Yemen Good Governance Cluster (GGC)

Capacity Development for Governance Reforms in Yemen

Since the tumultuous events of 2011, Yemen has found itself in an armed conflict, which escalated in 2015 when a Saudi-led coalition intervened on behalf of the internationally-recognized government against the Ansar Allah movement (Huthis). The Huthis have taken military control of the capital Sana’a and of large parts of the country.

Yemen is one of the least developed of the Arab countries. The country suffers from security, electricity and fuel crises, a shortage of basic goods and is facing a humanitarian catastrophe. Institutions are inefficient as responsibilities remain unclear and administrational long-term strategies and goals play no role. The population suffers from the consequences of maladministration and corruption. Even before 2011, basic principles of governance, such as the separation of powers, were not in place. Rapid population growth and lack of resources are exacerbating the insecure economic and social situation. This inhibits economic progress and encourages the misuse of resources that are necessary for the creation of a stable state.

The last frame of reference is the document of the National Dialogue Conference (NDC) from January 2014, attempting to achieve the broadest possible consensus on the future shape of Yemen.

Objective

Security and stability require the integration of all groups in society toward achieving peace goals as well as enhancing accountability in governance through working with governmental and non-governmental partners. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been supporting Yemen to increase public confidence in formal state mechanisms and institutions, which aim to lay the foundation for peaceful and sustainable development in Yemen. The Good Governance Cluster aims to increase accountability and inclusiveness between actors at the interface between state and society through promoting cooperation amongst them. The term “cluster” reflects the diversity of thematic areas (gender, accountability, human rights, communication, conflict management, …) and partners (governmental organizations as well as NGOs).

Our approach

The project’s strategic approach is a demand-led support facility for governmental and non-governmental organisations, supporting projects in Accountability and Inclusiveness. The aim is to strengthen the capacities of partner organisations and to improve relations between them (both government-to-government and government-to-non-government), as well as addressing a wider group of beneficiaries through outputs of individual projects. Projects are chosen based on a set of pre-defined selection criteria such as relevance, sustainability and replicability, and are focussing on bringing direct benefits to the Yemeni population.

State and civil society organizations propose reform projects, preferably jointly. The Cluster provides support and advice on the design and implementation of these
projects. Responsibility for individual projects remains with the respective partners, as far as possible. It encompasses capacity development and expert services. We promote good relations between members of state and civil society organisations, which helps them to form networks and thus reduce potential for conflict between state and civil society.

<table>
<thead>
<tr>
<th>Project title</th>
<th>Good Governance Cluster (GGC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioned by</td>
<td>German Federal Ministry for Economic Cooperation and Development (BMZ)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead executing agency</th>
<th>Open to Yemeni governmental and non-governmental organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing Agency</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH</td>
</tr>
<tr>
<td>Province</td>
<td>Countrywide</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Actors at the interface between state and society adopt more inclusive practices and are increasingly accountable to the people for their actions</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Programme Director</th>
<th>Ms. Arwa Hassan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of staff</td>
<td>7</td>
</tr>
<tr>
<td>Duration</td>
<td>01.01.2016 – 31.12.2020</td>
</tr>
</tbody>
</table>

**Results**

**Enhance NIAS Staff Competencies in Good Governance**

In a train-the-trainer approach, 110 lecturers (38 women) from NIAS (National Institute for Administration Sciences) received six training sessions on the topics of Good Governance (Good Governance, Accountability, Gender, Conflict Management, Inclusiveness and Human Rights). The trainings enabled them to further deliver good governance knowledge to students. In addition, the textbook *Introduction to Good Governance – second edition* was updated and six training manuals were developed.

**Promoting Women’s Leadership Skills in the Public Sector**

Further strengthening the leadership and management skills of women already in the public sector is the aim of this second activity phase which is implemented jointly with the Political Development Forum (PDF) and Ministry of Local Administration (MoLA). As a result, 97 women in Ibb and Hodeidah governorates participated in the project.

**Reducing Corruption Risks in Humanitarian Aid**

The activity "Reducing corruption risks in humanitarian aid in Yemen in 2017 by enhancing transparency and accountability" with The Yemeni Observatory for Human Rights (YOHR) led to the establishment of an Anti-Corruption Working Group (ACWG). This was the first time that such a group had been formed, comprised of non-governmental and governmental partners. Mechanisms to enhance transparency and accountability in humanitarian aid were developed in a workshop. 82 humanitarian workers (34 women) were trained in how to adopt these mechanisms in their work. The mechanisms were presented to local and international NGOs and national experts. The result was the development of a best practice manual for use by other organisations working in the humanitarian and development field.

**URL-Verweise:**

Für Inhalte externer Seiten, auf die hier verwiesen wird, ist stets der jeweilige Anbieter verantwortlich. Die GIZ distanziert sich ausdrücklich von diesen Inhalten.

Die GIZ ist für den Inhalt der vorliegenden Publikation verantwortlich.

Im Auftrag des Bundesministeriums für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ),
Name des zuständigen Referats: Referat Naher Osten II (212)
Kontaktperson im Ministerium: Peter Wolfrum
Berlin

Erscheinungsort und –jahr: Eschborn, 2018

**Im Auftrag des Bundesministeriums für wirtschaftliche Zusammenarbeit und Entwicklung**

**Impressum**

**Herausgeber:**
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

**Sitz der Gesellschaft**
Bonn und Eschborn

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Deutschland
T +49 61 96 79-0
F +49 61 96 79-11 15
E info@giz.de
I www.giz.de

**Bezeichnung Programm/Projekt:**
Jemen Good Governance

**Autor/Verantwortlich/Redaktion etc.:**
Arwa Hassan, Eschborn

**Design/Layout etc.:**
GIZ-Vorlage, Eschborn

**Fotonachweise/Quellen:**
Hamzah Al-Mutawakel (GIZ)