



United Nations Development Programme

Project Document for the Government of the Republic of Yemen



UNDAF Outcome(s)/Indicator(s): By 2015, government is accountable at national and local levels, and decentralization, equitable access to justice, protection and promotion of human rights is strengthened, capacity to promote international humanitarian laws is built

Expected CP Outcome(s)/Indicator(s): Expand institutional mechanisms for youth and women's participation in the transition period and decision-making

Expected Output(s)/Indicator(s): The Yemeni Youth Observatory is enabled to ensure representation and incorporation of youth interests and concerns into national laws, policies, and programmes

Implementing Partner(s): DIM

Project Period:	2012-2014	Total resources required:	USD 400,000
Key Result Area (Strategic Plan):	Democratic Governance	Total allocated resources:	USD 250,000
Atlas Award ID:	000	• Regular:	USD 250,000
Start date:	July 2012	• Other:	
End Date:	Sept 2014	Unfunded budget:	USD 150,000
PAC Meeting Date:	9 April 2012		
Management Arrangements:	DIM		

Agreed by:

Signature

Name and Title

Executing Entity- United Nations Development Programme (UNDP)

Handwritten signature and blue circular stamp of UNDP Sana'a, Yemen, dated 6 June 2011.

Gustavo Gonzalez Resident Representative, a.i.

The Government of the Republic of Yemen, Ministry of Planning and International Cooperation

Handwritten signature and blue circular stamp of the Ministry of Planning and International Cooperation, Yemen, dated 6 June 2011.

H.E. Mr. Mohammed Al-Sa'adi Minister of Planning and International Cooperation

UN Official rate of exchange at time of signature US\$ 1.00 = YR 218



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Executing Entity- United Nations Development Programme (UNDP)	_____	6 June 2011	Gustavo Gonzalez Resident Representative, a.i.
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## 1. SITUATION ANALYSIS

Like in the other countries of the region, the young Yemenis, men and women, who (in the age group 15-24) make up about 23 percent of the population, emerged as the champions of transformative change. Yet, their voices are not adequately heard as young people continue to suffer from chronic underrepresentation and exclusion in all areas of life – politically, economically and socially. In Yemen, there is a real risk that a change that was inspired by genuine democratic inspirations and led by youth may be neglected by political elites for whom youth concerns are at the bottom of the agenda. Different as they are, political parties are very similar in one respect: they rarely, if ever, engage young men and women in discussions on strategic decisions that will impact their lives.

Furthermore, young people often recognize that they are a powerful force for political change. Yet, being shut off from constructive political participation and living at the margin of the labour market and employment opportunities, they may opt for other, more violent, forms of protest. This development carries an immense risk of youth radicalization and perpetual violence.

Yemen is experiencing an epochal time in its history. However, the youth in Yemen remains partly fragmented and cannot speak with one voice: many youth entities have been established throughout the past years<sup>1</sup> but they rarely interact and cannot effectively represent the needs and interests of young men and women. More so, while youth anger is palpable, a positive agenda beyond very general demands for better political representation, more jobs and better life, is mostly lacking. Existing youth organizations lack the capacity to develop effective solutions for their problems or to evaluate the possible impact of the political decisions, programmes and projects designed to improve the situation of young women and men.

The most recent period has seen attempts by some national and international actors to promote political and civic participation of youth in country affairs.<sup>2</sup> Whereas making youth speak with one voice may be not politically feasible (or even desirable) under the present circumstances, providing young Yemenis, men and women, with mechanisms to explore, formulate and express their interests for effective political participation is a topical challenge, particularly in the context of the peace agreement between the government and the opposition, which lays the roadmap for a peaceful transition. The peace agreement makes provision for youth participation in the Council for National Dialogue. The responsibilities of the Council are broad and include, among other things, considering issues of policy and issuing recommendations to the interim authorities; contributing to the process of institutional drafting; considering legal and other means to enhance the protection and rights of vulnerable groups; and identifying future priorities of governmental programming including for reconstruction and sustainable development to provide better economic, social and cultural opportunities for all.

To ensure that the needs and interests of young Yemeni women and men are adequately addressed through the National Dialogue will require a substantive technical input as well as expert analysis of the proposed political and legal measures designed to address youth requirements. Since the beginning of the public unrest in Yemen in February 2011, the youth was at the forefront of the popular demand for democratic changes. This political engagement has also contributed to civic sensitization and organization of youth. The young people who maintained an active presence in the Change Squares throughout the revolution period demonstrated a remarkable ability to organize themselves into regional, professional, and thematic groups and committees to carry out the basic functions required to sustain the protest movement. Particularly impressive were their achievements in public communication and outreach, with a variety of printed materials regularly published, radio and TV programmes broadcast and Internet-based resources activated and properly maintained.

