



Supporting Constructive Engagement

between the

Government of Yemen and CSOs



Partnership for Development Knowledge Conference

March 4–6, 2014
Sana'a, Yemen

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Acronyms

ANSA	Affiliated Network for Social Accountability
ANSA-Arab World	Affiliated Network for Social Accountability in the Arab World
ANSA SAR	Affiliated Network for Social Accountability in the South Asia Region
APNAC	African Parliamentarians' Network Against Corruption
BAPPENAS	Ministry for National Development Planning
CoPSA	Community of Practice on Social Accountability in the South Asia Region
CSO(s)	Civil Society Organization(s)
CUTS CART	CUTS Centre for Consumer Action, Research & Training
EITI	Extractive Industries Transparency Initiative
GNR	Government of National Reconciliation
GPSA	Global Partnership for Social Accountability (GPSA)
GoY	Government of Yemen
LRDP	Local Rural Development Program
MAF	Mutual Accountability Framework
MNA	Middle East and North Africa
MoPAD	Ministry of Planning and Administrative Development
MoPIC	Ministry of Planning and International Cooperation
MoSAL	Ministry of Social Affairs and Labor
NDC	National Dialogue Conference
NGO(s)	Non-Governmental Organization(s)
OGP	Open Government Partnership
PA	Palestinian Authority
PNGO	Palestinian NGO Network
PMAF	Partnership and Mutual Accountability Framework
PWYP	Publish What You Pay
TWG _s	Thematic Working Groups
UNDP	United Nations Development Program
WBI	WBI World Bank Institute

Executive Summary

Civil society organizations (CSOs) in Yemen are among the most vibrant and dynamic in the Middle East and North Africa (MNA) region. The political transition that is taking place in the country has provided even more opportunities for CSOs and the government to address collectively the complex development issues Yemen is facing. The Government of Yemen requested assistance from the World Bank in helping stakeholders, government, and CSOs explore and build closer partnerships. Better collaboration can help ensure that their activities complement and mutually reinforce each other, with the ultimate objective of improving development results and promoting inclusion. The World Bank funded Government-CSOs Partnership Project aims to support this process by facilitating an informed dialogue between government and CSOs. Their dialogue can help identify gaps and overlap between activities, as well as complementarities and opportunities for more effective collaboration.

The Government-CSOs Partnership Project aims at providing the space and the technical assistance for a government-CSOs dialogue. The dialogue will center both on the broad commitments under the Partnership and Mutual Accountability Framework (PMAF) and more sector-specific collaboration between different line ministries and CSOs. In addition, technical assistance provided under the project would aim to share lessons from comparable international experiences in creating such partnerships. Finally, the project would help the government and CSOs to collaboratively develop sector-specific action plans.

International experience with government-CSOs partnerships was shared at the Partnership for Development Knowledge Conference and Knowledge Forum, organized in Sana'a on March 4–6, 2014. The forum brought together government representatives and CSO leaders from different governorates to showcase experiences of other countries that have gone through the processes of establishing constructive partnerships between government and CSOs. The discussion helped initiate a dialogue on how to implement government-CSOs partnerships in Yemen. The working groups' discussions laid a foundation for the next phase of the dialogue, which will delve into sector-specific collaboration and partnership.

In addition to presenting international experiences, the event generated a highly stimulating and productive discussion between government representatives and CSOs around the broad issues of *Enabling Environment, Law of Association, Access to Information, CSO Governance, Service Delivery, and Citizen Engagement*. CSOs

were able to highlight some of the day-to-day challenges they faced in performing their core operations, while government representatives were able to point out their concerns and constraints in initiating and sustaining a dialogue with CSOs. Some of the main challenges to government-CSOs partnerships were identified as the weak enforcement of certain laws and regulations, the lack of communications and coordination between government agencies and CSOs, and the absence of a standard code of conduct for CSOs.

This report summarizes the discussions that took place during various conference sessions and some of the outcomes and agreements reached. Following a rich and open dialogue, important outcomes of the conference included a set of recommendations jointly formulated by the government technical teams and CSO representatives. They also agreed on a series of future actions, including the following:

- Build on working group outcomes and discussions with the Ministry of Planning and International Cooperation to determine the 3–4 priority sectors in which more sector-specific dialogue needs to take place.
- Preparations and groundwork for sector-specific dialogue, building on the conference outcomes, will continue via technical discussions with relevant Sector Ministries.
- A possible knowledge visit to India by a small government technical team will be explored, with a focus on issues of social accountability.
- Sector dialogue sessions will be implemented after Ramadan 2014 and will focus on sectors that were recommended by the working groups.
- Dialogue sessions will support the development of sector-specific action plans that identify concrete opportunities for partnership between specific ministries and CSOs operating within the sector.

In conclusion, the conference provided an ideal background to prepare for the sector-level dialogue sessions. These sessions will be facilitated under the next phase of the World Bank funded Government-CSOs Partnership Project.

Chapter 1. Background

On January 25, 2014, Yemen's National Dialogue Conference (NDC) concluded after more than 10 months of deliberation. The NDC made significant progress on a range of governance, structural, and social contract challenges. It broke through political and social barriers to engage a broader scope of political parties, actors, and civil society—a precedent in Yemen's recent history and an example in the Middle East and North Africa (MNA) region. Through the NDC, Yemenis were able to agree upon a series of guiding principles aimed at guaranteeing rights and freedoms, decentralized governance structure, eliminating corruption, and empowering women and youth, among others.

The political transition in Yemen is now entering its post-NDC phase and the country is looking to implement the agreed-upon principles. Consequently, there is an urgent need to support institution building to enhance the legitimacy of the state, and to engage the civic sector in undertaking complex development challenges that the country is facing. International experience shows that a constructive partnership between governments and civil society organizations (CSOs) can improve inclusion and participation and enhance efficiency of service delivery. The CSO community in Yemen is among the most vibrant and dynamic in MNA. The ongoing political transition has brought new opportunities for CSOs to play a greater role on development and service delivery programs. Similarly, the Government of National Reconciliation (GNR) is keenly interested in taking advantage of this unique opportunity to engage with CSOs in a constructive manner. In this context, a formalized government-CSOs partnership can play a pivotal role in the long-term state-building process and promoting inclusion and participation.

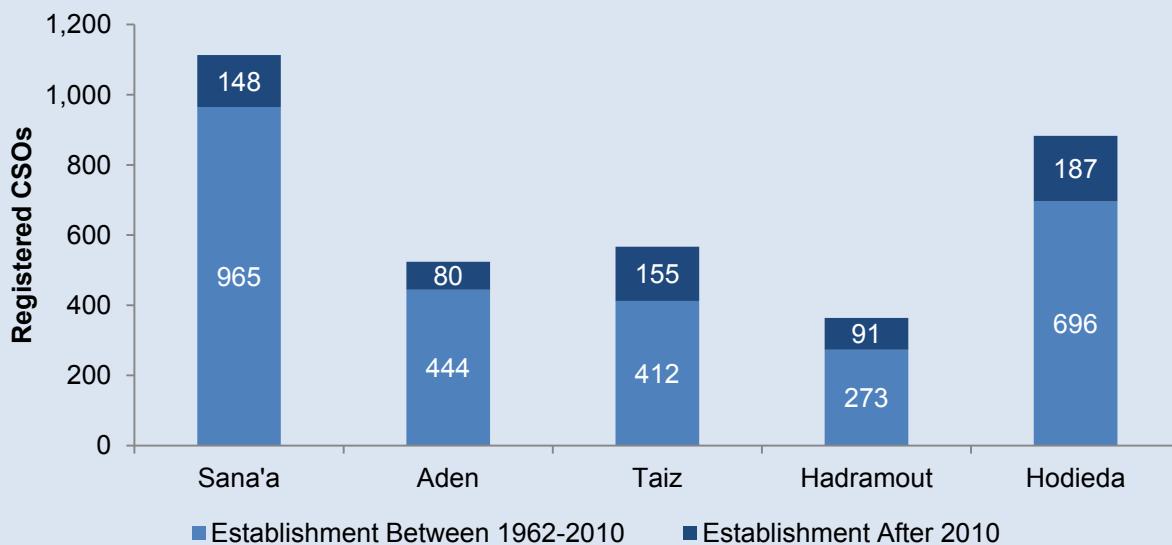
Civil Society Organizations in Yemen Today

In recent years, CSOs in Yemen have engaged in development projects in various sectors, and have played a key role in bringing services to the population in a complementary manner with state institutions. However, the scale of government-CSO partnership in Yemen has yet to reach its full potential. In 2013, a World Bank CSO “Mapping and Capacity Assessment” in Yemen¹ found that although the Ministry of Social Affairs and Labor (MoSAL) reported 8,317

¹ World Bank. 2013. “Yemen Civil Society Organizations in Transition: A Mapping and Capacity Assessment of Development-Oriented Civil Society Organizations in Five Governorates.” Washington, DC. © World Bank. <https://openknowledge.worldbank.org/handle/10986/16638> License: CC BY 3.0 IGO.

registered CSOs in 2012, more than 6,000 other CSOs are estimated to be operating without registration. The assessment also found that most CSOs are located in the capital city or in the governorate capitals. This makes them less representative of the remote and lesser-developed areas—home to the most underserved population.

Figure 1.1. Registered CSOs in Yemen and Dates of Establishment



Source: Ministry of Social Affairs and Labor (MoSAL) database.

The assessment also found that 24 percent of CSOs were created after 2011. This increase in civic activity seems to be associated with the new political openings created during the ongoing transition, the decline in government-supported service delivery, and increased donor presence in Yemen.

