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**Peace Support Facility – Phase II**

**Strategic Framework**

**For PSF Steering Committee review**

**Sana'a and Amman, June 2022**

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# **Introduction**

The Office of the Special Envoy of the Secretary-General in Yemen, the UN Resident Coordinator in Yemen and UNDP (as the operational arm) established the Peace Support Facility (PSF) to support the implementation of the 2018 Stockholm Agreement.

On 13 September 2019, the Peace Support Facility Steering Committee held its inaugural meeting in Berlin, Germany, and expressed strong support to broaden the scope of the Facility by setting up three Windows to enhance the support to the Special Envoy and Resident Coordinator, as follows:

* Window 1 - Initiatives to build confidence between the parties in the peace process and support the Stockholm agreement's implementation or any other future agreement.
* Window 2: Delivery of discreet activities emerging from existing Track 2 initiatives to catalyse the political process.
* Window 3: Support transitional governance arrangements as and when the parties agree and post-peace agreement planning.

The Peace Support Facility's aim, as outlined in the current version (December 2020) of the PSF Project Document, is:

* To support the peace process by accelerating the implementation of agreements reached by the parties to the conflict during negotiations led by the UN Secretary General's Special Envoy to Yemen.
* To build public support for the peace process by achieving tangible, rapid improvements in people's daily lives in priority areas identified by the UN Special Envoy.

The PSF, therefore, intends to demonstrate concrete alternatives to conflict, create subnational demand for peace, and incentivise parties to deepen their engagement in the Special Envoy's peace process.

The current PSF donor partners are Canada, Denmark, the European Union, France, Germany, the International Maritime Organization (IMO), Italy, the Netherlands, Norway, Sweden (Sida), Switzerland (SDC), and the United Kingdom[[1]](#footnote-1).

The last Steering Committee endorsed the PSF extension to December 2022, the commissioning of a mid-term evaluation (MTE), and the development of a new PSF Strategic Framework in early 2022. This document presents the latter for PSF partners' discussion and subsequent endorsement.

## **On this Strategic Framework document**

The following section summarises the Mid-Term Evaluation (MTE) and partner feedback received during recent rounds of donor consultations by the Office of the Special Envoy of the Secretary-General (OSESGY), the Resident Coordinator Office (RCO) and the United Nations Development Programme (UNDP).

Based on the MTE, donor partner feedback and considering the complex and ever-changing situation on the ground, subsequent sections present the PSF strategy and three proposed result areas to support its implementation.

The last two sections outline the PSF governance and project management structures. The annexes include a more detailed governance structure, terms of reference, result area 2 Concept Note template, Gender Strategy, and a new proposal for consideration by the PSF Steering Committee.

The draft Strategic Framework is presented in a highly dynamic and increasingly hopeful context. Following the recent truce brokered by the UN Special Envoy, President Hadi issued a statement at the end of the Gulf Cooperation Council (GCC) hosted Yemeni-Yemeni dialogue. The statement shifts power from the President and the Vice-President to a Presidential Council of eight members and is the most significant shift in power since the outbreak of the conflict. The months ahead will reveal its implications for Yemen and the Peace Support Facility[[2]](#footnote-2).

# **A summary of PSF Mid-Term Evaluation and partner feedback**

Feedback gathered from the recent round of donor interviews pointed to several areas outlined in the remainder of this section. The feedback, with few exceptions, coincides with the findings and recommendations of the Mid-Term Evaluation (MTE).

Areas for discussion from the feedback and MTE recommendations (outlined in the remainder of this section) are:

* PSF strategy.
* PSF governance.
* PSF Communication with donor partners.
* PSF results and relevance.
* Gender inclusion.
* PSF project management.
* UNDP programmatic coordination.
* Suggestions on the way ahead.

The strategy, result areas, governance structure, project management, PSF team composition, project review criteria and coordination mechanisms proposed in this Strategic Framework aim to address the areas outlined below.

**On the PSF strategy**

The MTE concludes that a comprehensive vision and strategy for the next phase of the Peace Support Facility has yet to emerge.

All feedback suggests that the PSF needs a strategic framework that explains the synergy between the three windows and articulates how Window 2 activities link to the broader peace process.

Despite the lack of progress in the peace process, the PSF, in the next phase, should continue to focus on supporting opportunities emerging from the Special Envoy's efforts toward the national peace process. However, subnational peacebuilding opportunities (of a political, security or economic nature) with the potential to lay the foundations, incentivise and make the national peace process more inclusive should complement the Track 1 "top-down" focus.

On Window 2, the feedback did not question the "stand-alone" funded initiatives' relevance. However, it emphasised that "stand-alone" initiatives should also contribute to the Special Envoy-led national peace process.

**On PSF governance**

The MTE and donor feedback was consistent on the need for OSESGY, RCO and UNDP coordination at senior and technical levels to improve.

Donor partners emphasise a) the Special Envoy's lead role in the PSF Steering Committee and b) the need to better understand how proposed Track 1 large infrastructure rehabilitation projects contribute to an improved political situation. On the latter, donor partners suggest adding this point to the next PSF Steering Committee meeting agenda.

The PSF Steering Committee should 'up its game' and discuss strategic instead of technical matters. A recurrent example is detailed reporting on 'cranes and berths' progress. While important, particularly from an accountability perspective, the reporting and subsequent discussion should shift towards how 'cranes and berths' support the peace process.

Lastly, donor partners recommend that the Steering Committee's country membership consists of countries financially contributing to Windows 1 and 2.

**On PSF communication with donor partners**

Communication needs to improve!

Donor partners suggested a more regular and strategic[[3]](#footnote-3) communication from the PSF team (as part of the reporting function) and from the OSESGY to understand the decisions on Track 1 funding (and 'result area 3' funding, explained in a subsequent section).

**On PSF results and relevance**

The MTE concludes that the Facility as a funding mechanism is a) highly relevant to the peace process and b) has demonstrated flexibility, responsiveness, and efficiency in trying to support the work of the Special Envoy, albeit, arguably, against almost insurmountable odds.

The MTE also highlights the unique added value of the PSF due to its ties to the political process. Without the financial support the Facility provides, the Special Envoy's efforts to reach a sustainable peace agreement in Yemen would not make headway.

While the hope for support to transitional governance under Windows 3 remains a distant ambition, the MTE supports maintaining this "important placeholder" should prospects for a peace agreement materialise.

**On gender inclusion**

The PSF requires a more robust integration of gender in PSF funded projects. As stated by the MTE: "The PSF falls short in addressing gender equality in particular".