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<sup>1</sup> An inventory of youth organisations undertaken by the Yemeni-German Reproductive Health Programme in cooperation with the Ministry of Human Rights and the Ministry of Health in 2008 included 301 youth organizations nation-wide.

<sup>2</sup> For example, the Middle East Foundation for Social Development has launched a one-year programme in civic education for young leaders whereas the Ministry of Human Rights has called for a national conference for youth dialogue, which aims to bring together 500 young women and men to discuss the idea of a civil state.

Whereas public communication and outreach will continue to play a major role to voice youth concerns and to support their just demands, equally, if not more important, during the transition period will be the task to ensure that adequate and practical solutions are formulated and implemented to address genuine needs and concerns of young women and men. The analytical capacity required for this task is almost non-existent at the local level and highly politicized at the central level, with the larger youth organizations often acting as a propaganda outlet and a mobilization tools for the political parties they are affiliated with, rather than impartial champions of youth interests.

Thus, it is critical to establish such an impartial expert capability nationally and, to an extent, locally to facilitate a successful National Dialogue bringing about tangible social and economic gains for young Yemenis. This capability should allow youth organizations access to expertise and technical assistance to identify and implement well-researched, evidence-based, and technically sound solutions to their problems.

The UNDP Yemen Transitional Strategy recognizes the importance of youth for a fruitful transition process and emphasizes the criticality of citizen engagement in general and youth involvement in particular all through the process. This Strategy identifies stakeholder empowerment, especially youth and women, to engage in economic and democratic governance reform as one of the key programmatic areas for UNDP during the transition period. UNDP Yemen engaged with many prominent youth groups at the Chatham House meeting in Cairo in mid-2011, and UNDP's offer to support consultative processes for youth in Yemen was very much welcomed. In addition to UNDP's long record on working with youth in Yemen, this emphasizes further the demand for such processes and positions UNDP as a key partner for many of these organizations and youth actors in the coming months and years.

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## 2. PROJECT STRATEGY

The project aims to contribute to the achievement of UNDAF outcome #6: “Engagement of young women and men in decision-making related to their own well-being enhanced”, in particular the CPD 2012-2015 target of “expanding institutional mechanisms for youth and women’s participation in the transition period and decision-making”.

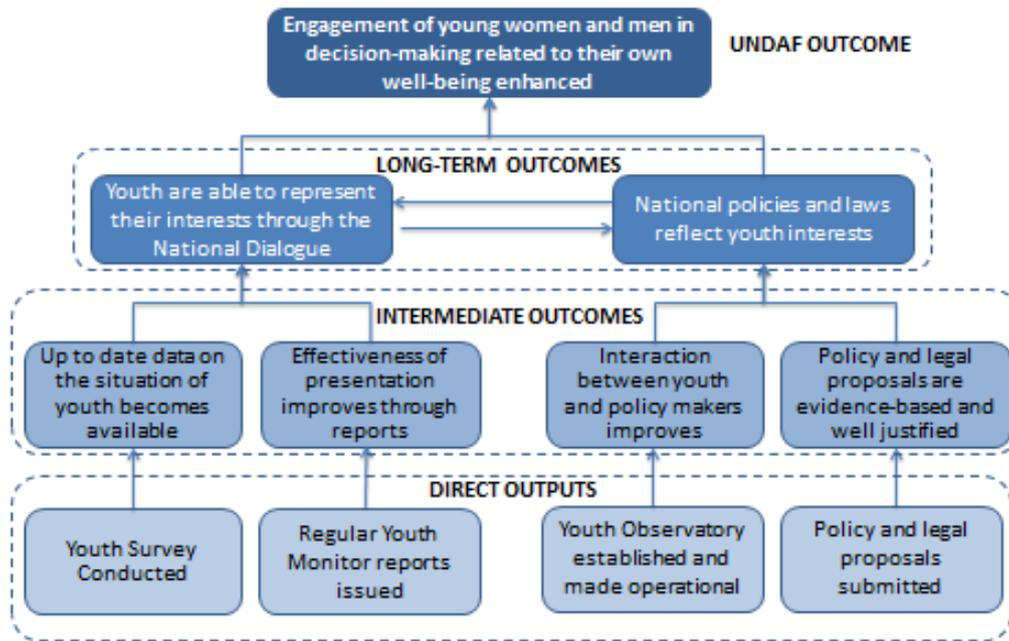
In accordance with the UNDP Transitional Strategy, the *main objective* of the project is to empower the participants of the National Dialogue in general and youth organizations in particular by improving their capacity to assess the situation of young women and men, develop effective solutions at the national and local levels to address the identified needs, and evaluate the quality and impact of political and legislative measures, programmes and projects implemented by various actors and designed to improve the situation of youth.