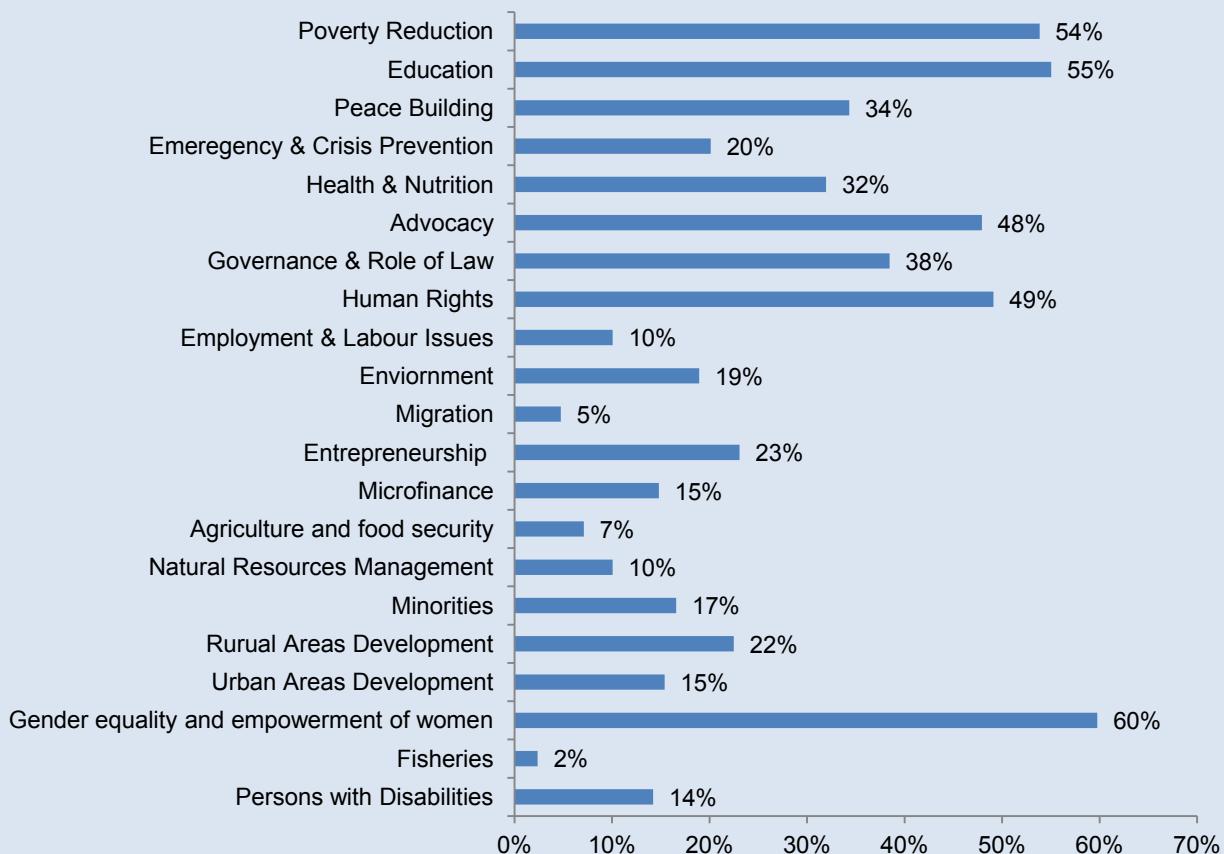
Strengths of Yemen's CSOs

The following characteristics of Yemeni CSOs help make them valuable and credible partners in development:

- Strong linkages with their constituencies who are also well represented in the CSO structure
- Access to a large (although lacking structure and organization) base of volunteers and growing membership, particularly with youth
- Comprehensive coverage over both rural and urban areas
- An increasing number of CSO members receiving both broad and targeted capacity building from international and local organizations

Figure 1.2 shows CSO activities in different sectors:

Figure 1.2. CSO Activities in Yemen by Sector



Source: World Bank 2013.

Effective Government-CSO Partnerships: Challenges and Opportunities

- Weak internal transparency and lack of consistent internal policies and procedures
- Poor knowledge-sharing and coordination among CSOs and weak CSO networks
- Good sectoral skill or expertise of CSO staff and members but weak administrative and financial accounting skills
- Weak leadership and professional management skills among CSOs with only a few having a clear vision or mission statements

- Generally weak public relations, communications, outreach skills, and monitoring and evaluation capacity of CSOs
- Weak CSO registration and record-keeping capacity within MoSAL

Why Government-CSO Partnerships?

Although collective action can at times be challenging, the process of dialogue and debate often brings about shared vision and ownership of development priorities. The World Bank funded Government-CSOs Partnership Project seeks to support this collaborative spirit and ensure the sustainability of hard-earned gains.

At the international level, the development community has led the way in institutionalizing partnerships as an indispensable instrument for achieving sustainable development. The Millennium Development Goals were built on the premise of effective partnership as the main driver. Partnerships for development vary according to the type of goals they try to achieve. Types of partnerships include those that: (i) advance policy goals, (ii) enhance development financing (for example, collaboration between donors and governments); (iii) improve development spending (for example, participatory budgeting); and (iv) enhance local governance (for example, participatory planning, local councils).

Global experience shows that some of the key factors that enable government-CSO partnerships include the following:

- *Government (political) commitment:* Government commitment would include support of the evolution of a strong and effective civil society that is at once a development partner, an effective monitor of the public good, and a monitor of government performance.
- *Transparency:* An open government that habitually practices transparency, and where CSOs and citizens have ready access to government-held information, is vital to a strong partnership as it removes suspicion and engenders trust.
- *Effective CSO governance:* Effective internal governance of CSOs incorporates strong board governance and democratic practices in decision making; fiscal transparency; deep outreach to communities, with relationships defined by trust; and effective monitoring and evaluation systems. Governments can benefit from CSOs' ability to analyze and aggregate the diverse interests of citizens/beneficiaries, and to effectively represent them and channel their demands.
- *Mutual accountability:* Accountability is a two-way process. While "political accountability" requires the elected government to be accountable to

citizens on principal, a development partnership calls for both CSOs and government to model a relationship of mutual “account giving.” This will also help build and strengthen trust.

- *Mutual Trust and Respect:* Government’s respect of CSO independence and autonomy is necessary for collaboration. At the same time, CSOs must embrace constructive approaches to engagement. They must recognize and respect the constitutional mandates of a government and supporting it in achieving its goals while pursuing the interests of citizens and channeling their voice.

The challenges facing Yemen in this critical phase of transition are complex but not insurmountable. The Yemenis have successfully concluded an important process of the National Dialogue. All development stakeholders, the government, CSOs, and Yemen’s development partners are working to advance national development goals. Government-CSO partnership for development is crucial to achieve these goals.

Chapter 2. The World Bank Funded Government-CSOs Partnership Project

Informed by the 2013 CSO Assessment Study, the World Bank funded Government-CSOs Partnership Project in Yemen aims to address some of the challenges facing CSOs. By supporting their efforts to jointly agree on the principles of a Partnership and Mutual Accountability Framework (PMAF), the project aims to promote a constructive collaboration between CSOs and the government and a more inclusive implementation of various sectoral development programs. This project will also help establish sustainable dialogue channels between CSOs and the government, through which they can better articulate and implement development programs.

The project has three components. The *first component* aims at fostering joint learning about effective government-CSO partnerships. This would help create an environment for collaboration. The *second component* facilitates sector-specific dialogue sessions between the government and CSOs. The goals are to identify sectoral areas for collaboration and partnership, and to support government-CSO development of the PMAF as a mechanism for effective action. The *third component* will support government-CSO development and implementation of sector-specific action plans under the PMAF.

The Partnership for Development Knowledge Conference

"We encourage CSOs to organize and coordinate their activities through partnerships, alliances, coalitions and development networks. This will contribute effectively to the development programs, building CSOs capacity, improving their performance and scaling up their operations."

Dr. Amat Al-Razaq Ali Hommad, Minister, Ministry of Social Affairs and Labor

As part of the first component of the Government-CSOs Partnership Project, the World Bank organized the Partnership for Development Knowledge Conference in Sana'a on March 4–6, 2014. The conference brought together government and CSO representatives from different governorates in Yemen. It was opened by the H.E. Minister of Planning & International Cooperation, Dr. Mohammed Al-Saadi, and the H.E. Minister of Social Affairs & Labor, Dr. Amat

Al-Razaq Ali Hommad. H.E. Mr. Moamar Al-Eryani, Minister of Youth & Sports, attended the opening session of the conference. Other attendees included high-level representatives and technical teams from various sectoral ministries.

Knowledge Forum

In concurrence with the Partnership Conference, a Knowledge Forum ran throughout the three day event. It showcased information resources from each participating country, from ANSA-Arab World, the World Bank, and donors and CSOs. The Knowledge Forum provided space for face-to-face discussions with

international speakers and a way to share knowledge and information resources. During the forum, participants could meet directly with international speakers and learn from their experiences of their countries' political and economic transitions. Various group discussions provided participants with a deeper understanding of key factors supporting successful government-CSO partnerships for development.

Multistakeholder Collaboration



Conference Participants Exploring the Knowledge Forum



Chapter 3. Experiences from the MNA Region

Yemen

Access to Information Law—A Success Story

Mr. Mustafa Nasr, Head of Studies and the Economic Media Center in Yemen, shared the Yemeni experience in supporting the Access to Information Law, and explained the processes that local CSOs went through in working closely with the government entities to pass this law.

The political transition in Yemen made it possible for various actors to advocate for a new access to information policy. The policy aimed at improving social accountability, improving trust between the government and society, and encouraging CSOs and the media to take up their role of oversight and support freedom of expression. The key components of the project to advocate for a reform in access to information were:

- Build capacity of advocates for reform
- Exert pressure on legislative institutions (parliaments and decision makers)
- Raise awareness through information campaigns

The overall strategic objective of the initiative was improving the institutional and legal framework for accountability. The project's goals were to (i) establish the Access to Information Law and (ii) raise awareness of all leaders representing different parts of society about its existence and the right to information.

In order to build ownership and buy-in for greater transparency through the right to information and to build an effective coalition for reform (including youth), a series of meetings between government and nongovernment actors was organized. A multi-stakeholder advocacy group with 25 members working on transparency-related issues was also created and the laws were then reviewed and revised. Building the coalition entailed establishing outreach and negotiation channels on how to advocate, as well as advocacy training sessions that targeted youth and women leaders, among others. Outreach to government officials took the form of (i) targeted meetings with 70 members of parliament; (ii) open discussions with more than 120 members of parliament on the access to information law; (iii) bulk text messaging to MPs requesting support to the law; (iv) reaching out to committees that were specialized, (such as Information and

Culture); and (v) developing short videos, cartoons, and brochures for government officials on the citizens' "right to know."

These joint government-CSO efforts resulted in the Access to Information Law being passed by parliament in 2012. The law was widely disseminated through a government circular, and more than 1,000 people directly working on this issue were involved in awareness-raising activities. Over 1,200 articles were drafted about Yemen's Access to Information Law.

Chapter 4. International Experiences

"The great results achieved in the international experiences were unexpected for us, given Yemen's context and reality."

Refatt Omer Fakirah,
Al-zahra Charity Foundation

The Partnership Project convened experts and practitioners representing governments and CSOs from Brazil, Ghana, India, Indonesia, and the Palestinian Territories. Presenters gave their countries' experiences and perspectives on government-CSO engagement, and described the enabling factors behind constructive partnerships. They highlighted the specific roles played by each

stakeholder in improving development results. It was shown how constructive engagement and sustainable dialogue resulted in collaborative ways to address countries' various development challenges. With this background of international knowledge, Yemeni participants, including both government and CSO representatives, initiated their own conversation, focusing on partnership opportunities and challenges in the context of the transition in Yemen. They discussed steps toward establishing a joint partnership framework that will support and guide their collaboration in development programs.

