



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE ■

Institute of Global Affairs

The Yemeni Voices Project

Final report of the inception phase

2 Yemeni Voices: Facilitating an Inclusive Peace Process



**Beyond Borders
Scotland**
The Platform for International
Dialogue and Cultural Exchange



Institute of
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Executive Summary

1. This paper contains the Final Report to funders of the work undertaken by the Institute of Global Affairs ('IGA') of the London School of Economics ('LSE'), during the proof of concept/inception phase of the Yemeni Voices Project, pursuant to a grant of funds being given to it by the United Nations on 26 December 2018.
2. The Report details how the Yemeni Voices concept has been stress-tested and refined by the IGA over the course of the last five months. It lists the activities undertaken, what lessons were learned, as well as the delivery systems, management and governance structures, guiding principles and ethical frameworks, and digital and networking building blocks, that were developed and put in place. It also identifies what further building blocks and work needs to be carried out before any official public launch can take place. The Report concludes by recommending the adoption of a revised version of the Yemeni Voices concept, and ends with a request for a further grant of funds, to cover a three-month mobilisation phase to enable the IGA to fully operationalise the concept, and secure further long-term funding in readiness of the Yemeni Voices Project going live sometime in the Autumn of 2019.
3. In summary, the Yemeni Voices Project aims to deliver a new, innovative digital, information, communication, networking and research platform dedicated to supporting and promoting inclusive peace making and sustainable peace in Yemen. It is currently being developed and coordinated by the IGA, working in a consortium with a range of Yemeni and international institutional partners, including Deep Root Consulting, Sana'a Centre, Edinburgh Peace Tech (consisting of Edinburgh University and Beyond Borders Scotland), and a number of Track II organisations from the Office of the Special Envoy of the Secretary General for Yemen's ('OESGY') Track II Co-ordination Mechanism ('TCM'), including Search for Common Ground (Yemen), Oxfam (Yemen), PILPG-Resonate! Yemen, who together partner with over 110 CSOs on the ground in Yemen.
4. The first phase of the project, from 4 February 2019 to 3 July 2019, has acted as a proof of concept, which has led to a series of lessons learnt and next steps for implementation in the inception phase and beyond. This proof of concept and baselining phase has ensured that the project has been adequately stressed tested to match the needs of the UN-facilitated peace process, and the inclusive peace-making strategies of the OESGY. It has also allowed for the survey of over 110 Yemeni CSO's about the concept of Yemeni Voices to positive effect.
5. Moreover, a number of crucial building blocks have been put in place during this phase that are critical to operationalization of the project. Such primary outputs include: the setting up of an institutional three unit delivery system, a staffing and governance structure, and the drafting of contracts, MoU's and ToR's between the LSE and its consortium institutional and Track II partners in readiness of a public launch. On the digital side of the project, outputs include: the development of a showcase one-stop shop website, the aggregation and digital visualization of relevant conflict analysis, peace process data and inclusion infographics, the creation of a series of bespoke Yemeni specific conflict analysis and mapping tools, and the prototype design of a mobile app linked to the website for use on the ground in Yemen, as well as the development of a set of digital and direct surveying tools.
6. With regards to the more traditional human networks: the proof of concept stage has enabled the establishment of a set of bespoke focus groups and citizen panels on the ground in Yemen for the testing and receiving of opinion during UN facilitated peace consultations, the creation of a new Yemeni cultural forum, and bespoke forms of technical assistance in relation to the OESGY's Women, Peace and Security (WPS) Strategy. There has also been further network engagement and confidence-building with Track II actors involved in the OESGY Track II coordination mechanism, with a view to cohering and enhancing their work. All outputs have been developed with a strong focus on conflict sensitivity, risk mitigation and gender mainstreaming.
7. The Report outlines a series of further recommendations, based on the activities that have completed during the proof of concept phase, including in relation to key areas of work that need to be completed prior to any public launch of Yemeni Voices. These include the development and rolling out of a robust communication strategy, the construction of a mobile app and the further stress testing of communication, surveying and analytical mechanisms.

8. There are also a number of key lessons learned that need to be applied to the further design and structuring of the inclusive peacemaking support mechanism, before Yemeni Voices can be launched and become fully operational. That is why a key recommendation of this report is that there should be an interim mobilization phase for the project prior to full launch and operationalization. This mobilization phase is also designed to work through the key lessons learned during the proof of concept phase. These lessons underpin the further activity immediately required:
 - The challenges of digital access and submission capability for many people in Yemen make the development and deployment of an easy to use app, an essential prerequisite of reaching the engagement targets set for this project.
 - The OSESGY needs a rapid response analytical mechanism that collates findings from existing Track II initiatives, and shapes questions that are put out into the field in ways that can be utilized in near real time in future talks and peace consultations. This mechanism needs further time to be appropriately designed and fully stress tested with the OSESGY, before being deployed.
 - If the mechanism and the Portal are to be effective, then they must be trusted, and to be trusted, they must be introduced into communities by the right people formed into a national Peace Practitioners network.
 - More time is needed to design and deploy the human resources strategy for Yemeni Voices, and further deepen and develop the Yemeni strategic leadership and management of both the in-country networks and the online resources.
 - A communications strategy needs to be in place prior to launch, which entails greater planning and human resource development, but also a significant online networking initiative to build partnerships in the digital community.
 - Further consideration needs to be taken around issues of gender, conflict sensitivity and risks and ethics to ensure that potential negative outcomes are mitigated in the project approach.
 - Furthermore, MoUs, licenses and discussions need to be had with Yemeni Voices' tech partners within the UN system, including with the Department of Political and Peacekeeping Affairs ('DPPA') over big data mining and analysis of Yemeni sentiment, UNICEF in relation to u-Report SMS polling, UN Global Pulse in relation to machine learning polling and document management and the Mediation Support Unit ('MSU') in relation to the Secretary-General's wider digital initiatives in relation to UN peace-making. Further discussions also are required in relation to potential partnerships with Microsoft Philanthropies.
 - A full monitoring, evaluation and learning approach will need to be designed having regard to the lessons learned in the proof of concept/ inception phase.
9. If these matters can be furthered, alongside other features of additional design and implementation that have been identified during the proof of concept phase; then, by September, when the next round of peace talks and consultations are likely to take place, the project will have maximised the likelihood of a successful launch and positive reception in Yemen.
10. The Report concludes with the recommendation that the OSESGY funds the Yemeni Voices Project for an additional pre-operational period to ensure that matters that have arisen during the inception phase can be effectively dealt with and planned into the project. It is anticipated that the Yemeni Voices Project would become fully operational following this three-month mobilization phase. Full final observations and recommendations are contained in the Conclusion Section of this Report.

Background and Mandate

The original Concept Note and funding proposal for the project was submitted to the UN on 19 December 2018. It set out a new digital and networking approach towards inclusive peacemaking in Yemen, that was designed to complement and enhance the UN Special Envoy to Yemen's existing consultations and communications with Yemeni stakeholders in relation to the UN-facilitated peace process.

The rationale behind Yemeni Voices (as laid out in the OSESGY Utility Document, Annex 1) is simple and compelling. In his briefings to the UN Security Council, the Special Envoy to Yemen has stated that any renewed set of peace consultations and negotiations facilitated by the UN between warring parties to the war in Yemen, must be accompanied by participatory modes of inclusive peace-making that enable ordinary Yemeni stakeholders, including women and youth, to also make their voices heard. The first phase of this project directly corresponds with this; considering how best to engage both through using newer technology-based options, and more traditional methods of face-to-face engagement and networking. The development of an online initiative, with a research and Track II capacity, linked to the Track I negotiating process, is one way this could be achieved. In creating an online element to the project, it is also able to respond to the wider UN digital initiatives being sponsored by the UN Secretary-General, DPPA and UN Global Pulse. Yemeni Voices is therefore designed to complement both the UN's and the OSESGY's wider inclusive strategies and existing consultations with Yemeni stakeholders concerning the UN-facilitated peace process.

Comparative experience also demonstrates that the most sustainable peace processes are those that are most inclusive in nature. As USIP observed in 2017: 'Violent conflict, refugee flows, and internal displacements present international policymakers and practitioners today with unprecedented challenges. Tackling these problems requires not only signed peace agreements but also sustainable peace. It is not enough to bring armed actors to the negotiating table, however. To be effective, the peace process needs to be inclusive and participatory.' Furthermore, there is a demonstrable desire on the part of Yemeni stakeholders to input views into the UN-facilitated process and to build the necessary support within civil society for it and any wider political transition agreed through it (See the results of Annex 2, Yemeni Voices stakeholder engagement survey).

The Concept Note submitted was further informed by a gap analysis of inclusive peacemaking in the Yemen context, undertaken at an initial workshop convened at the LSE in early December 2018. This workshop recommended that Yemeni Voices should consist of two core strands of activity – human and digital – that would be complementary to each other and the talks process. The project has used the inception phase to build these two strands of activity by creating a consortium and network of research, tech and peace practitioner organisations in support of the project. A full report of this gap analysis workshop can be found in Annex 3.

After extensive consultations with stakeholders the gap analysis revealed:

1. The absence of a safe and secure means for Yemeni people to communicate their views on the peace process and any political transitional process agreed under it. Any inclusive mechanism would need to provide for a two-way process, both for asking opinions and consulting people on what they think of specific issues, and for the people of Yemen to submit and share their views.
2. The lack of a mechanism that can bring together and link all current conflict analysis, peace and Track II initiatives in a "one stop shop". A better global understanding of the Yemen conflict is something that is overwhelmingly supported by Yemeni civil society organizations who want to keep the war and conflict in Yemen relevant to the international community.
3. The need to better manage expectations of the Yemeni people on the role of the UN Special Envoy in the peace process; as well as a need for a trusted source of information and analysis of the role of the UN, an explanation of what that process is, and specifically the role of the UN Special Envoy in the process and possibility of international mediation.

Lessons learnt during the proof of concept/inception phase have allowed the Yemeni Voices team to refine the design and structure of the project, so that the gaps identified are better understood, articulated and addressed.

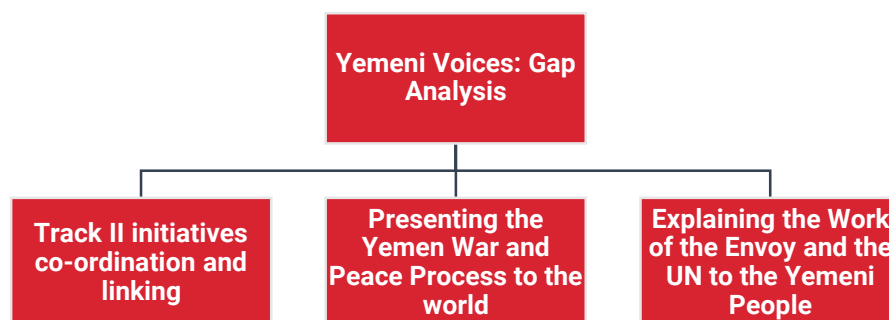


FIGURE 1 YEMENI VOICES GAP ANALYSIS

One of the main themes to emerge during that initial workshop discussion, was the need for the clear articulation of a set of overarching principles and guidelines. This led to the team developing a set of guiding principles (Annex 4), which enshrine the projects' independent status, and articulate goals that ensure that its work programme is not dependent on progression or otherwise of the peace process as such. The guiding principles, along with a set of do no harm protocols, shape and inform all parts of the project. These principles and protocols also sit in an ethical framework based on best practice in both the academic research community and in the peace practice community. This ethical framework is discussed in more detail later in this document.

Aims and Objectives

Yemeni Voices formal aim is to provide Yemeni stakeholders from all social groups and governorates - who are not formally represented in the peace process and/or negotiations - with an independent mechanism by which to understand, communicate and exchange views about the process, negotiations and any peace framework and/or political transitional process agreed thereunder.

It seeks to achieve this through the establishment of an innovative, interactive digital and online information, consultation and analytical stakeholder web portal and bespoke human network, which utilises state-of-the-art research methodologies developed by an independent, trusted global brand - the LSE - working in partnership with a set of research, digital and peace partners and Track II networks, as well as carefully selected Yemeni and international experts and CSOs operating on the ground in Yemen. This Portal will help facilitate peace process consultations with a wide range of Yemeni stakeholders directly by using focus groups, citizens panels, polling including SMS polling, social media analysis and consultation, including through on-the-ground engagements involving Track II workshops and other town hall events to reach stakeholders who cannot access the portal through online applications.¹

By using digital technology and these networks, Yemeni Voices aims to:

- Create a bridge between the Special Envoy, the Peace Process and the people of Yemen.
- Allow the voice of the Yemeni people to be heard and listened to in the peace process.
- Provide mechanisms for public opinion to test out dimensions of the evolving political transition process.
- Create a dialogue between people and process that will help shape the agenda of the political transition process so that the needs of all stakeholders are represented.
- Provide specific modes of digital communication for particular Yemeni constituencies, such as for women, youth and the business, cultural, tribal and governorate communities.
- Develop among Yemeni stakeholders and communities a vision of a future Yemen that can be shared by all.
- Use state-of-the-art research methods to generate data and analysis that can help evaluate the various measures and inform the peace process.

¹ This would supplement rather than replace the Special Envoy's broader consultations with stakeholders beyond the Conflict parties.

Project Summary

While the broad aims of Yemeni Voices remain the same as articulated in the initial proposal, the way to achieve these aims has changed as a consequence of a greater understanding of some of the underlying challenges that have emerged from the proof of concept phase. Conflict analysis meetings and workshops together with substantive consultations with Yemeni partners, and the findings of the Yemeni Voices Stakeholder surveys (see Annex 2), have formed the basis for many of the lessons learned particularly with respect to engaging and cohering with Track II initiatives.

Consequently, the outputs of the project have been streamlined from fourteen in the initial concept note, to six targeted areas. These areas bring together and harness the power of the academic and research community with that of the wider peace practitioner community in a unique partnership, in order to support the OSESGY inclusive peace-building strategies. With future funding, these avenues provide the best opportunities for the project to respond to its mandate. These are broadly divided into 3 work units for project management purposes; networks, data and digital design, and process design and research, which have begun to deliver outputs across six areas:

1. *Yemeni Stakeholder Surveying Mechanism*

Yemeni Voices has established a rapid response surveying and analytical mechanism so that the OSESGY can test, monitor and obtain analysis of the views, perceptions and opinions of Yemeni stakeholders about the peace process and its strategy as it unfolds. This mechanism is based on working with existing Track II projects and adapting them to meet the needs of the OSESGY talks process. Accordingly, Yemeni Voices has entered into a series of MoUs with PILPG-Resonate! Yemen, Search for Common Ground and Oxfam, who are already running polling in the field, in order to create a set of bespoke focus groups and citizen panels at the governorate level. See Annex 5 for the draft terms of these MoUs. Two focus groups have been established in twelve of the twenty-one governorates with the support of PILPG-Resonate! and the project is working actively with PILPG-Resonate! Yemen, Search for Common Ground and Oxfam to continue to extend this network across Yemen. It is also exploring an engagement with the UNICEF SMS polling tool U-Report for application in Yemen to supplement such opinion testing. Further the Yemeni Voices web Portal has developed a digital submission page. The proof of concept phase has made it clear that this mechanism for gathering opinion should also be the means of communicating the meaning of the peace of the process more widely and building understanding of it. Yemeni Voices will also seek to obtain agreement to track sentiment towards the peace process through big data mining and analysis in partnership with the Middle East Division of the UN Department of Political and Peacekeeping Affairs (UNDPPA).

2. *Enhancement of Track II Initiatives*

Yemeni Voices has been working with OSESGY to help to cohere and enhance the work of Track II and III organisations connected to the OSESGY Track II Coordination Mechanism ('TCM') so that it might align more closely with the peacemaking strategies of the OSESGY. By utilising the "one-stop" shop web portal, members of the TCM will be encouraged to pool knowledge and information, share new peace and conflict data, research and surveying methodologies as well as digital tools of analysis and technical expertise. In short, these organisations will be offered new communication systems and forms of technical co-operation. Secondly, as noted above, Yemeni Voices is working with TCM partners to establish network focus groups across all the governorates, including in relation to women, youth and local governorate communities to enable the OSESGY to test opinion and ideas in the run up to peace talks. Accordingly, the project has engaged with all existing initiatives and has mapped out a role in which it can enhance and cohere existing initiatives, networks and organisations.

3. *Development of a Peace and Culture Forum*

Yemeni Voices is also developing a new cultural forum by which Yemenis can participate in softer peace-building and cultural dialogue events with other nations and groups in order to engender societal hope and promote interest in the reconstruction of their country, society and culture. The cultural forum will ensure the development of artistic, literary and photographic output, campaigns

and competitions that have a gendered element so as to promote the sharing of experiences of women across Yemen more broadly. It is working closely and has entered into a MoU with Yemen Art Base, a Yemeni based arts consortium with multiple links to Yemeni artists working in different fields in and outside of Yemen.

4. *New Digital Platform*

The digital partners of Yemeni Voices, have built a digital platform containing a set of 21st century information, analytical, communication, networking and research tools by which the OSESGY, donors, and Yemeni stakeholders not formally represented in the UN facilitated peace process, can better understand, analyse, input and exchange views about the conflict in Yemen and UN-facilitated Yemen peace process. These tools are housed in a new interactive web-based portal. The web portal also acts as an information and communications point for stakeholders interested in the talks process. It will go live at the conclusion of the mobilisation phase.

5. *New Research Fund*

The LSE has established a new Research Generation Fund to generate research of utility to the OSESGY relating to the peace process and any political transitional process agreed thereunder. Research commissioned in the proof of concept phase includes new research methodologies regarding surveying in conflict-related areas, the application of Alex De Vaal's market place economy tool to Yemen, and the reform of commission of enquiries in relation to sexual violence in relation to Yemen by the WPS Centre at the LSE.

6. *Provisions of Technical Assistance*

Yemeni Voices has rendered dedicated technical assistance to the OSESGY, including to the UN Special Envoy's Technical Women Advisory Group ('TAG'), through the LSE's WPS Centre, Edinburgh University's Political Settlement Research Programme ('PSRP'), Beyond Borders 1325 MENA Women in Conflict Peace-making Fellowship Programme, the Research Generation Fund, the surveying and analytical mechanism, the deployment of new research methodologies and of new digital tools of mapping and analysis being developed by the Yemeni Voices digital partners.

Next Steps and Recommendations

Whilst the proof of concept stages has allowed for key deliverables to take place and the majority of ideas to be developed; there are still some outlying requirements, as mentioned above, that require further exploration before the official launch of the Yemeni Voices project. These broadly relate to areas which have come out of the discussions within the proof of concept/initial inception phase.

1. *Communication Strategy*

A robust communication and public outreach strategy is essential to the success of Yemeni Voices for three main reasons: promoting engagement, combatting disinformation, and developing buy-in. A draft communication strategy has been considered as part of the proof of concept stage, in particular the staffing requirements, key messages that should be communicated, and the stakeholders and their communication needs throughout in the process. Prior to the launch of the platform this would include media teaser campaigns prior to launch as well as launches on relevant international news platforms. Once live, the communications would shift to outreach, quarterly and monthly reports and raising awareness of the Yemeni Voices project. The strategy will be stress tested and developed further to meet the needs of the project prior to the launch.

The value of Yemeni Voices stems from its ability to engage new publics in the peace process and go beyond existing circles of politically engaged citizens. Without a robust communication strategy this value is unlikely to be fully realised, as only those Yemenis already active in existing peacebuilding and civil society circles will be informed and engaged. The communication and outreach strategy should be designed to reach a maximum number of Yemenis, help them understand the importance of the project, and encourage them to participate. This should also include a strategy on how Yemeni Voices will engage with the conflict parties, who will need to be socialised into the concept. Initial soundings suggest they are not as hostile as one might have imagined. The enlisting and participation of key Yemeni influencers in the rolling out of a communication strategy will also need to be curated.

Secondly, as the process grows and naturally gains visibility, the communication strategy should mitigate and, if necessary, combat disinformation about Yemeni Voices and the peace process more generally. In the mitigation phase it will be necessary to approach and gain the non-objection of the principle political players. Transparent communication about the objectives, process, and outcomes of the project will help combat any attacks on the project's credibility and intentions.

Finally, the communication and outreach strategy is a key pillar in the intended two-way communication facilitated by Yemeni Voices. Unlike traditional polling and surveying approaches, which treat participants as subjects, Yemeni Voices considers participants as long-term partners. It is therefore vital that a connection is maintained with all participants to show them how their data has been used to contribute to peace in their country.

2. *Stress testing of focus group polling mechanism*

The Report further concludes that if the OSESGY is to use the bespoke surveying mechanisms referred to above, then more work has to be done in relation to the type and manner of the questions to be posed around the next set of peace consultations, which are unlikely to occur before September. Yemeni Voices has provisionally agreed to meet the OSESGY inclusion and political team on 21 July 2019 to work through this aspect if further funds are found for the mobilisation phase.

The fast track focus group methodology that would allow for input into talks during the process requires some changes to standard practice for small group consultations. The weighting of the polling conducted so far by PILPG has tried to reach out to those groups underrepresented in the talks process: women, young people and IDPs. It has also reached out to those affected by war and people in leadership positions. The surveys conducted so far have been in seven governorates to date. Yemeni Voices will need to expand this geographical coverage to all 21 governorates as soon as feasible and safe, taking into account the geographical and administrative challenges in some areas including in the north of the country.

3. *Further Engagement with the WAG and WPS Agenda*

Yemeni Voices is committed to providing a platform to support the fulfilment of the goals of UNSCR 1325 and the UN's Women, Peace and Security ('WPS') agenda in relation to the UN-facilitated peace process in Yemen. Further development of the Yemeni Voices WPS strategy will build upon the work conducted during the proof of concept phase and allow for engagement with the new OSESGY Gender Advisor, Laura Mitchell. A targeted workshop should be planned to allow the Yemeni Voices to stress-test and refine both its WPS aims and strategy to ensure they align with the needs of the peace process negotiations. This was based upon consultations held with the Special Envoy and the TAG in Edinburgh in late April. Should funding be made available for the mobilisation phase, Yemeni Voices would likely hire former MSU Standby Expert, Cate Buchanan to further develop and roll out the strategy, working in tandem with the OSESGY Gender team, WAG and the wider WPS community. Cate Buchanan is responsible for having produced a recent UN report on the OSESGY's gender strategy. That report made a number of recommendations about how the OSESGY can further engage the wider WPS community in its inclusive peace-making strategies in relation to women, gender and WPS issues. Yemeni Voices would seek to roll out any WPS strategy in association with the strategy of the new OSESGY Gender Advisor and the TAG, having also regard to such recommendations.

4. *Linkages between OSESGY and the LSE will operate*

There is a critical need for the Yemeni Voices team to engage with the OSESGY political and inclusion team to ascertain the ways in which the OSESGY wishes to utilize and align itself to the Yemeni Voices Platform more generally going forward. This requires further detailed discussions beyond OSESGY staff helping to identify and curate the content of questions for the surveying of Yemeni stakeholders in the run up and during future peace talks and consultations.

5. *Coordination of Yemeni Voices and other Track II work and Track I.5*

Initial work in connecting Yemeni Voices to other Track II and Track I.5 efforts has been completed and an enhanced strategy for engagement needs to be developed. This will likely mean building a network of Yemeni Voices peace coordinators in each of the governorates who can engage with community and tribal leaders, link to Track I.5 networks, and communicate the role of the Special Envoy and the possibilities and limitations of the Track I process through these local elites and also directly to the wider population. Yemeni Voices is currently concluding a MoU with Search for Common Ground for it to help deliver this coordination mechanism on the ground through its own conflict sensitivity programme and platform. See details of draft contracts in Annex 4.

6. *Development of the mobile app and the digitalisation of the mobile forum*

The need to develop an app, or indeed apps, to achieve the digital goals of Yemeni Voices has become increasingly clearer within the proof of concept phase. A prototype has been discussed with Hala Systems, which is seeking independent funding in relation to the development of this mobile app. The app enables digitally connected Yemeni population to engage directly with the process. This app could also be used to signal key information at grass roots level and thereby draw people into the process, along the lines of the Sentry system in Syria. The app should conceal the participants' identities and should ensure that data is not stored on participants' devices - in contrast to Facebook and WhatsApp, which reveal users' identities and store data on their devices. It would be particularly useful in difficult to access areas, where events cannot be held, and in areas where participants may face safety risks. However, if users are anonymous, mechanisms must be developed to ensure that the platform is not infiltrated by people outside the target group. Over time, such an app could be deployed in relation to citizen monitoring of a social peace index, and any violence-reduction or ceasefire and transitional arms control initiatives agreed by the conflict parties in the UN facilitated peace process across different governorates. The app could cross-reference citizen reporting with open source media coverage, to provide live U-report maps to Yemeni state institutions, citizens and humanitarian organisations operating on the ground, so that they may better deliver and access the provision of aid and public services.