To institutionalize this capacity, a Yemeni Youth Observatory (Observatory) will be established and made operational as a non-partisan inclusive and sustainable watchdog organization capable of monitoring the situation of youth, performing youth sensitive analysis and developing evidence-based policy recommendations. The Observatory will be designed as an inclusive but essentially a non-partisan and professional body, the technical capacity of the participants to contribute to the Observatory’s activities being the primary criterion. The participants will consist of organizations and individuals, including youth organizations, government agencies, academic institutions and think-tanks as well as independent professionals with interest in youth affairs.

The Observatory will rely on the capacities and resources of the participating organizations and individuals, coordinating their efforts and bringing added value in terms of expertise to achieve greater synergy for effective contribution to the National Dialogue. Benefitting from its diverse membership, the Observatory will also serve as a bridge between youth organizations and policy makers at the central and local levels. Initially, the Observatory will be established as an umbrella consortium of government and non-government organizations headed by a Steering Committee as described below in the section on management arrangements. The status of the Observatory may be reviewed by the members at a later stage of implementation when it can be transformed into a non-government organization in its own right, a government body or some other structure as decided by the members.

The Observatory will support the National Dialogue in three areas, focusing on the mainstreaming of youth interests: (1) policy development, research and analysis; (2) advocacy; (3) capacity development.

## PROJECT THEORY OF CHANGE



At the project **outcome** level, implementation of the project will contribute to the achievement of two outcomes:

- Improved ability of the participants in the National Dialogue, particularly youth organizations, to formulate, present and incorporate youth interests into national policies and programmes through policy development and research, non-violent advocacy, and capacity development
- Legislative acts, policies and programmes endorsed by the Council for National Dialogue and the Cabinet and passed by the Parliament are youth-sensitive and adequately address the concerns of young women and men.

The project has one **output**: The Yemeni Youth Observatory is enabled to ensure representation and incorporation of youth interests and concerns into national laws, policies, and programmes.

**Output indicator:** Ratio of proposals and suggestions officially submitted by the Observatory to the Council for National Dialogue and the Cabinet to the number of proposals and suggestions officially endorsed and/or incorporated into national laws, policies, and programmes.

The following **activities** will be undertaken to achieve the required output:

**Activity 1:** The Youth Observatory is established and enabled to launch its activities.

**Activity indicator 1:** Existence of functional structures and institutional arrangements for the Youth Observatory.

This activity scheduled to take up to three months will result in the establishment of the Observatory through a participatory and inclusive process. During this period, potential partners at the national and local will be identified and brought together to agree on the main objectives, roles and tasks of the Observatory as well as contributions of its members. A Charter will be developed and passed at the general meeting; the relevant organizational structures and institutional arrangements decided upon and established (the Steering Committee and main units); material conditions required for normal functioning of the Observatory, such as premises and equipment, put in place; a quick capacity needs assessment conducted, with the required capacity development measures designed and launched, if necessary; and the work programme designed. By the end of this period the Observatory should be ready to start substantive activities.

Depending on the decision of the stakeholders, the Observatory may carry out the following tasks in each of the three areas to support the National Dialogue:

1. Policy development, research and analysis

- Collecting, analyzing, and disseminating reliable and updated data on youth, including periodic national youth surveys or state of the youth reports, and creating national and local databases on the situation of youth.
- Studies and research to identify and analyze the emerging trends in the situation of youth.
- Policy and legal analysis of the proposed legislation, programmes and projects designed to address the needs of young men and women.
- Formulation of policy and legislative proposals to ensure the interests of young women and men as a particular social category in national policies, laws and programmes.
- Independent evaluation of the existing policies, programmes, and projects on youth.

2. Advocacy

- Facilitation of the exchange of information between different authorities in charge of making decisions, researchers, experts, and other agents involved with the youth, both nationally and locally.
- As part of the National Dialogue, Support to dynamic dialogue among different stakeholders at the national and local levels to gain the support of decision makers on youth empowerment and participation policies and to integrate youth issues in national laws and development policies.