At the subnational level, the PSF should seek opportunities to support social networks and movements that advance the inclusion of women in the national and subnational peace process.[[4]](#footnote-4)

**On PSF project management**

Feedback from the OSESGY and the RCO suggests a need to simplify the cumbersome PSF funded project approval process.

The MTE stresses that although the PSF hasn't always been able to meet expectations, it has generally proven to be valuable, flexible, adaptable, quick, and efficient. In other words, the PSF is much faster than other funding instruments and more flexible than UNDP would typically be.

At the operational level, the MTE regards the Facility's management as professional, accessible, and efficient.

**On UNDP programmatic coordination**

Several donor partners stressed that UNDP programmatic outreach is not always consistent. For example, communication on maritime security programming appears uncoordinated between different UNDP Yemen Country Office units.

**Looking ahead**

Feedback suggests that the PSF is highly relevant given its broad partner base[[5]](#footnote-5) and unique set-up (encompassing three UN entities, OSESGY, RCO and UNDP). The Facility can serve as the main political, coordinating, and harmonised response forum for key peace process supporters. The MTE coincides with this feedback by concluding that the PSF can be a credible and valuable tool to support the peace process.

The evaluation concludes that the strategic priorities and areas of focus identified in the Peace Support Facility Project Document fit national needs and UNDP's position as a trusted partner in Yemen.

# **PSF Strategy**

The new phase of the Peace Support Facility will continue to support the Special Envoy in his attempts to put Yemen's peace process back on the rails with fast, flexible initiatives that deliver tangible, rapid improvements in the daily lives of people and reinforce and build public support for the political process.

The PSF supports the Special Envoy in his work on the **political, security, and economic tracks,** covering short- and longer-term priorities with a clear impact on the peace process that will require OSESGY mediation support between the parties to the conflict. The mediation includes issues that are pertinent for the parties to resolve, will be reflected in the eventual agreement to end the conflict, and are likely to have a bearing on the transitional process.

The PSF simultaneously supports the Resident Coordinator with implementing conflict resolution initiatives[[6]](#footnote-6) that support progress on **pillars 2, 3 and 4[[7]](#footnote-7) of his economic framework** (addressed in result areas 1 and 3) and, thereby, the peace process[[8]](#footnote-8).

**Components of the PSF strategy**

The PSF strategy consists of the following components:

* Simultaneous national and subnational interventions that tackle security, economic and political challenges.
* Build Yemeni institutions.
* Gender & youth.
* A balancing act.
* Flexible and agile.
* A conflict-sensitive approach to programming.
* A clearly defined, strategic PSF.

The following sections outline the components.

## **Simultaneous national and subnational interventions tackling security, economic and political challenges**

The OSESGY, RCO, UNDP and donor partners recognise that this will succeed only if the PSF simultaneously:

* Supports the Special Envoy's three tracks and Resident Coordinator's economic framework.
* Supports subnational level conflict resolution initiatives that **can incentivise and lay the foundations** for the national peace process (addressed in result area 2 in this Strategic Framework).
* **Prevents further fragmentation** of the political and security situation at the subnational level (addressed in result area 2 in this Strategic Framework).

The PSF, thus, implicitly recognises that a simultaneous focus on politics, security, and the economy (at national and sub-national levels), however daunting, is required for peace to take hold in Yemen.

## **Build Yemeni institutions**

The Facility aims to **support the Yemeni peace process through all available avenues**. With this aim as the primary focus, the PSF will also strive to:

* Develop the capacity of national and subnational Yemeni institutions, such as universities, civil society organisations, and women and youth networks.
* Promote implementation by Yemeni institutions (where needed, supported by national and international organisations).

## **Gender equality and women and youth empowerment**

All PSF supported interventions should integrate gender equality and women and youth empowerment in their respective results frameworks.

With the PSF gender expert's arrival and the elaboration of a PSF Gender Strategy that focuses a) on mainstreaming gender in all result areas through gender-sensitive programming; and b) addressing gender equality gaps in result area 2 through gender 'stand-alone' projects, where advancing gender equality and women empowerment is the central result. For more details on the PSF Gender Strategy, please see [Annex 6.](#_Annex_6._The)

After the approval of this Strategic Framework, the PSF team will work on a PSF Youth strategy. The strategy will focus on youth participation in national and subnational dialogues on conflict resolution and supporting initiatives that prevent youth from becoming active in armed conflict.

## **A balancing act**

PSF support will require balancing various priorities. It is crucial to adopt a balanced approach in supporting Yemen's different regions for political reasons. It is, however, equally essential to:

* Boost programming in areas where the peace process can progress.
* Support stabilisation in areas recently coming out of armed conflict.
* Work in areas to prevent the intensification or spill-over of conflict.

## **Flexible and agile**

A widely recognised PSF value added is the Facility's flexibility and agility. A Facility composed of 13 donor partners and multiple projects cannot remain agile and flexible with earmarked funds. Therefore, donor partners will avoid earmarking in result areas 1 and 2.

Result area 3, unlike result areas 1 and 2, will benefit from earmarking as it will allow other partners who are not members of the PSF Steering Committee to channel their resources through the Facility. Each result area 3 endorsed project will have [a tailor-made governance structure](#_Result_area_3).

## **A conflict-sensitive approach to programming**

Result areas 1, 2, and 3 projects require a) an analysis of the main internal and external conflict drivers, conflict dynamics, and positions of the parties (stakeholders) to the conflict and b) a risk management strategy that builds on the conflict analysis.

## **A clearly defined, strategic PSF**

A more strategic focus implies prioritising fewer areas of intervention and deepening and scaling interventions in the prioritised interventions.

Given the wide range of potential interventions supporting sub-national and national peace processes, the PSF will prioritise interventions that incentivise, are relevant to, and lay the foundations for the national-level political process.

The following sections further elaborate on this PSF strategy component.

# **PSF Result areas**

The proposed result areas somewhat differ from the PSF Phase I Windows.

When the Special Envoy and any party to the conflict see a clear contribution to the peace process via economic, security or political entry points (or a combination of the three), they will propose a result area 1 project.

To support the Special Envoy's efforts in the peace process, result area 2 will focus on inclusive peacebuilding and stabilisation opportunities at the subnational level emerging from track II or other peace dialogues.

Result area 3 integrates stand-alone projects that are:

* High risk and require risk-sharing among donor partners.
* Too sensitive for donor partners to fund directly.
* Have the potential to serve as confidence-building mechanisms.
* Addresses immediate needs during and immediately post-peace agreement[[9]](#footnote-9).

Initiatives under the Resident Coordinator's economic framework (pillars 2, 3 and 4) that contribute to peacebuilding and stabilisation are also eligible for PSF funding.