7. *Tour of major IT companies to support and assist on necessary security procedures for conflict*

sensitive response to security issues around internet access

Implications around security and internet access are some of the most challenging issues for the project. The mobilisation phase would also be used to consolidate Yemeni Voices' relationship with the tech community. Contacts have, to date, been forged with Microsoft, MIT, UN Global Pulse, UNICEF and the Big Data Initiative of DPPA. To support this, the Strategic Director during the mobilisation phase will: undertake a US tour to brief the UN system, agree a license to use UNICEF Report polling technology, open up dialogue with Microsoft's philanthropic arm, and conclude licensing agreements with MED DPPA over the use of big data mining and analysis in readiness for the launch of Yemeni Voices.

In order to fully develop the above areas and prepare for the operational phase, Yemeni Voices will also need to put a process in place for the appointment of the following staff positions during the mobilization phase: an overall International Strategic and Process Design Director; a Yemen Country Project Director, a Project Manager, a Network Track II Facilitator, a WPS Consultant, a Governance and Policy Advisor, a Strategic Communications Expert and Monitoring and Evaluation and Learning ('MEL') Expert. Some of the necessary roles (the International Strategic and Process Design Director, Project Manager, and Network Track II Facilitator) have been part of the proof of concept phase. A potential WPS consultant has already been identified within this report. Those that have not been part of the inception phase have been briefly outlined below:

Yemen Country Project Director

The Yemen Country Project Director would work with LSE/IGA leadership to help set direction and support integration of Yemeni Voices activities, beginning with a strategic assessment of the Yemeni Voices initiative and partnerships to develop a comprehensive workplan, identify emerging needs, and identify gaps. The Yemen Country Project Director would oversee initiative outputs and coordinate delivery of technical assistance to the OSESGY, including offering policy-relevant briefings and analysis for the OSESGY, the broader policy community, and other stakeholders. The Yemen Country Project Director would lead outreach and engagement with the OSESGY and broader policy and peacebuilding community, support Yemeni Voices and United Nations partners in project design and implementation and ensure complementarity of effort across the initiative.

Governance and Policy Advisor

The governance and policy advisor should bring deep knowledge on Yemen to the design and implementation of the digital platform, Yemeni stakeholder surveying mechanism, Track II enhancement, and OSESGY technical assistance. They would be responsible for the oversight of efforts to systematically broaden Yemeni participation in the initiative, develop conflict- and gender-sensitive approaches and discourses, and devise context-specific mechanisms for overcoming barriers to peacebuilding — such as working through Yemeni tribal norms; employing cultural references and language associated with reconciliation; using local cultural outlets and social media; and turning to respected Sheikhs, Aqels, and Hukamaa and leaders from the business community, civil society, and academia. The governance and policy advisor would provide technical and advisory support to the OSESGY, including analysing emerging trends, politics, and societal interactions that may affect peacebuilding; developing strategies to address complex issues, such as engagement with the Southern Transitional Council and Ansarullah; and supporting knowledge management and coordination around the OSESGY and associated peacebuilding activities.

Strategic Communications Advisor

The strategic communications specialist will lead development of outreach and messaging strategies to increase participation in the Yemeni Voices platforms and buy-in to OSESGY efforts. Working with the Data and Digital Design Unit, the governance and policy advisor, and Yemeni partners, the strategic communications specialist would develop a communications strategy tailored to Yemeni social, political, geographic, and linguistic differences. He or she would coordinate messaging functions across the Yemeni Voices initiative, overseeing the roll-out and implementation of communications platforms and associated outreach. The strategic communications advisor will offer training and develop content and materials for use by field-based and digital platform partners

and support the capture and dynamic presentation of information and feedback gleaned through the Network and digital platforms to the OSESGY and other stakeholders. The strategic communications advisor will engage across the Yemeni Voices platforms to enable information flow, identify emerging communications and information technology needs, and lead adaptive planning (e.g., mechanisms for reaching Yemenis beyond current communications platforms). He or she will lead media outreach and engagement, including social media platforms, and support the OSESGY's media efforts and tracking of media trends.

MEL Advisor

The MEL expert would help ensure the sustainability of the Yemeni Voices initiative through integration of results from periodic monitoring and evaluation and guidance on adaptive planning. He or she would train and assist partners across the Yemeni Voices platforms to develop MEL plans using a tailored set of indicators and employ best practices for data collection and analysis and systems management. MEL indicators for the Yemeni Voices initiative would include measures of the reach, resonance, and response to the digital platform, media messaging, and Network engagement, and assess the effectiveness of reporting and analysis in serving OSESGY and broader stakeholder objectives.

Once the mobilisation phase the project has been completed, it will be vital to have a plan in place for the launch and subsequent running of the Yemeni Voices platform. The extent of the Yemeni Voices project to be launched will plainly depend upon the level of funding secured from the UN and its donors and members states. These models have been identified in a document previously submitted to the UN attached to the OSESGY Utility Document (Annex 1). That document sets out a low, medium and high level of funding of the final platform. Donors could fund just a digital interface, or a digital interface with a surveying and TCM network and research mechanism, and/or a fully fledged model in which further funding was provided for social peace and reduction in violence digital tools and mechanisms. A full budget relating to the three potential funding models is laid out in Annex 1. However, the work of the units detailed below corresponds to a medium level of funding.

As regards the source of funding, Yemeni Voices would prefer to receive such funds directly from the United Nations, as this would streamline both donation acceptance and broader post-award management, ensuring the greatest efficiency from these two perspectives. The LSE Grants and Donations Acceptance Policy considers each funder before progressing to formal acceptance of funds thus if funds are received from a single funder the acceptance process is streamlined. Furthermore, as outlined in the Procedures for the Ethical Review of Grants and Donations, proposed donations from the UN System (UN Funds, Programmes, Specialised Agencies and Related Organizations) are not subject to the due diligence process and can be progressed to the signing of an appropriate agreement with the funder in accordance with the Donations Acceptance Policy. Proposed donations from non-UK governments are, however, subject to the outlined due diligence procedures – this would, therefore, be applied to funds received to support Yemeni Voices from multiple-funders should they not be consolidated through the UN².

Lastly, the post-award management of funds received will be much more efficient under one funder, particularly in relation to reporting requirements. Terms of agreement will likely stipulate progress narrative and financial reports at certain intervals throughout the project duration to ensure milestones are met and financial management in-line with conditions of the granted funds – with multiple funders, each with their own particular reporting requirements and timelines for submission, this can become particularly onerous. In short, Yemeni Voices should be considered a coherent project as opposed to a series of sub-projects supported with different elements supported by separate funders.

² Proposed donations resulting in an association with a government or government body are subject to the Sovereign State risk process under. Therefore, even if granted through the United Nations, LSE would need to be informed should a donor government pledge funds with the sole intention to support Yemeni Voices.

Programme Management and Delivery

The proof of concept/inception phase has been process designed and managed by and through the IGA, bringing in other Yemeni and international partners on specific activities as a consortium. In order to consider and deliver the activities in the initial proposal, the work was divided into three delivery units. The establishment of each unit has been completed during the proof of concept phase of the project. The phase has also allowed each unit to focus on specific activities and consider a work plan and subsequent benchmarks accordingly. This section of the report outlines how the units have developed, the lessons learnt and scope for future work based on the mid-level funding proposal as briefly outlined above and in Annex 1.

The Process Design and Research Unit

The process design and research unit is coordinated by the IGA, working with Sana'a Centre for Strategic Studies, Deep Root Consulting, Resonate! Yemen, and a team of Yemeni and international experts and analysts, which over time will include other partners to ensure gender and youth and geographic representation in the project. The Unit is responsible for the overall process design of Yemeni Voices; the sampling, collecting, and publishing of conflict analysis and peace data, stakeholder views, surveys, including any big data mining and analysis related to the peace process and inclusive peace-making. It also works closely with inclusion officials from the OSESGY, MSU and the TCM peacebuilding networks to process and analyse Yemeni stakeholder peace submissions for use by the OSESGY and to develop more public policy briefs on the UN facilitated peace talks.

The Unit will have six primary functions as identified below:

1. Provide all relevant process design advice and instructions concerning the UN and OSESGY's inclusive peace-making strategies and requirements to the other units in Yemeni Voices to ensure that all digital products and human networks developed by those units are fully integrated and comply with the Yemeni Voices mandate and its overarching principles, Do No Harm Protocols and the LSE code of ethics and research rules, as provided for in this Report.
2. Help process, analyse and produce regular policy briefs for the OSESGY in respect of Yemeni stakeholder peace submissions received via the Portal, mobile app or its network focus groups through a surveying, analytical mechanism involving a team of Yemeni analysts and experts.
3. Partner with UN Global Pulse to help it stress-test its machine learning polling tool to enable the OSESGY at some point in the next year to poll 1000s of Yemenis at any one time using a single human pollster. The tool would be linked to the Portal which could automatically crunch, analyse and visualise the polling data obtained. This could be very useful during any political transitional process.
4. Partner with MED DPPA to conduct big data mining and analysis upon the OSESGY's request. MED DPPA is currently developing a mining tool that is sensitive to all Yemeni dialects.
5. Deploy and manage a Research Generation Fund to commission research of utility to the OSESGY and the peace process. The fund could also produce long-term research related to issues of concern to any transitional political process, including in relation to the South and how to handle claims to autonomy and self-determination both from a process and substance point of view. Several other keys areas have already been identified as possible areas of research with future funding:
 - i. A South Study Group to look at ways in which the OSESGY can shift the current focus of Southern stakeholders away from secession and towards their view of future political and security arrangements, as well as the transitional procedures that would need to be put in place to deal with their claims.
 - ii. A research project looking at violence reductions initiative addressing how citizens can help monitor social peace and be made to feel safer within their own localities -

drawing upon comparative experiences. This could include a polling element using the focus groups and citizen panels. It could also examine the viability of citizens monitoring transitional ceasefire and arms control agreements through the development and distribution of digital reporting system via a mobile app.

- iii. A gender preparation manual for Track II players to use when designing their track II and III initiatives to ensure that planning and design is fully gendered and takes account of vulnerabilities.
6. Utilise LSE's Monitoring and Evaluation expertise to help design and develop a MEL strategy to track impact and outputs of the project.

Proof of Concept Phase Outputs and Learning

The inception phase of the project has primarily focused on putting in place the building blocks for successful future programming. This includes drafting contracts, MoUs and ToRs between IGA and key project partners including Edinburgh University and Beyond Borders Scotland as Edinburgh Peace Tech, Consensus Consulting, Deep Root Consulting, Sana'a Centre for Strategic Studies and Debate Graph. The phase has also allowed for the development of MoUs on specific deliverables relating to the project. MoUs are currently being finalized with Oxfam, CMI, PILPG, Hala Systems, Search for Common Ground and Butterfly Works (see Annex 5 for example MoU's and ToR's from the project).

Another key success of the phase is the development of a governance structure at the LSE which will support and provide overall accountability on the project. This will include a management committee and advisory board. A Management Committee will be responsible for management of the project including setting academic priorities and organizing the activities of the project; overseeing the budget; overseeing human resource matters; for receiving the Strategic Director's reports; and reporting to both the project's Advisory Board and to the LSE Annual Monitoring process. The Management Committee will be chaired by the IGA Director and will be formed from the academic and research staff, and also senior professional services staff, attached to the project. External members of the project are restricted to academic staff collaborating on the project's research projects and may attend meetings at the invitation of the IGA Director. External representation from funding bodies on the Management Committee is prohibited to safeguard - and to be seen to safeguard - the independence of the project's research. The second governance mechanism - an advisory board - will provide the Yemeni Voices Strategic Director and members of its Management Committee with an external perspective in which to consider issues of strategy and policy relating to the project. The Advisory Board will be chaired by a member external to the LSE and will comprise of members selected for their ability to provide the benefit of their expertise to the project (see Annex 6 for biographies of people who have currently been approached). Representation on the board will be in line with the LSE's policies on equality, diversity and inclusivity and it will be subject to the School's Ethics Code and associated policies and procedures. External representation from funders, research users and other external non-academic bodies is welcomed on the Advisory Board subject to the Guidance on Terms of Reference on Advisory Boards.

The Unit has set up a pilot Research Generation Fund, which aims to generate new research of critical utility to the peace process and will do so in the future if funding is secured. The Research Generation fund will work closely with the LSE's Women, Peace and Security Unit, Conflict Research Group, and Civil Society Conflict Unit, as well as with Edinburgh University's Political Settlements Research Programme, to identify WPS research proposals for development by Yemeni Voices. These proposals will also be weighted towards participation by researchers from or in Yemen, Yemeni experts working in gender and conflict related fields. As part of this process, IGA issued a call for proposals (see Annex 7). The focus of the Fund calls for innovative solutions particularly around polling methodologies, data mining, ethics and risk management; creative communication and input on digital inclusive technology; and monitoring and evaluation as well as long-term research in peace and stability.

Research that has been funded in the inception phase includes work on: the political market place theory in Yemen and its governorates; the gender digital divide and digital inclusive peacemaking; commissions of inquiry into sexual violence can be reformed; sustainable agricultural development in Yemen; and

experimental research methods in insecure conflict-related areas to yield new data. The mobilisation phase would also enable the Yemeni Voices team to monitor and evaluate the completion of the pilot projects of the Research Generation Fund and report on its overall utility to Yemen Voices project going forward.

The entire proof of concept/inception phase can be seen as an iterative learning process wherein lessons learnt and amendments have been made throughout the project timeline. However, it will be important to develop a robust MEL strategy prior to the launch of Yemeni Voices, particularly with regards to measuring impact through SMART indicators. A full MEL plan will be designed and launched in the mobilisation phase if funding is secured. LSE has issued a ToR calling for innovative ways to respond to potential MEL challenges in Annex 7. It has also engaged in talks with academics from the Institute of Graduate Studies in Geneva in relation to the development of an appropriate MEL model.

A Network Unit coordinated by partners from both the Research and Process and Data Design Units, notably Edinburgh Peace Tech's Beyond Borders, Sana'a Centre for Strategic Studies, Deep Root Consulting and Resonate! Yemen, working in concert with 10 INGOs and over 110 Yemeni CSOs connected to the OSESGY's TCM (see Annex 8 for the Civil Society Map and Network Strategy). This Unit will seek to assist the OSESGY to support, cohere and enhance the work of the TCM rather than to duplicate the work of existing Track II, III partners and initiatives in the TCM. It will be responsible for establishing and running the TCM network focus groups relating to women, youth and local governorate communities, the citizen panels during peace consultations, as well the cultural forum, and shall liaise closely with the other two units in relation to process and data design where relevant.

The Unit will have six primary functions in the next phase of the project:

1. Help the OSESGY to think through and develop a strategy to help cohere and enhance the work of the track II and III organisations connected to the TCM to ensure they are in alignment with its own aims and objectives regarding inclusive peacemaking. To this end it will work closely with Search for Common Ground, PILPG Resonate! and others coordinating Track II initiatives.
2. Support the OSESGY in surveying Yemeni opinion and test ideas in near real time as the peace process unfolds through SMS polling, network focus groups and citizen panels, including in relation to women, youth and local governance, particularly if access to Yemeni opinion through digital means is either restricted or limited.
3. Support the OSESGY's TAG to develop an appropriate 1325 and WPS strategy through harnessing the expertise of the LSE's WPS Centre, Edinburgh University's Political Settlement Research Programme, and by connecting and deepening the association between the TAG and TCM partners, such as Oxfam which is working with women's grassroots organisations and CMI which has links with over 29 CSOs in Yemen. Over time, the unit will also reach out to connect up with other grassroots women groups, in accordance with the inclusive peace-making strategies of the OSESGY Gender team as they develop.
4. Work with TCM partners to enhance their own particular initiatives towards youth and local governorate communities. For example, it has already received proposals from Resonate! Yemen to help support its WhatsApp network, which was suspended following the suspension of Saferworld operations in Yemen; and to explore ways in which their proposed project using SMS with UNICEF can be deployed.
5. Eventually extend its operations to assist other non-TCM Track II and III networks, groups and initiatives interested in using the Yemeni Voices platform. This would help the OSESGY to connect up with these other groups in more structured and systematic manner.
6. Develop and publicise the OSESGY's wider inclusive peace building strategy particularly in relation to youth, by giving Yemenis a chance to explore and share their culture, history and commitment to peace with others nations and groups through a new cultural forum, which could harness the power of the arts to bring hope and new opportunities for reconciliation. This would also provide the Special Envoy with softer platforms through which to promote peace. The cultural forum would seek to promote Yemeni Voices, Yemen and its culture through new artistic residences; exhibitions of Yemeni Artists; photo competition; book festival talks; cultural podcasts featuring Yemeni cultural commentators, film events with Yemeni filmmakers; events featuring Yemeni musicians plus Yemeni

tech designer workshops. Initial discussions via Beyond Borders Scotland have been focused on the identification of filmmakers, visual artists, poets, dancers, and musicians etc. who could be part of this forum, and in particular who could participate in the 2019 Edinburgh, Beyond Borders and Venice Festivals as part of a set of showcase events launching the Yemeni Voices forum. Yemeni based artists, Yusra Ishaq from [Yemen Art Base](#) - a visual centre and searchable database for Yemeni artists - as well as Sara Ishaq from Comra Films - a Yemen-based foundation for filmmaking – have been particularly engaged to date.

Proof of Concept Phase Outputs and Learning

During initial meetings, discussions have centered around the idea of inclusion, and how to ensure that Yemeni Voices has a strategy to reach beyond those ordinarily engaged in such a process whilst avoiding reinventing groups and networks that already exist. The proof of concept phase has allowed for consultation and survey of over 60 Yemeni civil society organisations using existing platforms. The responses about the Yemeni Voices approach to inclusive peace-making have been overwhelmingly positive. There was widespread support and occasionally 100% support for the initiative in general and specific aspects of it. All main international and national Track II actors consulted to date are supportive of the approach and are particularly engaged in the idea of a platform that can cohere and bridge communication gaps between the OSE and the Yemeni people³. The preliminary consultations have been through four key groups of Yemeni stakeholders. Two different networks of Yemeni Civil Society and local governance actors in Amman, a group of 30 Women civil society activists in Cairo and a smaller focus group with women activists formed by Oxfam. Focus group participants have also completed surveys, but there were extensive discussions above and beyond the survey questions. This evidence base is therefore not representative or based on strict sampling, but it is powerfully indicative.

There are, however, some reservations, many of which are based on skepticism that views submitted through the portal will in fact be read and will inform the work of the OSESGY. It will be valuable in the next phase to further explore these reservations and questions, including directly with the OSESGY, as part of the broader agenda of research and delivery of the platform. Those consulted so far, are primarily well organised, part of funded civil society organisations and many live outside of Yemen. That means that any reservations or questions raised by this generally digitally well connected and internationally aware group, should be taken seriously. It also means that more research will be needed to substantiate the extent of digital access in the wider population. The smaller focus group with the Oxfam network of women civil society actors, who came from generally smaller organisations, also produced some of the most telling questions and raised issues most directly about the digital divides that characterise Yemeni society. This issue will be further explored through the next phase of the project, before the official launch. The detailed analysis of the initial Stakeholder Surveys is contained in Annex 2.

The work of the Network Unit and specifically the design of supporting the TCM output has been developed substantially during the proof of concept phase. The principal idea is one of concentric circles of inclusion that will generate momentum during activity and can be expanded in an iterative way. The first circle works directly to the OSESGY inclusive peacemaking mandate, through focus group panels and the rapid response surveying, analytical and communication mechanism. The aim is to ensure the rapid response, communication, surveying and analytical mechanism (CSAM) (see Annex 9 for full note) should be utilized and set up by Yemeni Voices for use during the next round of peace consultations. The purpose of the mechanism is to enable the OSESGY to impart information as well as test and better understand Yemeni stakeholder opinion and views about the peace process and negotiations over a framework agreement as they unfold in as near time as possible⁴.

The mechanism- which will incorporate both a digital and human networking component- will be coordinated by Yemeni Voices working in partnership with the OSESGY and members of the OSESGY Track II Co-ordination mechanism ('TCM'), most notably Search for Common Ground, Oxfam Yemen, Resonate-PILPG,

³ One participant at the CMI Cairo meeting said: "We need that bridge between the international community and the people of Yemen".

⁴ CSAM seeks to take soundings of Yemeni stakeholder opinions and views as part of a wider consultative process and strategy being rolled out by the OSESGY. It does not claim to be or constitute a scientific random representative polling of Yemeni stakeholder views. See Annex 12

Sana'a Centre for Strategic Studies-Oxford Group, Resonate-CMI. The digital component will consist of an informational web portal and mobile app through which Yemeni stakeholders will be able to obtain up to date information about the talks process and take part in online surveys concerning issues related to the same. This digital component will be supplemented by a more traditional human network of networked focus groups and citizens' panels established in Yemen by Yemeni Voices' TCM partners. These focus groups will also receive information and enquiries from the OSESGY and have their views tested about the process as the negotiations unfold.

In addition to the individual stakeholder digital and human networking surveys, Yemeni Voices will also endeavour to establish a WhatsApp group and web submission page by which Yemeni CSOs, who are pre-registered with Yemeni Voices, can also communicate their organisation's representative⁵ views about the process and issues the OSESGY has sought to test. The results of these surveys will be communicated back to Yemeni Voices in London by a secure method in accordance with a pre-agreed security protocol, which shall ensure that all data collected in Yemen, whether held in digital or written form, shall be erased once it has been communicated. The results of the surveying, whether qualitative or quantitative, once communicated, shall thereafter be referred to a team of analysts from the Yemeni Voices Network Unit who will collate, analyse and produce summaries and policy briefs about the same for the OSESGY. In addition, TCM partners shall help track sentiment towards the peace process, OSESGY and conflict parties more generally. This data can then be compared with the results of wider big data mining and analysis conducted by the Yemeni Voices Process Design and Research Unit and MED DPPA.

Circle two focuses on enhancing and acting as a cohesive actor to the existing TCM. Initial mapping confirms that the development of the human network should be informed by actors on the ground in existing human networks and enabled by innovations in technology that expanded the scope of what these existing actors could do. There are formal CSOs that are still operating, though in many cases their resources and capacity have been seriously depleted; many informal and organic initiatives are taking place that are in part trying to solve immediate humanitarian problems or getting around service disruption or restrictions imposed by armed groups. There are also invisible and silent citizens who may be part of these informal networks or may not but whose voice is entirely absent from the internal and external dialogues. It is clear that the groundwork needed to reach into rural areas can only be done by partnering with local CSO formal and informal networks. The weighting of PILPG polling conducted (which Yemeni Voices used during the proof of concept phase) so far has tried to reach out to those groups underrepresented in the talks process: women, young people and IDPs. It has also reached out to those affected by war and people in leadership positions. PILPG surveys have been conducted in seven governorates. The ambition is to maintain this representative principle and to increase the geographical coverage through links forged by TCM partners such as Search for Common Ground, and Yemeni Voices institutional partners, Sana'a Centre for Strategic Studies and Deep Root Consulting. As such, Track II networks that already exist must be the basis of the human network. There will need to be continued confidence building engagements and collaboration with them both singly and jointly for them to engage with Yemeni Voices. This process has started within the proof of concept phase and will be vital to the success of supporting Track II.

The third level of the inclusive circles would consider how to extend beyond the TCM circle and bridge the gaps between Track II and Track 1.5. Local Government in Yemen has always been decentralised so the human network will need to be diffused and decentralised and does not need to have national representation, it can be the means for linking local level peace building networks in mutual support and channeling resources.

One mechanism by which to achieve this that has been identified in the proof of concept phase is the appointment of a set of governorate-based peace Yemeni Voices peace coordinators⁶. These coordinators should be from CSOs with existing peace-building projects that are actively engaging local communities. This will ensure that the selected coordinators are from established institutions with an on-the-ground presence and the capacity to work with the Yemeni Voices to engage local communities in the peacemaking process. Yemeni Voices institutional partners – Deep Root Consulting and Sana'a Centre for Strategic Studies as well as Track II player such as Oxfam, Search for Common Ground and Resonate! Yemen have

⁵ By 'representative' Yemeni Voices means what a representative group of trusted civil society organisations think as organisations about any relevant issue.

⁶ The language of how these individuals identify will be different across the governorates but their overall role will be the same in each.

significant capacity in this regard.

These individuals do not need to represent a group but must be able to feed opinions from their communities into the process. Although it is likely that the coordinators and their respective CSOs will take the lead in implementing Yemeni Voices, they should form governorate-level networks to engage the communities they represent and ensure all parts of the community are involved and included in activities. There are existing grassroots networks that can be mobilised to provide this connection between the localities and the centre. These networks could use Yemeni Voices's infographics to encourage participation through the provision of easy to use tools, simple guides to issues and by reaching out to youth groups who are more open to change but often marginalized from formal political processes. The governorate-level networks should include youth, representatives of university students' unions, private sector representatives, tribal leaders, representatives of the local authority as well as women leaders/coalitions. To make the process as inclusive as possible It will be necessary to broaden the network of Yemeni voices as widely as possible to bring in the invisible and the silent.