3. Capacity development

- Capacity development of youth leaders, youth organizations and national institutions working on youth empowerment in youth- and gender-sensitive analysis, formulation of evidence-based policy recommendations and implementation of youth-related interventions.

**Activity 2:** A programme of policy and legal reform for youth designed and submitted to the Council for National Dialogue and the Cabinet.

**Activity Indicator 2:** Existence of a programme of policy and legal reform for youth.

This activity, leading to the formulation of a programme of policy and legal development and its submission to the Council for National Dialogue and the Cabinet is scheduled to take two months. During this period consultations with a broad range of relevant stakeholders will be conducted and quick studies commissioned to look into the policy and legal areas where urgent action is required to address immediate concerns of young women and men. The primary areas into which the Observatory is likely to look into will include the national youth policy; the strategy on children and youth ; the law on children and youth; sectoral laws of importance to youth; national programmes affecting young women and men and so on. The resulting programme of policy and legal development for youth will identify the priorities areas where reform is urgently required and will specify the scope of the required reforms. Once endorsed by the Council for National Dialogue and the Cabinet, the programme will serve as a blueprint for all national stakeholders whose mandates and responsibilities affect, in one way or another, young women and men.

**Activity 3:** Policy and legislative proposals developed in the priority areas and submitted to the Council for National Dialogue, Cabinet and/or Constitutional Commission.

**Activity indicator 3:** Number of policy and legislative proposals developed and submitted.

This activity is designed to address the gaps in the priority areas where relevant policy and/or legal provisions are either missing or grossly inadequate and will take up to another four months. This activity will require substantive engagement of various subject matter experts, studies and research as well as consultations with a variety of national and local stakeholders. The end of this period will see specific policy and/or legislative proposals, including, for example, a draft national policy on youth; a draft law on youth;

amendments to the existing laws to mainstream the interests of young Yemenis; national and/or regional programmes to address the priority concerns of young women and men.

**Activity 4:** National Youth Survey conducted and a national State of the Youth report issued.

**Activity indicator 4:** Existence of the results of the Youth Survey and of a published State of the Youth report.

Preparations for this important activity will start during the previous activity and will build on the relations with national and local partners established and tested during preceding activities. Without the preparation period, this activity will last for four months. The Youth Survey is seen as the primary source of information for national policy makers to formulate longer-term policies on youth and receive feedback on various interventions targeting young women and men. This will be the first experience of this sort in Yemen, which should bring about a wealth of information on the behaviors and attitudes of young people and thus create an evidence-based foundation for subsequent policymaking at the national and local levels. This period will see the development of the survey methodology; identification of and coordination with various stakeholders nationally and, particularly importantly for this activity, locally; pre-test and conduct of the survey; processing and analysis of the data obtained; compilation of the survey results; drafting on its basis of the State of the Youth report and its presentation to and discussion with all relevant stakeholders. The survey results and the State of the Youth report will validate the programme of policy and legal reform developed by the Observatory and will establish an evidence-based foundation for further policy and legal reforms on youth. The National Youth Survey is intended as a periodic exercise (bi-annual or once in three years as may be decided) to continue beyond the life of the project.

**Activity 5:** Programme of policy and legal reform revisited and implemented.

**Activity indicator 5:** Existence of a revised and update programme of policy and legal reforms and the number of policy and legal proposals submitted to the Government and/or Parliament.

This activity will signify a transition of the Observatory to a more routine modality of operation and will last until the end of the project. As the emergency phase will pass, most of the Observatory activities will consist of routine revision of the existing policies, programmes and plans designed for young men and women, assessment of their effectiveness, and formulation and advocacy of proposals aiming at addressing weaknesses and deficiencies in the existing policy and legal frameworks. This activity will consist of revisiting the policy and legal reform in light of the findings of the national youth survey; formulation of additional policy and legal reforms to be undertaken; and work on relevant proposals to be submitted to the Government and/or Parliament. By this time (one year after the launch of the project), proper communication and advocacy channels need to be established, in consultation with relevant political and government structures to allow timely submission of the Observatory's suggestions and recommendations to the Government and/or Parliament. Similarly to Activity 3, this activity will also include studies and research as well as consultations and discussions with a variety of national and local stakeholders. In addition, by this time the Observatory should develop enough capacity to be able to provide capacity development and technical support to youth organizations and other stakeholders at the local level to assess local youth situations, identify their needs, formulate local policies and programmes and engage in youth-sensitive participatory monitoring.