The following sections provide additional details on the proposed result areas.

## **Result area 1**

***Support the SE-RC peace and stability processes through confidence building interventions and mechanisms.***

The Peace Support Facility supports initiatives and projects that incentivise, complement, reinforce, and emerge from peace negotiations. The Facility does not finance the negotiations as the OSESGY has a separate instrument (the Peace Support Project) for this purpose.

Result area 1 projects have their genesis in the Special Envoy's **direct** interactions with the parties. Therefore, the Special Envoy or any party to the conflict should propose the initiatives.

The [UN Tripartite Team](#_The_UN_Tripartite) (OSESGY, RCO, UNDP and PSF staff) will support the Special Envoy by undertaking a detailed risk and feasibility before discussion in the PSF Technical Committee and subsequent endorsement in the PSF Steering Committee.

The Special Envoy will present the Steering Committee with results area 1 and 3 initiatives (based on the multi-track process) he considers viable, with high political impact and central to the peace process for discussion and endorsement.

In the same vein, initiatives emerging from the Resident Coordinator's economic framework with a clear contribution to peacebuilding and stabilisation processes are eligible.

Criteria for endorsement:

* The Special Envoy (supported by the Resident Coordinator with UNDP or other UN-AFPs in an operational role) should fully support and lead the projects.
* The projects are conduits (incentivise, consolidate, build, and open venues) for the national peace and stabilisation process.

Among the many examples of eligible initiatives are:

* The economic deconfliction mechanism (See Concept Note in [Annex 5](#_Annex_5._Establishment)).
* Support for ceasefire and road opening monitoring initiatives.
* Support prisoners' exchange initiatives, the release of children associated with armed forces and groups, or persons willing to exit the armed groups.
* Capacity development and infrastructure rehabilitation to boost economic activity and spur support for the peace process, such as support for the Special Envoy's recent efforts to re-open Sana'a airport to commercial airlines (See, among others, air- and seaport assessments and proposals).
* Reinsurance Fund to reduce shipping insurance premiums.
* Fuel revenue and public salary management (funded through ports and fuel revenue).

## **Result area 2**

***Support new and bring to scale existing subnational peace initiatives to incentivise and lay the foundations for an inclusive peace process.***

Result area 2 supports the implementation of activities emerging from recommendations and findings of Track II and other relevant subnational inclusive dialogues[[10]](#footnote-10) and processes.

The OSESGY, RCO and UNDP, supported by the PSF team, are responsible for communication and outreach on result area 2. The OSESGY-based Strategic Planning and Liaison Officer will maintain a database of (and reach out to) relevant national entities eligible for funding under results area 2.

Eligible projects have a strong focus on conflict resolution and address the causes and effects of the conflict. To ensure a strategic approach and cross-fertilisation under result area 2, the UN Tripartite Team and PSF Technical Committee will, among others, consider proposals that:

* Enhance the role of women, women's organisations, and women's networks in the national and subnational peace processes (see [Small Grant Mechanism](#_Small_grants_mechanism)).
* Enhance the role of youth and minorities in national and subnational peace processes.
* Support dialogue and other activities that boost the accountability of locally operating security actors vis-à-vis the population.
* Tackle the drivers of subnational conflicts, such as (and not limited to) the water and energy sectors (possibly in combination with a peace dividend that rehabilitates essential infrastructure).
* Support the implementation of agreements reached in subnational conflict mediation processes, such as (and not limited to) the opening of critical roads and other critical infrastructure.

**Figure 1 - Result area 2 approval process**



The process for Concept Note and subsequent Project drafting is as follows:

* **Step 1** - PSF Partner[[11]](#footnote-11) prepares Concept Note (See [Concept Note template](#_Template)).
* **Step 2** – UN Tripartite Team reviews Concept Note (See [Concept Note review criteria](#_Concept_Note_review)).
* **Step 3** - Partner and PSF Project Development Officer (PDO) work on the next version of the Concept Note.
* **Step 4** - PSF Technical Committee discusses and subsequently endorses Concept Note.

The timeline from Concept Note submission to finalisation should take no longer than eight weeks. The UN Tripartite Team will meet weekly (or more often if required), and the Technical Committee will convene bi-weekly or more to comply with the 8-week deadline.

* **Step 5** - Partner and PSF Project Development Officer prepare PSF Project.

If PSF Projects are in-line with the Technical Committee endorsed Concept Note, no additional endorsement is required.

* **Step 6** - UNDP undertakes a micro-assessment if required, prepares the contract, organises an induction session for the partner, and transfers the funds to the partner.
* **Step 7** - Implementation starts. The PSF team is responsible for project assurance.

### **Small grants mechanism**

As part of result area 2 and to ensure smaller, local organisations working on the priority themes and sectors receive financial, conceptual, and logistical support, the PSF will support various Small Grants Mechanisms (SGMs).

Reliable PSF partners[[12]](#footnote-12) will implement the SMG in a) geographical areas where they have an operational presence and b) in line with the organisation's expertise.

The SMG partners will **support local organisations requesting short-term support for immediate and strategic initiatives to resolve local conflicts, create community-based reintegration systems and eventually help the broader peace process**.

One priority area for the Small Grants Mechanism is the participation of women, youth, and minority groups in the national and subnational peace process.

On the **inclusion of women** in the national and subnational peace processes, the PSF and OSESGY, through the SMG partners, will:

* Support the establishment or strengthening of Peacebuilding Centres in Yemen's universities that develop NGO, CBO and other national stakeholders' capacity for critical peacebuilding interventions[[13]](#footnote-13).
* Provide accompaniment, feedback, and support to local organisations on proposal development.
* Extend the reach of the Peacebuilding Centres by deploying mobile teams (that target rural Governorates and Districts) which apply the learning methodology in situ.
* Provide seed funding to support community-based peacebuilding initiatives that have the potential to a) contribute to the national peace process and b) create local peacebuilding capacity for the implementation of a future peace agreement.
* Support research studies and drafting and dissemination of reports on gender analysis in peacebuilding and the conflict.
* Provide small grants to MSc and PhD students working on subjects related to women in peacebuilding.
* Identify and build upon the capacities of women mediators, champions, and ambassadors to support conflict resolution in their communities (incl. conflict scanning and gender-sensitive conflict analysis) and record progress and success.
* Promote cooperation, partnership, and alliance development to support women and women's NGOs effective participation in peacebuilding.
* Support advocacy campaigns to promote women's and women's NGOs role in peacebuilding.

## **Result area 3**

***Result area 3 – Special initiatives***

Result area 3 consists of special initiatives. Existing PSF donor partners interested in supporting a special initiative will be able to earmark their financial resources.