PALESTINIAN TERRITORIES—NGO DEVELOPMENT CENTER

Improving the Internal Governance of the CSO Sector

Since its establishment in 1994, the Palestinian Authority (PA) and CSOs have been working together in the Palestinian Territories. Their partnership has been quite unique in that the PA depended solely on CSOs to reach out to communities. The autonomy of CSOs had to be guaranteed while ensuring that their activities align with PA priorities. In addition, most of the funding for CSOs came from multi-donor trust funds. Therefore, a strong partnership agreement to formalize this delicate relationship between the PA and CSOs was a necessity.

This led to the creation of the Palestinian NGO network (PNGO)—an umbrella organization comprising 92 local CSOs. The PNGO is guided by a mission, where the national, developmental, roles of NGOs are pursued alongside the building of a Palestinian democratic, civil society based on social justice, the sovereignty of law, and the respect of human rights. The PNGO has introduced a code of conduct that guides the categorization of CSOs. The CSO categories determine if

their licenses need to be renewed every one year, two years, or three years. The licenses of more established CSOs are valid for longer.

Although the NGO is responsible for the licensing and categorization of CSOs, the Ministry of Planning and Administrative Development (MoPAD) has some limited oversight powers. For instance, the minister can object to the licensing of a CSO only on two specific grounds: if the CSO activities do not align with national priorities, or if they duplicate a government service. MoPAD also coordinates a development center that provides technical and financial support for NGOs and the NGO sector. The limited number of donors and the physical divide between West Bank and Gaza are seen as some of the main challenges facing CSOs in the Palestinian Territories.

INDONESIA

Evolution and Challenges of Civil Society Organizations in Promoting Democratization in Indonesia

The space for collaboration between government and CSOs in Indonesia came about in the 1998–99 period. As part of the democratic transition at the end of President Suharto’s New Order regime, Indonesia adopted a decentralized system that devolved significant power to the districts. This system also enhanced the role of CSOs in complementing local governments’ actions. Such changes necessitated that the government and CSOs move beyond mutual distrust—which characterized their relationship during the New Order rule—to establish a close partnership based on mutual respect.

The partnership began with CSOs complementing the state’s service delivery efforts. It quickly evolved into ensuring citizen participation in the budgetary and annual planning process. The bottom-up planning process required citizen engagement via a “ladder of participation” and CSOs were required to aggregate citizens’ interests at each level of government. This increased the role of CSOs in the legislative process to the point that their endorsement—as representatives of the civil society—became required before legislation was voted on in parliament. The advocacy role of CSOs continued to expand to such an extent that they initiated new laws. For instance, CSO initiatives led to laws on the development planning process (2005), which guaranteed the participation of citizens and required members of parliament to have public consultations. CSOs also were the driving force behind the freedom of information law (2008).

With both the number of CSOs and the scope of their responsibilities increasing, CSOs in Indonesia also decided to adopt a code of conduct for self-regulation. Additionally, CSOs resisted accepting money from the government as a way of

safeguarding their neutrality. This has changed the government's perception of CSOs and—because of that—has empowered citizens. However, smaller CSOs still have significant challenges in accessing funds, which often requires them to operate through larger umbrella organizations.

GHANA

Experience with Partnerships between Government and CSOs

Similar to Indonesia, the opportunity for a close partnership between the government and CSOs in Ghana arose as a result of the country's transition from a military dictatorship under President Jerry Rawlings to a multiparty democracy in the early 1990s. Under pressure from the international community, the provisions of the new constitution had to be decided via a consultative assembly, which ensured extensive consultations among the population. CSOs played a pivotal role in facilitating such consultations. Therefore, by the time the new constitution was introduced in 1992, a culture of consultations had taken root in Ghanaian society, empowering the people and increasing the relevance of CSOs.

Question and Answer Session with International Speakers



These principles of consultations were in turn enshrined in the new constitution, which elevated the role of CSOs by safeguarding them. The new constitution also created independent state institutions, including a commission of human rights, commission for civic education, and so forth, which further enhanced the

advocacy role of CSOs. Such a conducive environment led to the emergence of several public-interest coalitions with CSOs at their helm, including the anti-corruption coalition, the right to information coalition, and the Extractive Industry Transparency Initiative. Meanwhile, the consultative and advocacy culture was not limited to formal CSOs. Tribal groups as well as Christian and Muslim groups embraced their responsibility and participated in the consultations representing the interests of their respective constituents. The National Peace Council emerged organically out of these consultations as a collective umbrella for the different informal organizations in Ghana.

In addition to human rights and anti-corruption advocacy, the engagement between government and CSOs extended to environmental protection, economic and political advocacy, and service delivery, such as education and health. Despite all this, CSOs still face challenges in fulfilling their responsibilities. These include political capture, lack of internal governance, and lack of capacity.

BRAZIL

Digital Democracy and Civil Society in Brazil

After decades of being under the rule of military dictatorships, Brazil began to return to democracy with the enactment of the Amnesty Law in 1979. Civilian rule emerged in 1985 when José Sarney assumed the presidency. However, he faced several challenges in trying to control the economic crisis and hyperinflation inherited from the military regime. Brazilian CSOs have been in operation since the era of military dictators, although their role during that time was relatively subdued and limited to charitable initiatives. But, with the transition to democracy, many social organizations became politically active. Some CSOs became political parties and their leaders ran for office. CSOs continued to maintain their dialogue with social movements even after their leaders won office, giving them the opportunity to act as representatives within government.

This brought about a very close and active partnership between the government and CSOs. CSOs often formed councils inside the government—related to economic and social development—to aggregate interests and to leverage more weight in their lobbying. CSOs have been directly involved in the participatory budgeting initiative, which allows citizens to identify and prioritize needs in their localities.

In the state of Rio Grande do Sul in particular, the partnership between government and CSOs has grown rapidly with the Digital Democracy Initiative. The Digital Democracy Initiative was launched under the patronage of the State

Secretary of Planning, Management, and Citizen Participation. For the year 2013, 1.2 million state residents participated in the budget process. Out of the state's total budget of 10.6 million reals, 219 million reals were allocated for priorities emerging from citizen participation. This has strengthened the ownership of residents in the state government's policies. For example, Brazil's Municipal Health Councils, which were initially proposed by a Rio Grande do Sul resident, became national law.

Brazil's Municipal Health Councils

Brazil's national healthcare system was plagued by rising costs and inefficiency. To fix this and to ensure sustainability as the universal health system expands, the national government introduced a legal framework that mandated establishment of Health Councils across all municipal governments, which exceed 5,000. The council has, by law, equal representation of users and service providers, and it is a platform for engaging diverse social and political actors: national movements, unions, CBOs, NGOs, and more. Councils are given spending oversight, and federal transfers of funding are made conditional on the council's approval of budgets and health plans. A sophisticated system of deliberation and voting in conferences at each tier of government enables proposals to be taken up to the national level for approval. The program is supported by vast and ambitious training programs to equip health counselors with basic information about the health system, health budgeting, and their rights as citizens. Every month, conferences connect more than 100,000 citizens with their state officials to discuss health service delivery, and every four years, delegates shape health proposals at national-level conferences. The result is a government-civil society partnership where the state is held to account for its commitments, and where health is monitored and reported. As a multi-stakeholder forum, the Health Councils enhance the legitimacy and effectiveness of the universal health care system.

INDIA

Government-CSO Partnerships and Collaborations: Lessons from India

India has always had a very strong civic culture in accordance with the ancient Sanskrit concept of *dhana*. The creation of schools and hospitals under Christian missionaries and the establishment of charitable organizations during the colonial period reinforced this concept further and became a basis for inclusion. This also became the basis for the CSO sector. In fact, the Societies Registration Act, which regulates CSOs to this day, was passed into law in 1860. Therefore, at the time of independence, voluntarism and charity was strongly ingrained in India's national consciousness.

However, this role of CSOs in India began to change with the country's decentralization experience in 1991. The Decentralization Law conceived of having CSOs at each level complementing government's capacity constraints in service delivery. This was the first step toward creating the space for advocacy for CSOs. This situation was reinforced even further after India achieved middle-income country status in the early 2000s. With many donors pulling out, the government had to take over several programs in the rural areas that were previously run by donors. But given capacity constraints, the government had to heavily depend on local CSOs to deliver most of these welfare schemes and programs. This empowered CSOs still more.

The national campaign for right to information started against this backdrop with CSOs at its helm. When the government offered an Access to Information Bill in 2002 in response, CSOs flatly rejected it for not being strong enough. Considering information to be a "right" of the citizens (not a privilege), CSOs themselves proposed a draft Right to Information Bill, which stipulated strong penalties on government officials who fail to provide information in a timely manner. This bill became law in 2004.

Such close collaboration between government and CSOs created the space for an even more constructive engagement. After some introspection, the CSOs introduced a code of conduct upon which the central and state governments based a system of accreditation. One of the most positive outcomes of this partnership was the automatic introduction of social accountability controls into government welfare programs.

Chapter 5. Panel Discussion— Bridging the Gap: Building Blocks for a Sustainable Development

A panel consisting of international experts from Ghana, India, Indonesia, the Palestinian Territories, and Yemen hosted a panel titled “Bridging the Gap: Building Blocks for Sustainable Development.” The panel featured:

- Dr. Daniel Batidam, Executive Director, APNAC-Africa, Ghana
- George Cherian, Director, CUTS International, India
- Maryati Abdullah, National Coordinator of Publish What You Pay (PWYP), Indonesia, and Steering Committee Member of the Open Government Partnership (OGP)
- Mr. Alyan Ali Al-Haisami, Yemen Representative, ANSA-Arab World
- Ghassan Kasabreh, Director, Palestinian NGO Development Center



From left to right: Mr. Daniel Batidam, Mr. Alyan Ali Al-Haisami, Ms. Maryati Abdullah, Mr. Rafat Alakhali, Mr. George Cherian

The panel discussed issues relating to an enabling environment for a constructive government-CSO partnership. They identified a number of cross-cutting issues that are important for an effective partnership:

- A legal framework to guarantee CSO involvement in policy formulation
- The importance of transparency, accountability, and monitoring of the partnership process
- The importance of public consultations
- An enhanced role for the private sector

Thematic Working Groups

Panel participants were divided into five thematic working groups for in-depth discussion of aspects of a more conducive environment for government-CSO partnership. These thematic groups were:

- Enabling Environment
- Law of Association
- Access to Information
- CSO Governance
- Service Delivery

Thematic Working Group Breakout Sessions



"Partnerships mean going together towards one objective, in one path. Partnership is very important for development."

