian Assistance plans and the millions of dollars that have been allocated to Yemen for humanitarian assistance, peace building, social cohesion, capacity support to government an local communities, and others.

An international Project Coordinator will be recruited and will be assisted by national staff, as this is necessary for the effective and timely implementation of the project (see Annex 1 – Terms of Reference – Project Coordinator). Additional support staff will be recruited as needed.

The Project Coordinator will be responsible for managing the project's finances according to UN financial management rules and regulations and for maintaining all documentation related to the project. Any changes in the milestones and outputs of the project will be discussed with and agreed upon with the Project Steering Board.

The Project Coordinator will provide coordination and day to day management of the project in close coordination with the Component sub-leads. He/she will be responsible for implementing the project activities and will be accountable to the Special Adviser. The Project Coordinator will be responsible for preparing a detailed project work plan and budget, reporting on the activities and progress of the project, and submitting progress and financial reports to the Project Board. In this work, s/he will be assisted by a national Technical Adviser.

UN Technical Working Group on National Dialogue

The project will benefit from a technical level UN Working Group on National Dialogue which will be chaired by a representative of the UN Special Adviser to deal mainly with the following issues;

- i. Ensure effective coordination of UN efforts to support Yemen's National Dialogue process, including implementation of this project;
- ii. Ensure linkage with the broader international community efforts to support the National Dialogue process

National Dialogue Working Group

This broader coordination mechanism comprising of all international actors supporting the National Dialogue in Yemen will be supported by the Special Adviser to the Secretary-General and/or his delegate and a Yemeni counterpart from the Contact, Preparatory, or other relevant Committee, to ensure effective coordination of international efforts to support Yemen's National Dialogue process.

Component 9: Monitoring and evaluation

The Project Steering Board will oversee the project implementation. The IRF funds will act as a catalyst to raise greater coordination with the broader international community/partners to mobilize financial and other support for the process. The Project Coordinator will be in charge of compiling quarterly narrative and financial reports and the final project report, based on the inputs provided by each recipient UN entity. It is also the responsibility of the Project Coordinator to provide regular updates to the Project Board. Finally, an evaluation will be conducted at the end of the preparatory phase and at the end of the National Dialogue conference so as to measure the impact of the project.

Component 10: Analysis of risks and assumptions

The Transition Agreement sets out clear time parameters for the transition phases. The National Dialogue process is to be completed within a six month period. Moreover, the entire transition needs to be completed within two years of the presidential elections. A number of other time-consuming steps need to be accommodated after the National Dialogue Conference has taken place. This includes constitutional drafting, creating the legislative environment for new elections, and holding presidential and parliamentary elections. Further, in view of the 'elite' nature of the GCC initiative and the November settlement, there is an expectation of the rapid commencement of the broader national dialogue process, both on the part of the Youth, and on

the part of the regions (North and South). Therefore, there are pressing reasons to launch the National Dialogue process as soon as possible.

Particular consideration needs to be given to the participation of the Stakeholder groups. Constituencies such as the Youth, women's groups, civil society, IDPs, and the Southern Movement have no defined membership or representation currently. The participation of children/adolescents through a conference that will take place prior to the national dialogue is expected to pave the road for the other activities within the process, since it will not entail the same level of political sensitivity. For women's movement in Yemen especially, there is an evolution in the women's dynamics that has changed over time. In other words, it is important to understand that women's issues and the perception of their roles have changed over time and sensitivity toward this evolution is needed for the success of this project. Furthermore, women's groups are neither unified nor uniform. Thus, the conceptual understanding of layered dynamics in Yemeni women's movement is key to ensuring participatory process in the preparation for the National Dialogue process. The preparatory phase therefore should focus on efforts to help each stakeholder group to coalesce around the upcoming national debate issues as a group and to identify the appropriate leadership to represent them. Further, special consideration should be given to the issues related to the Houthi insurgency and those representing the Southern Movement, particularly where the discussion of the future constitutional configuration of the country is concerned. Some may object to a discussion of the future accommodation of their identity in a format that is too broad. They have already indicated that this is an issue which needs to be addressed between them and the centre in a bilateral or triangular format.

Finally, given that the national authorities do not have control over some areas of the country and the continuing concerns of Al Qaeda in the Arabian Peninsula, security considerations may affect the process and attempts to build a national consultative process, including lack of access to many localities and regions.

Risks / Assumptions	Mitigation Strategy
1. The success of the project will be contingent on continued political will , support and engagement from the Government of National Unity, all sides and stakeholders. In this regard, political facilitation among all sides will be needed to ensure a timely process, and to assist agreement on adequate representation of all stakeholder groups, and how to address the Houthi insurgency and the Southern movement within the Conference and constitution-making process.	Political facilitation / mediation from the Secretary-General's good offices, through Special Adviser Benomar will continue to work closely with the Government of National Unity and all stakeholders and sides. The project will focus on promoting the inclusive, transparent, and participatory nature of the dialogue process.
2. Timely and coordinated international assistance will be necessary including from among the Friends of Yemen / other Member States, and the UN system.	The Special Adviser will maintain close communication with the UN Resident Coordinator, the UNCT more broadly and Member-States including regional actors to ensure timely and coordinated efforts to support the dialogue process.
3. Insecurity in some areas could threaten project implementation and staff well-being.	Engagement and cooperation of national security authorities. Security considerations taken into account throughout planning process and holding of consultations/meetings. Cooperation of other security forces. All agencies to ensure MOSS compliance of offices. Close communication and cooperation with UNDSS.
4. Project implementation will be contingent	Responsible entities will avail of the competitive

upon utilizing technical capacity and the recruitment experts to support agreed project priorities and project implementation.	recruitment process to find the most suitable candidate.
5. Complicated and sensitive issues, especially relating to women's physical and economic security, gender roles and relations, must abide by "Do no harm" principles to prevent a backlash or security threats against the UN, partner organizations, and most importantly, the targeted women themselves.	Close consultations with national partners on how to approach and handle sensitive gender issues in targeted communities.
6. Successful implementation of the project will depend on adequate and timely disbursement of funds to the UN partners, and in turn the disbursement of funds to partners.	Special Adviser Benomar /team will work closely with administrative partners to ensure a smooth and transparent process of funds disbursement.