Given that earmarking is allowed in this results area, other donor partners, not members of the PSF Steering Committee (and contributing unearmarked funding), can also fund special initiatives.

Each special initiative will have a Project Board. Depending on the nature of the initiative, either the Special Envoy, the Resident Coordinator or the UNDP Resident Representative will chair the Project Board.

The Special Initiative project team will report to the Project Board. The PSF funded OSESGY and RCO Liaison Officers, or the UNDP Country Office, will provide the Project Board's Secretariat.

Eligible initiatives are:

* High risk and require risk-sharing among donor partners.
* Too sensitive for donor partners to fund directly.
* Have the potential to serve as confidence-building mechanisms.
* Addresses the immediate needs during and immediately post-peace agreement.

An example of an endorsed special initiative is the FSO Safer which aims to prevent a decaying tanker anchored close to Yemen's coastline from sparking a major oil spill.

The result area may also cover OSESGY, RCO and UNDP activities in support of the implementation of a peace agreement, such as transitional governance arrangements; constitution drafting; Rule of Law; Disarmament, Demobilisation and Reintegration (DDR); Prosecution, Rehabilitation and Reintegration (PRR)[[14]](#footnote-14); and Security Sector Reform (SSR).

# **PSF governance**

## **PSF Steering Committee**

The PSF Steering Committee:

* Provides the strategic direction to the PSF's work and oversees that the Facility operates according to the results outlined in the PSF Project Document.
* Has the authority to change the strategic direction of the PSF if required.
* Endorses the yearly allocation of funds to the three results areas.
* Endorses results area 1 and 2 Concept Notes over US$ 1 million and all results area 3 Concept Notes.
* Remains apprised of interventions considering the guiding framework and the programming principles outlined in the PSF Project Document.
* Provides guidance and agree on possible countermeasures and actions to address specific risks.
* Ensures, to the extent possible, that the PSF balances support to Yemen's multiple regions.
* At the advice of the PSF Technical Committee, endorses the Annual and Final PSF Reports.
* Oversees project evaluations are commissioned, in line with the UNDP evaluation policy or in addition to the requirements of the policy, if deemed relevant.
* Reviews potential contingency plans and reallocation of funding if the peace process or specific PSF interventions stall or fail.

Please see [Annex 2. Terms of Reference PSF Steering Committee](#_Annex_2._Terms) for additional details.

## **PSF Technical Committee**

The PSF Technical Committee reports to the PSF Steering Committee.

The PSF Steering Committee delegates the authority to review and endorse Concept Notes up to US$ 1 million submitted under PSF result area 2 (see [Annex 4. Concept note template and review criteria for Result Area 2](#_Annex_4._Concept) for the review criteria) to the Technical Committee.

In addition, the Technical Committee:

* Ensures, to the extent possible, that PSF balances support to Yemen's multiple regions.
* Advises (upon request) the PSF Steering Committee on matters related to the result area 3 Special Projects.
* Advises the PSF Steering Committee on Annual and Final PSF Report endorsements.
* Regularly liaises with the PSF project team on matters relevant to the PSF Steering Committee and the implementation of results area 2 projects.
* Ensures all PSF projects are inclusive and gender-sensitive.

The chairs may invite ad-hoc observers and topic experts (the latter, among others, to present on technical matters).

To keep the number of members at a manageable level and given the significant workload Technical Committee membership entails, the PSF donor partners will (on a semi-annual rotating basis) appoint two representatives to the PSF Technical Committee.

The workload of the PSF Technical Committee members should *not* be underestimated and, at times, will demand a significant time commitment. The representatives will have an intensive meeting schedule; discuss Concept Notes and other PSF reports and publications; coordinate donor partners' positions and comments; and keep them abreast of Technical Committee discussions.

Please see [Annex 3. Terms of Reference PSF Technical Committee](#_Annex_3._Terms) for additional details.

## **The UN Tripartite Team**

When required, the senior UN Tripartite Team, i.e., the Special Envoy, Resident Coordination and UNDP Resident Representative, meet (face-to-face or virtually) to decide on PSF support for emerging (political, security or economic) peace opportunities and confidence-building measures.

The technical UN Tripartite Team will follow up and kick-start the implementation process. The technical UN Tripartite Team meets weekly, or more often if required, to receive and assess result areas 1, 2 and 3 Concept Notes.

As stated above, the PSF Technical Committee discusses and assesses result areas 1, 2 and 3 Concept Notes and endorses result area 2 Concept Notes under US$ 1 million. The PSF Steering Committee will discuss and endorse result areas 1 and 3 Concept Notes.

The PSF team, led by the Project Development Officer and in close collaboration with the UN Tripartite Team and selected partners, will elaborate UNDP project documents for all results areas as the basis for project implementation.

## **Communication with donor partners**

On behalf of the UN Tripartite Team, the PSF Project Manager will organise regular donor briefings (in addition to the interaction with donors in the Technical Committee and Steering Committee) to share relevant strategic level information and update on progress in areas pertinent to the PSF Steering Committee members.

The PSF funded Strategic Planning and Liaison Officer (based in OSESGY Amman) and PSF Project and Liaison Officer (based in the RCO Amman), among other presenters, will update the donors on behalf of the Special Envoy and Resident Coordinator.

The UN Tripartite Team will also produce regular communication products for the partners and international public consumption. The team will translate and adapt these communication products for a national audience to increase PSF visibility among Yemenis.

Figure 2 below outlines the Peace Support Facility's formal governance structure. Please see [Annex 1 – PSF governance](#_Annex_1_–) for additional details.

**Figure 2 – Peace Support Facility governance**



# **Project management**

## **The PSF team**

The PSF team proposed below enhances the PSF capacity for programming, communications, and partnership management.