Dr. Mohammed Al-Hawri, Deputy Minister, Ministry of Planning and International Cooperation

Each thematic group of 25–30 individuals included representatives from government and local CSOs. The groups discussed the presentations made during the plenary sessions and shared their own experiences with regard to partnership with government. Examples shared by the participants made it clear that local CSOs in Yemen have accumulated considerable experience in creating partnerships with government at both national and local levels. However, most of these partnerships were made in an ad hoc and piecemeal fashion without an overarching institutional framework. Reports of past experiences revealed that some partnerships had achieved better results than others.

Working Group: Enabling Environment

The participants in this working group began their discussions by identifying challenges in the CSOs work environment in Yemen. Most CSOs agreed that the lack of financial support was one of the biggest concerns. In addition, having most CSOs concentrated in Sana'a, the capital city, undermined representation of other areas.

Thematic Working Group Discussions



Challenges	Recommendations
Lack of institution building in both sides of the partnership (government and CSOs)	Enacting laws and regulations that organize shared work
Absence of (or lack of clarity on) a unified vision for government and CSOs	Creating communication channels between CSOs and government
Weak coordination in partnerships between government and CSOs	Preparing a manual that regulates government-CSO partnerships Widening participation by creating specialized government committees
The presence of many imbalances between government and CSOs	Adequate representation of government in partnership programs
Complex government procedures for facilitating the work of CSOs; weak executive bodies of CSOs	Reviewing MoSAL laws to ensure they achieve fairness and legality in work programs
Lack of information on some CSOs	Securing sufficient media coverage or establishing a media channel dedicated to CSO work; establishing a monitoring and evaluation mechanism
Weak transparency between government and CSOs	Implementing clear and transparent criteria for the selection of work groups away from party affiliations and regionalism
Low awareness around issues of accountability, responsibility, and the concept of professionalism	Publishing government-CSO partnership framework and raising awareness of it through media outlets
Absence of networking between related parties, and lack of published information	Field visits and sector meetings with all stakeholders
CSOs concern that the government, instead of coordinating roles and responsibilities, would take over the work of CSOs under the name of “partnership”	All parties abiding by a code of conduct
Weak application of laws and legislations	Activating the Access to Information Law
Lack of proper criteria and requirements for registration and licensing of CSOs	Evaluating CSOs and categorizing them by criteria

Working Group: Law of Association

"We would like to be partners, not only in planning but also in implementing, assessing, and supervising. So what is needed is a complete partnership, not a partial partnership."

Taha Yaseen Abdo Ahmed, Yemeni Polling Center

Participants indicated that the Law of Associations is not being applied fully. They called for its amendment to reflect the latest developments in the sector and to help CSOs play an effective role in the development process. Participants highlighted the importance of obliging the government to engage CSOs in the planning and implementation of any projects related to CSOs activities, as well as in the preparation and monitoring of the public budget.

Participants recommended the following updates to the law:

- Adopting the concept of “partnership” in the law as it is not currently included in a clear way
- Adopting the concept of CSO governance as well as governance in the public sector and local authorities
- Adopting and regulating the concept of social accountability so that concerned entities are aware of the right of society to hold them accountable
- Adopting the concept of monitoring
- Clarifying vague clauses in the current law to strengthen the role of civil society

In all the above, the participants stressed the importance of broad consultation with CSOs in formulating amendments to the law. Finally, participants also stressed the importance of not adding any new clauses that would restrict the work of CSOs in Yemen.

Working Group: CSO Governance

This working group discussed many topics related to the capacity of local CSOs and ways of improving such capacity. Many CSO representatives shared their thoughts on the CSO governance concept and their experiences on working with institutional capacity for their own organizations. Recommendations for improving CSO governance in Yemen include the following:

- Completion of institutional and organizational structures of CSOs
- Capacity building to spread the culture of governance
- Preparing an evaluation manual to evaluate capacities of CSOs
- Applying the concept of partnerships
- Building networks and alliances and avoiding bureaucracy

- Activating government's monitoring and evaluation role of CSOs
- Strengthening transparency inside CSOs
- Building the capacity of CSOs to practice a monitoring role
- Government support to CSOs
- Announcing internationally funded projects and allowing CSOs to compete in implementing them according to certain criteria
- Integrating CSOs plans with government plans
- Developing the transparency law
- Establishing a union/federation for CSOs to communicate with the government
- Activating internal and external audits of CSOs
- Emphasizing the independence of CSOs
- Developing a database of priorities to start addressing issues
- Making grants available for everyone according to criteria

Working Group: Service Delivery

Participants in this working group agreed that CSOs are the best conduit for effective citizen engagement—especially in the context of the ongoing broader transition. They recommended lifting legal barriers that restrict the work of CSOs, and issuing/completing executive regulations for some laws that were passed to allow them to become effective.

Other recommendations of the Service Delivery Working Group include the following:

- Aid should be based on local needs and not donor wishes (avoid donor-driven agendas).
- Realize that change needs time and effective partnership between government and CSOs will take years to materialize.
- Prepare CSOs and build their capacity to work under the new upcoming federal system.
- Activate partnerships between CSOs and government entities, local communities, and other CSOs.
- Build capacity of CSOs, especially at the local community level.
- Encourage partnerships between big, well-established CSOs and small, newly established ones.
- CSOs can provide the support and institutional mechanisms for engaging citizens as they have access to resources such as planning capacities, halls, and so forth.

"We should particularly support partnerships in remote, rural areas—where the government cannot access no matter how strong it is."

Sameera Ali Balah, My Right Organization for Development

- An integrated approach toward engagement is needed. For example, when working with children, also work with their families and communities to ensure effective results.
- Build and encourage volunteerism culture.
- Citizen engagement should be in all phases of projects—from planning, to implementation, to operations.

Working Group: Access to Information

Participants in this working group began by discussing the types of information that they need in order to carry out their responsibilities of monitoring the government and holding it accountable to its citizens. The participants agreed that the following are needed:

- Public Budget and its implementation
- Tenders
- Performance Reports
- Minimum requirements and specifications for each government service
- Process and procedures of public recruitment
- Financial disclosure and data of public employees
- Monitoring and Accountability reports
- Identifying the types of information and the entities responsible to provide the information
- Information about any opportunities in the public sector
- Information on all types of government agreements

The participants also agreed that all information should be available for everyone without limiting conditions and that the media sector must be engaged in obtaining information.

Recommendations

The participants then discussed the steps required to improve transparency in Yemen and agreed on the following:

- Moving toward e-government
- Improving transparency of CSOs
- Developing regulations for the relationship between the entity asking for information and the entity providing it
- Developing a guide for services
- Transparency between government entities and regulatory/monitoring entities

- Applying the Access to Information Law to appoint a specialized person at each government entity to provide information and applications for requesting information
- Accelerating the issuance of the executive regulations for the Access to Information Law
- Activating sanctions/punishments and rewarding entities that abide by transparency measures
- Training and capacity building on the Access to Information Law for both government and civil society
- Planting the culture of accountability and transparency starting from the school system
- Raising awareness on the importance of information sharing
- Developing media materials on human rights and creating a social culture of anti-corruption (activating the role of media)
- Credibility in government appointments and engaging CSOs
- Reviewing legislations that protect financial secrecy, such as the financial disclosure law

Thematic Working Group Discussions



Sector-Specific Recommendations

"We need to focus on women's' empowerment. This is a cross-cutting issue that we need to discuss in all projects and also in our dialogue."

Ms. Eman Al-Hamami, MoPIC

The last thematic working group discussion aimed at reaching common ground between CSOs and the government technical teams for identification of sectors to participate in the sector dialogue sessions to be implemented in the next phase of the project. These sectors were determined based on (i) being considered a priority in terms of development programs, (ii) having previous positive government-CSO experiences, and

(iii) considered to have champions on the government side in terms of collaboration with CSOs.

The following sectors and subsectors were jointly identified as priority sectors:

Sector	Subsector
Health	Maternal health/delivery
	Disability
Education	Curriculum development
	Rural education
	Girls education
Women	Women's rights
	Women's empowerment
Youth	Youth participation
	Youth empowerment
Social Protection	Social and political rights
	Registration of births and ID documentation
Good Governance	Reforming Association Law
	Building capacity of CSOs
	Building CSOs advocacy capacity
	Supporting CSOs networks and multi-stakeholder reform coalitions
	Improving access to information

Chapter 6. Next Steps after the Conference

- Build on the working group outcomes from the conference. Conduct discussions with MoPIC to determine the 3–4 priority sectors in which the sector dialogue sessions will take place.
- Before dialogue sessions begin, MoPIC will establish a Web-based system that will identify participating CSOs in a transparent, formula-based manner.
- Building on the conference outcomes, preparation for dialogue sessions will continue via technical discussions with relevant sector ministries.
- possibilities for a knowledge exchange to India on social accountability with a small government team will be explored.
- Implement sector dialogue sessions (after Ramadan 2014).
- Dialogue sessions will support the development of sector-specific action plans that identify concrete opportunities for partnership between the Government of Yemen and CSOs.

Appendices

Appendix A. Yemen Government-CSOs Partnership Project Concept Note

YEMEN GOVERNMENT-CSOs PARTNERSHIP PROJECT

Partnership for Development Knowledge Conference

"Supporting Constructive Engagement between Government of Yemen and CSOs"

Sana'a, Yemen / (Three-day event) March 4-6, 2014

Objective: To allow high-level decision makers and CSOs in Yemen to learn from each other and international experiences in supporting constructive engagement between government and CSOs during political and economic transitions. The enabling factors that supported these partnerships and the roles played by each stakeholder in improving development results will help Yemeni stakeholders better understand and contextualize the challenges and opportunities for partnership for development in the Yemeni context. Over 120 participants are expected, mostly from Yemen.

EVENT CONTENT

Day 1: During **Session 1**, the Conference will draw lessons from countries outside the region—**Indonesia, Ghana, India, and Brazil**—nations that have supported efforts toward more open societies to reap the benefits of a more inclusive and sustainable growth pattern anchored in fostering constructive partnerships between government and CSOs. Issues to be discussed will include: a legal and regulatory framework to enable a vibrant civil society, institutional specificities to achieve citizen's direct involvement in service delivery, and capacity building for a more responsive and transparent public administration.

Day 2: The morning will highlight experiences from the Middle East and North Africa (MNA) region. Experiences from the **Palestinian Territories** and **Yemen** will highlight CSO self-regulation and National Dialogue and Access to Information legislation, respectively. Conference participants will then be

organized into Thematic Working Groups (TWGs) around thematic areas that will contribute to a more conducive environment for government-CSO partnerships. These working groups will have facilitated discussions based on lessons learned from Day 1. The regional experience with ANSA-Arab World will be presented. Themes will include:

- Roles that CSOs play in development: advocacy, service delivery, M&E, and action research
- Enabling environment: political, social, legal, and institutional
- Building CSO capacity and internal governance

Day 3: Based on the outputs from the TWGs during Day 2, Conference participants will explore opportunities, challenges, and possible risk mitigation measures to support specific government-CSO partnerships in Yemen.