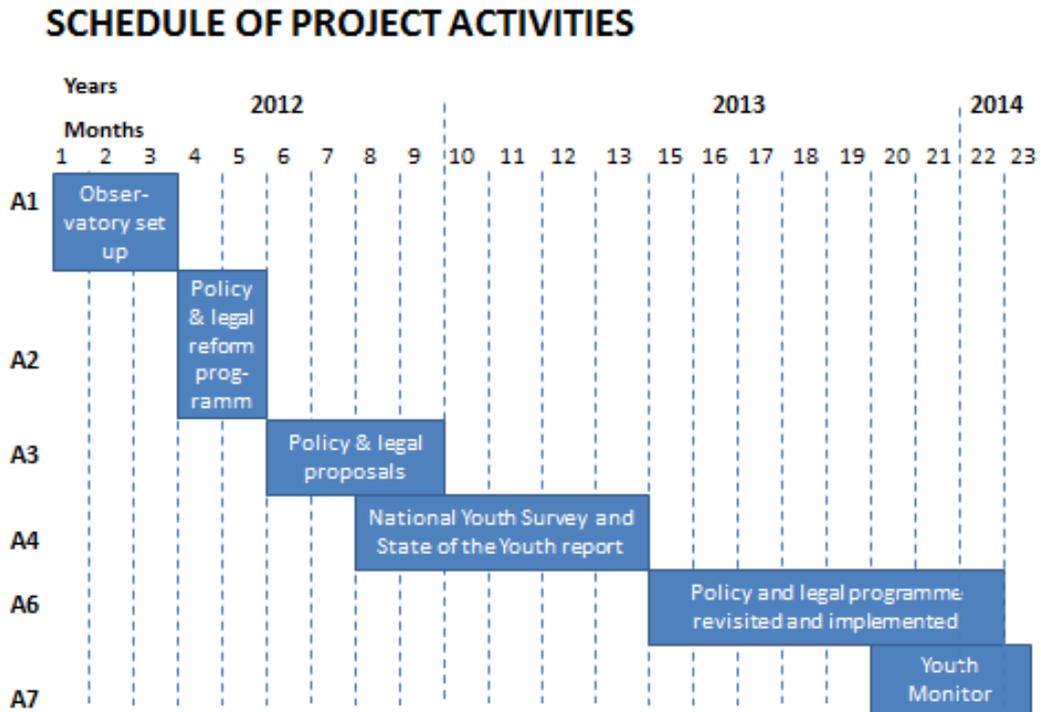
**Activity 6:** Youth Monitor exercise is conducted and its results disseminated.

**Activity indicator 6:** Existence of the Youth Monitor report.

This activity will take place during the last three months of the project. The Youth Monitor is designed to complement the Youth Survey in between two surveys. The Youth Monitor, conducted every six months and based on a simplified Youth Survey methodology, will provide national policy makers, government officials and international stakeholders with up-to-date information about the situation of youth and will

help adjust current policies and programmes. The first Youth Monitor exercise will be conducted approximately six months after the first national Youth Survey. Similarly to Activity 4, this Activity will include adjustment of the survey methodology; pre-test and conduct of survey; processing and analysis of the data obtained; publication of the results; their discussion with the relevant stakeholders; and presentation of the Youth Monitor results to policy makers.

The project is designed to last for two years. The tentative schedule of the project activities is presented in the diagram below.



### 3. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Expand institutional mechanisms for youth and women’s participation in the transition period and decision-making</p>
<p><b>Outcome indicators</b> # of national policies/programmes targeting women and young people. <b>Baseline:</b> Non-existent <b>Targets:</b> At least two policies/programmes targeting women and young people.</p>
<p><b>Applicable Key Result Area (Strategic Plan):</b> Democratic Governance</p>
<p><b>Project title and ID (ATLAS Award ID):</b> Youth Observatory in Yemen</p>