A Data and Digital Design Unit based within Edinburgh Peace Tech (EPT) in Scotland (a partnership between Edinburgh University through the Political Settlements Research Programme and Beyond Borders Scotland), working alongside a team of Yemeni designers and IGA and its institutional Yemeni partners. This Unit is responsible for the technical development of the Yemeni Voices web Portal, mobile app and set of digital, analytical, communication, networking and polling tools, as well as the visualisation of all peace data. It has already helped build a show-case web Portal and set of basic digital tools of analysis as set out below. The Unit is committed to extending its own partnerships over time in particular to ensure gender representation and awareness, as well as to build up as broad a portfolio of tools and capacities as possible.

The primary aim of the Data and Digital Design Unit is to develop a one-stop shop of all relevant data and analysis related to the conflict and peace process and the work of the OSESGY, with attendant links to other UN agencies working in Yemen. This will allow the OSESGY and its officials to socialise and instantly publicise and update stakeholders about its work and any progress in the peace process. The Portal will also house information, comparative analysis and Yemen specific tools which will support OSESGY officials, donors, researchers, media outfits and stakeholders directly. To do this the Unit will develop the following tools on the Portal:

1. The digital collation all conflict analysis undertaken over the last 7 years in relation to the conflict in Yemen, with relevant digital links and search capacity.
2. A complete comparative peace processes database, pooling all the world's databases on peace-making and constitution-building, alongside new powerful tools of analysis.
3. Big data and analytical tools linked to interactive live maps. As noted above, such tools could be adapted to potentially monitor the success of any ceasefire and/or transitional arms control arrangements without having to deploy a fleet of human monitors on the ground.
4. A bespoke Yemen peace database and interactive Yemen Conflict Storyline. There is also an opportunity here to consider digital conflict resolution games that may be particularly appealing to the youth such as the Butterfly Works games housed on the Yemeni Voices website.
5. Yemen-related informatics, videos and other materials in support of inclusive peace-making. These tools will also serve to widen the exposure of the Yemeni conflict, contributing to a greater awareness and understanding of the conflict. For example, the bank of materials on the Portal contains videos explaining how peace processes can be utilised by women and how blockages can be overcome. This will also include the development of a bespoke digital peace index.
6. Digital mapping of all Track II, III and CSO initiatives active in Yemen, both on geographical and thematic level, with digital links to all Track II and CSO initiatives relating to women, youth and local governorate communities.
7. A submissions page and upload link along with the digital stakeholder engagement questionnaires and referendums through which Yemenis can input their views about the process. The unit will also develop and deploy a new mobile app which will enable more Yemenis in Yemen to submit their

views, participate in OSESGY surveys, receive latest news updates on the peace process, as well as engage in the networks and social peace monitoring.

8. A communications tab which will provide stakeholders with latest news, alerts and updates about the peace process and the work of the TCM. For example, Yemeni Voices will regularly publicise and publish the polling of its partner organisations like PILPG.
9. A research tab which will provide stakeholders with information with regards to new research projects being undertaken of critical utility to the peace process, which will help pool knowledge but also help avoid duplication of work.
10. A TCM and CSO section with separate pages for each of Yemeni Voices partners, to promote and publicise their Track II and III work directly.

Proof of Concept Phase Outputs and Learning

The primary output of the proof of concept phase for the Data and Digital Design is the development of the showcase website and a series of digital tools. To support the development of these, a number of digital design consultations were held, to consult on digital design in the proof of concept phase and develop a forward-path post inception. These include:

- The development of an app with UN Women which will make peace agreement provisions relating to women, girls and gender from 1990 to date, available in an easily accessible format, along with basic information as to the strategies and ‘enabling and constraining’ factors that enabled the provisions to be drafted and included in peace agreements. This is now available in prototype form and can be shared. Feedback will be incorporated in the final app development, which will also as far as possible make it available on a more basic form.
- A Yemeni Timeline was developed which will operate to explain the conflict. This timeline has innovative navigation tools and provides access to all peace agreements. It was developed to be dual language and enable easy switching between Arabic and English versions. The timeline was put together in consultation with Yemeni researchers, who also considered a conflict sensitivity approach, it will also have a ‘disclaimer’ explaining that any timeline is controversial (see timeline here: <https://yemenivoices.github.io/timeline/>) The Timeline links to the PA-X peace agreement database (see further below). In the post-inception phase the timeline should be able to accept comments and input from those viewing it.
- An updated version of the University of Edinburgh PSRP database has been completed, to include all peace agreements across ceasefire, pre-negotiation, framework, and implementation phases of a peace process – now over 1700 documents. This includes agreements on Yemen from the unification process up until the Stockholm agreements, searchable at [insert]. This went live at end of June and is available in fully searchable (basic and advanced) for searches from www.peaceagreements.org.
- PA-X data was used to produce a global map of all peace agreements from 1990 onwards, and Yemeni-focused version of this map. This enables aspects of peace agreement provision to be compared, but also access to the full text of the agreements (including many local inter-group agreements in Yemen), in English and for those agreements in MENA region, also in Arabic.
- An interactive visualisation was developed which shows all peace and transition processes (over 150), from 1990 to date. This visualisation makes very graphic that peace and transition processes seldom follow a linear track from ceasefire through pre-negotiation to framework and comprehensive agreements, to implementation agreements. Rather, they often require iterative processes that move back and forwards (as Yemen has done), between these phases. Interactivity on the graphic involve hovering and selecting peace processes and being able to click and see all agreements. Initial consultations with peacebuilders indicated that while the complexity of peace processes might seem to be discouraging, the graphic is useful in understanding that all processes are ‘messy’, as it manages expectations that the particular process being engaged with is ‘dysfunctional’ or ‘going badly’. The process timeline can be viewed here: <https://pax->

vis.github.io/messy-timeline/

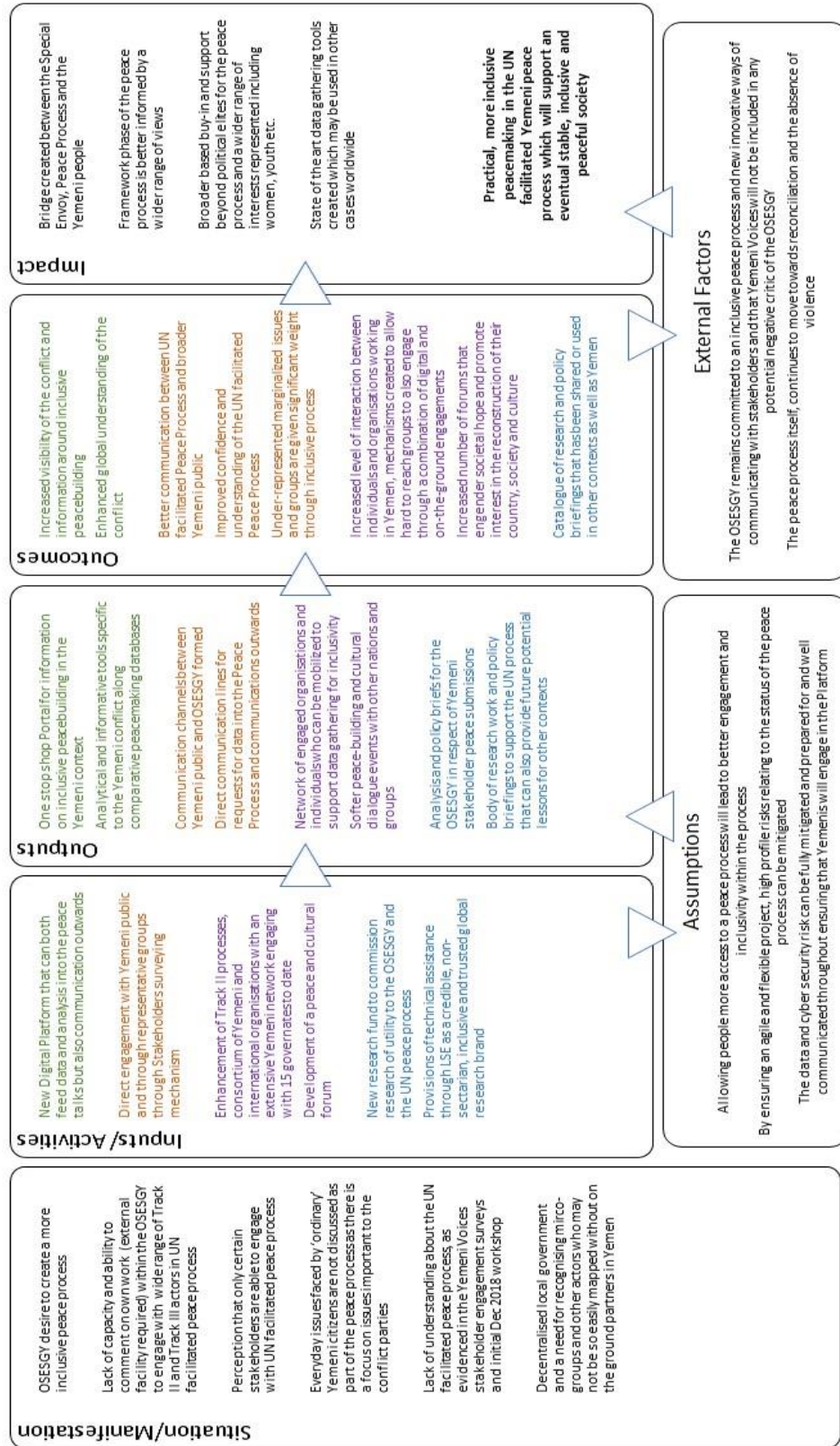
- An 'artistic comic strip' was also developed, to explain the importance of inclusion in peace processes, and a similarly styled drawing to reflect stories from women involved in the consultation on Yemeni Voices.

Questions have been raised on the focus on digital tools because this has the potential to exclude: those working and living on the front line in Yemen; may be accessed disproportionately in different parts of the country reflecting the conflict lines; can raise security issues if not appropriately managed; and may disproportionately fail to reach women and girls who have less access to internet and therefore may not be able to access these digital tools. University of Edinburgh researchers have engaged in ongoing meetings with partner organisations Sana'a Centre and Deep Root Consulting, as well as held one-on-one meetings with Peacetrack (Rasha Jahrum), and WILF (Madeleine Rees and Laila Alodaat), to help understand the limitations of digital platforms for women, and challenges to safety as it relates to risk management and ethics. The need for security concerns to be addressed and built in to all future interactive design that will involve any 'upload' of submissions or responses to the peace process. The proof-of-concept phase has appraised the security which UK-based Universities can offer, security companies, and other good practice, including of digital interaction in Syria.

The proof of concept phase and consultations on digital design have illustrated the importance of Yemeni-led design in all digital outputs. As such, Edinburgh PeaceTech has ensured that Yemenis are involved both with the tech side of the work – particularly for the development of the app - and in informing content and through conflict analysis. This includes people within Yemen and in the diaspora and guarantees a Yemen centric approach to the project. Early drafts of content have all been proofed by Yemeni designers, and although Yemeni translators were used, modifications were then made to all tools to reflect both conflict sensitivity and a more day-to-day rather than 'translated' Yemeni Arabic usage. Issues of use of colours, language reception in different areas, and the importance of building strong networks of Yemeni designers have all been taken on board, with further processes in place for the live phase. Ongoing consultation will be necessary to keep design in line with content management, and remote 'web-based' meetings will be key.

The issue of gender inequities in digital access continue to be addressed, namely the disproportionately low access of women to mobile phone and internet access, although there are many strong examples of women organizing using social media. The proof of concept phase has allowed Yemeni Voices to begin to map out how to stress-test all of its digital analytical, communication and networking tools so as to ensure that they are 1325 compliant and appropriately gendered when they fully launched. Further gendered tools will be developed in the mobilization phase of the project if funding is secured such as: an innovative information guide relating to UNSCR 1325, an electronic stakeholder engagement WPS survey, and a gender-sensitive conflict-resolution electronic peace game. It has also reinforced the need to have distinctive women's input to digital design, and to support Yemeni women designers. This requires ongoing consultation with women as further tools are developed.

Theory of Change Diagram



Theory of Change Narrative

The overall objective of Yemeni Voices is to support practical, more inclusive peacemaking in the UN facilitated Yemeni peace process which may lead to a more inclusive, stable and peaceful society post-conflict.

The inputs to the project are a series of digital and more traditional tools of engagement that facilitate large-scale participation and engagement in the peace process. The Yemeni public will be engaged directly and through representative groups, using both the latest digital and more traditional human techniques of engagement, networking, consultation and opinion mapping. The platform will allow direct communication lines for requests for data and submission of analysis, information flows that feed public opinion and social media analysis into the Peace talks and communications outwards to build confidence in Yemeni public, stakeholders and wider global public opinion.

The final input is the structure of the delivery consortium itself. By using the LSE as a peace-making hub, both the academic and peace practitioner community can access important data, undertake long-term research, and analyse and identify best practice for the UN and the wider peace practitioner community in relation to inclusive peace-making techniques and tools going forward. The LSE as a credible, inclusive, non-sectarian, trusted institution has both the resources to convene meetings and publish data on an on-going basis and is not seen as a competitor by either the peace practitioner and humanitarian community. It has already demonstrated a capacity to bring together the research and peace practitioner community to broaden the base of inclusive peace-making.

In utilising traditional and digital communication methods, the project can ensure that voices normally absent from peace processes, like women and youth, are heard and that issues like livelihoods, education, health and wealth creation that are sometimes marginalized, are given sufficient weight through an overarching inclusive process. It will allow the framework phase of the peace process to be better informed by Yemeni society, as well as ensuring that the terms of that framework are better communicated to the broader public. It will also ensure that any political transitional process can be based on the best possible intelligence, human and open source, so that it has a broader base of buy in and support beyond political elites and incorporates a wider range of interests than those of elites and armed groups. This in turn will lead to the possibility of the peace process becoming a conflict transformation process which can eventually contribute to building a stable, peaceful and inclusive political culture based on representative institutions and the rule of law.

For this theory to work in practice it will require the active and genuine engagement of all stakeholders, meaning all elements of Yemeni society and not just the conventional civil society actors. It will also require bold and assertive use of available technology to mobilise public opinion, provide real time data sources to ensure all interests are represented. Lastly, it will require a clear and robust communications strategy to guarantee that the maximum number of Yemenis are engaged in the process.

Gender Analysis and Lessons Learnt

From the outset, Yemeni Voices has sought to promote the goals of UNSCR 1325 and integrate a gendered perspective into all of its programming. This was initially articulated through the objective: 'to ensure a gender perspective in its organisational structures and that pro-active steps are taken to ensure the inclusion of women's voices and the communication of a diverse range of gender perspectives in relation to the formal peace talks.' To ensure that this objective is central to all project design and implementation Yemeni Voices identified a series of WPS specific aims to guide the project:

- To advance the women, peace and security (WPS') agenda in relation to the UN-facilitated peace process in Yemen;
- To provide Yemeni women and their networks with a set of mechanisms by which to influence the women, peace and security agenda and policy making process in Yemen in order to improve women's political, economic and social participation in public life Yemen;
- To provide Yemeni women with a new open and secure platform by which to share views, perceptions and ideas about how to make peace and advance the 1325 and WPS agenda between themselves;
- To encourage, support and ensure the provision of policy briefings to the UN Special Envoy to Yemen on Yemeni women's and gendered attitudes towards the peace process and its women, peace and security commitments, agenda and activities;
- To provide technical and research assistance to women's networks, including the Special Envoy to Yemen's Technical Women Advisory Group ('TAG') on specific areas of interest to the peace process;
- To provide all Yemenis with inclusive peace-building materials which explain the UN-facilitated process and its WPS agenda as it applies to Yemen;
- To aggregate and make freely available all conflict analysis, current data and research relating to UNSCR1325 and the WPS agenda as it applies to Yemen;
- To produce new empirical data about Yemeni women's views of the UN-facilitated peace process and WPS agenda through the conducting of polling and sampling of views and perceptions;
- To conduct surveys and Big Data analysis as it applies to women, gender and the WPS agenda in Yemen;
- To develop new non- random representative experimental research methodologies to test Yemeni Women's and gender attitudes towards the OSESGY, the peace and transitional political process;
- To apply new fields of research to the situation of women and gender in Yemen and the war economy, such as the political market place theory as it applies to governorate level negotiations over security and political transition;
- To develop new digital tools of communication to help women overcome the gendered digital divide in Yemen;
- To encourage and support and help develop women digital providers to play an active role in website design and delivery;
- To help cohere and enhance existing Yemeni 1325 and WPS track II and III networks through the deployment of new digital, information, communication and networking tools and research methodologies so that they become more closely aligned, including with the work of the OSESGY and the TAG;
- To provide Yemeni women and survivors with a secure space and a set of digital tools through which to voice and lodge testimony about the humanitarian and security situation, the fate of abductees and the missing, the health situation, the supply of fuel and food and about the life experience of those living in Yemen;

- To provide Yemeni stakeholders with other gendered tools to support inclusive peace-making such as:
 - innovative interactive information relating to UNSCR 1325;
 - a digital map of all Track II, III and CSO WPS initiatives as they relate to Yemen both geographically and thematically;
 - an electronic stakeholder engagement WPS survey;
 - a gender-sensitive conflict-resolution electronic peace game;
 - a gender sensitive digital Peace Database and Conflict Storyline and Social Peace Index where women will be offered the opportunity to digitally record and embed their own experiences either on a private and public basis into the main Data Base peace and Conflict Storyline and Index being developed by Yemeni Voices.

To ensure inclusivity, diversity and the widest range of perspectives, participation should not be restricted to well-known activists and women with public profiles. A broad spectrum of women has played a largely-unrecognized role in grassroots peacebuilding efforts and localized track three diplomacy in different areas of Yemen. This has included mediation in community, family and inter-tribal conflicts; resolving disputes over resources; and awareness-raising about peace and security, among many other areas. Women have also been active in the local humanitarian response, including distributing humanitarian aid, delivering livelihoods and skills training and providing psychiatric support. These women can be accessed through personal networks and trusted local community leaders, and they can also be employed themselves to reach out to their communities and promote peace events. Women who are influential in their communities, for example the wives of local community leaders or tribal leaders, could help to reach out to women participants and convene women for events. It will be critical to use personal networks and contacts in order to reach all socio-economic groups; for example, it will be difficult to reach illiterate women by relying on social media and media platforms. Measures for inclusion such as covering transport costs for women to facilitate their attendance and participation should be considered.

In developing the project Yemeni Voices has worked closely with the Gender Unit of the OSESGY, the TAG, UN DPPA, 60 Yemeni women CSO and stakeholder groups, as well as with its INGO's and WPS focused research partners. The proof of concept phase has been stress-tested by Yemeni women stakeholders and experts to make sure that they are sensitive to specific Yemeni gender dynamics in terms of operability, content and accessibility, that they are 1325 compliant and appropriately gendered when they fully launched. More work and outreach is needed to ensure that the project fully responds to WPS considerations.

The meetings held during the proof of concept phase have identified a number of important insights and findings that have helped to shape the initial project design approach. First, the need for women's groups with geographical representivity to be visible in the initial launch of any list of partners. The disbanding of national women's organisations has undermined the potential of women's voices being heard in the peace process, so the creation of 1325 networks, in the absence of such institutions being reconstituted, are an important element of the formal representation architecture that is currently absent. Second, legal and political security to be upfront on the website (this is an issue for all partners, but with particular implications for women).

Third, a need to have dedicated outreach mechanisms to women who often have less mobile and other digital connectivity due to issues of conflict and culture. The digital access of women both in micro groups or in even more isolated circumstances, may be limited by connectivity, so the on the ground networking is an important means of gathering their views. In this respect lessons from the challenges of women being free to attend public forums and meetings, learned from the Libya process, will be applied in this aspect of the project and further Yemen specific advice on face to face contact will be incorporated into the design of these elements of the programme. Fourth, the complexity of the overlapping networks and ways in which international actors interact with the women's sector and the need for Yemeni Voices to find a way to operate as a platform to enable the input of all the different energies in the sector rather than work through any one modality of participation. A significant amount of activism by women on the ground in Yemen is taking place in micro-organisations and with humanitarian objectives, especially with respect to the health crisis and in the representation of survivors' rights. It is important that outreach elements of the peace

process tap into these informal networks. Yemeni Voices is working with Oxfam and its local women networks to reach out to these stakeholders.

The OSESGY Gender Unit and TAG have been consulted in relation to Yemeni Voices inclusion programme and communication strategy because all aspects of these need to be gender sensitive from the outset, to ensure they achieve the objective of reaching all parts of Yemen society. Going forward this will include observations on the design and of cultural forums that will be further developed in the next phase of the project. During all subsequent phases Yemeni Voices will also continue to work closely with MSU and MED from DPPA, including in relation to MEWAD's big data project and machine learning polling programme, to help ensure a 1325 gendered perspective is incorporated into any application of those tools used by Yemeni Voices. It will also be important to develop further mapping of Yemeni women networks and incorporate a space for gender inclusion on the Portal.

Conflict Sensitivity

It is important for Yemeni Voices to conduct a full conflict analysis to ensure conflict sensitive approach to the all parts of the project. The basis of this Report's response to conflict sensitivity comes from wider research by Sana'a Centre for Strategic Studies. This research has also led to the recommendation that the project employ a dedicated governance and policy advisor as outlined earlier in this Report. Yemeni Voices will be extensively advised on this by its Yemeni institutional partners and Search for Common Ground who have substantial experience in this area. In order for Yemeni Voices to create the most inclusive, representative process possible, an adaptive but robust strategy grounded in local understanding is vital.

One of the important caveats to consider is the language used to communicate the project and to consider how this may affect those participating and providing opinions. Perceptions of the word 'peace' vary from area to area and an understanding of why this is, and what types of language are appropriate is crucial. For example; in Houthi-controlled areas, speaking about peace may be considered a threat, as there is a perception that projects promoting peace serve to weaken fighters and undermine the work of Jihad. Whereas in government-controlled areas, while it may be acceptable to talk about peace, discussions must only be facilitated by independent CSOs and not those affiliated to government. Lastly in Aden there are other issues where the South Transitional Council (STC) does not recognise the peace process as they feel excluded. It would also be incorrect to assume governorates are homogenous blocks where citizens all have the same or even similar opinions. Recognising regional and language based complexities are vital to understanding how best to set up a communications strategy to implement the wider project.

Furthermore, all digital tools developed as part of the project should be developed – and be seen to have been developed - to allow participants to share their perspectives freely and safely. They should conceal the participants' identities, and should ensure that data is not stored on participants' devices - in contrast to Facebook and WhatsApp, which reveal users' identities and store data on their devices. Digital resources would be particularly useful in difficult to access areas, where events cannot be held, and in areas where participants may face safety risks. However, if users are anonymous, mechanisms must be developed to ensure that the platform is not infiltrated by people outside the target group. If discussions are held on social media platforms like Facebook, either publicly or in closed groups, it will be important to ensure that pro-Houthi users do not deter participants from speaking openly and honestly. It may yield better results if groups are operated from outside Houthi-controlled areas. Likewise, in Hudaydah, internet is not secure and not stable. The Yemeni Voices platform could be operated from outside the territory in this governorate. Another challenge will be ensuring that participants are from the targeted governorate, as social media users could take part from any location. Criteria to select participants for closed social media groups, and procedures to ensure discussions remain confidential, must also be developed.

Houthi authorities do not tolerate discussions on issues like peacebuilding, and therefore it is important to consider how people taking part in physical and online discussions are safe and able to do so. It is highly unlikely and safe for open events to be able to take place in the field; informal closed gathering with selected participants may be possible but it would be vital that these activities remain unofficial. In government controlled areas, it may be more feasible to hold meetings and so coordinators and existing local partners could be utilised. Care needs to be taken when dealing with potentially sensitive topics. It will be important to frame these issues before sharing with authorities and third parties. This should be discussed with local CSOs. For example, it may be pragmatic to use terms like 'community building' rather than peace. Communication via radio and TV broadcasts is possible in both Houthi-controlled and government-controlled areas. There is however, a risk that many available channels have a political affiliation which is reflected in biased programming. Therefore, to assure objective messaging, coordination should be restricted to independent channels.