Conference discussions will be documented, translated into Arabic, and disseminated widely after the event to benefit a wider audience among government and CSO representatives in Yemen. Additionally, a note summarizing the international and regional experiences will be produced and disseminated in Arabic.

Day 3 will end with a presentation about the **Way Forward and the Partnership Framework**, which will involve CSOs in policy making and build the technical and professional capacities of CSOs.

Knowledge Forum: A Knowledge Forum will be set up throughout the three-day event. Each participating country, ANSA-Arab World, and the World Bank and other donors will share knowledge and experiences. An online discussion through the Web and social media will also be conducted, as well as dissemination of publications case studies and lessons learned and multimedia with face-to-face conversations with experts on these topics.

BACKGROUND

A cornerstone of the change process toward sustainable government-CSO partnerships is learning from international and regional experiences in countries that have undergone similar transitions. The Government-CSO Partnership Project will facilitate interactions across different stakeholder groups, which have traditionally been limited in Yemen, contributing to a certain lack of trust and collaboration. Bringing different groups together toward a common objective will help break down barriers and facilitate spaces for dialogue. Lessons learned from Indonesia, Brazil, India, Ghana, and Palestine will share how they have

successfully put in place government-CSO partnerships for development, and will inform discussions to foster government-CSO dialogue in Yemen.

Supporting government-CSO partnerships and constructive engagement: One of the key pillars of the World Bank's support in MNA, and in Yemen specifically, consists of strengthening the governance framework, both on the supply and the demand side. The supply side of governance focuses on supporting *government responsiveness*, and on issues such as strengthening the rule of law, anti-corruption measures, or public financial management. The demand side focuses on fostering a more *engaged citizenry* through mechanisms that open government to the people, strengthen the enabling environment for civic participation, use information and communications technology for governance and development, and monitoring service delivery.

Implementing government-CSO partnerships as a means to strengthen the social contract between state and non-state actors: Citizens across Yemen—spanning a diversity of ideological, demographic, religious, and ethnic lines—have been demanding a more representative government, an end to elite capture and political and economic marginalization, and establishment of a new social contract between the government and its citizens. The Government of National Reconciliation (GNR) and international donors are supportive of an augmented role for CSOs in effective service delivery, participation, and decentralization programs. In the Riyadh conference in September 2012, the GNR and donors reaffirmed their commitment to work with CSOs as key development partners. This was specifically mentioned as one of the pillars in Yemen's Mutual Accountability Framework (MAF), which also emphasized the need to focus on women and youth in both economic and governance realms. These developments signal an increasing recognition among the GNR and the donor community that CSOs' constructive engagement, particularly in areas that impact women, youth, and other marginalized groups, will contribute to a peaceful and successful transition and to more inclusive and sustainable development in Yemen.

Coordination with the United Nations Development Program (UNDP) leading the MAF Task Force on Government-CSOs Partnership: UNDP are leading the work to create a partnership framework between CSOs, government, and donors. This is one of 13 priorities identified in a high-level donor meeting held in Sana'a, Yemen, on June 19, 2013 to discuss progress on the MAF. Specifically, UNDP prepared in September 2013 a document that serves as a compact between CSOs, government, and donors, led by a Task Force comprised of MoPIC, MoSAL, the Prime Minister's and the President's Office, CSOs, and international NGOs. The compact would describe the nature of the relationship

between CSOs, the Government of Yemen, and donors and would develop an action plan to operationalize this partnership. The World Bank team has liaised with UNDP and is coordinating closely with their team during this process as the Government-CSO Partnership Project complements the work on the CSOs-Government-Donors partnership building under the MAF.

Specifically, in terms of civil society support the MAF aims to: (a) bolster the culture of public participation, and strengthen the principles of democracy; and (b) build CSOs capacities and improve their professionalism to enable their effective participation in the partnership through (i) establishing a Supreme Council to review the laws and the bylaws relating to CSOs and recommend new provisions; (ii) involve CSOs in policy making; and (iii) build the technical and professional capacities of CSOs. The coordination with UNDP on the planned Partnership for Development Knowledge Conference aims to support the Government of Yemen in the donor community to facilitate engagement with CSOs through awareness raising and learning from countries that went through similar transitions. This will help create space for a constructive dialogue between Government of Yemen and CSOs.

Appendix B. Conference Agenda



March 4-6, 2014 | Movenpick Hotel, Sana'a, Yemen

Tuesday, March 4 th , 2014 (8:30—3:30pm)	
9:00 - 9:05 (5m)	Welcome: Dr. Mohammed Alhaweri, Deputy Minister of Planning and International Cooperation
9:05 - 9:15 (10m)	Dr. Mohammed Saed Al-Sadi, Minister of Planning and International Cooperation
9:15—9:25 (10m)	Dr. Amat Al-Razzak Ali Hummed, Minister of Social Affairs and Labor
9:25—9:35 (10m)	World Bank Support in Yemen: Mr. Wael Zakout, Manager Yemen Country Office, World Bank
9:35—9:45 (10m)	Opening Address: H.E. Mr. Prime Minister of Yemen
9:45—9:50 (5m)	Closing the opening ceremony by Moderator
9:50—10:20 (30m)	Coffee Break
Session 1: International Experiences	
10:20—10:30 (10m)	Introduction to the Partnership Framework between the Government of Yemen and Civil Society Organizations, Mr. Ahmed Hussain Aljawi, Ministry of Planning and International Cooperation
10:30—10:55 (25m)	Keynote address: "Elements of Success for Partnerships for Development," Mr. Jeff Thindwa, Manager, Social Accountability Practice Group, World Bank Institute

<p style="text-align: center;"><i>Global experience on building State and non-State Partnerships from Indonesia, Ghana, Brazil, and India</i></p>	
10:55–11:15 (20m)	<p>Speaker: INDONESIA—Dr. Suprayoga Hadi, <i>Deputy Minister for Disadvantaged Regions, Republic of Indonesia</i></p> <ul style="list-style-type: none"> • How did Indonesia engage in new and fluid environments to support the new objectives for more open, transparent and accountable state institutions? What were the respective roles of Government, Parliament, Media, CSOs, religious organizations, etc.? How did the transitional government interact and approach these various actors?
Moderated Q&A—Moderator (15 Minutes)	
11:30–11:50 (20m)	<p>Speaker: GHANA—Dr. Tony Aidoo, <i>Head, Policy Evaluation and Oversight Unit, Office of the President</i></p> <ul style="list-style-type: none"> • How did the Ghana engage in a new multi-stakeholder framework with the objectives for more transparency, accountability, and participation in policy processes? What were respective role of Government, Parliament, Media, CSOs, private sector, etc? • What were the enabling factors that supported the Open Government Partnership in the Ghana and what are some of the outstanding challenges?
Moderated Q&A—Moderator (10 minutes)	
12:00–12:20 (20m)	<p>Speaker: BRAZIL—Mr. Federico Fornazieri, <i>Cabinet Secretary of Rio Grande do Sul, Brazil</i></p> <ul style="list-style-type: none"> • What mechanisms did the Brazilian government use to engage with citizens during “The Governor Asks” initiative to make a participatory decision making process effective? What effective mechanisms were used in participatory planning? What process elements made the citizen feedback collection process successful? What were the respective roles of Government, Media and CSOs as social intermediaries in the process?
Moderated Q&A—Moderator (15 minutes)	
12:35–12:55 (20m)	<p>Speaker: INDIA—Mr. George Cherian, <i>Director, CUTS International, India</i></p> <ul style="list-style-type: none"> • What lessons learned to date, challenges and opportunities regarding Government-CSO partnerships around the health sector can be drawn? What were the roles played by government and CSOs during this process and what measures were taken to promote citizen’s direct involvement? • What are the outstanding challenges in making government-CSO partnerships more effective? What lessons can be shared regarding the passing of the Right to Information Act?

Moderated Q&A—Moderator (15 minutes)	
1:10—2:10 (1h)	Lunch Break
Session 2: Constructive Engagement between Government & CSOs in Practice	
2:10—2:55 (45m)	<p><i>“Bridging the Gap: Building Blocks for Sustainable Development”—Q&A</i> Panel Session Discussants: <i>Dr. Daniel Batidam</i>, Executive Director, APNAC-Africa, Ghana, <i>George Cherian</i>, Director, CUTS International, India, <i>Maryati Abdullah</i>, National Coordinator of Publish What You Pay (PWYP) Indonesia, Steering Committee member of Open Government Partnership (OGP), <i>Mr. Alyan Ali Al-Haisami</i>, ANSA-Arab World Yemen Representative, <i>Ghassan Kasabreh</i>, Director, Palestinian NGO Development Center</p> <p>Panel Topics:</p> <ul style="list-style-type: none"> • Enabling and Institutional Environment • Government-CSO Partnerships • Public Consultations
Moderated Q&A—Moderator (30 minutes)	
KNOWLEDGE FAIR—OPEN THROUGH 9AM-6PM	

Wednesday, March 5th, 2014 (8:30am—3:00pm)	
Session 3: Learning from the MNA Region	
8:30—8:40 (10m)	Overview of the Day: Moderator
8:40—9:00 (20m)	Speaker: PALESTINIAN TERRITORIES—“Improving the Internal Governance of the CSO Sector,” Mr. Ghassan Kasabreh , <i>Director, Palestinian NGO Development Center</i>
9:00—9:20 (20m)	Speaker: REPUBLIC OF YEMEN—“Lessons from the Experience with the National Dialogue and Access to Information Law,” Mostafa Nasr , <i>Head of the SEMC</i>
Moderated Q&A—Moderator (30 minutes)	

Session 4: Thematic Working Groups	
9:50–10:15 (25m)	Framing of Issues: Enabling Environment and CSO Governance, Mr. Jeff Thindwa , <i>Manager, Social Accountability Practice Group, World Bank Institute</i>
10:15–10:30 (15m)	Yemen Government CSO Partnership Framework Principles, Rawhi Afaghani , <i>UNDP Strategic Communications Expert</i>
Coffee Break	
10:50–12:30 (40m)	<p>Thematic Working Groups: Parallel Working Sessions</p> <p>"Supply Side" Themes:</p> <ul style="list-style-type: none"> • Enabling environment—Working Group 1 • Access to information—Working Group 2 <p>"Demand Side" Themes:</p> <ul style="list-style-type: none"> • Law of associations—Working Group 3 • CSO Governance (i.e., internal governance, self-regulation, CSO Charter of Ethics)—Working Group 4 • Citizen engagement in service delivery—Working Group 5
12:30–1:30 (1h)	Lunch Break
1:30–3:00 (1.5h)	CONTINUATION: Thematic Working Groups: Parallel Working Sessions
Closing Remarks for Day 2: Moderator	
KNOWLEDGE FAIR—OPEN THROUGH 6PM	