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
<p><b>Output 1:</b> The Yemeni Youth Observatory is enabled to ensure representation and incorporation of youth interests and concerns into national laws, policies, and programmes</p> <p><b>Baseline:</b> Current efforts to mainstream youth interests in the National Dialogue are disjointed and lack required expertise.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>– Ratio of proposals and suggestions officially submitted by the Observatory to the Council for National Dialogue and</li> </ul>	<p><b>Targets 2012-13</b></p> <ul style="list-style-type: none"> <li>i. The Youth Observatory is established and enabled to launch its activities.</li> <li>ii. A programme of policy and legal reform for youth designed and submitted to the Council for National Dialogue and the Cabinet</li> <li>iii. Policy and legislative proposals developed in the priority areas and submitted to the Council for National Dialogue, Cabinet and/or Constitutional Commission</li> <li>iv. Preparation for the National Youth Survey is completed</li> </ul>	<ul style="list-style-type: none"> <li>i. Identify and bring together the stakeholders; develop a Charter and establish relevant organizational structures; procure required equipment; conduct a quick capacity needs assessment conducted; design and carry out the required capacity development measures, if necessary.</li> <li>ii. Conduct consultations with a broad range of relevant stakeholders; commission quick studies to look into the policy and legal areas where urgent action is required; submit a programme of policy and legal reform to the Council for National Dialogue and the Cabinet.</li> <li>iii. Commission studies and research in the identified policy and legal areas; conduct consultations and awareness campaigns with a variety of national and local stakeholders; submit specific policy and/or legislative proposals to the Council for National Dialogue and the Cabinet.</li> <li>iv. Commission experts to develop the survey methodology; identify national and local partners for the survey; and agree on coordination and cooperation.</li> </ul>		220,000

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUT (USD)
<p>the Cabinet to the number of proposals and suggestions officially endorsed and/or incorporated into national laws, policies, and programmes</p>	<p><b>Targets 2013-14</b></p> <ul style="list-style-type: none"> <li>i. National Youth Survey conducted and a national State of the Youth report issued</li> <li>ii. Programme of policy and legal reform revisited and implemented</li> <li>iii. Youth Monitor exercise is conducted and its results disseminated</li> </ul>	<ul style="list-style-type: none"> <li>i. Pre-test and conduct the survey; process and analyze the data obtained; compile the survey results; draft the State of the Youth report; and present and discuss it with all relevant stakeholders.</li> <li>ii. Commission a revision of the policy and legal reform in light of the findings of the national youth survey; formulate additional policy and legal reforms to be undertaken; conduct studies and research as well as consultations and discussions with a variety of national and local stakeholders; establish proper communication and advocacy channels to allow timely submission of the Observatory's suggestions and recommendations to the Government and/or Parliament.</li> <li>iii. Commission adjustment the survey methodology; pre-test and conduct a survey; process and analyze the data obtained; publish the results and discuss them with the relevant stakeholders; present the Youth Monitor results to policy makers.</li> </ul>		<p>180,000</p>
<p><b>Grand-total</b></p>				<p><b>400,000</b></p>

## 4. ANNUAL WORK PLAN

### 4.1. Year: One (2012)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>Output 1:</b> The Yemeni Youth Observatory is enabled to ensure representation and incorporation of youth interests and concerns into national laws, policies, and programmes</p> <p><b>Baseline:</b> Current efforts to mainstream youth interests in the National Dialogue are disjointed and lack required expertise.</p> <p><b>Indicators:</b> Ratio of proposals and suggestions officially submitted by the Observatory to the Council for National Dialogue and the Cabinet to the number of proposals and suggestions officially endorsed and/or incorporated into national laws, policies, and programmes</p> <p><b>Targets:</b></p> <p>i. The priority areas for policy and legal reforms for youth identified and presented in a programme of policy and legal reform submitted to the Council for National Dialogue and the Cabinet</p>	<p><b>1. Activity Result:</b> The Youth Observatory is established and enabled to launch its activities</p> <p>- <b>Action:</b> Identify and bring together the stakeholders; develop a Charter and establish relevant organizational structures; procure required equipment; conduct a quick capacity needs assessment conducted; design and carry out the required capacity development measures, if necessary.</p>					Implementing partner	UNDP	Local Consultants Equipment Workshops, training Rental and maintenance	100,000
	<p><b>2. Activity Result:</b> A programme of policy and legal reform for youth designed and submitted to the Council for National Dialogue and the Cabinet</p> <p>- <b>Action:</b> Conduct consultations with a broad range of relevant stakeholders; commission quick studies to look into the policy and legal areas where urgent action is required; submit a programme of policy and legal reform to the Council for National Dialogue and the Cabinet.</p>					Implementing partner	UNDP	Local Consultants Workshops Audio, visual and printed production	50,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
ii. Specific policy and legislative proposals developed in the priority areas and submitted to the Council for National Dialogue, Cabinet and/or Constitutional Commission  <b>Related CP outcome:</b> Expand institutional mechanisms for youth and women's participation in the transition period and decision-making	<b>3. Activity Result:</b> Policy and legislative proposals developed in the priority areas and submitted to the Council for National Dialogue, Cabinet and/or Constitutional Commission  <b>- Action:</b> Commission studies and research in the identified policy and legal areas; conduct consultations and awareness campaigns with a variety of national and local stakeholders; submit specific policy and/or legislative proposals to the Council for National Dialogue and the Cabinet					Implementing partner	UNDP	Local Consultants Workshops Audio, visual and printed production	50,000
	<b>4. Activity Result:</b> Preparation for the National Youth Survey completed  <b>- Action:</b> Commission experts to develop the survey methodology; identify national and local partners for the survey; and agree on coordination and cooperation.					Implementing partner	UNDP	Local Consultants	20,000
<b>TOTAL</b>									<b>220,000</b>