Risk Matrix and Mitigation

As regards to the biggest risks regarding the Yemeni Voices project, these can be focused on the following areas:

1. *Failure of the Peace Process; talks do not gain traction and/or, failure of inclusivity in Peace Process*

Although this risk is not within the project parameters, it is important to ensure that Yemeni Voices is positioned in such a way that potential faltering in the peace process, does not mitigate its potential impact. In particular, the project can respond to this by ensuring the Yemeni based partners have as close to a balanced coverage of interests as possible. The project will need to be agile and responsive if risks around the peace process are identified as resources may need to be shifted to ensure that target audiences are effectively reached. A bottom-up approach will be essential, as will the mapping of critical stakeholders based on solid local knowledge and existing partner networks.

2. *Expectations of Yemeni Voices are not managed or there is a failure to effectively communicate the project*

Issues around expectation management and the legitimacy of Yemeni Voices are primary risks to the project and should be managed through the design and communication strategy in terms of both the human and digital networks. It is important to ensure that all communication is in line with the expected outcomes. Strategies will have to be developed to deal with the possibility of political spoilers undermining the project whether that be either by refusing to engage or obstructing its activities. Whilst this is not in the control of the project per se, Yemeni Voices can ensure that a clear and robust communication strategy is developed and deployed in the next phase of the project before Yemeni Voices goes live. In addition a clear understanding of the relationship between the project and the OSESGY will need to be forged and communicated. The inclusion of Yemeni stakeholders and institutional partners will ensure balance and legitimacy to safeguard against the project being viewed as too Western centric. Confidence building measures should be considered particularly with regards to the conflict parties and other stakeholders from the TCM network.

3. *Data protection, technical access, cyber and physical security risks including well-being of participants, issues with data collection and lack of ability in reaching target networks*

Security and access to data were identified as a high risk during the proof of concept phase of the project. As the overall digital strategy is developed, the legal context and ethical constraints will also need to be weighed alongside the objectives. As the Portal becomes operational, it will be important to ensure that it is user friendly as possible from a Yemeni standpoint, in order to maximise participation. For example, where content is being developed by non-native Arabic speakers, the design and translation of such work should be factored in systematically from the inception of each planning stage. Robust cyber security systems will need to be put in place as soon as the Portal goes live and systems for monitoring surveillance of the Yemeni network will also need to be developed. Dependent on usage, the project might need to consider developing project specific data protection tools and hiring professionals to support this element to ensure fully protected digital infrastructure. Risk need to be managed throughout the duration of the project as any lapses in either cyber or physical security would be highly detrimental. Physical security with regards to gender will also need to be actively programmed for as will issues around accessibility and gender.

4. *Logistical, systems and staff security risks*

Lastly, governance issues around compliance, procurement etc. may have a detrimental effect on the project if not effectively controlled. Many of these risks have been acknowledged and registered within the proof of concept phase and have been addressed as part of the governance structures designed for the project. The aforesaid risks do not constitute an exhaustive list, but are illustrative of the risks contained in the Risk Matrix set out as part of Annex 3. This Matrix will be further developed to safeguard and mitigate against further risks during mobilisation phase and subsequent phases of the project.

Ethics and Risk

The entire Yemeni Voices project operates through a structure of ethical policies and procedures. These are outlined in full on the web-based platform but cover the following areas:

Do No Harm

“Do No Harm” is a principle that informs all peacebuilding work. It is based on the responsibility of every project working in a conflict situation to be sensitive to the context in which it is operating; understand the interaction between the intervention and the context; and to act upon that understanding, in order to avoid negative impacts and maximise positive impacts on the conflict. Yemeni Voices has adopted its own Do No Harm Protocol. It is publicized on the Yemeni Voices portal and sits within the guidelines that underpin the project (Annex 4).

Ethical Code

The Yemeni Voices project adheres to the set of six core principles underpinning the Ethical Code of the LSE and extends this with a more specific set of codes based on the principle of Do No Harm, as outline above.⁷ While all aspects of the Ethics Code apply to the operation of Yemeni Voices, the conflict context means that this is of significance particularly in relation to Equality of Respect and Opportunity.

In addition to the Ethics Code outlined, a significant amount of the work of Yemeni Voices will be based on the use of digital tools for consultation and information-sharing. The policies of the project therefore also encompass best practice in Ethical Decision-Making and Internet Research, as laid out in the Recommendations from the AoIR Ethics Working Committee (Version 2.0). Yemeni Voices embraces these recommendations as the ethical dimension of its broader, Do Not Harm principles. All partners who pass research information to the IGA, shall be required to comply with this code and sign a MoU to this effect, if not directly contracted by the IGA.

Code of Conduct for Research

The project has a strong emphasis on conflict analysis and research. This is in part traditional academic research which is being supported by the Research Generation Fund and more real time research and analytical products that are designed to help shape and inform the on-peace process. All aspects of research are guided by the provisions of the LSE’s Code of Research Conduct⁸ which reflects best national and international standards in the field. The LSE Code of Research Conduct is consistent with the UUK Concordat to support research integrity, RCUK Policy and Guidelines on the Governance of Good Research Conduct, and the UKRIO Code of Practice for Research: Promoting Good Practice and Preventing Misconduct, and the UKRIO Procedure for the Investigation of Misconduct in Research. While all aspects of these research policies apply to the Project, the conflict context of the research process and the dissemination of findings of that research entails specific responsibilities. Circumstances may arise in which the publication or the withholding of research findings could have a real time effect on negotiations and political processes. With this in mind researchers working on the project will be briefed specifically on the following areas of the policy in practice: Data Protection, Modern Slavery and Human Trafficking, Freedom of Speech and Expression and Informed Consent. A full list of LSE’s policies and procedures, including in relation to the protection of data, features on the web portal and in all draft contracts, MoUs and ToRs.

⁷ The full LSE ethics code is here <http://www2.lse.ac.uk/intranet/LSEServices/ethics/home.aspx>

⁸ <https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/codResCon.pdf>

Activities to Date

For sake of completeness, a chronology of the principal activities undertaken by the Yemeni Voices team during the proof of concept/inception phase is set out herewith. These activities can be split into three primary areas - Platform/Website development, Networks and Research - and broadly correspond to the responsibilities given to each of the three units set up during that phase. They are as follows:

Programme Design and Research Unit

- *Yemeni Voices Internal Meeting, London, UK- 02/02/2019 – 05/02/2019*

Yemeni Voices team meetings in London with Mark Muller, Brian Brivati, Erik Berglof, and Keith Tritton to discuss the Yemeni Voices inception phase budget. Mark Muller, Brian Brivati, and Esme Markham then met with Yemeni Voices partners (Marwa Baabbad, Oxford Research Group, David Price, Debate Graph, Osamah Al-Rawhani, Sana'a Centre for Strategic Studies) to discuss their scope of work and to finalise their Terms of Reference.

- *Mark Muller meetings with OSESGY, Amman, Jordan – 17/02/2019 – 19/02/2019*
- *Yemeni Voices team and partners meeting, London, UK- 21/03/2019*

The Yemeni Voices team and partners met at the LSE for a briefing on work carried out so far, for those who had not met already to formally meet, and to meet with LSE researchers Anne Getmansky and Tolga Sinmazdemir and included a Skype call Alex de Waal discussing his proposed research on the political marketplace in Yemen.

- *Mark Muller meeting with Irish Ministry of Foreign Affairs, Dublin, Ireland- 04/04/2019 – 05/04/2019*

Mark Muller and Christine Bell met with the Director and Deputy Director of the Irish Department of Foreign Affairs Middle East Unit, Women, Peace and Security Oversight Group for Ireland's NAP, and with the Conflict Resolution Unit and Irish Aid Policy Unit to discuss Yemeni Voices and Peace Tech. Mark and Christine also attended the Global Leaders Forum at the K Club to socialise the concept of Yemeni Voices and to further press for donor support for the project.

- *Mark Muller Meeting in New York and Washington DC, USA – 16/04/2019 – 19/04/2019*

Whilst in New York, Mark Muller met with UN DPPA team members and Martin Waehlich to brief on the progress of the project. In addition to this, Mark met with Robert Lowe from UN Global Pulse, Theresa Whitfield and members of UN Mediation Support Unit and the Microsoft innovation division. In Washington, Mark met with the US State Department officials from the Yemen Desk and Conflict Stability Unit. Mark also met with Yemeni Voices partners PILPG to formalise the relationship for phase I of the project and to discuss how the OSESGY will be able to engage with the PILPG CPA network and the best mechanism in which to filter questions to Yemeni stakeholders.

- *OSESGY, Donor Meeting, Amman, Jordan 12/05/19 - 13/05/19*

Mark Muller, Brian Brivati and Esme Markham attended a donor meeting hosted by OSESGY in Amman. Members of the OSE team provided updates on OSESGY operations. Following this, Mark Muller and Brian Brivati presented Yemeni Voices to donors; providing an overview of the inception phase activities, the online portal and scope of work if further funding is secured.

- *Meeting with Ruth Citrin, Chemonics, London, UK 12/06/2019*

Discussion on how Chemonics can support Yemeni Voices through embedding a knowledge management and strategic communications team within the LSE Institute of Global Affairs (IGA) to support the work of Yemeni Voices Process Design and Research (PDR) and Network Units and to help maximize the impact of the Data and Digital Design Unit. Chemonics can support start-up of the Yemeni Voices initiative and help ensure it stays on track through; coordination and direction of PDR team process design, data collection, and analysis through continual engagement with Yemeni Voices partners and stakeholders, management and coordination of the Network Unit's outreach and data collection, engagement across the network of Yemeni Voices partners and stakeholders to help keep the initiative on track, enhance integration, and ensure adaptation to changing needs over time, production

of private briefing notes and analysis for the OSESGY – and public products, as needed – reflecting knowledge gained through Yemeni Voices.

- *OSESGY Track 2 meeting, Amman, Jordan 04/07/19*

Networks Unit

- *Yemeni Voices Workshop with Oxford Research Group and Sana'a Centre for Strategic Studies, Amman, Jordan- 24/02/2019 – 01/03/2019*

The workshop hosted by Oxford Research Group and Sana'a Centre for Strategic Studies formed part of their project; Strategic Peacebuilding in Yemen which brings representatives from civil society and local governance actors from the Yemeni governorates Marib and Hadrahmaut to Amman, Jordan for facilitated dialogue workshops and training on local-level peacebuilding. The workshop included a roundtable with donors and international organisations working on Yemen which was followed by the Yemeni Voices session. The participants from Marib and Hadrahmaut took the Yemeni Voices stakeholder engagement survey and participated in a session led by Brian Brivati on the scope of the project. This session concluded with an open Q&A session on the project which provided useful feedback for the Yemeni Voices team.

- *Yemeni Voices meeting with Oxfam, London, UK- 13/03/2019 – 15/03/2019*

The meetings were with Dina El Mamoun; Oxfam International Head of Policy and Advocacy for Yemen and Yemeni women representatives of civil society organisations; Dalia Qasim, Hodaidah Girls for Development, Dr. Aysha Thawab, Abs Foundation, Laila Alshabibi, To Be Foundation for Rights and Freedom. The group were in Europe on a six-week lobbying tour and it was a fantastic opportunity to meet with women who currently live in Yemen. The first meeting was a facilitated discussion about how their networks in Yemen could use the Yemeni Voices platform, and the second meeting focused on advocacy for women's rights in Yemen.

- *Yemeni Voices workshop with PILPG, Amman, Jordan, 23/03/2019 – 25/03/2019*

The purpose of this trip was to hold a workshop with members of PILPG Civil Peace Alliance (CPA), which is formed of 10 Civil Society Organisations from 8 governorates in Yemen. The workshop included 20 representatives from the CPA, who participated in the Yemeni Voices stakeholder engagement survey and participated in an open Q&A session on Yemeni Voices. Following the workshop, Brian Brivati and Esme Markham met Margaux Day, Danae Patterson and Ethar Shaibany from PILPG to discuss further collaboration between Yemeni Voices and the PILPG CAP network post-inception phase.

- *CMI and Deep Root Women, Peace and Security Workshop, Cairo, Egypt- 09/04/2019 – 11/04/2019*

The purpose of travel was to consult with the Yemeni women present at the workshop hosted by CMI and Deep Root. Twenty participants took the stakeholder engagement survey and provided feedback on Yemeni Voices. Brian Brivati also met with the CMI lead for Yemen to discuss future collaboration and support for Yemeni Voices.

Data and Digital Design Unit

- *PeaceTech meeting, Edinburgh, UK – 18/01/19*

The Peace Tech team including Brian Brivati met formally to organize the management structure of the website design during the inception phase, brainstorm initial website development covering the core functions and design of the website.

- *PeaceTech meeting, Edinburgh UK- 08/03/19*

The purpose of this meeting was for the Edinburgh PeaceTech team to formally meet and to discuss the strategy, scope of work and timelines for the remaining duration of the inception phase.

- *Martin Griffiths meeting and WAG visit to Edinburgh- 23/04/19-28/04/19*

The Yemeni Voices team met with Special Envoy for Yemen, Martin Griffiths and Chris Halliday of the

OSESGY to present on the overview of the Yemeni Voices inception phase. The Yemeni Voices core team with Edinburgh PeaceTech presented the Digital Tools elements of the project to seven members of the OSESGY's Yemeni Women's Technical Advisory Group and the OSESGY Gender Unit lead, Radwa Nour.

- *Meetings about website and app development, Edinburgh, UK – 21/05/19*

Rafat Al-Akhali, Deep Root Consulting and Resonate! Yemen, met with the Edinburgh Peace Tech Team to discuss formally reviewing the website and digital tools that are developed in the inception phase to ensure they are relevant and accessible for Yemeni stakeholders.

- *Meetings about website and app development, Edinburgh, UK- 30/05/19*

Osamah al Rawhani, Sana'a Centre for Strategic Studies met with the Edinburgh Peace Tech team. The meetings focused on the website and app development – discussing the best way for ordinary people in Yemen to access the online portal and in particular the benefits of a bespoke app design.

- *Peace Tech Workshop, Edinburgh UK – 05/06/2019 – 06/06/2019*

Academics and experts working in data science, visualisation and design, peacebuilding and law attended a two-day workshop hosted by Edinburgh Peace Tech. The overall aim of the workshop was to discuss and ideate digital tools for inclusive peace making processes to create a bridge between the formal peace process and civil society and citizen's participation in Yemen. The workshop built upon feedback and challenges faced during the inception phase of Yemeni Voices regarding digital tools and inputting of views through digital means. Using other examples of the use of technology in peacebuilding, examples of best practice and the expertise of the participants, the group brainstormed solutions to challenges presented and next steps to be taken forward in the development of the Yemeni Voices website and digital tools.

- *Online Meeting with Yousra Ishaq, Comra Films & Yemen Art Base - 06/06/19*

Call with Yousra Ishaq, the co-founder of Yemen Art Base and Comra Films based to discuss how she could coordinate a Yemeni cultural forum and support the development of the Yemeni Voices website through providing photos by Yemeni photographers.

Supplementary Physical and Online Meetings

Meetings that lead to the development and realization of activities, platform development, and agreed collaboration with partners beyond the inception phase have also been split into three primary areas; Platform/Website development, Networks, and Research.

Platform/Website development

- *Weekly Edinburgh Peace Tech meetings/calls*

From the outset of the inception phase, weekly meetings were held between Edinburgh Peace Tech Partners; the University and Edinburgh and Beyond Borders. The purpose of these meetings were to facilitate organisation, task delegation and communication, to ensure that objectives were being met, to discuss any technical challenges faced, and to discuss areas of feedback from Yemeni partners that needed to be implemented into website and digital tool design.

- *Meetings with Butterfly Works 25/01/2019, 09/04/2019*

Initial outreach to discuss Butterfly Works Projects in Yemen – Butterfly Works have developed 5 games which are co-designed with Yemeni designers based in Yemen and a strategic design team based in Amsterdam.

Discuss potential of designing a 7th Game with input from Yemeni Voices team to create a game based around inclusive peace building. Access to Yemeni designer for their input on Yemeni Voices digital tools and website.

- *Yemeni Voices Partners Meeting, Edinburgh, UK – 24/04/2019*

Following the briefing to Martin Griffiths, Yemeni Voices partners convened to brainstorm the

governance structure of Yemeni Voices and to further discuss feedback provided by Deep Root on the website and the recommended changes that should be made as well as discussing the format of an app to disseminate materials and collect data from Yemeni stakeholders.

Networks Unit

- *Meetings with Sana'a Centre for Strategic Studies and Deep Root Consulting*

Weekly or bi-weekly calls were held with Sana'a Centre for Strategic Studies and Deep Root Consulting to update on objectives and tasks being carried out on both sides of the partnership. As Advisors across the whole project scope of work beyond networks also provided feedback on design and content elements of the website, advise on app development and use and relevance of digital tools for Yemeni Stakeholders. Input into Track II Coordination Mechanism and suggested best practice and methods of accessing networks and disseminating information. Additional calls were had with other Yemeni Voices partner organisations.

- *Meetings with Dina El-Mamoun, Oxfam Yemen*

Online meeting with Mark Muller, Brian Brivati and Esme Markham – Ahead of the meeting with in London on 13/03/2019, we had a phone call to discuss linking up Track 3 and Track 2 Women's organisations in Yemen, highlighting the importance of Track 3 initiatives in Yemen that too often do not have a formal link with Track 1 and Track 2 processes.

Online with Mark Muller and Brian Brivati to discuss Oxfam input and support for Yemeni Voices Track 2 coordination mechanism.

Meeting to discuss the terms of support beyond the inception phase and to finalize collaboration in a MoU between Oxfam and Yemeni Voices.

- *Online meetings with Margaux Day, Danae Paterson and Ethar Shaibany, PILPG*

18/02/19 – Initial outreach to discuss synergies with Yemeni Voices and PILPG activities in Yemen, discuss attending workshop in Amman and Yemeni Voices providing questions in their in-country survey in March 2019.

07/03/19 – Online meeting to discuss Yemeni Voices participation at workshop in Amman and overview of PILPG work in Yemen and synergies between Yemeni Voices, discuss questions to be included in PILPG surveys in Yemen.

09/05/19 – Online meeting to discuss the results of the PILPG that included questions from Yemeni Voices.

20/05/19 – Online meeting to discuss the terms of a MoU between PILPG and Yemeni Voices.

- *Meetings with Sylvia Rognvik, CMI, 28/03/19 and 13/06/19*

Two online meetings; the first to discuss Yemeni Voices attendance at a Women, Peace and Security workshop in Cairo, co-hosted by CMI, EU and Deep Root Consulting. The second online meeting to discuss Yemeni Voices attendance at the next Women, Peace and Security workshop in Addis Abbaba in July, and the terms of a MoU between CMI and Yemeni Voices beyond the Yemeni Voices inception phase.

- *Meetings with Shوقي Maktary and Charlotte Massey, Search for Common Ground Yemen- 20/03/19, 11/06/19 and 03/07/19*

Online meeting as initial outreach discussion on SFCG projects in Yemen and synergies with Yemeni Voices.

Online meeting to further discuss the synergies between projects and scope for collaboration with Shوقي Maktari and access to Search for Common ground networks in Yemen.

Online meeting to confirm the terms of a MoU for collaboration between Search for Common Ground and Yemeni Voices post-inception phase and to arrange a physical meeting.

Research

- *Meetings with LSE Academics, London, UK – 07/03/2019*

Mark Muller and Erik Berglof met with Anna Getmansky, Dr Louise Arimatsu, Alex de Waal and Rim Turkmani to discuss their current research projects and their proposals put forward under the Yemeni Voices Research Generation Fund.

Programme Design and Research Unit

- *Yemeni Voices Internal Meeting, London, UK- 02/02/2019 – 05/02/2019*

Yemeni Voices team meetings in London with Mark Muller, Brian Brivati, Erik Berglof, and Keith Tritton to discuss the Yemeni Voices inception phase budget. Mark Muller, Brian Brivati, and Esme Markham then met with Yemeni Voices partners (Marwa Baabbad, Oxford Research Group, David Price, Debate Graph, Osamah Al-Rawhani, Sana'a Centre for Strategic Studies) to discuss their scope of work and to finalise their Terms of Reference.

- *Yemeni Voices team and partners meeting, London, UK- 21/03/2019*

The Yemeni Voices team and partners met at the LSE for a briefing on work carried out so far, for those who had not met already to formally meet, and to meet with LSE researchers Anne Getmansky and Tolga Sinmazdemir and included a Skype call Alex de Waal discussing his proposed research on the political marketplace in Yemen.

- *Mark Muller and Christine Bell meeting with Irish Ministry of Foreign Affairs, Dublin, Ireland- 04/04/2019 – 05/04/2019*

Mark Muller and Christine Bell met with the Director and Deputy Director of the Irish Department of Foreign Affairs Middle East Unit, Women, Peace and Security Oversight Group for Ireland's NAP, and with the Conflict Resolution Unit and Irish Aid Policy Unit to discuss Yemeni Voices and Peace Tech. Mark and Christine also attended the Global Leaders Forum at the K Club to socialise the concept of Yemeni Voices and to further press for donor support for the project.

- *Mark Muller Meeting in New York and Washington DC, USA -*

Whilst in New York, Mark Muller met with UN DPPA team members and Martin Waehlich to brief on the progress of the project. In addition to this, Mark met with Robert Lowe from UN Global Pulse, Theresa Whitfield and members of UN Mediation Support Unit and the Microsoft innovation division. In Washington, Mark met with the US State Department officials from the Yemen Desk and Conflict Stability Unit. Mark also met with Yemeni Voices partners PILPG to formalise the relationship for phase I of the project and to discuss how the OSESGY will be able to engage with the PILPG CPA network and the best mechanism in which to filter questions to Yemeni stakeholders.

Networks Unit

- *Yemeni Voices Workshop with Oxford Research Group and Sana'a Centre for Strategic Studies, Amman, Jordan- 24/02/2019 – 01/03/2019*

The workshop hosted by Oxford Research Group and Sana'a Centre for Strategic Studies formed part of their project; Strategic Peacebuilding in Yemen which brings representatives from civil society and local governance actors from the Yemeni governorates Marib and Hadramaut to Amman, Jordan for facilitated dialogue workshops and training on local-level peacebuilding. The workshop included a roundtable with donors and international organisations working on Yemen which was followed by the Yemeni Voices session. The participants from Marib and Hadramaut took the Yemeni Voices stakeholder engagement survey and participated in a session led by Brian Brivati on the scope of the project. This session concluded with an open Q&A session on the project which provided useful feedback for the Yemeni Voices team.

- *Yemeni Voices meeting with Oxfam, London, UK- 13/03/2019 – 15/03/2019*

The meetings were with Dina El Mamoun; Oxfam International Head of Policy and Advocacy for Yemen and Yemeni women representatives of civil society organisations; Dalia Qasim, Hodaidah Girls for Development, Dr. Aysha Thawab, Abs Foundation, Laila Alshabibi, To Be Foundation for Rights and Freedom. The group were in Europe on a six-week lobbying tour and it was a fantastic opportunity to

meet with women who currently live in Yemen. The first meeting was a facilitated discussion about how their networks in Yemen could use the Yemeni Voices platform, and the second meeting focused on advocacy for women's rights in Yemen.

- *Yemeni Voices workshop with PILPG, Amman, Jordan, 23/03/2019 – 25/03/2019*

The purpose of this trip was to hold a workshop with members of PILPG Civil Peace Alliance (CPA), which is formed of 10 Civil Society Organisations from 8 governorates in Yemen. The workshop included 20 representatives from the CPA, who participated in the Yemeni Voices stakeholder engagement survey and participated in an open Q&A session on Yemeni Voices. Following the workshop, Brian Brivati and Esme Markham met Margaux Day, Danae Patterson and Ethar Shaibany from PILPG to discuss further collaboration between Yemeni Voices and the PILPG CAP network post-inception phase.

- *CMI and Deep Root Women, Peace and Security Workshop, Cairo, Egypt- 09/04/2019 – 11/04/2019*

The purpose of travel was to consult with the Yemeni women present at the workshop hosted by CMI and Deep Root. Twenty participants took the stakeholder engagement survey and provided feedback on Yemeni Voices. Brian Brivati also met with the CMI lead for Yemen to discuss future collaboration and support for Yemeni Voices.

Data and Digital Design Unit

- *PeaceTech meeting, Edinburgh UK- 08/03/2019*

The purpose of this meeting was for the Edinburgh PeaceTech team to formally meet and to discuss the strategy, scope of work and timelines for the remaining duration of the inception phase.

- *Martin Griffiths meeting, Edinburgh, UK- 23/04/19*

The Yemeni Voices team met with Special Envoy for Yemen, Martin Griffiths and Chris Halliday of the OSESGY to present on the overview of the Yemeni Voices inception phase.

- *WAG visit and consultations, Edinburgh, UK- 22/04/19-27/04/19*

The Yemeni Voices core team with Edinburgh PeaceTech presented the Digital Tools elements of the project to seven members of the OSESGY's Yemeni Women's Technical Advisory Group and the OSESGY Gender Unit lead, Radwa Nour. The women also met at Edinburgh Law School to take part in peace process training and consultation on Yemeni Voices and in particular issues affecting women regarding use of technology.