<p style="text-align: center;">Thursday, March 5th, 2014 (8:30am—1:30pm)</p>	
Session 5: Way Forward: Lessons to support Yemen during the transition	
8:30—8:40 (10m)	Overview of the Day: <i>Moderator</i>
8:40—9:40 (1h)	<p>Thematic Working Groups—Report Back in Plenary</p> <ul style="list-style-type: none"> • Enabling environment—Working Group 1 • Access to information—Working Group 2 • Law of associations—Working Group 3 • CSO Governance (i.e., internal governance, self-regulation, CSO Charter of Ethics)—Working Group 4 • Citizen engagement in service delivery—Working Group 5
9:40—11:40 (2h)	<p>Thematic Working Groups—Entry Points and Opportunities for Government: CSO Partnership in Yemen</p> <ul style="list-style-type: none"> • Enabling environment—Working Group 1 • Access to information—Working Group 2 • Law of associations—Working Group 3 • CSO Governance (i.e., internal governance, self-regulation, CSO Charter of Ethics)—Working Group 4 • Citizen engagement in service delivery—Working Group 5
Session 6: Opportunities for Yemen and Next Steps	
11:40—12:40 (1h)	Thematic Working Groups—Report Back in Plenary—Yemen Opportunities
12:40 -1:10 (30m)	Mapping Way Forward—Implementation of Partnership Framework, Presentation of next steps for strengthening CSO-Government Partnerships in Yemen, Mansour Albashiry, Ministry of Planning and International Cooperation
1:10 - 1:25 (15m)	Closing Remarks for Day 3: Dr. Mohammed Alhaweri, Deputy Minister of Planning and International Cooperation
Lunch	
KNOWLEDGE FAIR—OPEN THROUGH 4PM	

Appendix C. Links to Conference Materials

Conference Materials (presentations, government speeches, and resource materials)

<http://www.worldbank.org/en/events/2014/03/05/yemen-csos-conference>

Feature Story

<http://www.worldbank.org/en/news/feature/2014/03/04/a-new-role-for-civil-society-in-yemen>

Video Blogs (displayed during conference)

YEMEN: Civil Society in Yemen: A Thousand Year Tradition with a Vital Future Role

<http://blogs.worldbank.org/arabvoices/civil-society-yemen-thousand-year-tradition-vital-future-role>

TUNISIA: Citizen's Café

<http://www.worldbank.org/en/news/video/2013/10/25/the-citizen-cafe-tunisia>

THAILAND: Strengthening Local Organizations

<http://www.youtube.com/watch?v=1fMVvjCg3z0&list=PL5E7BABB475E47699&index=25>

Appendix D. Speaker Biographies

Dr. Suprayoga Hadi

Dr. Suprayoga Hadi is Deputy Minister for the Development of Special Regions at the Ministry for the Development of Disadvantaged Regions, Republic of Indonesia. Before joining the Ministry for the Development of Disadvantaged Regions in 2011, he was assigned as Director for Special Areas and Disadvantaged Regions at the Ministry for National Development Planning/National Development Planning Agency (BAPPENAS), Republic of Indonesia. His career at BAPPENAS began in 1990. He has various responsibilities for planning, programming, and monitoring of the policies and strategies for disaster reduction and recovery related issues, such as the rehabilitation and reconstruction of post-disaster areas in Indonesia, particularly in post-tsunami recovery process in Aceh and Yogyakarta, as well as post-conflict regions in Aceh, Papua, and Maluku.

Since 2006, Dr. Hadi has been a focal resource person for disaster risk reduction policy initiatives in Indonesia, working with respective international donor agencies, such as the World Bank and UNDP. These agencies have appointed him as the National Project Director for many foreign-assisted disaster reduction and recovery-related projects. Along with his assignment as government official of BAPPENAS, since 1992 he has been teaching as a lecturer in the graduate program of regional development planning at University of Indonesia in Jakarta.

Dr. Hadi obtained his MA in regional planning at Bandung Institute of Technology in 1990 and a BA in agricultural economics at University of Lampung in 1987. He then enrolled in the doctoral program at the University of Southern California in 1998, and obtained his PhD in Planning and Development Studies in 2002.

Dr. Tony Aidoo

Dr. Tony Aidoo served as Senior Presidential Aide and Head of the Policy Evaluation and Oversight Unit of the Office of the President from 2009 to 2013. He was also a member of the Cabinet's Economic Management Team for three years. Currently, Dr. Aidoo holds the post of Ambassador Designate, to which he was appointed by the President of Ghana in November 2013. He is also a member of the National Information Technology Authority, and of the African Union Advisory Board on Corruption.

Dr. Aidoo's educational background is in International Affairs and Sociology. He graduated from the University College of London with a Diploma in

International Affairs in 1973, from the University of Buckinghamshire with a BSc (Hons.) in Sociology in 1976, and from the University College of London with an MSc in International Relations in 1977. Dr. Aidoo earned his PhD from the University of Surrey in 1983 and he also completed a Post-Graduate Diploma in Law from the College of Law, London, in 2003.

Dr. Aidoo was a member of Ghana's Civil Service Council between 1992 and 2001. At the same time, he also served as a member of Presidential and State Delegations to International Conferences and State Visits to the United States, United Kingdom, Japan, China, Germany, Malaysia, Brunei, Jamaica, Trinidad & Tobago, Côte d'Ivoire, Burkina Faso, and the Federal Republic of Nigeria.

Dr. Aidoo has an extensive background in politics and was a member of the Consultative Assembly for the Drafting of the 1992 Constitution of the Republic of Ghana. Between 1992 and 2000, Dr. Aidoo was the Director of Research and Monitoring for the National Democratic Congress (NDC). He also acted as Coordinator of the Overseas Branches of the NDC. He was a member of the National Executive Committee of the NDC from 1992 to 2000 and from 2002 to 2005. In addition, Dr. Aidoo served as Deputy Minister to the Ministry of Defence from April 1999 to January 2001.

Mr. Federico Fornazieri

Mr. Federico Fornazieri is currently the International Relations Coordinator and Technical Advisor on Strategic Projects at the Rio Grande do Sul State Government's General Secretariat of Government. From 2011 to 2013 Mr. Fornazieri served as a Technical Advisor at the Cooperation and International Relations Advisory at the Rio Grande do Sul State Government.

Before making the transition to civil service, Mr. Fornazieri held research and consulting positions within the field of development. Between 2007 and 2008, he was the Social-Cultural Director of the Academic Directory at the Trevisan Business School. His experience in Social Development goes back six years: from 2007 to 2010, Mr. Fornazieri worked as an Analyst on Politics, Economy, and Social Development for Latin America at Clássica Consultant. His experience in development goes back even further; in 2006, he worked as an Education and Development Researcher at the Plural Project. Since the beginning of 2014, Mr. Fornazieri has enjoyed helping others and has served as a Youth Counselor for the State of Rio Grande do Sul.

Mr. George Cherian

Mr. George Cherian is currently the Director of CUTS International and heads the CUTS Centre for Consumer Action, Research & Training (CUTS CART), one of the program centers of CUTS, based in Jaipur, India. CUTS is an international NGO of Indian origin, pursuing social justice and economic equity within and across borders. George has over 29 years of experience in working in development and the NGO sector.

Good Governance & Social Accountability is one of Mr. Cherian's areas of interest, and he is presently managing the implementation of various projects on governance and accountability. He is also overseeing the anchoring of Community of Practice on Social Accountability in the South Asia Region (CoPSA), in partnership with the Affiliated Network for Social Accountability in the South Asia Region (ANSA SAR) and supported by the World Bank Institute (WBI).

Mr. Cherian has been a member of the United Nations Roster of Consultants on sustainable development since 1995, and a Member of International Resource Team on social accountability of the WBI since January 2007. In this capacity, Mr. Cherian was involved in the Training of Trainers programs on social accountability tools organized by WBI in Sri Lanka and Bangladesh in 2007. He also has served as a resource person for social accountability tools in various workshops organized by ANSA SAR. He has experience in facilitating social accountability trainings and field exercises in Cambodia, Vietnam, Nepal, Uganda, and Kenya. He was the facilitator/resource person of an e-learning action course on social accountability organized by WBI for participants from South Asia and the Arab World in 2012 and 2013, respectively.

Mr. Cherian became a member of the Rosters of Experts of the Global Partnership for Social Accountability (GPSA) of the World Bank in March 2013. He has written and published a number of articles in leading national news dailies, news magazines, journals, and periodicals; has edited books; and has made several presentations at several international conferences.

Ms. Maryati Abdullah

Ms. Maryati Abdullah is National Coordinator of Publish What You Pay (PWYP) Indonesia. She has experience in freedom of information, open budgets, extractive industries, and natural resources transparency, as well as in democracy and good governance issues. Her academic background is in chemistry, and in economic development and globalization. Before joining PWYP, she worked for Pattiyo and Parliament Watch.

She was actively engaged with communities, the government, and the private sector in the multi-stakeholder working group initiatives, including the Open Government Partnership (OGP) and the Extractive Industries Transparency Initiative (EITI). Maryati is a civil society representative with EITI Indonesia and is also to be elected as steering committee member of OGP at the global level.

Mr. Ghassan Kasabreh

Mr. Ghassan Kasabreh, holds an MS in Environmental Engineering from the University of Newcastle Upon Tyne, United Kingdom, and a BSc in Civil Engineering from Birzeit University, Palestine. He has been a member of the Jordanian Engineers Syndicate for over 20 years and served as a board member of several civil society organizations. Mr. Kasabreh has acquired expertise in the NGO sector and international cooperation by gaining extensive experience in project and organizational development, throughout the West Bank and Gaza.

Mr. Kasabreh's professional involvement in Palestinian civil society stretches back 15 years. He has been the Director of the NGO Development Center since November 2006, through which he has supported community development and a just and democratic Palestinian society by promoting good governance and sector transparency and accountability. The Center has commissioned studies that underscore the need to strengthen the contribution and participation of Palestinian civil society in national and sector planning and policy making processes, as well as promoting a culture of cooperation and information sharing. The NGO Development Center coordinates the efforts of Palestinian NGOs to become sustainable, independent, and efficient as well as more responsive to the needs of Palestinian society in a transparent and credible manner.

In his early career, Mr. Kasabreh was a Senior Planner for Infrastructure and Environment at UNDP's Local Rural Development Program (LRDP) in Jerusalem, where he helped identify major interventions and investments while managing LRDP activities. In addition, he has six years of experience working as a Project Engineer in Bethlehem and Ramallah.