The PSF team consists of the following functions:

* Project Manager (P5 – Sana’a)
  + No changes in the ToR.
* Project Development Officer (P4 – Sana’a)
  + Replaces the Programme Management Specialist position. The PDO provides the Secretariat to the PSF Technical Committee and liaises with the selected partner to bring the endorsed Concept Note to the PSF Project Document format.
* Monitoring Officers (2 NPSAs – Sana'a and Aden)
* Partnerships Officer (Based in OSESGY Amman)
  + The Partnerships Officer is OSESGY-based and reports directly to the Special Envoy.
  + They ensure the Special Envoy's peace process is well-supported by the PSF.
  + The Partnerships Officer is responsible for maintaining a database of potential national and subnational PSF partners operating in Yemen.
* PSF Project and Liaison Officer (Based in the RCO Amman)
  + Supports the Resident Coordinator with PSF funded projects.
  + Reports to the Resident Coordinator.
  + Liaises closely with the UNDP Country Office and PSF team.
* Gender and Social Inclusion Specialist (P3 - Amman)
  + No changes in ToR
* Strategic Planning Specialist (P3 Amman)
* No change in ToR
* Communications Specialist (P3 – Amman or Sana’a)
* Programme Finance Specialist (P3 – Amman)
  + No changes in ToR
* Procurement Specialist (P3 - Amman)
  + No changes in ToR
* Procurement Analyst (NPSA - Sana'a)
  + No changes in ToR

# **Annex 1. Detailed PSF governance structure**



# **Annex 2. Terms of Reference PSF Steering Committee**

**Mandate**

The PSF Steering Committee:

* Provides the strategic direction to the PSF's work and oversees that the Facility operates according to the results outlined in the PSF Project Document.
* Has the authority to change the strategic direction of the PSF if required.
* Endorses results area 1 and 2 Concept Notes over US$ 1 million and all results area 3 Concept Notes.
* Remains apprised of interventions considering the guiding framework and the programming principles outlined in the PSF Project Document.
* Provides guidance and agree on possible countermeasures and actions to address specific risks.
* Ensures, to the extent possible, that the PSF balances support to Yemen's multiple regions.
* At the advice of the PSF Technical Committee, endorses the Annual and Final PSF Reports.
* Oversees project evaluations are commissioned, in line with the UNDP evaluation policy or in addition to the requirements of the policy, if deemed relevant.
* If the peace process or specific PSF interventions stall or fail, reviews potential contingency plans.

**Composition**

The PSF Steering Committee members are:

* UN Special Envoy to the Secretary-General in Yemen (Co-chair)
* UN Resident Coordinator in Yemen (Co-chair)
* UNDP Resident Representative
* PSF donor partners

Permanent observers are:

* Head of the United Nations Mission to Support the Hodeidah Agreement
* UNWomen

The PSF Steering Committee Co-chairs may invite additional permanent or ad-hoc observers.

**Meeting Schedule**

The Steering Committee meets formally twice a year. The Co-chairs may call for ad-hoc meetings if required.

**Secretariat**

As part of its PSF assurance role, UNDP serves as the Secretariat to the Steering Committee. In this role, UNDP will:

* Facilitate the organisation of Steering Committee meetings.
* Present regular updates on assessments, implementation, results, and contributions.
* Provide narrative and financial progress reports every six months and final reports to partners.
* Develop and circulate minutes of the Steering Committee meetings.

**PSF Technical Committee**

The PSF Steering Committee delegates specific responsibilities to the PSF Technical Committee ([See Annex 3](#_Annex_3._Terms)).

# **Annex 3. Terms of Reference PSF Technical Committee**

**Mandate**

The PSF Technical Committee reports to the PSF Steering Committee.

The PSF Steering Committee delegates the authority to review and endorse Concept Notes up to US$ 1 million submitted under PSF result area 2 (see [Annex 4. Concept note template and review criteria for Result Area 2](#_Annex_4._Concept)) to the Technical Committee.

In addition, the Technical Committee:

* Ensures, to the extent possible, that PSF balances support to Yemen's multiple regions.
* Advises (upon request) the PSF Steering Committee on matters related to the result area 3 Special Projects.
* Advises the PSF Steering Committee on Annual and Final PSF Report endorsements.
* Regularly liaises with the PSF project team on matters relevant to the PSF Steering Committee and the implementation of results area 2 projects.
* Ensures all PSF projects are inclusive and gender-sensitive.

Please see [Annex 3. Terms of Reference PSF Technical Committee](#_Annex_3._Terms) for additional details.

**Composition**

The PSF Technical Committee members are:

* OSESGY staff (Co-chair)
* UN RCO staff (Co-chair)
* 2 PSF donor partners (rotating semi-annually)
* UNDP Country Office staff
* PSF staff (Secretariat)

**Meeting Schedule**

The Technical Committee meets bi-weekly. The co-chairs may call for additional meetings if required.

The Secretariat, in consultation with the Technical Committee members, may cancel the monthly meeting in the absence of agenda items.

The members may meet virtually or in person.

**Secretariat**

The PSF Project Development Officer (the person responsible for working with the UN Tripartite Team and selected partners to bring the endorsed Concept Notes to the level of Project Documents) provides the Secretariat to the Technical Committee.

In this role, and among others, they will:

* Facilitate the organisation of Technical Committee meetings.
* Develop and circulate minutes of the Technical Committee meetings.
* Share relevant parts of the minutes with the partners who have submitted Concept Notes.

# **Annex 4. Concept note template and review criteria for Result area 2**

Result area 2 funds activities that stem from the various recommendations and findings of Track II and other relevant subnational dialogues.

Result area 2 will fund subnational activities that emerge from inclusive dialogues with sub-national stakeholders. The stakeholders are government officials, youth, civil society, tribal leaders, security actors, and women's groups from different governorates and communities.

**Template**

The Concept Note should be around 5-8 pages. If the PSF Technical Committee endorses the Concept Note (and PSF funding is available), the partner will work with the PSF Project Development Officer to submit a detailed project document.

| **Table – Concept Note template** | |
| --- | --- |
| **Title of the project** |  |
| **Name of submitting partner and other partners involved** |  |
| **Background to the project** | * Describe the genesis of the project. * Outline whether the project proposal originates from an UN-supported Track II dialogue or another peacebuilding opportunity. * Clarify which stakeholders tabled the need for this project. |
| **Context of the conflict** | * Describe the main internal and external drivers, conflict dynamics (connectors and dividers), and positions of the parties (stakeholders) to the conflict. * Ensure the description integrates the gender and youth dimension. |
| **Project rationale and approach** | * Outline the overall scope of the project and the methodologies or approaches the project will use. * Outline how the project will support and strengthen Yemeni institutions at the subnational or national levels. |
| **Target areas and beneficiaries** | * List the target areas and briefly describe the locations (population, economic, social, and environmental data. Where available, data should be gender and youth disaggregated). * Describe the direct (and possibly indirect) beneficiaries of the project. * Mention whether the parties (stakeholders) have given their consent to the project activities (If not, clearly justify how consent will be obtained during the implementation phase). |
| **Results and activities** | * Outline the project's results and activities to achieve the results with clear results indicators. * Specify if (and if affirmative, how) the proposed activities respond to the specific needs of women and youth. * How are women and youth engaged in the planning and implementation phases? |
| **Risks and risk management** | * Outline the principal risks and mitigation measures. |
| **Monitoring** | * Outline the monitoring activities that will support the successful implementation of the project. * Specify the M&E tools used to monitor the activities and assess the quality of deliverables. |
| **Contribution of the project to the UN SESGY's peacebuilding efforts** | * Based on the information provided, outline the direct or indirect contribution of the project to the UN SESGY's peacebuilding efforts. * For example, outline the peacebuilding incentives, foundations, and catalytic effects the project will contribute to. |
| **Coordination with similar UN and other partner initiatives** | * List other relevant initiatives under implementation and how the partner(s) intend to coordinate with these initiatives to create synergies and efficiency in resource use. |
| **Project duration** | * Project duration should, in principle, not exceed 18 months (duration should also not exceed PSF end date). * Projects exceeding 18 months will require a strong justification. |
| **Project budget** | * The project should not exceed US$ 1,000,000. * Include a clear breakdown of the budget. * If there is a strong justification for a higher budget, the Concept Note will require PSF Steering Committee endorsement. |
| **Submission** | Please submit the Concept Note to the PSF Technical Committee Secretariat ([psf.tc.secretariat@undp.org](mailto:psf.tc.secretariat@undp.org)). |