- *Meetings about website and app development, Edinburgh, UK- 30/05/19*

Osamah al Rawhani, Sana'a Centre for Strategic Studies met with the Edinburgh Peace Tech team. The meetings focused on the website and app development – discussing the best way for ordinary people in Yemen to access the online portal and in particular the benefits of a bespoke app design.

- *'Design Sprint' at Edinburgh University, Edinburgh, UK- 05/06/19- 06/06/19*

A 'Design Sprint', supported by University Global Challenges funding, brought together Yemeni peacebuilders and individuals with technical capacity (including from Yemen, and those involved with Yemeni designers – for example Butterfly Works), to develop more ideas for how to overcome the challenges of using a digital platform for promotion of inclusive peacemaking in Yemen. The workshop was run in cooperation with Benjamin Bach and Larissa Pschetz (School of Informatics and School of Art, University of Edinburgh) and Beyond Borders Scotland with a focus on exploring the technological tools for citizen participation in peace processes.

Conclusion

In conclusion, the Final Report contained herein completes the proof of concept/inception phase regarding the development of Yemeni Voices concept. A budget breakdown dealing with financial expenditure during this phase has been sent to the OSESGY under separate cover. This builds upon the interim financial report submitted to the OSESGY on 14 May 2018.

As noted above, the Final Report concludes that the Yemeni Voices concept, as outlined in the grant proposal dated 19 December 2019, is both viable and necessary in order for the OSESGY to build a sustainable UN facilitated peace process leading to a comprehensive and inclusive settlement of the conflict in Yemen. In the view of the IGA, the rationale behind the Yemeni Voices concept remains simple and compelling. So too does the UN Secretary-General's instruction for peacemakers to use state of the art digital tools in the service of inclusive peacemaking. The attempt to bring together and harness the power of the academic and research, technology and peace practitioner communities in the service of peace-making in an integrated manner is both unique and of clear relevance to other peace processes. Both international and Yemeni stakeholders have confirmed, through quantitative and qualitative surveys, that they see real benefits in building and deploying the Yemeni Voices platform, despite the existence of real risk and uncertainty within the project. In short, they take the view that such risk should not be allowed to defeat new experiments in inclusive peacemaking. They are also clear that Yemeni Voices should not just be Yemeni facing, but also point outwards to the wider world and the donor community, as they see it as both a reminder and a tool by which the international community can better understand the Yemen conflict and discover how it might be solved through greater modes of inclusive peace-making.

That said, that there are important lessons that have been learnt during the proof of concept/inception phase. New risks have been identified that need to be dealt with before Yemeni Voices can be publicly and safely launched. The rapid response surveying mechanism referred to above, needs to be further tested with the OSESGY; while the exact relationship between Yemeni Voices and the OSESGY needs to be further discussed and decided upon. Security protocols concerning the protection of peace submission systems and the retention of data also need to be rigorously tested further. A mobile app needs to be further advanced to enable hard-to-reach Yemeni stakeholders in Yemen to engage with the platform. Above all, the conflict parties, media and Yemeni Stakeholders all have to be socialised in relation to the Yemeni Voices concept. In short, a comprehensive communication strategy needs to be rolled out by expert communications staff before the platform can go live. This is necessary not only to manage expectations, but also to build new peace data and constituencies in favour of more inclusive peace-making process in Yemen, which will become increasingly important during any political transitional process agreed upon by the conflict parties in any framework negotiations and agreement.

What is clear, is that the original concept contained in the grant proposal to the UN has now been fully stress-tested, refined and sufficiently developed to enable Yemeni Voices to move towards a mobilization phase. Many of the operational building blocks necessary for a public launch have been now put in place. An appropriate partnership, delivery, management and governance structure has been identified. Basic operating principles as well as ethical, research and data protection codes and partner contracts, MoUs and ToRs have been drafted and, in some instances, already agreed. A showcase website along with a host of new digital analytical and surveying tools have been built and are ready for a public launch. New infographics concerning inclusive peacemaking have been developed and are ready for dissemination pursuant to the rolling out of the communication strategy referred to above.

More significantly, co-operative relations between the research, tech and peace practitioner communities have been established. All agree that there is an urgent need to cohere and enhance the work of existing Track II and III initiatives so that they more closely align with Track 1.5 players and the work of the OSESGY. This is particularly important since the OSESGY has made clear that it is not in a position to build a civil society support room to support its inclusion strategies like OSE in the UN Syria process. It therefore needs to develop independent and supplemental forms of inclusion as a matter of urgency, as indicated by the Special Envoy in his briefings to the Security Council.

Accordingly, having successfully completed the proof of concept/ inception phase, the IGA now commends this Final Report to the OSESGY, and seeks immediate interim funding from the OSESGY so that Yemeni Voices can move to a mobilization phase and prepare the operational ground for its official public launch

sometime in the autumn of 2019. A budget for the interim mobilisation phase has been sent by separate cover to the OSESGY for it to share with potential donors. Finally, it should be noted that the Yemeni Voices team stand ready to orally present the findings of this Final Report and to showcase the website both to the OSESGY and any interested donor as and when required.

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*NB Regarding Annex 5: This Annex contains the terms of a Yemeni Voices draft contract with a Yemeni institutional partner and an MoU with a Track II partner from the OSESGY's Track II Coordination Mechanism. They are provided by way of illustration. Similar contracts and MOUs are presently being negotiated with all the institutional and track II partners listed in the Final Report. This Annex also contains an example of a contract entered into between LSE and Deep Root Consulting with a list of deliverables for the inception phase. Similar contracts exist with all service providers and can be inspected upon request by the Funder.

The Utility of Yemeni Voices for OSESGY

1. Brief Description of Yemeni Voices⁹ Project

Yemeni Voices is a *new innovative digital, information, communication, networking and research platform* dedicated to supporting and promoting inclusive peace making and sustainable peace in Yemen, that is currently being developed by the Institute of Global Affairs ('IGA') at the London School of Economics ('LSE') working in a consortium with a range of Yemeni and international institutional partners.

In summary, it seeks to bring together and harness the power of the academic and research community with that of the wider peace practitioner community in a unique partnership in order to support the Office to the Special Envoy of the Secretary-General to Yemen ('OSESGY') inclusive peace-building strategies in the following six specific ways:

1. It shall provide to OSESGY, and Yemeni stakeholders not formally represented in the UN-facilitated peace process, a *new digital platform containing a set of 21st Century information, analytical, communication, networking and research tools* by which to better understand, analyse, input and exchange views about the conflict in Yemen and UN-facilitated Yemen peace process.¹⁰ These tools will be housed in a new interactive web-based Portal.
2. It shall work with the OSESGY officials to *help to cohere and enhance the work of track II and III organisations* connected to the OSESGY's Track II Co-ordination Mechanism ('TCM') so that it might align more closely with the peace-making strategies of the OSESGY. It will encourage across the TCM the pooling of knowledge and information, share new peace and conflict data, research and surveying methodologies as well as digital tools of analysis and technical expertise, and offer new communication systems and forms of co-operation. Secondly, it will establish three new peace-building network focus groups within and across the TCM related to women, youth and local governorate communities to help enhance work on Women Peace and Security, Youth and Local Governance issues and to give the OSESGY a ready made set of focus groups through which to test opinion.
3. It will also establish a *surveying and analytical mechanism* so that the OSESGY can test and obtain analysis about the views, perceptions and opinions of Yemeni stakeholders of the peace process and its peace-making strategy in near real time, whether such views are received via the Portal or a mobile app or through the TCM network focus groups.
4. It shall establish a new *Research Generation Fund* to generate research of utility to the OSESGY relating to the peace process and any political transitional process agreed thereunder.
5. It shall render *dedicated technical assistance to the UN Special Envoy's Technical Women Advisory Group* ('WAG') and/or any 1325 initiative connected to TCM, whether this be through its Yemeni institutional partners on the ground, the LSE's WPS Centre, Edinburgh Peace Tech's Political Settlement Programme or Beyond Borders 1325 MENA Women in Conflict Peace-making Fellowship Programme, the Research Generation Fund, the surveying and analytical mechanism or the deployment of new research methodologies and digital tools of mapping and analysis being developed by the LSE.
6. It shall provide Yemenis with a *new cultural forum* by which to participate in softer peace-building and cultural dialogue events with other nations and groups in order to engender societal hope and promote interest in the reconstruction of their country, society and culture.

2. The Rationale Behind Yemeni Voices

⁹ Yemeni Voices is a working title and brand for the project, it might be revised when these consultations are concluded.

¹⁰ It is designed to act as a bridge between the people of Yemen and the peace process with traffic moving in both directions and as link to connect domestic and international stakeholders working to support the peace process. At present there is no single one-stop platform where you can obtain information on all track I, II and III work supporting the peace process.

The rationale behind Yemeni Voices is simple and compelling. Comparative experience demonstrates that the most sustainable peace processes are those that are most inclusive in nature. Furthermore, there is a demonstrable desire on the part of Yemeni stakeholders to input views into the UN-facilitated process and to build the necessary support within civil society for it and any wider political transition agreed through it (See the results of Yemeni Voices stakeholder engagement survey). There is also a similar desire on the part of the OSESGY to hear and accommodate these views and voices. Yemeni Voices is therefore designed to complement the OSESGY's wider inclusive strategy and existing consultations with Yemeni stakeholders concerning the UN-facilitated peace process.

3. The Yemeni Voices Delivery Units

If funding is secured, IGA and its institutional partners will establish the following three units to deliver Yemeni Voices:

A Process Design and Research Unit co-ordinated by the IGA, Sana'a Centre for Strategic Studies, Deep Root Consulting and Resonate! Yemen, working with a team of Yemeni experts and analysts, which over time will include other partners to ensure gender and youth and geographic representation. This Unit will be responsible for the overall process design of Yemeni Voices; the sampling, collecting, and publishing of conflict analysis and peace data, stakeholder views, surveys, including any big data mining and analysis related to the peace process and inclusive peace-making. It will also work closely with inclusion officials from the OSESGY, MSU and Yemeni Voices' peacebuilding networks to process and analyse Yemeni stakeholder peace submissions for use by the OSESGY and to develop more public policy briefs on the UN facilitated peace talks. This Unit currently administers a pilot Research Generation Fund, which aims to generate new research of critical utility to the peace process, and will do so in the future if funding is secured.

A Data and Digital Design Unit based within *Edinburgh Peace Tech* (EPT) in Scotland, which includes Edinburgh University, Beyond Borders Scotland and a team of Yemeni designers, working in co-ordination with IGA and its institutional Yemeni partners. This Unit is responsible for the technical development of the Yemeni Voices Web Portal, mobile app and set of digital, analytical, communication, networking and polling tools, as well as the visualisation of all peace data. It has already helped build a show-case Web Portal and set of basic digital tools of analysis. The Unit is committed to extending its own partnerships over time in particular to ensure gender representation and awareness, as well as to build up as broad a portfolio of tools and capacities.

A Network Unit co-ordinated by partners from both the Research and Data Units, notably Beyond Borders, Sana'a Centre for Strategic Studies and Resonate! Yemen, working in concert with INGOs and over 100 Yemeni CSOs connected to the OSESGY's Track II and III Co-ordination Mechanism ('TCM'). This Unit will assist the OSESGY in its efforts to further cohere and enhance the the work of the TCM. It will be responsible for establishing and running the TCM network focus groups relating to women, youth and local governorate communities as well the Yemeni Voices cultural forum, and shall liaise closely with the other two units in relation to process and data design where relevant.

4. How Will the Web Portal Assist the Work of the OSESGY?

The Web Portal aims to assist the work of OSESGY in the following specific ways:

1. The aggregation in a one-stop shop of all relevant data and analysis related to the peace process and the work of the OSESGY, with attendant links to other UN agencies working in Yemen, will allow the OSESGY and its officials to socialise and instantly publicise and update stakeholders about its work and any progress in the peace process.
2. The collation on the Portal of all conflict analysis undertaken over the last 7 years in relation to the conflict in Yemen, with relevant digital links and search capacity, will be useful for those OSESGY officials who have to conduct historical or contemporary research on conflict issues of relevance to the peace process and/or any political transitional process agreed under it.

3. The pooling on the Portal of all the world's databases on peace-making and constitution-building, alongside new powerful tools of analysis, will allow OSESGY negotiators to have at their fingertips immediate access to comparative peace provisions from other peace processes from around the world.
4. The creation of a bespoke Yemen peace database and interactive Yemen Conflict Storyline will enable OSESGY negotiators to compare current draft provisions with past provisions and instantly draw upon historical precedent in support of their OSESGY position.
5. The aggregation on the Portal of Yemen-related informatics, videos and other materials in support of inclusive peace-making will allow the OSESGY and the TCM to educate Yemeni stakeholders about the process with greater ease. For example, the bank of materials on the Portal contains videos explaining how peace processes can be utilised by women and how blockages can be overcome.
6. The digital mapping on the Portal of all track II, III and CSO initiatives active in Yemen, both on geographical and thematic level, with digital links to all track II and CSO initiatives relating to women, youth and local governorate communities, will allow OSESGY officials to instantly understand who is doing what in Yemen on a track II and III level and how to contact them and connect them up to a wider strategy.
7. The submissions page and upload link on the Portal, along with the digital stakeholder engagement questionnaires and preferendums - through which Yemenis can input their views about the process - will give OSESGY officials and negotiators access to new data about Yemeni stakeholders attitudes towards the peace process and particular issues.¹¹
8. The communications tab on the Portal will help support the work of the OSESGY's communications team and TCM more generally, by providing OSESGY donors as well as stakeholders with latest news, alerts and updates about the peace process and the work of the TCM. For example, Yemeni Voices will regularly publicise and publish the polling of its partner organisations like PILPG.
9. The Research tab on the Portal will notify OSESGY officials and other interested parties of new research projects being undertaken of critical utility to the peace process, which will help pool knowledge but also help avoid duplication of work.
10. The provision on the Portal of big data mining and analytical tools - linked to interactive live maps - can help the OSESGY and the TCM monitor social peace in each of the Yemeni governorates. Such tools could be adapted to potentially monitor the success of any ceasefire and/or transitional arms control arrangements without having to deploy a fleet of human monitors on the ground.

In addition, the **Data Design Unit can further assist** the OSESGY by:

11. Helping to *design new technologies and applications* to enhance the Portal's communication, surveying and social peace monitoring capacities, including through the development of a bespoke digital social peace index.
12. Creating a *Tech Fund* to support the incubation of tech-related start-ups in the digital field, with the capacity to sustain development of the platform, and similar initiatives capable of supporting Yemeni political processes over time. Such a fund could encourage tech start-ups that help overcome the digital gender and tribal divide concerning access to and use of digital tools by women and other disadvantaged groups. Such a Fund would be designed to help build creative design capacity in Yemen capable of replacing external provision over time, and building capacity that can support resolution of other conflicts in the MENA region.
13. Developing and deploying a new *mobile app* to enable more Yemenis in Yemen to submit their views, participate in OSESGY surveys, receive latest news updates on the peace process, as well as engage in the networks and social peace monitoring.
14. Developing *new mobile communications hubs*, which do not require the internet or mobile networks to transfer data in or out of Yemen. Such hubs could help support the network focus groups, particularly

¹¹ This could only be rolled out credibly if the OSESGY had its own system in place for processing these submissions and explaining to stakeholders how such submissions will be handled etc.

during any agreed political transitional process when political conditions may allow for more public debate and political expression and association. This could allow for a *citizen media training and reporting programme* to further enhance Yemeni participation in the peace process along the model established in Syria by Chemonics.

15. Developing a *new digital conflict resolution game* for use by youth to run along the other games and tech networks already developed by Butterfly Works and housed on the Yemeni Voices platform. This could be used to further promote interest in the UN facilitated peace process and inclusive peace-making particularly amongst Yemeni youth.

5. How Will the Network Assist the Work of the OSESGY?

As noted above the purpose of the Network Unit will be to help *support, cohere and enhance rather than duplicate* the work of existing track II, III partners and initiatives in the TCM. It can assist the work of the OSESGY in the following specific ways:

1. It can help the OSESGY to think through and *develop a strategy* to help cohere and enhance the work of the track II and III organisations connected to the TCM to ensure they are in alignment with its own aims and objectives regarding inclusive peace-making.
2. It can help the OSESGY to *survey Yemeni opinion* and test ideas in near real time as the peace process unfolds through new TCM network focus groups relating to women, youth and local governance, particularly if access to Yemeni opinion through digital means is either restricted or limited.¹²
3. Its can help the OSESGY's WAG to *develop a 1325 and WPS strategy* through harnessing the expertise of its WPS centres and by connecting the WAG to the TCM partners, such as Oxfam which is working with women's grassroots organisations and CMI which has links with over 29 CSOs in Yemen.
4. It can work also with TCM partners to enhance their own particular initiatives towards youth and local governorate communities. For example, it has already received proposals from Resonate! Yemen to help support its *WhatsApp network*, which was suspended following the suspension of Saferworld operations in Yemen; and to explore ways in which their proposed project using *SMS with UNICEF* can be deployed. Sana'a Centre for Strategic Studies has also requested assistance to *strengthen an existing local governorate network* in a way that would allow for network focus groups to become active in 15 governorates initially, spreading to all governorates over time. The OSESGY could use these focus groups to test stakeholder opinion during peace talks.
5. It can - over time - also *extend its operations to assist other non-TCM track II and III networks*, groups and initiatives interested in using the Yemeni Voices platform. This would help the OSESGY to connect up with these other groups in more structured and systematic manner.
6. It can help develop and *publicise the OSESGY's wider inclusive peace building strategy* particularly in relation to youth, by giving Yemenis a chance to explore and share their culture, history and commitment to peace with others nations and groups through a new *cultural forum*, which could harness the power of the arts to bring hope and new opportunities for reconciliation. This would also provide the Special Envoy with softer platforms through which to promote peace. The cultural forum would seek to promote Yemeni Voices, Yemen and its culture through new artistic residences; exhibitions of Yemeni Artists; photo competition; book festival talks; cultural podcasts featuring Yemeni cultural commentators, film events with Yemeni filmmakers; events featuring Yemeni musicians plus Yemeni tech designer workshops. All of these activities could be supported, promoted and communicated through the Portal and possibly the mobile app.

¹² Such a network could – over time - support wider networking activities with other networks and groups of women, youth and local governorate communities interested in inputting into the OSESGY process.

6. How Can the Research Unit Assist the Work of the OSESGY?

The Research Unit can assist the work of the OSESGY in the following specific ways:

1. It can help process, analyse and produce regular policy briefs for the OSESGY in respect of Yemeni stakeholder peace submissions received via the Portal, mobile app or its network focus groups through a *surveying, analytical mechanism* involving a team Yemeni analysts and experts.
2. It can *partner with UN Global Pulse* to help it stress-test its *machine learning polling tool* to enable the OSESGY at some point in the next year to poll 1000s of Yemenis at any one time using a single human pollster. The tool would be linked to the Portal which could automatically crunch, analyse and visualise the polling data obtained. This could be very useful during any political transitional process.
3. It can *partner with MED DPPA* to conduct *big data mining and analysis* upon the OSESGY's request. MED DPPA is currently developing a mining tool that is sensitive to all Yemeni dialects.
4. It can deploy a *Research Generation Fund* to commission research of utility to the OSESGY and the peace process. For example, the pilot Fund has already commissioned research into how:
 - (a) Experimental research methodologies being currently developed by the LSE can be deployed to survey opinion in insecure conflict-related areas to yield new data on the peace process including from focus groups from Yemeni Voices network focus groups;
 - (b) The political market place theory can be applied to Yemen and its governorates;
 - (c) The gender digital divide can be overcome to enable women to participate in digital inclusive peace-making;
 - (d) Commissions of inquiry into sexual violence can be reformed;
 - (e) The dismantling of the war economy in Yemen can occur;
 - (f) Agricultural development can be made sustainable in Yemen.

The Fund could also produce long-term research related to issues of concern re the transitional political process, including in relation to the South and how to handle claims to autonomy and self-determination both from a process and substance point of view. The IGA is likely to form a South Study Group.

5. Finally, it can use its *Monitoring and Evaluation* to help design and develop similar platforms for the UN in relation to other peace processes.

Yemeni Voices Guiding Principles

Yemeni Voices is guided by the following principles:

1. All Yemenis are entitled to convey views and input into policies concerning their society including in relation to the resolution of conflict;
2. All Yemenis are entitled to be informed about efforts being undertaken to resolve and address the Yemeni conflict by the UN and others;
3. All Yemenis are entitled to strive and undertake peaceful initiatives to improve and the situation in Yemen and the lives of their fellow citizens;
4. Yemeni Voices will work as an enabling tool to support these entitlements;
5. There can be no peaceful and sustainable resolution to the Yemeni crisis without the involvement of Yemeni Women, Youth and wider civil society;
6. Those underrepresented – including in the official UN-led process – must be engaged constructively as they often come up with innovative and deadlock breaking proposals to end the conflict;
7. Digital tools and new research methodologies can be useful in complex and fragmented conflicts to gather, process, analyse, convey and help input the full multiplicity of perspectives and opinions of all components of society into processes designed to resolve conflict;
8. Yemeni Voices will seek to utilise, inform and enhance and where useful, provide communication tools for, but not duplicate, the activities of existing Track 1, 2 and 3 mediation and dialogue initiatives by working in a spirit of true partnership and providing to them new research and sampling methodologies and tools of communication and analysis in order to cohere the work of all;
9. Yemeni Voices will at all times seek to comply with the Do No Harm Principle and not undertake any action that jeopardizes the security, dignity and sovereignty of the Yemeni people or any of its participants. It will develop any partnerships within a framework of 'ethical partnership';
10. Yemeni Voices shall endeavour to protect the confidentiality and identity of those who participate in its initiative and their data unless explicitly agreed;
11. Yemeni Voices shall at all times adhere to its Ethical Data Collection, Risk Framework and Analytical Protocols as published on this website, which shall accord with the highest recognised international standards concerning the same;
12. Yemeni Voices shall at all times promote and be guided by international law, and the inclusive peacemaking strategies of the Office of the UN Special Envoy for Yemen as well as the normative standards of United Nations concerning the principle of inclusivity as set out in the UN Guide to Effective Mediation.

Partners: Agreed and Draft MOuS

This Agreement dated _____ is made between the following parties:

- 1) LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCE

A company limited by guarantee (Company Registration Number 70527) and an exempt charity, whose registered address is at Houghton Street, London, WC2A 2AE (hereinafter referred to as 'LSE')
and

- 2) DeepRoot Consulting (hereinafter referred to as 'Sub-Contractor')

BACKGROUND

Add background

The United Nations awarded a research contract to the LSE as main supplier for the "Yemeni Voices Project". The project starts on 1 September 2019 and shall be completed by 31st August 2021. The project is divided into a short Inception phase (the first two months) and Implementation phase (the remaining 10 months). The LSE has appointed the Sub-Contractor to undertake Services for the Yemeni Voices Project coordinated by the Institute of Global Affairs as outlined in Schedule 1. The Sub-contractor is willing and able to provide the Services in accordance with the terms and conditions set out in this Agreement and its Schedules.

1. DEFINITIONS

- 1.1 In these Terms and Conditions the following words shall have the following meanings:-

"Confidential Information" means, in relation to LSE, the UN, other sub-contractors engaged by LSE and/or LSE's customers or clients, all confidential information of any nature whatsoever including without limitation:-

- (a) information concerning past, present and prospective finances, business dealings, systems, computer programmes, software, data, client and/or customer lists, contributors, suppliers, methods of doing business or information relating to any current or prospective business of the IGA or otherwise;
- (b) research data produced and/or generated by the Sub-contractor in connection with the Services; and
- (c) any other confidential information obtained or received during the performance of the Services;

“Control”

“Data Protection Legislation”

“Data Loss Event”

means the ability to control or direct the affairs of another, whether by virtue of the ownership of shares, contract or otherwise;

Includes the Data Protection Act 2018 (DPA), The General Data Protection Regulation (GDPR) and all applicable laws relating to the processing of personal data and privacy.

Any event that results, or may result, in unauthorised access to Personal Data held by the Sub-Contractor under this Contract, and/or actual or potential loss and/or destruction of Personal data in breach of this Contract, including any Personal data breach.

“UN”

“UN Information”

“DPA”

means the Office of the Special Envoy to the Secretary-General of Yemen, Raj Al-Lidawi St, Amman, Jordan Abercrombie House, Hairmyres, East Kilbride, Glasgow, G75 8EA;

means, confidential data originating from a UN source including Information Assets and Information Systems.