Mr. Daniel Batidam

Mr. Daniel Batidam is a policy analyst and governance/anti-corruption specialist. He has over 15 years' experience working with African governments, development partners, and key state and private sector institutions—including civil society groups and the media—to promote policy reforms, good governance, and institutional development.

Over the past ten years (2003–13), Mr. Batidam’s career has focused mainly on anti-corruption work and the coordination of good governance programs in Ghana, Africa, and globally. Specifically, he has worked for four years (2003–07) as the Executive Director of the Ghana Integrity Initiative, which is the local chapter of the respected international civil society organization Transparency International. He has also worked for over four years (2010 to date) as Executive Director of the African Parliamentarians’ Network Against Corruption. These two positions—one within civil society and the other with politicians and parliamentarians—have given Daniel a unique opportunity to understand and appreciate the need for and benefit of stronger collaboration between all the key stakeholders in governance, namely government/public sector, the private sector/business community, and citizen groups/civil society organizations.

Mr. Batidam has, over the years, gained extensive experience in multi-actor coordination and has participated in numerous international conferences on governance in Africa, Asia, Europe, and the Americas. He holds post-graduate degrees in Communications and in Public Policy and Human Development.

Jeff Thindwa

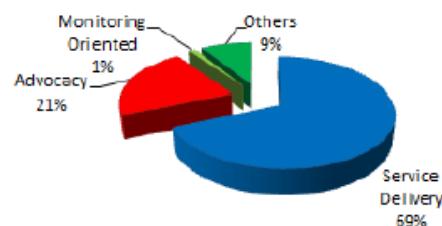
Mr. Thindwa is Manager of Social Accountability Practice at the World Bank Institute. He joined the World Bank in 2000 as Senior Social Development Specialist. He has worked across the Bank’s Regions promoting the use of social accountability mechanisms to improve public governance and performance of Bank-funded operations. The practice of social accountability engages and empowers key stakeholders, including media, parliaments, and civil society. It strengthens their capacity to make public policy, budgets, and programs more effective and accountable in servicing citizens. Social accountability also prioritizes access to information, open and inclusive budgeting, and third party monitoring and citizen feedback. Prior to joining the Bank, Mr. Thindwa worked with civil society organizations for 17 years.

Appendix E. CSO Factsheet

2013 Yemen Civil Society Organizations
Mapping and Capacity Assessment

FACT SHEET

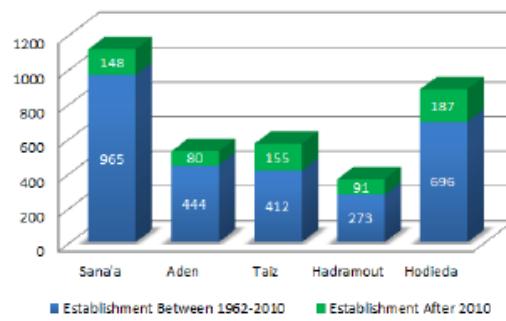
CSO Activities



Key Facts and Figures

- Yemen is confronted with complex development challenges that need to be addressed collectively by Government institutions and CSOs.
- Civic movement in Yemen is vibrant and diverse and has a high capacity of mobilizing youth and volunteers. It is also represented in urban and rural areas. It is, however, constrained by a low capacity and remains fractured along several critical fault lines.
- The World Bank conducted a mapping and capacity assessment study of Yemeni registered CSOs in the governorates of Sana'a, Aden, Taiz, Hadramout, and Hodeidah.

Registered CSOs and Dates of Establishment (Source: MoSAL)



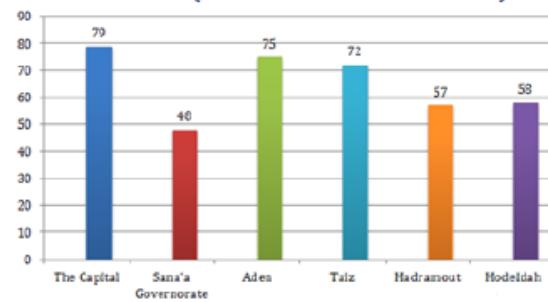
CSO Sector Growth

- 24% of CSOs were registered after the revolution.
- This increase in civic activities is associated with the political openings during the transition, decline in Government supported service delivery, and increased donor presence in Yemen.

Civil Society Strengths

- Strong linkages with their constituencies who are also well represented in the CSO structure.
- Access to a large (although disorganized) base of volunteers and growing membership, particularly with youth.
- CSOs cover nearly all rural and urban areas of the five governorates. Increased number of CSO member receiving both broad and targeted "capacity building" from international and local organizations.

Geographic Distribution of Participating CSOs within the Five Governorates (some are active in more than one)



- 47% of CSOs in the study sample are located in Sana'a city.
- 37% of CSOs operate in more than one governorate.

Participating CSOs' Current and Future Scopes of Work

- CSOs "drift" to areas and themes which are donor-heavy and where funding exists.
- Most common focus areas:*
 - Gender equality and empowerment of women
 - Education
 - Poverty Reduction
 - Human Rights
 - Advocacy
- Emerging areas of focus:*
 - Peace Building
 - Education
 - Governance
 - Gender equality

Media Coverage of CSOs

- 1114 news items on CSOs were published by 110 media outlets over the last 24 months.

Additional information available on:

<http://documents.worldbank.org/curated/en/2013/06/18267982/yemen-civil-society-organizations-transition>

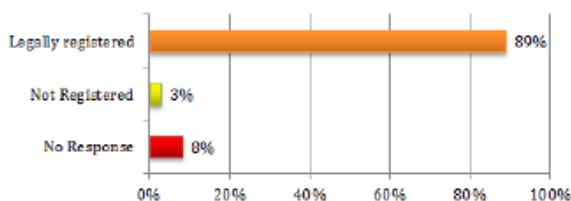
**2013 Yemen Civil Society Organizations
Mapping and Capacity Assessment**

FACT SHEET

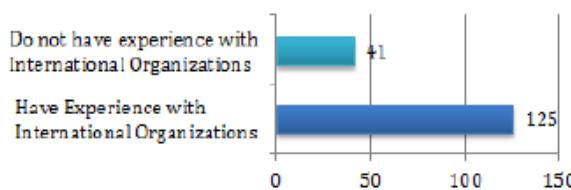


CSO Legal Status

- Respondents suggest that lack of registration may be attributable to the complexities of the registration process

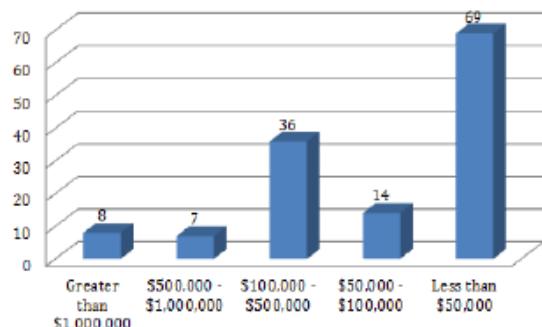


Experience with International Organizations



- 74% of the surveyed CSOs reported that they have worked with international organizations OR partnered with them (inclusive of INGOs and international donors).

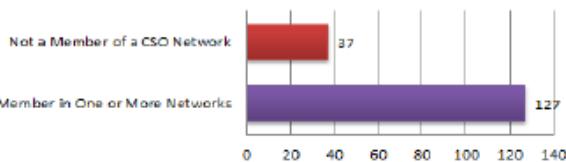
Budget



- 41% of respondents reported annual budgets below \$50,000.
- The highest budget for a single CSO is \$7,500,000, the lowest CSO budget is \$200, and the average budget is \$323,777.

CSO Networks

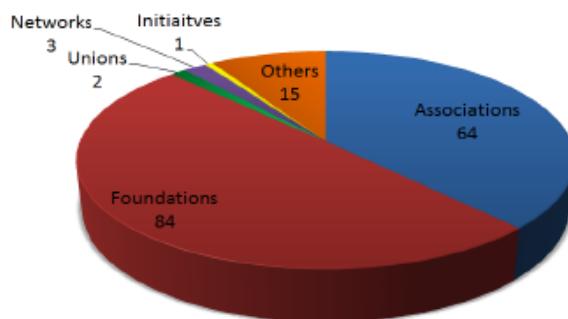
- No present legal framework recognizing a civic entity as a "network." CSOs that choose to coordinate their action under a network structure cannot register as a "network."



- There are presently no documented numbers of CSO "networks"

CSO Registration Process

- The current established categories for registration are *associations, foundations, and unions*.
- Many informants expressed frustration with the registration process CSOs targeted by the study self-identified as:



Conclusion

This is a particularly important time in Yemen's history. The country is in the midst of a precedent-setting transition and there exists tremendous potential and opportunity. By strengthening and professionalizing the growing CSO sector, the Government of Yemen can help its CSOs act as valuable development partners and dynamic social intermediaries. Yemen's untapped resources are its strong civic movement, volunteerism, and the talents of its youth and emerging CSOs.

A Mapping and Capacity Assessment of Development-Oriented Civil Society Organizations in Five Governorates

June 2013



Additional information available on:

<http://documents.worldbank.org/curated/en/2013/06/18267982/yemen-civil-society-organizations-transition>