## 4.2. Year: Two (2013-14)

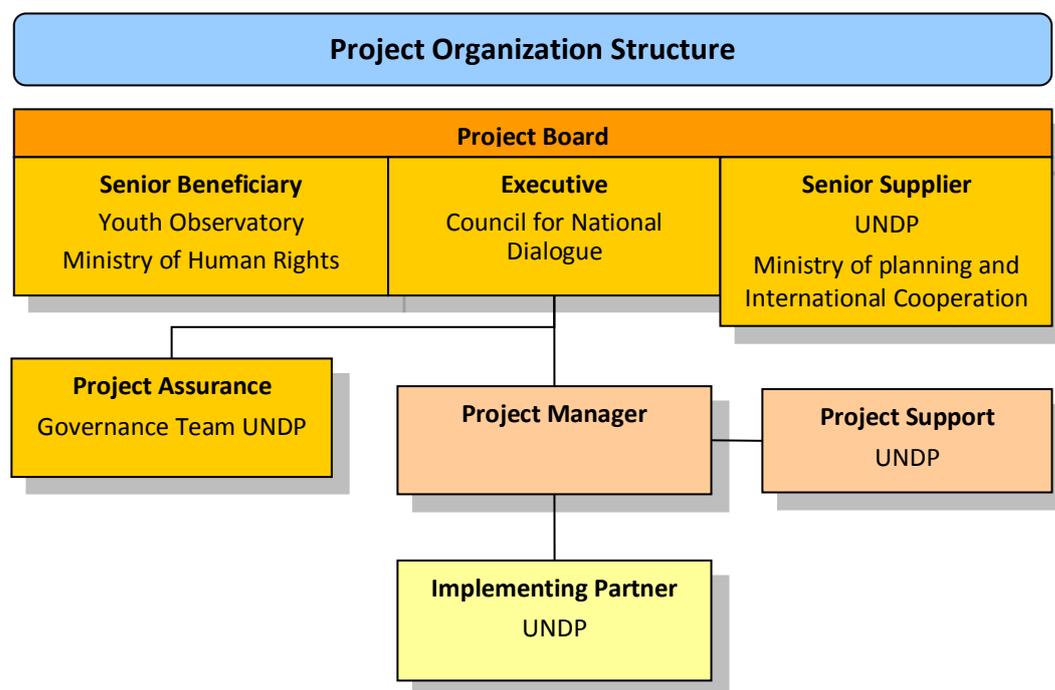
EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount (USD)
<p><b>Output 1:</b> The Yemeni Youth Observatory is enabled to ensure representation and incorporation of youth interests and concerns into national laws, policies, and programmes</p> <p><b>Baseline:</b> Current efforts to mainstream youth interests in the National Dialogue are disjointed and lack required expertise.</p> <p><b>Indicators:</b> Ratio of proposals and suggestions officially submitted by the Observatory to the Council for National Dialogue and the Cabinet to the number of proposals and suggestions officially endorsed and/or incorporated into national laws, policies, and programmes</p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>i. The National Youth Survey conducted and the State of the Youth report published</li> <li>ii. A programme of policy</li> </ul>	<p><b>1. Activity Result:</b> The National Youth Survey conducted and a national State of the Youth report issued</p> <p><b>- Action:</b> Identify and bring together the stakeholders; develop a Charter and establish relevant organizational structures; procure required equipment; conduct a quick capacity needs assessment conducted; design and carry out the required capacity development measures, if necessary.</p>						Implementing partner	UNDP	Local Consultants Equipment Workshops, training Rental and maintenance	80,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME					RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4	Q1		Funding Source	Budget Description	Amount (USD)
<p>and legal reforms revised and specific policy and legislative proposals developed and submitted to the Council for National Dialogue, Cabinet and/or Constitutional Commission</p> <p>iii. Youth Monitor survey is conducted and its results disseminated</p> <p><b>Related CP outcome:</b> Expand institutional mechanisms for youth and women's participation in the transition period and decision-making</p>	<p><b>2. Activity Result:</b> A programme of policy and legal reform revisited and implemented</p> <p>- <b>Action:</b> Commission a revision of the policy and legal reform in light of the findings of the national youth survey; formulate additional policy and legal reforms to be undertaken; conduct studies and research as well as consultations and discussions with a variety of national and local stakeholders; establish proper communication and advocacy channels to allow timely submission of the Observatory's suggestions and recommendations to the Government and/or Parliament.</p>						Implementing partner	UNDP	Local Consultants Workshops Audio, visual and printed production	50,000
	<p><b>3. Activity Result:</b> Youth Monitor exercise is conducted and its results disseminated</p> <p>- <b>Action:</b> Commission studies and research in the identified policy and legal areas; conduct consultations and awareness campaigns with a variety of national and local stakeholders; submit specific policy and/or legislative proposals to the Council for National Dialogue and the Cabinet</p>									
<b>TOTAL</b>										<b>180,000</b>