The Data Protection Act 2018

“Electronic Form” shall include, but not be limited to, digital, optical and magnetic information storage and retrieval systems (such as, by way of example and not limitation, videos, floppy diskette based software, CD-ROM, interactive software, compact discs, ROM-Card, silicon chip and other such systems), off-line and on-line electronic or other (including but not limited to satellite) transmission, and any other device or medium for electronic reproduction, publication, distribution or transmission, whether now or hereafter known, invented or developed;

“Electronic Form Rights” means the right to prepare, reproduce, publish and sell, to distribute, transmit, download or otherwise transfer or make available copies, and to license the foregoing rights, in electronic versions of the Material: that is versions that include the Material (in complete, condensed, adapted, manipulated or abridged versions, and in compilations) for performance and display in any manner (whether sequentially or non-sequentially, and together with accompanying sounds and images, if any) by any Electronic Form;

“Fee”

“FOIA”

means the total (gross) sum payable to the Sub- contractor by LSE as specified in the Agreement;

means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government Department in relation to such legislation.

“LSE” means the London School of Economics & Political Science, a company limited by guarantee (incorporated in England with company registration number 70527) and an exempt charity, whose registered office is at Houghton Street, London WC2A 2AE;

“Materials”

“Personal data”

“Protective Measures”

means all and any written articles, reports, stories, graphics, designs, photographs, research, data or drafts or any other material of whatever nature (including audio-visual material) produced by, for or on behalf of the Sub-contractor under this Contract;

Has the meaning given to that term in the Data Protection Act 2018 and The General Data Protection Regulation (GDPR)

Appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of such measures adopted by it.

“Records” has the meaning given in Clause 9.1;

“Services” means the particular services and work specified in the Agreement and in Schedule 1

“Sub-contractor”

“Sub-contractor’s Personnel”

“Sub- Processor”

means person(s)/entity(ies) defined as such in the Agreement.

means any person instructed pursuant to this Contract to undertake any of the Sub-contractor's obligations under this Contract, including (without limitation) the Sub-contractor's employees, students, agents and sub-contractors;

Any third party appointed to process Personal Data on behalf of the Sub-Contractor and in accordance with this Agreement

"Term" Means the Agreement period specified at clause 2.1 of the Agreement

"Terms and Conditions"

'The Security policy'

means these terms and conditions and reference to a "Condition" shall be to a term or condition set out in this document.

means the IGAs security policy, which can be accessed on IGA's website or as notified to the Sub-Contractor from time to time.

1.2 When interpreting the Agreement:

1.2.1 headings are for ease of reference only and shall not affect the construction of the Agreement;

1.2.2 "communication" and "electronic communication" means the same as in the Electronic Communications Act 2000;

1.2.3 words importing one gender include any other and the singular includes a plural and vice versa and references to a person include any individual, firm or body corporate, joint venture, government, state or agency of a state or any partnership or association (whether or not having a

separate legal personality); and

2. DURATION OF AGREEMENT

2.1. The commencement date of this Agreement will be 1 September 2019 and shall continue (subject to earlier termination pursuant to clause 17 of these terms and conditions) until 31 August 2019 ('the Term').

3. SERVICES

3.1 The Sub-contractor will perform the Services as set out in Schedule 1 during the Term and in consideration of the Fees as set out in Schedule 2.

3.2. Time shall be of the essence of the Agreement if and to the extent that LSE identifies an explicit requirement for urgent completion of specific tasks forming part of the Services. In

the absence of any such identified explicit requirement, the Sub-contractor shall use all reasonable endeavours to comply with applicable timescales for the performance of its duties and obligations under the Agreement.

3.3 The Sub-contractor hereby agrees and undertakes that:

3.3.1 the Material produced by the Sub-contractor and the Services will be provided to a standard, quantity, format and timeliness to meet LSE's requirements as specified in the Agreement and/or as otherwise agreed from time to time with LSE; and

3.3.2 the Sub-contractor shall provide the Services and perform all of its obligations under this Agreement with all necessary skill, diligence, efficiency and economy to satisfy generally accepted professional standards expected from experts.

3.4 If the Sub-contractor requires its Personnel to travel abroad in the course of providing the Services, the Sub-contractor shall be responsible for any necessary insurances, inoculations and all immigration requirements of its Personnel.

4. SUB-CONTRACTOR PERSONNEL

4.1 All members of the Sub-contractor's Personnel shall be appropriately qualified, experienced and in a suitable physical condition so as to ensure that the Sub-contractor complies with all the Sub-contractor's obligations under this contract.

4.2 No changes or substitutions may be made to members of the Sub-contractor's Personnel identified as key personnel in this agreement without LSE's prior written consent.

4.3 If LSE considers any member of the Sub-contractor's Personnel unsuitable, the Sub-contractor shall substitute such member as quickly as reasonably possible without direct or indirect charge with a replacement acceptable to LSE. The Sub-contractor is responsible for all acts and omissions of the Sub-contractor's Personnel and for the health, safety and security of such persons and their property.

4.4 The Sub-contractor warrants and undertakes that if and whenever the Services require the Sub-contractor or any of the Sub-contractor's Personnel to be present and/or to undertake work in the United Kingdom or any other country, the Sub-contractor will:

4.4.1 comply with all applicable legal requirements for entry to and working in the United Kingdom or the other country concerned including (without limitation) obtaining such business visitor visas as may be required from time to time; and

4.4.2 (if so requested by LSE) produce evidence of such compliance in such form as LSE may

require.

5. FEES

4.1 All payments due to the Sub-contractor by LSE shall be paid to the Sub-contractor no later

than 30 days following receipt of a valid invoice to be issued in accordance with Schedule 2 of this Agreement.

4.2 Invoices should include a form of letterhead, bear a signature and be numbered sequentially and dated. Each invoice should state the period the Services were provided using from and to dates.

5.3 No payment shall be or become due to the Sub-contractor unless LSE (acting reasonably) is satisfied that the Sub-contractor is or has been carrying out its duties, obligations and responsibilities in accordance with the Agreement. If for any reason LSE (acting reasonably) is dissatisfied with the Sub-contractor's performance of the Agreement, an appropriate sum may be withheld from any payment otherwise due. In such event LSE shall identify the particular Services with which it is dissatisfied together with the reasons for such dissatisfaction, and payment of the amount outstanding will be made upon remedy of any unsatisfactory work or resolution of outstanding queries. If LSE (acting reasonably) determines, after paying for a particular Service, that the Service has not been completed satisfactorily, LSE may recover, or withhold from further payments, an amount not exceeding that previously charged for that Service until the unsatisfactory Service is remedied to its reasonable satisfaction.

5.4 If LSE disputes any invoice or other request for payment, LSE shall immediately notify the Sub-contractor in writing. The parties shall negotiate in good faith to attempt to resolve the dispute promptly. The Sub-contractor shall provide such evidence as may be reasonably necessary to verify the disputed invoice or request for payment. Where only part of a payment, the undisputed amount shall be paid on the due date. For the avoidance of doubt, the Sub-contractor's obligations to provide the Services shall not be affected by any payment dispute, including the obligations to provide the Services to which the payment dispute relates.

5.5 LSE reserves the right not to pay any amount due in respect of a deliverable received by LSE more than 90 days after the day when the Sub-contractor first became entitled to render an agreed deliverable which will trigger the related payment.

5.6 Where it is found by LSE that any overpayment has been made to the Sub-contractor, the Sub-contractor shall reimburse LSE such amount within 28 days of the date of LSE's written demand so to do.

5.7 Unless otherwise expressly provided in the Agreement, all payments to the Sub-contractor shall be made in UK pounds sterling.

6. TAX

6.1 The Sub-contractor shall be responsible for all tax liabilities and or similar contributions in respect of the Fee, including any interest and/or penalties in respect thereof (together "Taxes") in the country that the Sub-contractor is tax registered in.

6.2 The Sub-contractor hereby agrees and undertakes to indemnify and to keep LSE fully and effectively indemnified from and against:-

6.2.1 any claims, proceedings or demands which may be made by the relevant authorities against LSE in respect of Taxes relating to the Sub-contractor's Services; and

6.2.2 any damages, losses, liabilities, costs and/or expenses suffered or incurred by LSE

in connection with Taxes relating to the Sub-contractor's Services and/or the Fee,

6.3 If at any point during the Term of the Agreement, an occasion of Tax Non-Compliance occurs, the Sub-contractor shall:

6.3.1 notify LSE in writing of such fact within 5 working days of its occurrence and promptly provide to LSE:

(i) details of the steps which the Sub-contractor is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors that it considers relevant; and

(ii) provide such other information in relation to the Occasion of Tax Non-Compliance as LSE may reasonably require.

6.4 For the avoidance of doubt, if the Sub-contractor is registered in a country where the tax authorities require the engaging entity, LSE, to withhold a percentage of tax, then that percentage may be taken off the amount set out in Schedule 2 and be sent directly to the relevant tax authorities.

7. FACILITIES

The Sub-contractor shall be responsible for the provision (at their own cost) of suitable office accommodation and such clerical, secretarial, administration assistance, transport and computer hardware, software facilities and support services as may be necessary for the proper provision of the Services.

8. WARRANTIES

8.1 The Sub-contractor represents and warrants that:

8.1.1 It is validly incorporated, organised and subsisting in accordance with the Laws of its place of incorporation

8.1.2 it has full capacity and authority to enter into and perform this Agreement

8.1.3 the Agreement is executed by its duly authorised representative

8.1.4 there are no actions, suits or proceedings or regulatory investigations before any court or administrative body or arbitration tribunal pending or, to its knowledge, threatened against it that might affect its ability to perform its obligations under this Agreement

8.1.5 its execution, delivery and performance of its obligations under this Agreement will not constitute a breach of any Law or obligation applicable to it and will not cause or result in a default under any agreement by which it is bound.

8.1.6 its execution, delivery and performance of its obligations under this Agreement will not constitute a breach of any law or obligation applicable to it and will not cause or result in a default under any Agreement to which it is bound.

8.1.7 it has notified LSE in writing of any occasions of non-tax –compliance and any litigation it is involved that is in connection with this.

8.1.8 it is not subject to any contractual obligation, compliance with which is likely to have a

material adverse effect on its ability to perform its obligations under this Agreement.

8.1.9 no proceedings or other steps have been taken and not discharged (not to the best of its knowledge, are threatened) for the winding up of the Sub-contractor, or for its dissolution or for the appointment of a Receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Sub-contractor's assets or revenue.

8.2 The Sub-contractor shall at all times comply with the Law and Regulations in carrying out its obligations under this Agreement.

8.3 If at any time a Party becomes aware that a representative or warranty given by it under Clause 8.1 has been breached, is untrue or misleading, it shall immediately notify the other party of the relevant occurrence in sufficient detail to enable the other Party to make an accurate assessment of the situation.

9. LSE POLICIES AND UN REQUIREMENTS

9.1 The Sub-contractor shall keep accurate and systematic accounts, files and records (the "Records"). The Records shall clearly identify, among other things, the basis upon which invoices have been calculated and the Sub-contractor shall keep the Records throughout the duration of the Agreement and for seven years following its termination.

9.2 The Sub-contractor shall upon request provide to LSE and/or to the UN (or their respective representatives including, without limitation, the National Audit Office), unrestricted access to the Records in order that the Records may be inspected and copied during business hours and after prior consent with the data on which such visit may take place. The Sub-contractor shall use reasonable efforts to co-operate fully in providing to LSE and/or to the UN or their representatives answers to such enquiries as may be reasonably made about the Records.

9.3 The Sub-contractor shall not engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to the Agreement. The Sub-contractor shall notify LSE immediately of:

9.3.1 any actual or potential conflict together with recommendations as to how the conflict can be avoided; and

9.3.2 any matters, facts or circumstances which otherwise bring into question the independence or impartiality of any Services to be provided by the Sub-contractor.

9.4 Having regard to the nature of this Agreement, the Sub-contractor shall be entitled to supply

services to any third party provided that this does not (i) prejudice the Sub-contractor's ability to perform the Services in a timely and efficient manner or (ii) give rise to a conflict of interest for the Sub-contractor.

9.5 The Sub-contractor warrants that:

9.5.1 Prior to commencing to the Commencement date of this Agreement, they have not committed a criminal Act or been formally notified that it is subject to an investigation or prosecution

9.5.2 The Sub-contractor shall immediately notify LSE in writing if it becomes aware of a breach of this clause or has sufficient reason to believe that it has or any other LSE employee or Sub-contractor has:

(i) Been subject to an investigation or prosecution

(ii) Received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Agreement

9.5.3 will comply with all applicable laws, statutes, regulations and codes relating to the Modern Slavery Act 2015 and those relating to anti-bribery and anti-corruption including The Bribery Act 2010 and will not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of The Bribery Act 2010.

9.5.4 that the Sub-contractor and their personnel have at any time prior to the commencement date and/or during the term of this Agreement appeared on the Home Office Proscribed Terrorist Organisations List.

9.5.5 Without limiting the foregoing, the Sub-contractor will not make any payments, or offer or transfer anything of value, to any government official or government employee, to any political party official or to any other third party and will promptly report to LSE any request or demand for any undue financial or other advantage of any kind received by the Sub-contractor in connection with the performance of any Agreement.

9.5.6 has not given, offered or agreed to give or accepted any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any act in relation to the obtaining or execution of any Agreement or forbearing to show favour or disfavour to any person or entity in relation to any Agreement;

9.5.7 or has entered into any Agreement in connection with which commission has been paid or agreed to be paid by or to the Sub-contractor before such Agreement was made, particulars of any such commission and of the terms of any agreement for the payment of such commission were disclosed in writing to LSE, where written consent was subsequently given to such payment.

9.5.8 shall not accept for their own benefit any trade commission, discount or similar payment or benefit in connection with this Agreement.

9.5.9 undertakes that they shall not attempt to commit any fraud, deception, financial or procedural wrongdoing in relation to the performance by the Sub-contractor of its obligations under the Agreement and shall immediately notify LSE of any

circumstances giving rise to a suspicion that such wrongful activity may occur or has occurred.

9.5.9 will immediately and without undue delay inform LSE of any event that interferes or threatens to materially interfere with the successful implementation of the Programme, including credible suspicion of/or actual fraud, bribery, corruption or any other financial irregularity or impropriety.

9.6 The Sub-contractor shall comply and act in accordance with LSE's policies and procedures including but not limited to:

(a) Policy against Bribery and Fraud:

<https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/fraPol.pdf>

(b) LSE Safeguarding policy:

<https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/safPol.pdf>

Both parties understand and agree that Safeguarding means taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people and in particular vulnerable adults and children, from that harm; and to respond appropriately when harm does occur.

9.7 The onus is on the Sub-contractor to regularly view the LSE policies and procedures as they are periodically updated.

9.8 The Sub-contractor shall not discriminate within the meaning and scope of the provisions and principles set out in the UK Equality Act 2010 (as revised, amended or supplemented from time to time).

9.9 This Agreement may result in the engagement with human subjects due to methods involving participant observation and interviews. The Project will therefore follow LSE Research ethics protocols. The LSE has a rigorous ethics code in place and requires all Researchers to complete the Research Ethics Review Checklist where Research is identified as involving human participants. This is assessed by the Research Ethics Committee who determines what level of intervention is required. In line with LSE policy, the project will be developed with full consideration to LSE's Research Ethics Policy.

10. SECURITY REQUIREMENTS

10.1 The Sub-contractor in their handling of any primary or secondary research data are additionally required to meet with the Information Security Principles laid out in the LSE Information Security Policy which can be found at:- <http://www.lse.ac.uk/intranet/LSEServices/policies/pdfs/school/infSecPol.pdf> and to classify and treat data according to LSE's Information Classification Standard, or otherwise adhere to institutional policies that guarantee at least an equivalent level of security.

11. INTELLECTUAL PROPERTY RIGHTS AND PUBLICATION

11.1 This Agreement does not affect the ownership of any Background. Background remains the property of the party that contributes it to the rendering of the Services. No right or license to use any Background is granted or implied by this Agreement except for the rights expressly granted in this Agreement. Each party shall fully and exclusively own any improvements to its Background resulting from the performance of the Services.

11.2 All intellectual property rights in all material (including but not limited to reports, data, designs whether or not electronically stored) produced by the Sub-contractor or the Sub-contractors personnel pursuant to the performance of the Services ("the Material") shall be the property of the Sub-contractor. All intellectual property rights in material (including but not limited to reports, data, designs whether or not electronically stored) produced by LSE pursuant to the performance of this Agreement shall belong to LSE.

11.3 The Sub-contractor hereby grants to LSE a world-wide, non-exclusive, irrevocable, royalty-free licence to use the Material created or developed by the Sub-contractor or the Sub-contractor Personnel in the performance of the Services (whether alone or with any other person) "use" meaning, without limitation, the reproduction, publication and sub-licence of all or any part of the Material, including the reproduction and sale of all or any part of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world. In this context 'sale' will refer to charges to recover the costs of reproduction and postage. However, subject to its obligations of confidentiality, the subcontractor shall have the right to use the Material for internal, academic non-commercial research purposes.

11.4 Both parties acknowledge that LSE is required to grant to the UN a world-wide, non-exclusive, irrevocable, royalty-free licence to use all the Material, “use” meaning, without limitation, the reproduction, publication and sub-licence of all the Material and the intellectual property rights therein, including the reproduction and sale of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world. In this context ‘sale’ will refer to charges to recover the costs of reproduction and postage.

11.5 The Sub-contractor undertakes not to, without written consent of LSE to enter into any Agreement, Understanding or arrangement with any third party, which could affect LSE use or validity of the Material, the technical information or the improvements.

11.6 The Sub-contractor hereby warrants that:-

11.6.1 (unless specifically stated otherwise in the Agreement), the Material is the Sub-contractor’s own original work, has not been published before and is not under consideration for publication elsewhere; and

11.6.2 the Material contains nothing defamatory or libellous and all statements purporting to be facts are true; and

11.6.3 the Sub-contractor has obtained permission from the copyright owner for any excerpts of other copyright work included in the Material and has acknowledged the sources in the Material; and

11.7 The Sub-contractor acknowledges and accepts that:-

11.7.1 LSE reserves the right to decide whether or not to use or publish any Material submitted by the Sub-contractor;

11.7.2 in consultation with the Sub-contractor, LSE may amend, edit or add to any such Material so submitted including (without limitation) in circumstances where (i) the Material does not conform to the agreed requirements and/or specification or (ii) the Material contains typographical and/or other presentational errors or (iii) LSE is advised by its legal advisers that publication and/or use of the Material in the form submitted might give rise to third party claims;

11.7.3 The Sub-contractor must submit any proposed publication or presentation to LSE prior to the submission of such proposed publication or presentation to a journal, editor, or other third party in order to allow LSE to review for the presence of its Confidential Information. LSE will have up to thirty (30) days after receipt of said copies for review. If LSE discovers its Confidential Information has been disclosed in the proposed publication or the intellectual property in its Background or Results has been used without permission, LSE may so notify the Sub-contractor and Sub-contractor will delete the objectionable Information before publication. It is understood that, subject only to this paragraph and the provisions of Section 11, Sub-contractor will have the right, after expiration of the three (3) month period set forth above, to publish or present Material. It is further understood that LSE shall have the unqualified right, at any time, to publicly disclose the fact of the existence of the Project and its subject matter.

12. USE OF NAMES AND REPUTATION

12.1 The Sub-contractor will not:-

12.1.1 make use of the names “London School of Economics & Political Science”, “LSE” or any other trade names and/or trademarks of LSE in soliciting work for the Sub-contractor or for any marketing activity whatsoever or for any other purpose either during the Term or at any time thereafter, in each case without the prior written consent of LSE;

12.1.2 make use of the names “LSE”, “UN” or “The Office of the Special Envoy to the Secretary-General of Yemen” in soliciting work for the Sub-contractor or for any marketing activity whatsoever or for any other purpose either during the Term or at any time thereafter, in each case without the prior written consent of LSE;

12.1.3 act in such a way as to jeopardise the reputation of LSE/UN for independent and unbiased research and/or comment;

12.1.4 misrepresent in any way the nature of the Sub-contractor’s relationship with LSE/UN.

13. ATTRIBUTION, REFERRAL AND PUBLICITY

13.1 The Sub-contractor may inform third parties contracted by the Sub-contractor in the course of carrying out the Services commissioned by LSE during the Term of the Agreement that the work being undertaken is being carried out on behalf of LSE but (for the avoidance of doubt):

13.1.1 no such representation may be made by the Sub-contractor at any time after the Term; and

13.1.2 no publicity is to be given by the Sub-contractor to or in connection with the Sub-contractor’s engagement by LSE, this Agreement and/or the Services without receiving the prior written consent of LSE.

13.2 The Sub-contractor hereby agrees and undertakes that it shall not (in the course of carrying out the Services or otherwise) make or purport to make:

13.2.1 any warranties and/or representations relating to the LSE; and/or

13.2.2 any variations to the terms and conditions applicable to any agreement reached between LSE and any person to which the Services relate,

13.3 The Sub-contractor agrees and acknowledges that it has no right to bind and/or to commit LSE in any way whatsoever.

13.4 LSE nor UN shall use the subcontractor’s name or trademarks for advertising purposes without express written consent. In all other communications concerning the Services (including any Publication), the parties shall refer to each other in accordance with good scientific and academic practice. This restriction does not apply to standard internal reporting requirements of LSE.

14. DATA PROTECTION AND FREEDOM OF INFORMATION

14.1 If personal data is being transferred under this Agreement, then both parties agree to comply with obligations set out in The General Data Protection Regulation (GDPR) and The Data Protection Act 2018.

14.2 The Sub-contractor shall assist and cooperate with LSE to enable it to comply with its obligations under FOIA. In particular, the Sub-contractor shall:

14.1.1 transfer to LSE all requests for Information pursuant to FOIA that it receives as soon as practicable and in any event within two (2) Business Days of receiving the request; and

14.1.2 provide LSE with assistance in complying with requests for Information received pursuant to FOIA including the provision of Information held on behalf of LSE and covered by the request in the form that LSE requires. Such assistance shall be provided promptly and in any event within three (3) Business Days of LSE making

a request to the Sub-contractor to provide any necessary Information or assistance.

14.2 As soon as reasonably practicable following receipt of a request for assistance, the Sub-

contractor shall:

14.2.1 notify LSE whether it holds the Information covered by the request on behalf of LSE, provided that LSE shall not be obliged to display a copy of the request to the Sub-contractor ;

14.2.2 if it does so hold the Information, provide all such Information covered by the request to LSE; and

14.2.3 demonstrate to the satisfaction of LSE the steps taken by the Sub-contractor to comply with its obligations under this Clause

14.3 In no event shall the Sub-contractor respond directly to a request for Information unless expressly authorised to do so by LSE.

14.4 The Sub-contractor acknowledges that LSE may, and/or may be obliged to, disclose any information received from the Sub-contractor including any Commercially Sensitive Information.

14.5 Notwithstanding the provisions of Clause 14.6 and subject to Clause 14.9 LSE shall consult with the Sub-contractor prior to responding to any request under FOIA for Commercially Sensitive Information received by LSE from the Sub-contractor.

14.6 LSE shall take account of any response received from the Sub-contractor pursuant to Clause

14.7 but, notwithstanding this, LSE shall be responsible for determining in its absolute discretion and, notwithstanding any other provision in this Agreement or any other Agreement, whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of FOIA.

14.7 The Sub-contractor acknowledges that (notwithstanding the provisions of Clause 14.8) LSE may be obliged under FOIA to disclose information concerning the Sub-contractor or the Services:

14.7.1 in certain circumstances without consulting the Sub-contractor; or

14.7.2 following consultation with the Sub-contractor and having taken its views into account, LSE shall take reasonable steps, where appropriate, to give the Sub-contractor advance notice, or failing that, to draw the disclosure to the Sub-contractor's attention after any such disclosure.

14.8 In complying with the obligations of this Clause 14, each party agrees that it shall at all times act in good faith and the Sub-contractor undertakes to do nothing to prevent LSE from complying with its obligations under FOIA.

15. CONFIDENTIALITY

15.1 The Sub-contractor acknowledges that all Confidential Information is secret and confidential to LSE, other Sub-contractors engaged by LSE and/or to LSE's customers or clients and accordingly the Sub-contractor agrees to keep such information confidential and will not disclose or reveal or otherwise make available any Confidential Information to any person,

firm or company, except as directed by LSE, during the term of this Agreement and at all times after the Agreement has been terminated for whatever reason without the prior written consent of LSE, unless:

- a) Such information was already in the public domain at the time of disclosure otherwise than by breach of this Agreement;
- b) Such information was in the possession of the receiving party at the time it was disclosed with no prior obligation of confidentiality;
- c) It is independently developed from this Agreement and without access to the other Party's information
- d) such disclosure is a requirement of law placed upon the party making the disclosures.

15.2 The Sub-contractor undertakes to take all such steps as shall be necessary from time to time to procure compliance with Condition 15.1 by its Personnel.