**Concept Note review criteria**

Endorsed Concept Notes meet the criteria outlined in the remainder of this section. The criteria *support* the UN Tripartite Team and PSF Technical Committee in the review.

If, in exceptional circumstances, the PSF Technical Committee proposes a Results Area 2 Concept Note that does not meet the criteria[[15]](#footnote-15), the Steering Committee should endorse or reject the Concept Note.

| **Concept Note review criteria** |
| --- |
| Stems from Track II or other types of *subnational dialogue*. |
| Lays the foundations for, incentivises or catalyses, directly or indirectly, the *Special Envoy's peacebuilding efforts*. For example:   * Leads to *subnational peace dividends and build public confidence* in the peace process. * Generates a multiplier effect on peace. |
| *Gender inclusion* - Promotes the inclusion of women and supports their active role in contributing to peace and security[[16]](#footnote-16). |
| *Conflict sensitivity –* Analysis of stakeholder positions, needs and power dynamics to identify dividers and connectors and how the initiative will build upon the connectors while minimising the dividers' impact. |
| *Risk analysis* - The potential benefits outweigh the risks associated with the proposed intervention. |
| The budget should *not exceed US$ 1,000,000* (Larger budgets require Steering Committee endorsement). |
| Does *not overlap* (or *closely coordinates*) with existing initiatives of similar nature and in close geographical proximity. |
| Concept Notes that focus on *building or strengthening Yemen's institutions* (National and subnational Government and Academia, among others) should receive priority. |

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# **Annex 5. Establishment of a Dedicated Notification Mechanism for Economic Facilities and Critical Infrastructure in Yemen (For PSF TC review)**

**Background and Rationale**

The current humanitarian notification (deconfliction) mechanism managed by UN OCHA via EHOC was established in 2015, at the request of the HCT, to support humanitarian partners. In 2017, the United Nations Development Programme – UNDP (on behalf of the United Nations in Yemen) initiated a separate mechanism to support the safeguarding and recovery of productive activities of economic facilities. The efforts undertaken by UNDP consist of (1) submission of facilities to the list of sites temporarily notified with the Saudi-led Coalition (SLC), (2) removal of landmines and explosive remnants of war (ERWs) by Mine Action/EOD teams and (3) support in the development of business recovery plans.

The notification of economic facilities aims to ensure the preservation of infrastructure critical to the welfare of civilians in Yemen. As civilian objects, these facilities should be immune to direct attacks, if they are used exclusively for civilian purposes. This is enshrined in the Principle of Distinction, which is recognised as one of the cardinal principles of international humanitarian law, prohibiting direct attacks on civilian objects[[17]](#footnote-17).

As of December 2018, five economic facilities have been supported through the **notification of economic facilities mechanism**, mainly in the productive/manufacturing industry, comprising goods such as building materials and foodstuff. This led to the regeneration and preservation of nearly 3000 jobs. The number of direct and extended family members of employees of deconflicted facilities, as well as vendors, including suppliers, retailers, transporters, and contractors who benefitted from this support amounts to almost 100,000 people.

Since earlier in the year (2022), areas under the control of the de facto authorities (foremost Sana'a, and the crucial port city of Hodeidah) saw a sharp increase in airstrikes, including on residential areas and civilian infrastructure. In January, an air raid on a telecom hub resulted in a four-day nationwide internet outage, stressing how the war is fought along numerous lines and how it spans the economic arena.

This negative development in safety and security is reflected in an increased demand by private sector companies and those managing critical infrastructure to be included in the list of notified facilities.

The private sector has been identified as especially important for post-conflict recovery in UNDP's recently issued "Impact of War in Yemen – Pathways for Recovery" report[[18]](#footnote-18). It therefore deserves particular attention and support from the UN and through a dedicated notification mechanism to minimise and mitigate direct attacks against its facilities and critical infrastructure.

**Notification of Economic Facilities and Critical Infrastructure – Process and Procedure**

**Inter-Agency Working Group on the Notification of Economic Facilities & Critical Infrastructure**

An inter-agency working group will be established under the chairmanship of UNDP and comprising focal points from lead entities on economic facilities and critical infrastructure:

**UNDP** – on the overall coordination as well as on private sector companies in specified industries considered crucial for reconstruction and the alleviation of humanitarian suffering:

* Building Materials
* Energy supply
* Banking Services

**WFP** – On critical infrastructure comprising telecommunication & ICT; represented by ETC

**FAO** – On private sector companies providing foodstuff and those in the agriculture sector (e.g., import/building/maintenance of agricultural equipment), as well as water systems (dams, desalination/ purification plants etc.).

**WHO** – On companies providing health services, as well as medicine & medical supplies; hospitals and health care facilities not notified already by the medical sector.

**UNICEF** – On entities providing education services; and critical WASH facilities (water stations and water treatment plants).

**OCHA** – for general advice on the Humanitarian Notification System (HNS) and coordination support.

Moreover, the **Federation of Yemen Chambers of Commerce & Industry** will be invited to participate in the regular meetings of the working group to provide suggestions on critical notifications.

Agency focal points will send their suggestions of facilities to be deconflicted in writing, together with the filled criteria matrix, to the UNDP "deconfliction coordinator" (international post). The UNDP focal point in coordination with national staff (1-2 national positions) will undertake the subsequent necessary steps towards establishing a notification procedure and liaison with OCHA.