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## 5. MANAGEMENT ARRANGEMENTS

The management arrangements are summarised in the organisation structure below and described thereafter.



**A Project Board** will be established to act as a mechanism for the oversight of the project. The Project Board will be responsible for making, by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. The proposed composition of the Project Board is as follows:

**The Executive** role will be carried out by a designated representative of the Council for National Dialogue. The main objective of the project is to contribute to effective and fruitful national dialogue where the need and interests of the youth are taken care of. The Council for National Dialogue is thus an institution, which is more than anyone else interested in the successful outcome of this project.

**The Senior Beneficiary** role will be carried out by selected representatives of the Youth Observatory's Steering Committee and by the Ministry of Human Rights. These two entities will ensure that the project delivers products and benefits required by the final users. A combination of these two entities will ensure that both government and non-government perspectives are adequately reflected in the project activities.

The Youth Observatory will form its own **Steering Committee**, nominating its designated representatives to participate in the Project Board to represent the project's beneficiaries. The Steering Committee will provide strategic guidance on development of the Youth Observatory and its sustainability arrangements. The Steering Committee will support the Project Board during the implementation period and may exercise a number of tasks, including:

- Adjust the strategic vision and policy of the Youth Observatory to the changing circumstances and amend its annual plans as required
- Maintain communication and cohesion between members, nationally and locally
- Call annual conferences of the Youth Observatory

- Maintain communication and interaction with other partners, including policy makers and decision makers at the central and local level
- Facilitate the transmission of recommendations to concerned decision-making bodies for policy action
- Identify new partnerships and mobilize resources

In addition, the Youth Forum will establish a **Knowledge Advisory Board** composed of senior experts involved in youth affairs in Yemen. This specialists' team will bring their expertise and contribute to the creation of knowledge and will ensure the quality of policy and legal products. The Knowledge Advisory Board will provide substantive support and guidance on development of the programme of policy and legal reform on youth and other activities requiring substantive technical input.

**One or more selected Yemeni NGOs** will execute the project including management and implementation under the NGO implementation modality. UNDP will provide Country Office Support to NGO execution. Thus, UNDP will provide overall guidance, supervision and monitoring of the project and its activities including support to staff recruitment and selection of consultants as well as budget reviews and disbursement of funds. UNDP's NGO execution rules and regulations will be applied during implementation of this project.

**A Project Manager** will be recruited to oversee the elaboration of realistic workplans for the Youth Observatory, coordinating with UNDP and the Implementing Partner on execution of the project. The Project Manager will oversee all project activities and manage the financial and human resources of the project. Technical staff and field-based UN Volunteers may be recruited on a need basis to expedite and facilitate implementation processes.

**UNDP Yemen** will play a role as an overall coordinating entity between the parties involved and support resource mobilization efforts. UNDP will also provide in-kind facilities and staff support emanating from existing programmes. UNDP will:

- Contribute in-kind and technical support
- Coordinate with other donors for additional assistance
- Provide the Implementing Partner with management and operational support
- Oversee the production of the business model and business plan to ensure sustainability and the potential replication in similar environment.

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## 6. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- i. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- ii. An issue log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- iii. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- iv. Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- v. A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- vi. A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- i. **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- ii. **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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## **7. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Yemen and UNDP, signed on 11 April 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the implementing partner.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.