16. FORCE MAJEURE

16.1 Where the performance by the Sub-contractor of their obligations under this Agreement is delayed, hindered or prevented by an event or events beyond the reasonable control of the Sub-contractor and against which an experienced Sub-contractor could not reasonably have been expected to take precautions, the Sub-contractor shall promptly notify LSE in writing, specifying the nature of the Force Majeure event and stating the anticipated delay in the performance of this Agreement.

16.2 If the specified Force Majeure event continues and as a result performance of the Agreement is or will be delayed by more than 30 days from the date of receipt of notice given in accordance with Clause 16.1, LSE may at its sole discretion, either suspend the Agreement or amend the Services by agreement or terminate the Agreement forthwith.

16.3 If by the end of the Suspension period the parties have not agreed a further period of suspension or reinstatement of the Agreement, this Agreement shall terminate automatically.

17. TERMINATION OF THE AGREEMENT

17.1 Subject to earlier termination in accordance with Clauses 17.2-17.4, the Agreement shall continue until its expiry.

17.2 LSE may notify the Sub-contractor of the suspension or termination of this Agreement if the Services or any part of the Services are not provided to the satisfaction of LSE when compared reasonably against Schedule 1. In these circumstances, LSE will give the Sub-contractor reasons for such dissatisfaction and, in the case of suspension, the action required by the Sub-contractor to remedy the dissatisfaction and the time within which it must be completed. Such dissatisfaction will be considered capable of remedy if the Sub-contractor can comply with the obligation in question in all respects other than as to the time of performance.

17.3 Where the Agreement is suspended under clause 17.2 and the Sub-contractor subsequently fails to remedy the dissatisfaction within 30 days from receiving notice of dissatisfaction, LSE may terminate the Agreement forthwith by notice in writing.

17.4 Without prejudice to LSE's other rights, including but not limited to the right to claim for costs and losses incurred, LSE may additionally terminate the Agreement forthwith where:-

17.4.1 the Sub-contractor is in breach of the Agreement and (if capable of remedy) such breach has not been remedied by the Sub-contractor within 30 days of receipt of written notice from LSE requiring it to do so; or

17.4.2 The Services are no longer required

17.4.3 the Sub-contractor commits any serious or persistent breach of any of the provisions in the Agreement or wilfully or persistently neglects to perform its obligations under the Agreement; or

17.4.4 the Sub-contractor is guilty of any fraud, dishonesty or serious misconduct or is convicted of a criminal offence which, in the opinion of LSE, may tend to bring the Sub-contractor or LSE into disrepute; or

17.4.5 the Sub-contractor breaches clause 9.5.5

17.6.6 the Sub-contractor becomes bankrupt, is the subject of a receiving order or administration order, or makes an arrangement or composition or conveyance or assignment with its creditors; warranty given by the Sub-contractor regarding tax matters is materially untrue or the Sub-contractor makes a material breach of its obligation to notify LSE of any occasion of tax non-compliance

17.4.7 the Sub-contractor fails to notify LSE of any mitigating matters, facts or circumstances which in LSE's opinion preclude the Sub-contractor from continuing to provide the Services; or

17.4.8 the Sub-contractor has committed an offence under the Bribery Act 2010 or the Anti-Terrorism Crime and Security Act 2001.

17.5 Where the Agreement is terminated in accordance with clauses 17.6.4 or 9.5.5, then:

17.5.1 LSE shall terminate the Agreement with immediate effect by written notice to the Sub-contractor and recover from the Sub-contractor the amount of any loss resulting from the termination

17.5.2 pay LSE within 10 days of notification such amount as LSE shall have determined as the amount of any loss to LSE resulting from such termination together with the amount of value of any gift, consideration or commission received.

17.6 The Sub-contractor may terminate the Agreement at any time by so notifying LSE in writing if LSE has committed a material breach of its obligations under the Agreement and (in the case of such a breach which is capable of remedy) has failed to remedy the same within 30 days of receipt of written notice from the Sub-contractor specifying the nature of the breach and requiring it to be remedied. For the purposes of this Clause, a breach shall be considered capable of remedy if LSE can comply with the obligation in question in all respects other than as to the time of performance.

17.7 Upon termination of the Agreement howsoever caused the Sub-contractor will:-

17.7.1 immediately deliver up to LSE (or to LSE's authorised representative) any documents containing Confidential Information belonging to LSE, other Sub- contractors engaged by LSE and/or to LSE's customers or clients and all copies thereof together with any other items which may have come into the Sub- contractor's possession by virtue of the Agreement and which do not belong to the Sub-contractor; and

17.7.2 Return any unspent funds paid in advance by LSE and not accounted for prior to the effective date of termination, as well as submit any of the completed or partially completed Deliverables as set out in Schedule 1.

17.7.3 take any steps necessary to terminate the provision of the Services in a timely and orderly manner and to transfer to LSE the full benefit of all Services carried out prior to termination of the Agreement.

17.7.4 Provide LSE, not more than 60 days after LSE notifies the Sub-contractor of the suspension or termination of this Agreement an account in writing, stating:

(i) Any costs due before the date of termination

(ii) Any costs to be provided for after the date of termination which the Sub-contractor necessarily incurred in the proper performance of this Agreement and which it cannot reasonably be expected to avoid or recover.

17.7.5 Subject to LSE approval, LSE shall pay such amount to the Sub-contractor within 30 days after receipt from the Sub-contractor of an invoice in respect of the amount due for Services completed but not paid for.

17.8 For the avoidance of doubt, however termination arises the Sub-contractor will reimburse LSE any funds LSE has paid to the Sub-contractor but whereby no Services have been provided up to the new termination date and on a pro rata basis.

18. LIMITATION OF LIABILITY AND INSURANCE

18.1 The Sub-contractor shall indemnify and keep LSE indemnified in respect of any costs or damages reasonably incurred (including but not limited to costs for all claims, demands, proceedings, damages, costs charges and expenses) by LSE arising out of or related to breach of warranty or representation, Agreement of statutory duty or tortious acts or omissions or negligence by the Sub-contractor or any claims made against LSE by third parties in respect thereof.

18.2 The Sub-contractor shall not be responsible for any injury, loss, damage, cost or expense if and to the extent it is caused by the negligence and wilful misconduct of LSE or LSE employees or by LSE breach of obligations set out in this Agreement.

18.2 Neither Party limits its liability for:

18.2.1 Death or personal injury caused by its negligence, or that of its employees, agents or Sub-contractors (as applicable)

18.2.2 Fraud or fraudulent misrepresentation by it or its employees.

18.3 Without prejudice to the generality of Clauses 18.1 and 18. 2, in no event shall either party be liable to the other for:

18.3.1 Loss of profits, business, revenue, goodwill or anticipated savings; and/or

18.3.2 Indirect or consequential loss or damage.

18.3.3 The provisions of Clause 18.2 shall not be taken as limiting the right of LSE to claim from the Sub-contractor in the event of Default for loss of data and notwithstanding Clause 18.3.2, where LSE terminates this Agreement pursuant to Clause 17, LSE shall be entitled to recover from the Sub-contractor, in addition to any other damages it is entitled to recover, the cost of obtaining the reasonable and proper cost for specialist accountancy services from a third party.

18.4 The Sub-contractor shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct default of the Sub-contractor.

18.5 Except where there has been misconduct, negligence, dishonesty or fraud on behalf of the Sub-contractor, the Sub-contractor's liability under this Agreement shall be limited to the total fees set out in this Agreement

18.6 The parties expressly agree that should any limitation or provision contained in this Clause 18 be held to be invalid under any applicable statute or rule of law it shall to that extent be deemed omitted but if any party thereby becomes liable for loss or damage which would otherwise have been excluded such liability shall be subject to the other limitations and provisions set out herein.

18.7 Without limiting the Sub-contractor's responsibilities under Clause 18.1 above, the Sub-contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing a level of cover not less than the Financial Limit in respect of all risks which may be incurred by the Sub-contractor, arising out of the Sub-contractor and Sub-contractor Personnel's performance of their obligations under the Agreement, including for death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Sub-contractor. Such insurance shall be maintained for the duration of the Agreement period and for a minimum of 6 (six) years following the expiration or earlier termination of the Agreement.

18.8 At the request of LSE, the Sub-contractor shall provide evidence showing that such insurance has been taken out and maintained and that current premiums have been paid.

19. NOTICES AND SERVICE

19.1 Any notice or other information required or authorised by the Agreement to be given by either party to the other shall be given by:

19.1.1 delivering the same by courier;

19.1.2 sending the same by pre-paid registered post;

19.1.3 sending the same by email or other electronic communication; or

19.1.4 sending the same by facsimile transmission;

to the other party at the address given in or pursuant to Clause 19.6.

19.2 Any notice or information sent by post in the manner provided by Clause 19.1.2 which is not returned to the sender as undelivered shall be deemed to have been given on the fifth day after the

envelope containing it was so posted; and proof that the envelope containing any such notice or information was properly addressed, pre-paid, registered and posted, and that it has not been returned to the sender, shall be sufficient evidence that the notice or information has been duly given.

19.3 Any notice sent by email or other electronic communication in the manner provided by Clause 19.1.3 shall be so given to an address for the time being notified for that purpose to the person giving the notice and in this Clause 19, "address", in relation to electronic communications, includes any number or address used for the purposes of such communications.

19.4 In the case of a notice contained in an email or other electronic communication, provided that it was sent to the correct address, such notice shall be deemed to be given at the expiration of 24 hours after the time it was sent.

19.5 Any notice or information sent by facsimile transmission or comparable means of communication shall be deemed to have been duly given on the date of transmission, provided that a confirming copy is sent to the other party at the address given in or pursuant to Clause 19.6 within 24 hours after transmission.

19.6 The address of a party for service of any legal proceedings concerning or arising out of the Agreement, or for the purposes of Clause 19.1, shall be that set out in the Agreement, or such other address as it may last have notified to the other party in writing from time to time.

20. GENERAL

20.1 Except with LSE's prior written consent:

20.1.1 the Agreement may not be assigned or transferred by the Sub-contractor;

20.1.2 none of the Sub-contractor's duties or obligations under the Agreement may be delegated or sub-contracted by the Sub-contractor.

20.2 Clause 11, 12, 13, 14, 15 and 18 will survive termination of this Agreement.

20.3 No variation to the Agreement will be effective unless agreed in writing and signed by both parties.

20.4 If any provision of the Agreement is held to be invalid or unenforceable by any court of competent jurisdiction then such invalidity or unenforceability will not affect the enforceability of the remaining provisions of the Agreement.

20.5 No rights or remedy conferred on or reserved to LSE under the Agreement is exclusive of any other right or remedy under the Agreement or by law or equity provided or permitted but each will be cumulative of every right or remedy given under the Agreement.

20.6 Nothing in the Agreement shall constitute or be deemed to constitute a partnership between LSE and the Sub-contractor or be deemed to constitute one party as agent for the other for any purpose whatsoever.

20.7 The Agreement does not create any right enforceable by any person who is not a party, except that:

20.7.1 Clause 15 (Confidentiality) may be directly enforced by the Sub-contractor, customer and/or client of LSE to whom such Confidential Information relates or belongs subject to and in accordance with the Agreements (Rights of Third Parties) Act 1999; and

20.7.2 a person who is the permitted successor to or assignee of the rights of a party is deemed to be a party to the Agreement and the rights of such successor or assignee shall, subject to and on any succession or assignment permitted by the Agreement, be regulated by the terms of the Agreement.

20.8 Notwithstanding that any term of the Agreement may be or become enforceable by a person who is not a party to it, the terms of the Agreement or any of them may be varied, amended or modified or the Agreement may be suspended, cancelled or terminated by agreement in writing

between the parties, or the Agreement may be rescinded (in each case) without the consent of any such third party.

21. DISPUTE RESOLUTION

21.1 The Parties will attempt in good faith to negotiate a settlement in any claim or dispute between them arising out of or in connection with this Agreement. If the matter is not resolved by negotiation the parties will refer the dispute to mediation in accordance with CEDR (Centre for effective dispute resolution in London, UK) procedures or any alternative procedure the parties may agree on. If the parties fail to agree terms of a settlement within 90 days of the initiation of the procedure the dispute may be referred to an arbitrator as agreed between the parties or failing such agreement as may be nominated by the President of the Law Society of England and Wales upon application of any party. The initiation of the procedure is defined as the written request to CEDR by any party for the mediation provided that such request is copied to the other party(ies).

21.2 The decision of the arbitrator shall be final and binding on both parties.

22. GOVERNING LAW AND JURISDICTION

This Agreement shall be governed and construed in all respects in accordance with English Law and the Parties agree to submit to the exclusive jurisdiction of the Courts of England and Wales.

By signing this Agreement, both Parties agree to be bound by these terms and conditions and its Schedules.

Signed _____

Erik Berglof, Director of Institute of Global Affairs

For and on behalf of The London School of Economics and Political Science Print name:

Date: _____

Signed _____

Print name: _____

Date: _____

Schedule 1-Services

Schedule 2-Fees

This Agreement dated _____ is made between the following parties:

1) LONDON SCHOOL OF ECONOMICS & POLITICAL SCIENCE

A company limited by guarantee (Company Registration Number 70527) and an exempt charity, whose registered address is at Houghton Street, London, WC2A 2AE (hereinafter referred to as 'LSE')
and

2) The Sana'a Centre for Strategic Studies (hereinafter referred to as 'Sub-Contractor')

BACKGROUND

Add background

The United Nations awarded a research contract to the LSE as main supplier for the "Yemeni Voices Project". The project starts on 1 September 2019 and shall be completed by 31st August 2021. The project is divided into a short Inception phase (the first two months) and Implementation phase (the remaining 10 months). The LSE has appointed the Sub-Contractor to undertake Services for the Yemeni Voices Project coordinated by the Institute of Global Affairs as outlined in Schedule 1. The Sub-contractor is willing and able to provide the Services in accordance with the terms and conditions set out in this Agreement and its Schedules.

1. DEFINITIONS

1.1 In these Terms and Conditions the following words shall have the following meanings:-

"Confidential Information" means, in relation to LSE, the UN, other sub-contractors engaged by LSE and/or LSE's customers or clients, all confidential information of any nature whatsoever including without limitation:-

(a) information concerning past, present and prospective finances, business dealings, systems, computer programmes, software, data, client and/or customer lists, contributors, suppliers, methods of doing business or information relating to any current or prospective business of the IGA or otherwise;

(b) research data produced and/or generated by the Sub-contractor in connection with the Services; and

(c) any other confidential information obtained or received during the performance of the Services;

“Control”

“Data Protection Legislation”

“Data Loss Event”

means the ability to control or direct the affairs of another, whether by virtue of the ownership of shares, contract or otherwise;

Includes the Data Protection Act 2018 (DPA), The General Data Protection Regulation (GDPR) and all applicable laws relating to the processing of personal data and privacy.

Any event that results, or may result, in unauthorised access to Personal Data held by the Sub-Contractor under this Contract, and/or actual or potential loss and/or destruction of Personal data in breach of this Contract, including any Personal data breach.

“UN”

“UN Information”

“DPA”

means the Office of the Special Envoy to the Secretary-General of Yemen, Raj Al-Lidawi St, Amman, Jordan Abercrombie House, Hairmyres, East Kilbride, Glasgow, G75 8EA;

means, confidential data originating from a UN source including Information Assets and Information Systems.

The Data Protection Act 2018

“Electronic Form” shall include, but not be limited to, digital, optical and magnetic information storage and retrieval systems (such as, by way of example and not limitation, videos, floppy diskette based software, CD-ROM, interactive software, compact discs, ROM-Card, silicon chip and other such systems), off-line and on-line electronic or other (including but not limited to satellite) transmission, and any other device or medium for electronic reproduction, publication, distribution or transmission, whether now or hereafter known, invented or developed;

“Electronic Form Rights” means the right to prepare, reproduce, publish and sell, to distribute, transmit, download or otherwise transfer or make available copies, and to license the foregoing rights, in electronic versions of the Material: that is versions that include the Material (in complete, condensed, adapted, manipulated or abridged versions, and in compilations) for performance and display in any manner (whether sequentially or non-sequentially, and together with accompanying sounds and images, if any) by any Electronic Form;

“Fee”

“FOIA”

means the total (gross) sum payable to the Sub- contractor by LSE as specified in the Agreement;

means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time, together with any guidance and/or codes of practice issued by the Information Commissioner or relevant Government Department in relation to such legislation.

“LSE” means the London School of Economics & Political Science, a company limited by guarantee (incorporated in England with company registration number 70527) and an exempt charity, whose registered office is at Houghton Street, London WC2A 2AE;

“Materials”

“Personal data”

“Protective Measures”

means all and any written articles, reports, stories, graphics, designs, photographs, research, data or drafts or any other material of whatever nature (including audio-visual material) produced by, for or on behalf of the Sub-contractor under this Contract;

Has the meaning given to that term in the Data Protection Act 2018 and The General Data Protection Regulation (GDPR)

Appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of such measures adopted by it.

“Records” has the meaning given in Clause 9.1;

“Services” means the particular services and work specified in the Agreement and in Schedule 1

“Sub-contractor”

“Sub-contractor’s Personnel”

“Sub- Processor”

means person(s)/entity(ies) defined as such in the Agreement.

means any person instructed pursuant to this mCeoantsracatnyto
puenrdseorntakiensatnruycotefdthpeuSrsuuba-ncot ntoractthoirs’s
Contract to undertake any of the Sub-contractor’s obligations under this Contract,
including obligations under this Contract, including
(without limitation) the Sub-contractor’s
(without limitation) the Sub-contractor’s employees, students, agents and sub-
contractors;
employees, students, agents and sub-contractors;

Any third party appointed to process Personal Data on behalf of the Sub-Contractor and in accordance with this Agreement

“Term” Means the Agreement period specified at clause
2.1 of the Agreement

“Terms and Conditions”

‘The Security policy’

means these terms and conditions and reference to a “Condition” shall be to a term or condition set out in this document.

means the IGAs security policy, which can be accessed on IGA’s website or as notified to the Sub-Contractor from time to time.

1.2 When interpreting the Agreement:

1.2.1 headings are for ease of reference only and shall not affect the construction of the Agreement;

1.2.2 “communication” and “electronic communication” means the same as in the Electronic Communications Act 2000;

1.2.3 words importing one gender include any other and the singular includes a plural and vice versa and references to a person include any individual, firm or body corporate, joint venture, government, state or agency of a state or any partnership or association (whether or not having a separate legal personality); and

2. DURATION OF AGREEMENT

2.1. The commencement date of this Agreement will be 1 September 2019 and shall continue (subject to earlier termination pursuant to clause 17 of these terms and conditions) until 31 August 2019 (‘the Term’).

3. SERVICES

3.1 The Sub-contractor will perform the Services as set out in Schedule 1 during the Term and in consideration of the Fees as set out in Schedule 2.

3.2. Time shall be of the essence of the Agreement if and to the extent that LSE identifies an explicit requirement for urgent completion of specific tasks forming part of the Services.

In the absence of any such identified explicit requirement, the Sub-contractor shall use all reasonable endeavours to comply with applicable timescales for the performance of its duties and obligations under the Agreement.

3.3 The Sub-contractor hereby agrees and undertakes that:

3.3.1 the Material produced by the Sub-contractor and the Services will be provided to a standard, quantity, format and timeliness to meet LSE’s requirements as specified in the Agreement and/or as otherwise agreed from time to time with LSE; and

3.3.2 the Sub-contractor shall provide the Services and perform all of its obligations under this Agreement with all necessary skill, diligence, efficiency and economy to satisfy generally accepted professional standards expected from experts.

3.4 If the Sub-contractor requires its Personnel to travel abroad in the course of providing the Services, the Sub-contractor shall be responsible for any necessary insurances, inoculations and all immigration requirements of its Personnel.

4. SUB-CONTRACTOR PERSONNEL

4.1 All members of the Sub-contractor’s Personnel shall be appropriately qualified, experienced and in a suitable physical condition so as to ensure that the Sub-contractor complies with all the Sub-contractor’s obligations under this contract.

4.2 No changes or substitutions may be made to members of the Sub-contractor’s Personnel identified as key personnel in this agreement without LSE’s prior written consent.

4.3 If LSE considers any member of the Sub-contractor’s Personnel unsuitable, the Sub-contractor shall substitute such member as quickly as reasonably possible without direct or indirect charge with a replacement acceptable to LSE. The Sub-contractor is responsible for all acts and omissions of the Sub-contractor’s Personnel and for the health, safety and security of

such persons and their property.

4.4 The Sub-contractor warrants and undertakes that if and whenever the Services require the Sub-contractor or any of the Sub-contractor's Personnel to be present and/or to undertake work in the United Kingdom or any other country, the Sub-contractor will:

4.4.1 comply with all applicable legal requirements for entry to and working in the United Kingdom or the other country concerned including (without limitation) obtaining such business visitor visas as may be required from time to time; and

4.4.2 (if so requested by LSE) produce evidence of such compliance in such form as LSE may require.

5. FEES

4.1 All payments due to the Sub-contractor by LSE shall be paid to the Sub-contractor no later

than 30 days following receipt of a valid invoice to be issued in accordance with Schedule 2 of this Agreement.

4.2 Invoices should include a form of letterhead, bear a signature and be numbered sequentially and dated. Each invoice should state the period the Services were provided using from and to dates.

5.3 No payment shall be or become due to the Sub-contractor unless LSE (acting reasonably) is satisfied that the Sub-contractor is or has been carrying out its duties, obligations and responsibilities in accordance with the Agreement. If for any reason LSE (acting reasonably) is dissatisfied with the Sub-contractor's performance of the Agreement, an appropriate sum may be withheld from any payment otherwise due. In such event LSE shall identify the particular Services with which it is dissatisfied together with the reasons for such dissatisfaction, and payment of the amount outstanding will be made upon remedy of any unsatisfactory work or resolution of outstanding queries. If LSE (acting reasonably) determines, after paying for a particular Service, that the Service has not been completed satisfactorily, LSE may recover, or withhold from further payments, an amount not exceeding that previously charged for that Service until the unsatisfactory Service is remedied to its reasonable satisfaction.

5.4 If LSE disputes any invoice or other request for payment, LSE shall immediately notify the Sub-contractor in writing. The parties shall negotiate in good faith to attempt to resolve the dispute promptly. The Sub-contractor shall provide such evidence as may be reasonably necessary to verify the disputed invoice or request for payment. Where only part of a payment, the undisputed amount shall be paid on the due date. For the avoidance of doubt, the Sub-contractor's obligations to provide the Services shall not be affected by any payment dispute, including the obligations to provide the Services to which the payment dispute relates.

5.5 LSE reserves the right not to pay any amount due in respect of a deliverable received by LSE more than 90 days after the day when the Sub-contractor first became entitled to render an agreed deliverable which will trigger the related payment.

5.6 Where it is found by LSE that any overpayment has been made to the Sub-contractor, the Sub-contractor shall reimburse LSE such amount within 28 days of the date of LSE's written demand so to do.

5.7 Unless otherwise expressly provided in the Agreement, all payments to the Sub-contractor shall be made in UK pounds sterling.

6. TAX

6.1 The Sub-contractor shall be responsible for all tax liabilities and or similar contributions in respect of the Fee, including any interest and/or penalties in respect thereof (together "Taxes") in the country that the Sub-contractor is tax registered in.

6.2 The Sub-contractor hereby agrees and undertakes to indemnify and to keep LSE fully and effectively indemnified from and against:-

6.2.1 any claims, proceedings or demands which may be made by the relevant authorities against LSE in respect of Taxes relating to the Sub-contractor's Services; and

6.2.2 any damages, losses, liabilities, costs and/or expenses suffered or incurred by LSE in connection with Taxes relating to the Sub-contractor's Services and/or the Fee,

6.3 If at any point during the Term of the Agreement, an occasion of Tax Non-Compliance occurs, the Sub-contractor shall:

6.3.1 notify LSE in writing of such fact within 5 working days of its occurrence and promptly provide to LSE:

(i) details of the steps which the Sub-contractor is taking to address the Occasion of Tax Non-Compliance and to prevent the same from recurring, together with any mitigating factors that it considers relevant; and

(ii) provide such other information in relation to the Occasion of Tax Non-Compliance as LSE may reasonably require.

6.4 For the avoidance of doubt, if the Sub-contractor is registered in a country where the tax authorities require the engaging entity, LSE, to withhold a percentage of tax, then that percentage may be taken off the amount set out in Schedule 2 and be sent directly to the relevant tax authorities.

7. FACILITIES

The Sub-contractor shall be responsible for the provision (at their own cost) of suitable office accommodation and such clerical, secretarial, administration assistance, transport and computer hardware, software facilities and support services as may be necessary for the proper provision of the Services.