Appendix F. Conference Participants

Government Participants

#	Organization	Name
1	Ministry of Social Affairs	Abdo Mohammed Alhakimi
2	The Ministry of Planning and International Cooperation	Abdullah Abdulmajeed
3	Care and Rehabilitation of the Disabled Fund	Abdullah Ahmed Al-Hamdani(Basheer Al-Sablani)
4	The Ministry of Planning and International Cooperation	Abdullah Al-Shater
5	Yemeni Center for Social Studies	Abdullah Yehya Al-Olefi
6	The Ministry of Planning and International Cooperation	Abulqawi Noman
7	The Higher Council for Motherhood and Childhood	Adel Al-Rooaeni
8	Social Fund for Development	Ahmed Al-Barakani
9	Ministry of Sports and Youth	Ahmed Al-Hasani
10	Shura Council	Tariq Al-Baraq
11	National Dialogue Conference	Ahmed Awad Mubarak
12	Social Welfare Fund	Ahmed Jameel Al-Areeqi
13	Sana'a University	Ali Abdullah Qaed
14	Ministry of Social Affairs	Ali Ahmed Al-Nusairi
15	Ministry of Social Affairs	Ali Saleh Hussien
16	Yemeni Industrialists Association	Ali Mohammed Al-Maktari
17	The Ministry of Planning and International Cooperation	Al-Salami Saleh Al-Salami
18	Ministry of Human Rights	Amal Sultan Al-Jaradi
19	The Ministry of Planning and International Cooperation	Aneesah Mohammed Ali
20	Sana'a University	Dawood Othman
21	Central Bureau of Statistics	Dr. Abdulhakeem Al-Obaid
22	The Ministry of Planning and International Cooperation	Dr. Adel Al-Hoshabi
23	Sana'a University	Dr. Adel Al-Horibi
24	General Union of Chambers of Commerce	Dr. Mona Al-Mahagri
25	Sana'a University	Dr. Taha Al-Fosail
26	Ministry of Agriculture	Eman Bazara'a
27	The Ministry of Planning and International Cooperation	Eman Al-Hamami
28	General Union of Chambers of Commerce	Esam Mohammed Badr Al-Zubiri
29	Prime Ministry	Eshraq Al-Jadeeri
30	Shura Council	Hasan Abdulkhaliq
31	Business Yemenis Club	Fathi Abdulwasea Hael (Mohammed Ismael)
32	Encouraging agricultural production and fish Fund	Hareth Abdulbari
33	Ministry of Culture	Hisham Ali Ben Ali
34	Agricultural Cooperative Union	Jawad Al-Areefi
35	House of Representatives	Khadija Al-Ojali
36	Ministry of Information	Khaled Hussein Tairaman
37	National Information Center	Labeeb Shaif Mohammed
38	Social Fund for Development	Lamees Al-Eryani (Khlood Alhaj)
39	Ministry of Social Affairs	Lotf Ahmed Al-Alaya
40	The Ministry of Planning and International Cooperation	Mohammed Al-Maswari
41	General Union of Chambers of Commerce	Mohammed Mohammed Qaflah

42	Ministry of Education	Mohsen Saleh Al-Yafae
43	Executive Body	Mojahed Al-Masabi
44	Ministry of Social Affairs	Mojeeb Sultan Al-Fatesh
45	The Ministry of Planning and International Cooperation	Mutahar Al-Abbas
46	Ministry of Social Affairs	Nabil Al-Suhaihi
47	children and youth Welfare Fund	Nadhmia Abdulsalam Othman
48	Presidency Of The Republic	Nasr Taha Mustafa
49	Yemeni Center for Strategic Studies	Nasser Al-Taweele
50	The Ministry of Planning and International Cooperation	Omar Abdulaziz
51	Public Works	Saeed Abdo
52	Ministry of Finance	Saleem Al-Basheeri
53	Ministry of Social Affairs	Saleh Ahmed Ali
54	The Ministry of Planning and International Cooperation	Suliman Al-Qatabri
55	Ministry of Industry and Commerce	Wafa Abdullah Awad
56	Social Fund for Development	Saleh Al-Razahi

Civil Society Organizations Participants

#	Organization	Name
1	Abu Mosa Al-Ashari Charity Association	Abdo Ali Almansoob Mizjaji
2	Transparency Coalition for Extractive Industries	Abdulbaset Al-Mashwali
3	Ejad Foundation for Development	Abdulfatah Aref Abo Al-gaeth
4	Tafolati Foundation for Development and Creativeness	Abdulkaher Hamood Alhomaidy
5	Yemen First Organization	Abdulkareem Al-Anasi
6	Rawaby Al-Kheer Development Foundation	Abdullah Abeed Bahfi
7	Tamkeen Foundation For Rural Youth	Abdul-Moeen Al-Homadi
8	National Organization for Defending Rights and Freedoms	Abdulrahman Ali Barman
9	Manarat Center	Abdulrahman Al-Olef
10	Taiba Association for Development	Abdulrahman Khered
11	Together Foundation for Development and Human Rights	Adel Dabwan
12	Yemen Observatory for Human Rights	Ahmed Al-Wadaei
13	Yemen Organization for Promoting Transparency	Ahmed Mohammed Al-zekry
14	Yemen Family Care Association	Afrah Al-garshi
15	Yemen Child Rights Association	Aisha Mohammed Hashabirah
16	Al-Saleh Social Foundation for Development	Akram Yehya Baker
17	Challenge Foundation for Disabled Women	Ali Ahmed Alkashmari
18	General Federation of Workers Unions of Yemen	Ali Ahmed Bamahisoon
19	Civic Democratic Initiatives Support Foundation- CDF	Altaf Al-yusofi
20	Al-Saleh Social Foundation for Development	Akram Yehya Baker

21	All Girls Foundation for Gender Development	Amani Al-theeb
22	Wedyan Association for Society Development	Ammar Mohammed Saleh Hussein
23	Tawasl Foundation for Human Development	Anas Al-Mekhlafi
24	Partners Foundation for Development and Democracy	Anwar Ismaeil Al-Marwani
25	Human Rights Training and Information Center	Arafat Al-Roufaid
26	Affiliated Network for Social Accountability in the Arab World/Member ANSA-AW Board of Trustees	Alyan Ali Al-Haisami
27	Yemeni Parliamentarians Against Corruption (YemenPac)	Areej Al-Khawlani
28	Youth Leadership Development Foundation	Asma Al-Kubati
29	Yemen Revolutions Martyrs Families Forum	Awad Al-Awsaji
30	Fajar Al-amal Charity Foundation	Baleegh Al-Tamimi
31	Solutions Development Foundation	Bassam Al Absi
32	Raqeeb Organization for Human Rights	Dr. Abdullah Al-sholeef
33	Al-awn for Development Association	Dr. Adel Mohammed Bahameed
34	Civil Confederacy for Peace, Rights, and Freedoms Protection	Dr. Adel Al-shoga'a
35	Saihad Foundation for Social Development	Dr. Ali Abdulla Sawab
36	Al-Nebras Medical Association	Dr. Ali Zayad
37	Youth Leadership Development Foundation	Dr. Antelaq Al-Mutawakel
38	National Safe Motherhood Alliance Foundation	Dr. Asma Ghaleb
39	Haraz Al-Sulihya Development Organization	Dr. Taha Ali Mohammed Al-Meri
40	Al-fatah Charity Women Association	Dr. Jamilh Oqbaa
41	Sana'a Governorate Youth Council	Dr. Khaled Mohammed Al-dhahar
42	Bent Al-Hussein Charity Organization for Development	Dr. Najwa Al-Khazan
43	Yemeni Monitoring, Transparency and Anti-Corruption Coalition	Dr. Mohammed Al-Jadabi
44	Athar Development Association	Eman Hassan Madghah
45	Al-Watn Cultural Forum	Essam Al-Olofi
46	Yemeni Development Network for NGOs (NAMA)	Fahmi Al-sarari
47	Sam Association for Women Development	Fatema Al-Jabali
48	Yemeni Women Union	Fathia Mohammed Abdullah
49	Ocsana Foundation for Disabled	Foad Shojaa Al-Deen
50	Aden Women Development Association for Promoting Family	Haiam Abdullah Mubarak
51	Humanitarian Forum	Hala Al-Bahri
52	Pupil Care Development Foundation	Hamdi Al-Hamdi
53	Yemen Youth General Union	Hameed Yahya Al-Nussiry
54	Add Cultural Organization	Hamood Al-Thebri
55	Third Eye Foundation for Media and Development	Hana Al-Adeemi
56	Democratic School	Jamal Al-shami
57	Civil Society Organizations Forum (CSOs)	Jameel Hussein Alhamdani
58	Yemeni Monitoring, Transparency and Anti-Corruption Coalition	Jameel Ali Mohammed Al-Matari
59	Al-Ihsan Charity Association	Khaled Al-mothalaa

60	Yemeni Youth Organization for Development	Khaled Al-tashi
61	Generation without Qat Organization	Laila Ali Alfakeeh
62	Shawthab foundation for Childhood and Development	Lamia Yahya Al-eryani
63	Transparency Coalition for Extractive Industries	Maher Oqbaa
64	Change your life for Society Development	Mahfood Mohammed Fadel Al-Huqeeb
65	Law Enlightenment Organization (Nahj)	Mahroos Oqba
66	Transparency Center for Studies and Researches	Mohammed Alazizi
67	Al-Maona Coalition For Human Rights	Mohammed Ali Alao
68	Orphan Development Foundation	Mohammed Hassn Ameen
69	Insan Foundation for Development	Mohammed Maoda
70	Hemmat Shabab Foundation for Development	Mofeed Al-Shibani
71	Yemeni Center for Human Rights Studies	Mohammed Qasem Noman
72	Alkhair Foundation for Social Development	Mukhtar Mohammed Al-saqaf
73	Resonate Yemen Foundation	Mustafa Al-Mansoor
74	Studies and Economic Media Center	Mustafa Nasr
75	Yemen Observatory for Human Rights	Nabil Abdulhafeez Abdo Saif
76	Social Democratic Forum	Nabil Abdulhafeez Majed
77	Life Makers Forum	Nabila Al-Kumaim
78	Al-Aman Association for Blind Women Care	Nabila Al-wadeai
79	Yemeni Anti-Trafficking Organization	Nabil Fadel
80	Hand by Hand Development Association	Najla Saad Al-A koori
81	Awtad Organization for Defending Corruption	Naji Al-Abdali
82	Al-Hekma Al-Yamania Development Association	Nasr Salem Ali Shamsan
83	SOUL for Women and Child Development Organization	Nouria Al- Khamery
84	Al-twasol Foundation For Human Development	Raeed Ibrahim
85	Life Charity Foundation	Rafiq Mohammed Al-thubyani
86	Arabic Foundation for Human Rights	Raja Al-Musabi
87	Environment and Law Youth Association for Development	Rashed Qasem Mohammed Hazeb
88	Al-zahra Charity Foundation	Refatt Omer Fakirah
89	Khadija Development Foundation	Roma Mohammed Al-damasi
90	Al-Aman Association for Blind Women Care	Sabah Huraish
91	Alshorooq Social Charity Association	Saeed Mubark Sabti
92	My Right Organization for Development	Sameera Ali Balah
93	Aden Women Development Association for Promoting Family	Salwa Hassn Shawalh
94	Al-fordos Women Development Association	Sameera Abdullah Nasr
95	Social Family Association	Shadya Alhobieshi
96	Al-Noor Youth Development Association	Shamim Mahmoud Al-Abdli
97	Democratic House (Siyad)	Taha Ahmed Ali
98	Yemen Polling Center	Taha Yaseen Abdo Ahmed
99	Transparency Coalition for Extractive Industries	Taher Al-Hatef

100	General Federation of marginalized	Thuryia Abdullah Moqbel Saed
101	Bader Development Association	Waleed Elhaj
102	Al-Islah Social Charity Foundation	Yehya Al-daba
103	Social Service Association	Yones Mohammed Awad Sallem
104	Yemeni Women Empowerment Foundation (Tamkeen)	Zafaran Mohammed Zaed



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