The international post of "deconfliction coordinator" will be anchored in UNDP's Peace Support Facility (PSF), given the mechanisms linkage to the PSF's objective to achieve concrete and rapid improvement in people's lives. Meanwhile, additional capacity in form of national staff (1-2 positions) will be linked to UNDP's security unit considering previous practice, as well as the requirements to obtain clearances and overall coordination with both the facilities themselves and subnational authorities for review and verification visits.

**Review & Verification**

The working group will hold monthly meetings to review the existing list of the notified economic facilities and critical infrastructure and discuss the economic significance and relevance of potential new submission. The aspect of relevance concerns the sustainability of operations across the public and private sector, as well as the humanitarian and development sphere. The interval of meetings can be shortened or extended according to the development of the security situation, and the increase or decrease in the number of facilities requested to be notified. Given the recent uptake in the number of airstrikes, bi-monthly meetings seem appropriate.

In between meetings, lead agencies will collect requests for notification within their sector/industry of responsibility as identified above. Any request received by an agency (focal point) not within the scope of its responsibility should be channelled to the right lead agency.

Focal points of lead agencies are required to liaise with the economic facilities/critical infrastructure who request to be considered for temporary notification to fill the criteria matrix included in annex 1. Entities not complying with all mandatory criteria will not be considered for notification. Requests that are fully aligned with the criteria will be discussed during the working group meetings and once agreed, UNDP ("deconfliction coordinator") will initiate the necessary steps for submission of six-months temporary notification, in coordination with OCHA. The following steps are required:

* UNDP prepares the Note Verbale (NV) which is signed by the UNDP Represent Representative
* UNDP submits the signed NVs to OCHA who in return submits the document to EHOC via the NLT platform
* Once EHOC acknowledges the request, UNDP submits relevant notifications to the NLT team for final processing and subsequent approval.

UNDP's deconfliction unit will be leading onsite visits of the economic facilities/critical infrastructure to ensure no misuse of the temporary notification is taking place for purposes contrary to the objective of the submission of the notification. Site visits should be undertaken before submission of relevant documents to EHOC and at least once during the six-months temporary notification period (in case of renewal of status). To the extent possible, visits by lead agencies should be organised unannounced. During site visits, notified economic facilities/critical infrastructure must ensure full compliance concerning access to all areas of the Facility, potential ad-hoc interviews with staff and other verification measures deemed necessary by the visiting agency. Any reservations of the facilities visited to comply with the above will result in a re-evaluation and potential (temporary) revocation of the notification status.

The following pro-forma costs for additional human capacity and review and verification visits are anticipated:

| **Item** | **Costs per unit per year** | **Total cost per year [[19]](#footnote-19)** |
| --- | --- | --- |
| Deconfliction Coordinator (international position at P3 level). | US$ 250,000 | US$ 250,000 |
| National Coordinator(s) (national position at ? level). | TBD | X 2 |
| Verification and review visits of facilities in and around Sana'a. |  |  |
| Verification and review visits of facilities in other governorates. |  |  |
| Total: | | |

Given the potentially large number of economic facilities and critical infrastructure to be notified and anticipated capacity constraints, UNDP may decline additional submissions if a certain number of facilities has been reached and the unit works at maximum capacity. It is part of the working group's responsibility to find a common solution to the capacity constraints should certain requests be deemed necessary to approve, given their economic significance and/or relevance concerning the sustainability of operations across sectors.

**Expected Outputs, Outcome and Deliverables**

The establishment of a dedicated mechanism for the submission of notifications for economic facilities and critical infrastructure is expected to produce the following outcomes:

* Coherent and consistent approach to supporting economic facilities and critical infrastructure with the submission of notifications.
* Risks inherent to direct attacks against economic facilities and critical infrastructure are mitigated, ensuring that companies and essential services can operate uninterrupted and contribute to (economic) recovery within their respective industries. Nevertheless, the ultimate responsibility to ensure the safety of civilians still rests with parties to the conflict.
* Contribution to reduction of humanitarian needs and safeguarding of recovery pathways by protecting critical industries in key sectors.
* Distinct processes between humanitarian and economic notification, including clear coordination between the two channels, giving EHOC specific focal points for follow-up and troubleshooting.

**Selection Criteria for Submission of Notifications**

|  |  |
| --- | --- |
| **Criteria** | **NAME OF ECONOMIC FACILITY/CRITICAL INFRASTRUCTURE**  **(Contact Details)** |
| **Civilian nature of the Facility** | |
| Categorised as civilian object. | Yes/No  Comments |
| Absence of military activities, sites, or assets within or near the Facility. | Yes/No  Comments |
| **Economic significance** | |
| Significant, sustained, and measurable contribution to the overall economic well-being of civilians and/or overall economic situation and/or relevance for the sustainability of operations (public/private sector, humanitarian & development actors). | Description |
| Partial or complete interruption of operations would have adverse and disproportionate consequences for civilians. | Description |
| Operating within one of the following sectors/industries/services:   * Building Materials * Energy supply * Banking Services * Telecommunication * ICT * Food & Agriculture * Water systems * Health services * Medicine & medical supplies * Private education services | Yes/No  Comments |
| Number of employees (mind. 100) |  |
| Number of direct beneficiaries. |  |
| Number of indirect beneficiaries. |  |
| (*Optional*) Existing or planned formal partnership with UN entities or partners. | Yes/No  Comments |
| **Operational Status** | |
| Currently operational / if not will be able to resume operations within a period no greater than 60 days? | Yes/No  Comments |
| **International Sanctions and Controversies** | |
| Proposed facilities, its managers or members of the board should not be under UN or international sanctions. | Yes/No / Comments |
| Proposed facilities, its managers or members of the board should not be involved in any form of activities contrary to values promoted by the UN or susceptible to damage the image and reputation of UN and UNDP or controversies that would pose reputational or political risk to UN[DP]. | Yes/No / Comments |
| Commitment to uphold UN values of dignity, human rights, decent working conditions and prevention of child labour. | Yes/No  Comments |
| **Due Diligence and undue economic advantages** | |
| (*Optional*) Passed the UNDP Due Diligence process for private sector partnerships. | Yes/No / Comments |
| (*Optional*) Have been recommended by a Business Membership Organisation with an on-going partnership with the UN | Yes/No / Comments |
| **Other requirements** | |
| Commitment to allow the UN and partners to conduct monitoring visits. | Yes/No  Comment |

**List of economic facilities currently included in the notification and their status**

| **Facility/Infrastructure** | **Note** | **Status** |
| --- | --- | --- |
| Amran Cement Planet (ACP) | Regular /Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Amran Cement Planet (ACP) | Regular /Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Bajel Cement Plant (BCP) | Regular /Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Tehamah Cement Planet (TCP) | Regular /Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Spinning & Textile Factory (STF) | Regular/Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Yemen Snack Food Mnft. CO (YSF) | Regular /Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Yemen Snack Food Mnft. CO (YSF) | New location as of February 2022/Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Yemen Snack Food Mnft. CO (YSF) | New location as of February 2022/Submitted to NLT & EHOC | Approved until 20 August 2022 |
| Radfan Ceramic Factory | Request for deconfliction received | Submitted |
| Shaphaco Pharmaceutical company شركة شفاكو الدوائية | Request for deconfliction received | Pending |
| Cipla Medica Factory مصنع سيبلا ميديكا | Request for deconfliction received | Submitted |
| Plastic Factory مصنع بلاستك | Request for deconfliction received | Pending |

# **Annex 6. The PSF gender strategy**

Available on the UNDP Yemen website.

# **Annex 7. PSF Contribution to UNDP Yemen's Country Strategy and Country Programme**

## **Country Strategy Note (CSN)**

The second phase of the Peace Support Facility directly contributes to UNDP Yemen's Country Strategy programming areas as follows:

**Programming area #9: Inclusive national and local peace processes -** In partnership with OSESGY the RCO, the PSF will deliver on national and local peace process support through two main areas:

* Support to Track I peacebuilding initiatives, including confidence building measures (ports and airports).
* Track II peacebuilding at the community level with an emphasis on women, youth, and civil society.

**Programming area #10: Support confidence building measures[[20]](#footnote-20)and the rehabilitation of infrastructure for peace**

* Re-opening the Sana'a International Airport.
* Hodeidah port rehabilitation[[21]](#footnote-21).
* Addressing the fuel crisis.

## **Country Programme Document (CPD)**

The second phase of the Peace Supports Facility directly supports the implementation of the (draft) UNDP Yemen Country Programme, as follows:

* Country Programme Outcome #3: By 2023, all people in Yemen benefit from inclusive peace processes.
  + Indicator 3.1: Proportion of peace agreement milestones that have been implemented.
* Output 3.1: Critical infrastructure restored to facilitate implementation of peace agreements and increase citizens' confidence in the peace processes.
  + Indicator 3.1.1: Number of critical infrastructures restored, disaggregated by type and location.
* Output 3.2: Capacities of communities, local institutions and civil societies enhanced to manage local conflicts and promote social cohesion.
  + Indicator 3.2.1: Number of local-level agreements for conflict prevention and promotion of social cohesion under implementation.
  + Indicator 3.2.3: Number of national and local conflict resolution mechanisms created with women's participation.
* Output 3.4: An enabling environment created for women's participation in local and national peace processes.
  + Indicator 3.4.1: Proportion of women in leadership positions within social dialogue and reconciliation mechanisms that promote peaceful, just and inclusive societies.

1. In 2019, UNDP contributed US$ 377,000. [↑](#footnote-ref-1)
2. The design of which is kept sufficiently flexible and agile to respond to possible changes in the context and emerging peacebuilding opportunities. [↑](#footnote-ref-2)
3. As opposed to technical. See the section [Communication with donor partners](#_Communication_with_donor). [↑](#footnote-ref-3)
4. See the section [Gender equality and women and youth empowerment](#_Gender_equality_and). [↑](#footnote-ref-4)
5. The PSF has 13 donor partners and mobilised US$ 26.7 million to support the peace process. [↑](#footnote-ref-5)
6. If relevant, coupled with an infrastructure rehabilitation component as a peace dividend. [↑](#footnote-ref-6)
7. Measures to increase purchasing power and support local food production; reducing the cost of financing and transporting imported food; and increasing economic stability, respectively. [↑](#footnote-ref-7)
8. Some aspects of the RC´s economic framework that do not have a direct impact on the peace process are not eligible. For example, qat replacement is important for food security but is a development, not a peacebuilding initiative. [↑](#footnote-ref-8)
9. Window 3 in the first phase of the PSF. [↑](#footnote-ref-9)
10. I.e., including government officials, youth, civil society, tribal leaders, security actors, and women’s groups from different governorates and communities. [↑](#footnote-ref-10)
11. Entities eligible to submit Concept Notes are Donor partners; National and International NGOs / CSOs; UN Agencies, Funds and Programmes; Yemeni and International Universities; Private Sector; OSESGY; RCO; among others. [↑](#footnote-ref-11)
12. Such as Partners Yemen, Safer Yemen, Search for Common Ground and PILPG. [↑](#footnote-ref-12)
13. Using a modular-based and adult learning methodology (that includes proposal writing; age and gender-sensitive conflict analysis; financial management; effective advocacy, relationship, and partnership management; among others). [↑](#footnote-ref-13)
14. For former associates of armed groups designated as terrorist organizations. [↑](#footnote-ref-14)
15. If, for example, the Concept Note does not meet all criteria, while it supports a highly promising peacebuilding opportunity. [↑](#footnote-ref-15)
16. Women’s as well as men’s concerns are an integral dimension of the design, implementation, and monitoring of the proposed project in all spheres - political, economic, social, environmental - so that women and men benefit equally, and inequality is reduced or eliminated. [↑](#footnote-ref-16)
17. The distinction between combatants and civilians as well as civilian objects and military objectives is set forth in Articles 48 and 52 of Addition Protocol I (AP I) to the Geneva Conventions of 1949, which is also recognized as customary rule of war. Article 48 of AP I stipulate: [Basic rule] ‘In order to ensure respect for and protection of the civilian population and civilian objects, the Parties to the conflict shall at all times distinguish between the civilian population and combatants and between civilian objects and military objectives and accordingly shall direct their operations only against military objectives’. Article 52 (1 & 2) of the same AP I goes further to define what, in the spirit and letter of the law constitutes civilian objects and military objectives as stipulated in articles 48 and 52 of Additional Protocol I of 8 June 1977 relating to the Protection of Victims of International Armed Conflicts. [↑](#footnote-ref-17)
18. file:///C:/Users/Anne/Downloads/UNDP-Yemen\_ImpactofWar\_WEB%20(1).pdf [↑](#footnote-ref-18)
19. Costs per annum [↑](#footnote-ref-19)
20. This section includes data and analysis from the report: Yemen food supply chain, Mercy Corps and ACAPS Analysis Hub – Thematic Report, 16 December 2020. [↑](#footnote-ref-20)
21. The content of this section is taken from the report Damage & capacity assessment – Ports of Hodeidah, Salif and Ras Issa, Engelberts, H. and Wormmeester, M., UNDP and Port of Rotterdam. [↑](#footnote-ref-21)