8. WARRANTIES

8.1 The Sub-contractor represents and warrants that:

8.1.1 It is validly incorporated, organised and subsisting in accordance with the Laws of its place of incorporation

8.1.2 it has full capacity and authority to enter into and perform this Agreement

8.1.3 the Agreement is executed by its duly authorised representative

8.1.4 there are no actions, suits or proceedings or regulatory investigations before any court or administrative body or arbitration tribunal pending or, to its knowledge, threatened against it that might affect its ability to perform its obligations under this Agreement

8.1.5 its execution, delivery and performance of its obligations under this Agreement will not constitute a breach of any Law or obligation applicable to it and will not cause or result in a default under any agreement by which it is bound.

8.1.6 its execution, delivery and performance of its obligations under this Agreement will not

constitute a breach of any law or obligation applicable to it and will not cause or result in a default under any Agreement to which it is bound.

8.1.7 it has notified LSE in writing of any occasions of non-tax –compliance and any litigation it is involved that is in connection with this.

8.1.8 it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under this Agreement.

8.1.9 no proceedings or other steps have been taken and not discharged (not to the best of its knowledge, are threatened) for the winding up of the Sub-contractor, or for its dissolution or for the appointment of a Receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Sub- contractor's assets or revenue.

8.2 The Sub-contractor shall at all times comply with the Law and Regulations in carrying out its obligations under this Agreement.

8.3 If at any time a Party becomes aware that a representative or warranty given by it under Clause 8.1 has been breached, is untrue or misleading, it shall immediately notify the other party of the relevant occurrence in sufficient detail to enable the other Party to make an accurate assessment of the situation.

9. LSE POLICIES AND UN REQUIRMENTS

9.1 The Sub-contractor shall keep accurate and systematic accounts, files and records (the "Records"). The Records shall clearly identify, among other things, the basis upon which invoices have been calculated and the Sub-contractor shall keep the Records throughout the duration of the Agreement and for seven years following its termination.

9.2 The Sub-contractor shall upon request provide to LSE and/or to the UN (or their respective representatives including, without limitation, the National Audit Office), unrestricted access to the Records in order that the Records may be inspected and copied during business hours and after prior consent with the data on which such visit may take place. The Sub-contractor shall use reasonable efforts to co-operate fully in providing to LSE and/or to the UN or their representatives answers to such enquiries as may be reasonably made about the Records.

9.3 The Sub-contractor shall not engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to the Agreement. The Sub-contractor shall notify LSE immediately of:

9.3.1 any actual or potential conflict together with recommendations as to how the conflict can be avoided; and

9.3.2 any matters, facts or circumstances which otherwise bring into question the independence or impartiality of any Services to be provided by the Sub- contractor.

9.4 Having regard to the nature of this Agreement, the Sub-contractor shall be entitled to supply services to any third party provided that this does not (i) prejudice the Sub- contractor's ability to perform the Services in a timely and efficient manner or (ii) give rise to a conflict of interest for the Sub-contractor.

9.5 The Sub-contractor warrants that:

9.5.1 Prior to commencing to the Commencement date of this Agreement, they have not committed a criminal Act or been formally notified that it is subject to an investigation or prosecution

9.5.2 The Sub-contractor shall immediately notify LSE in writing if it becomes aware of a breach of this clause or has sufficient reason to believe that it has or any other LSE employee or Sub-contractor has:

(i) Been subject to an investigation or prosecution

(ii) Received a request or demand for any undue financial or other advantage of any kind in connection with the performance of this Agreement

9.5.3 will comply with all applicable laws, statutes, regulations and codes relating to the Modern Slavery Act 2015 and those relating to anti-bribery and anti-corruption including The Bribery Act 2010 and will not engage in any activity, practice or conduct which would constitute an offence under sections 1, 2 or 6 of The Bribery Act 2010.

9.5.4 that the Sub-contractor and their personnel have at any time prior to the commencement date and/or during the term of this Agreement appeared on the Home Office Proscribed Terrorist Organisations List.

9.5.5 Without limiting the foregoing, the Sub-contractor will not make any payments, or offer or transfer anything of value, to any government official or government employee, to any political party official or to any other third party and will promptly report to LSE any request or demand for any undue financial or other advantage of any kind received by the Sub-contractor in connection with the performance of any Agreement.

9.5.6 has not given, offered or agreed to give or accepted any gift or consideration of any kind as an inducement or reward for doing or forbearing to do or for having done or forborne to do any act in relation to the obtaining or execution of any Agreement or forbearing to show favour or disfavour to any person or entity in relation to any Agreement;

9.5.7 or has entered into any Agreement in connection with which commission has been paid or agreed to be paid by or to the Sub-contractor before such Agreement was made, particulars of any such commission and of the terms of any agreement for the payment of such commission were disclosed in writing to LSE, where written consent was subsequently given to such payment.

9.5.8 shall not accept for their own benefit any trade commission, discount or similar payment or benefit in connection with this Agreement.

9.5.9 undertakes that they shall not attempt to commit any fraud, deception, financial or procedural wrongdoing in relation to the performance by the Sub-contractor of its

obligations under the Agreement and shall immediately notify LSE of any circumstances giving rise to a suspicion that such wrongful activity may occur or has occurred.

9.5.9 will immediately and without undue delay inform LSE of any event that interferes or threatens to materially interfere with the successful implementation of the Programme, including credible suspicion of/or actual fraud, bribery, corruption or any other financial irregularity or impropriety.

9.6 The Sub-contractor shall comply and act in accordance with LSE's policies and procedures including but not limited to:

(a) Policy against Bribery and Fraud:

<https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/fraPol.pdf>

(b) LSE Safeguarding policy:

<https://info.lse.ac.uk/staff/services/Policies-and-procedures/Assets/Documents/safPol.pdf>

Both parties understand and agree that Safeguarding means taking all reasonable steps to prevent harm, particularly sexual exploitation, abuse and harassment from occurring; to protect people and in particular vulnerable adults and children, from that harm; and to respond appropriately when

harm does occur.

9.7 The onus is on the Sub-contractor to regularly view the LSE policies and procedures as they are periodically updated.

9.8 The Sub-contractor shall not discriminate within the meaning and scope of the provisions and principles set out in the UK Equality Act 2010 (as revised, amended or supplemented from time to time).

9.9 This Agreement may result in the engagement with human subjects due to methods involving participant observation and interviews. The Project will therefore follow LSE Research ethics protocols. The LSE has a rigorous ethics code in place and requires all Researchers to complete the Research Ethics Review Checklist where Research is identified as involving human participants. This is assessed by the Research Ethics Committee who determines what level of intervention is required. In line with LSE policy, the project will be developed with full consideration to LSE's Research Ethics Policy.

10. SECURITY REQUIREMENTS

10.1 The Sub-contractor in their handling of any primary or secondary research data are additionally required to meet with the Information Security Principles laid out in the LSE Information Security Policy which can be found at:-
'<http://www.lse.ac.uk/intranet/LSEServices/policies/pdfs/school/infSecPol.pdf>' and to

classify and treat data according to LSE's Information Classification Standard, or otherwise adhere to institutional policies that guarantee at least an equivalent level of security.

11. INTELLECTUAL PROPERTY RIGHTS AND PUBLICATION

11.1 This Agreement does not affect the ownership of any Background. Background remains the property of the party that contributes it to the rendering of the Services. No right or license to use any Background is granted or implied by this Agreement except for the rights expressly granted in this Agreement. Each party shall fully and exclusively own any improvements to its Background resulting from the performance of the Services.

11.2 All intellectual property rights in all material (including but not limited to reports, data, designs whether or not electronically stored) produced by the Sub-contractor or the Sub-contractors personnel pursuant to the performance of the Services ("the Material") shall be the property of the Sub-contractor. All intellectual property rights in material (including but not limited to reports, data, designs whether or not electronically stored) produced by LSE pursuant to the performance of this Agreement shall belong to LSE.

11.3 The Sub-contractor hereby grants to LSE a world-wide, non-exclusive, irrevocable, royalty-

free licence to use the Material created or developed by the Sub-contractor or the Sub- contractor Personnel in the performance of the Services (whether alone or with any other person) “use” meaning, without limitation, the reproduction, publication and sub-licence of all or any part of the Material, including the reproduction and sale of all or any part of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world. In this context 'sale' will refer to charges to recover the costs of reproduction and postage. However, subject to its obligations of confidentiality, the subcontractor shall have the right to use the Material for internal, academic non- commercial research purposes.

11.4 Both parties acknowledge that LSE is required to grant to the UN a world-wide, non-exclusive, irrevocable, royalty-free licence to use all the Material, “use” meaning, without limitation, the reproduction, publication and sub-licence of all the Material and the intellectual property rights therein, including the reproduction and sale of the Material and products incorporating the same for use by any person or for sale or other dealing anywhere in the world. In this context 'sale' will refer to charges to recover the costs of reproduction and postage.

11.5 The Sub-contractor undertakes not to, without written consent of LSE to enter into any Agreement, Understanding or arrangement with any third party, which could affect LSE use or validity of the Material, the technical information or the improvements.

11.6 The Sub-contractor hereby warrants that:-

11.6.1 (unless specifically stated otherwise in the Agreement), the Material is the Sub- contractor’s own original work, has not been published before and is not under

consideration for publication elsewhere; and

11.6.2 the Material contains nothing defamatory or libellous and all statements purporting to be facts are true; and

11.6.3 the Sub-contractor has obtained permission from the copyright owner for any excerpts of other copyright work included in the Material and has acknowledged the sources in the Material; and

11.7 The Sub-contractor acknowledges and accepts that:-

11.7.1 LSE reserves the right to decide whether or not to use or publish any Material submitted by the Sub-contractor;

11.7.2 in consultation with the Sub-contractor, LSE may amend, edit or add to any such Material so submitted including (without limitation) in circumstances where (i) the Material does not conform to the agreed requirements and/or specification or

(ii) the Material contains typographical and/or other presentational errors or (iii) LSE is advised by its legal advisers that publication and/or use of the Material in the form submitted might give rise to third party claims;

11.7.3 The Sub-contractor must submit any proposed publication or presentation to LSE prior to the submission of such proposed publication or presentation to a journal, editor, or other third party in order to allow LSE to review for the presence of its Confidential Information. LSE will have up to thirty (30) days after receipt of said copies for review. If LSE discovers its Confidential Information has been disclosed in the proposed publication or the intellectual property in its Background or Results has been used without permission, LSE may so notify the Sub-contractor and Sub-contractor will delete the objectionable Information before publication. It is understood that, subject only to this paragraph and the provisions of Section 11, Sub-contractor will have the

right, after expiration of the three (3) month period set forth above, to publish or present Material. It is further understood that LSE shall have the unqualified right, at any time, to publicly disclose the fact of the existence of the Project and its subject matter.

12. USE OF NAMES AND REPUTATION

12.1 The Sub-contractor will not:-

12.1.1 make use of the names "London School of Economics & Political Science", "LSE" or any other trade names and/or trademarks of LSE in soliciting work for the Sub-contractor or for any marketing activity whatsoever or for any other purpose either during the Term or at any time thereafter, in each case without the prior written consent of LSE;

12.1.2 make use of the names "LSE", "UN" or "The Office of the Special Envoy to the Secretary-General of Yemen" in soliciting work for the Sub-contractor or for any marketing activity whatsoever or for any other purpose either during the Term or at any time thereafter, in each case without the prior written consent of LSE;

12.1.3 act in such a way as to jeopardise the reputation of LSE/UN for independent and unbiased research and/or comment;

12.1.4 misrepresent in any way the nature of the Sub-contractor's relationship with LSE/UN.

13. ATTRIBUTION, REFERRAL AND PUBLICITY

13.1 The Sub-contractor may inform third parties contracted by the Sub-contractor in the course of carrying out the Services commissioned by LSE during the Term of the Agreement that the work being undertaken is being carried out on behalf of LSE but (for the avoidance of doubt):

13.1.1 no such representation may be made by the Sub-contractor at any time after the Term; and

13.1.2 no publicity is to be given by the Sub-contractor to or in connection with the Sub-contractor's engagement by LSE, this Agreement and/or the Services without receiving the prior written consent of LSE.

13.2 The Sub-contractor hereby agrees and undertakes that it shall not (in the course of carrying out the Services or otherwise) make or purport to make:

13.2.1 any warranties and/or representations relating to the LSE; and/or

13.2.2 any variations to the terms and conditions applicable to any agreement reached between LSE and any person to which the Services relate,

13.3 The Sub-contractor agrees and acknowledges that it has no right to bind and/or to commit LSE in any way whatsoever.

13.4 LSE nor UN shall use the subcontractor's name or trademarks for advertising purposes without express written consent. In all other communications concerning the Services (including any Publication), the parties shall refer to each other in accordance with good scientific and academic practice. This restriction does not apply to standard internal reporting requirements of LSE.

14. DATA PROTECTION AND FREEDOM OF INFORMATION

14.1 If personal data is being transferred under this Agreement, then both parties agree to comply with obligations set out in The General Data Protection Regulation (GDPR) and The Data Protection Act 2018.

14.2 The Sub-contractor shall assist and cooperate with LSE to enable it to comply with its obligations under FOIA. In particular, the Sub-contractor shall:

14.1.1 transfer to LSE all requests for Information pursuant to FOIA that it receives as soon as practicable and in any event within two (2) Business Days of receiving the request; and

14.1.2 provide LSE with assistance in complying with requests for Information received

pursuant to FOIA including the provision of Information held on behalf of LSE and covered by the request in the form that LSE requires. Such assistance shall be provided promptly and in any event within three (3) Business Days of LSE making a request to the Sub-contractor to provide any necessary Information or assistance.

14.2 As soon as reasonably practicable following receipt of a request for assistance, the Sub-contractor shall:

14.2.1 notify LSE whether it holds the Information covered by the request on behalf of LSE, provided that LSE shall not be obliged to display a copy of the request to the Sub-contractor ;

14.2.2 if it does so hold the Information, provide all such Information covered by the request to LSE; and

14.2.3 demonstrate to the satisfaction of LSE the steps taken by the Sub-contractor to comply with its obligations under this Clause

14.3 In no event shall the Sub-contractor respond directly to a request for Information unless expressly authorised to do so by LSE.

14.4 The Sub-contractor acknowledges that LSE may, and/or may be obliged to, disclose any information received from the Sub-contractor including any Commercially Sensitive Information.

14.5 Notwithstanding the provisions of Clause 14.6 and subject to Clause 14.9 LSE shall consult with the Sub-contractor prior to responding to any request under FOIA for Commercially Sensitive Information received by LSE from the Sub-contractor.

14.6 LSE shall take account of any response received from the Sub-contractor pursuant to Clause 14.7 but, notwithstanding this, LSE shall be responsible for determining in its absolute discretion and, notwithstanding any other provision in this Agreement or any other Agreement, whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of FOIA.

14.7 The Sub-contractor acknowledges that (notwithstanding the provisions of Clause 14.8) LSE may be obliged under FOIA to disclose information concerning the Sub-contractor or the Services:

14.7.1 in certain circumstances without consulting the Sub-contractor; or

14.7.2 following consultation with the Sub-contractor and having taken its views into account, LSE shall take reasonable steps, where appropriate, to give the Sub-contractor advance notice, or failing that, to draw the disclosure to the Sub-contractor's attention after any such disclosure.

14.8 In complying with the obligations of this Clause 14, each party agrees that it shall at all times act in good faith and the Sub-contractor undertakes to do nothing to prevent LSE from complying with its obligations under FOIA.

15. CONFIDENTIALITY

15.1 The Sub-contractor acknowledges that all Confidential Information is secret and confidential to LSE, other Sub-contractors engaged by LSE and/or to LSE's customers or clients and accordingly the Sub-contractor agrees to keep such information confidential and will not disclose or reveal or otherwise make available any Confidential Information to any person, firm or company, except as directed by LSE, during the term of this Agreement and at all times after the Agreement has been terminated for whatever reason without the prior written consent of LSE, unless:

- a) Such information was already in the public domain at the time of disclosure otherwise than by breach of this Agreement;
- b) Such information was in the possession of the receiving party at the time it was disclosed with no prior obligation of confidentiality;

c) It is independently developed from this Agreement and without access to the other Party's information

d) such disclosure is a requirement of law placed upon the party making the disclosures.

15.2 The Sub-contractor undertakes to take all such steps as shall be necessary from time to time to procure compliance with Condition 15.1 by its Personnel.

16. FORCE MAJEURE

16.1 Where the performance by the Sub-contractor of their obligations under this Agreement is delayed, hindered or prevented by an event or events beyond the reasonable control of the Sub-contractor and against which an experienced Sub-contractor could not reasonably have been expected to take precautions, the Sub-contractor shall promptly notify LSE in writing, specifying the nature of the Force Majeure event and stating the anticipated delay in the performance of this Agreement.

16.2 If the specified Force Majeure event continues and as a result performance of the Agreement is or will be delayed by more than 30 days from the date of receipt of notice given in accordance with Clause 16.1, LSE may at its sole discretion, either suspend the Agreement or amend the Services by agreement or terminate the Agreement forthwith.

16.3 If by the end of the Suspension period the parties have not agreed a further period of suspension or reinstatement of the Agreement, this Agreement shall terminate automatically.

17. TERMINATION OF THE AGREEMENT

17.1 Subject to earlier termination in accordance with Clauses 17.2-17.4, the Agreement shall continue until its expiry.

17.2 LSE may notify the Sub-contractor of the suspension or termination of this Agreement if the Services or any part of the Services are not provided to the satisfaction of LSE when

compared reasonably against Schedule 1. In these circumstances, LSE will give the Sub-contractor reasons for such dissatisfaction and, in the case of suspension, the action required by the Sub-contractor to remedy the dissatisfaction and the time within which it must be completed. Such dissatisfaction will be considered capable of remedy if the Sub-contractor can comply with the obligation in question in all respects other than as to the time of performance.

17.3 Where the Agreement is suspended under clause 17.2 and the Sub-contractor subsequently fails to remedy the dissatisfaction within 30 days from receiving notice of dissatisfaction, LSE may terminate the Agreement forthwith by notice in writing.

17.4 Without prejudice to LSE's other rights, including but not limited to the right to claim for costs and losses incurred, LSE may additionally terminate the Agreement forthwith where:-

17.4.1 the Sub-contractor is in breach of the Agreement and (if capable of remedy) such breach has not been remedied by the Sub-contractor within 30 days of receipt of written notice from LSE requiring it to do so; or

17.4.2 The Services are no longer required

17.4.3 the Sub-contractor commits any serious or persistent breach of any of the provisions in the Agreement or wilfully or persistently neglects to perform its obligations under the Agreement; or

17.4.4 the Sub-contractor is guilty of any fraud, dishonesty or serious misconduct or is convicted of a criminal offence which, in the opinion of LSE, may tend to bring the Sub-contractor or LSE into disrepute; or

17.4.5 the Sub-contractor breaches clause 9.5.5

17.6.6 the Sub-contractor becomes bankrupt, is the subject of a receiving order or administration

order, or makes an arrangement or composition or conveyance or assignment with its creditors; warranty given by the Sub-contractor regarding tax matters is materially untrue or the Sub-contractor makes a material breach of its obligation to notify LSE of any occasion of tax non-compliance

17.4.7 the Sub-contractor fails to notify LSE of any mitigating matters, facts or circumstances which in LSE's opinion preclude the Sub-contractor from continuing to provide the Services; or 17.4.8 the Sub-contractor has committed an offence under the Bribery Act 2010 or the Anti-Terrorism Crime and Security Act 2001.

17.5 Where the Agreement is terminated in accordance with clauses 17.6.4 or 9.5.5, then:

17.5.1 LSE shall terminate the Agreement with immediate effect by written notice to the Sub-contractor and recover from the Sub-contractor the amount of any loss resulting from the termination

17.5.2 pay LSE within 10 days of notification such amount as LSE shall have determined as the amount of any loss to LSE resulting from such termination together with the amount of value of any gift, consideration or commission received.

17.6 The Sub-contractor may terminate the Agreement at any time by so notifying LSE in

writing if LSE has committed a material breach of its obligations under the Agreement and (in the case of such a breach which is capable of remedy) has failed to remedy the same within 30 days of receipt of written notice from the Sub-contractor specifying the nature of the breach and requiring it to be remedied. For the purposes of this Clause, a breach shall be considered capable of remedy if LSE can comply with the obligation in question in all respects other than as to the time of performance.

17.7 Upon termination of the Agreement howsoever caused the Sub-contractor will:-

17.7.1 immediately deliver up to LSE (or to LSE's authorised representative) any documents containing Confidential Information belonging to LSE, other Sub-contractors engaged by LSE and/or to LSE's customers or clients and all copies thereof together with any other items which may have come into the Sub-contractor's possession by virtue of the Agreement and which do not belong to the Sub-contractor; and

17.7.2 Return any unspent funds paid in advance by LSE and not accounted for prior to the effective date of termination, as well as submit any of the completed or partially completed Deliverables as set out in Schedule 1.

17.7.3 take any steps necessary to terminate the provision of the Services in a timely and orderly manner and to transfer to LSE the full benefit of all Services carried out prior to termination of the Agreement.

17.7.4 Provide LSE, not more than 60 days after LSE notifies the Sub-contractor of the suspension or termination of this Agreement an account in writing, stating:

(i) Any costs due before the date of termination

(ii) Any costs to be provided for after the date of termination which the Sub-contractor necessarily incurred in the proper performance of this Agreement and which it cannot reasonably be expected to avoid or recover.

17.7.5 Subject to LSE approval, LSE shall pay such amount to the Sub-contractor within 30 days after receipt from the Sub-contractor of an invoice in respect of the amount due for Services completed but not paid for.

17.8 For the avoidance of doubt, however termination arises the Sub-contractor will reimburse LSE any funds LSE has paid to the Sub-contractor but whereby no Services have been provided up to the new termination date and on a pro rata basis.

18. LIMITATION OF LIABILITY AND INSURANCE

18.1 The Sub-contractor shall indemnify and keep LSE indemnified in respect of any costs or damages reasonably incurred (including but not limited to costs for all claims, demands, proceedings, damages, costs charges and expenses) by LSE arising out of or related to breach of warranty or representation, Agreement of statutory duty or tortuous acts or omissions or negligence by the Sub-contractor or any claims made against LSE by third parties in respect thereof.

18.2 The Sub-contractor shall not be responsible for any injury, loss, damage, cost or expense if and to the extent it is caused by the negligence and wilful misconduct of LSE or LSE employees or by LSE breach of obligations set out in this Agreement.

18.2 Neither Party limits its liability for:

18.2.1 Death or personal injury caused by its negligence, or that of its employees, agents or Sub-contractors (as applicable)

18.2.2 Fraud or fraudulent misrepresentation by it or its employees.

18.3 Without prejudice to the generality of Clauses 18.1 and 18. 2, in no event shall either party be liable to the other for:

18.3.1 Loss of profits, business, revenue, goodwill or anticipated savings; and/or

18.3.2 Indirect or consequential loss or damage.

18.3.3 The provisions of Clause 18.2 shall not be taken as limiting the right of LSE to claim from the Sub-contractor in the event of Default for loss of data and notwithstanding Clause 18.3.2, where LSE terminates this Agreement pursuant to Clause 17, LSE shall be entitled to recover from the Sub-contractor, in addition to any other damages it is entitled to recover, the cost of obtaining the reasonable and proper cost for specialist accountancy services from a third party.

18.4 The Sub-contractor shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct default of the Sub- contractor.

18.5 Except where there has been misconduct, negligence, dishonesty or fraud on behalf of the Sub-contractor, the Sub-contractor's liability under this Agreement shall be limited to the total fees set out in this Agreement

18.6 The parties expressly agree that should any limitation or provision contained in this Clause 18 be held to be invalid under any applicable statute or rule of law it shall to that extent be deemed omitted but if any party thereby becomes liable for loss or damage which would otherwise have been excluded such liability shall be subject to the other limitations and provisions set out herein.

18.7 Without limiting the Sub-contractor's responsibilities under Clause 18.1 above, the Sub-contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing a level of cover not less than the Financial Limit in respect of all risks which may be incurred by the Sub-contractor, arising out of the Sub-contractor and Sub-contractor Personnel's performance of their obligations under the Agreement, including for death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Sub-contractor. Such insurance shall be maintained for the duration of the Agreement period and for a minimum of 6 (six) years following the expiration or earlier termination of the Agreement.

18.8 At the request of LSE, the Sub-contractor shall provide evidence showing that such insurance has been taken out and maintained and that current premiums have been paid.

19. NOTICES AND SERVICE

19.1 Any notice or other information required or authorised by the Agreement to be given by either party to the other shall be given by:

19.1.1 delivering the same by courier;

19.1.2 sending the same by pre-paid registered post;

19.1.3 sending the same by email or other electronic communication; or

19.1.4 sending the same by facsimile transmission;

to the other party at the address given in or pursuant to Clause 19.6.

19.2 Any notice or information sent by post in the manner provided by Clause 19.1.2 which is not returned to the sender as undelivered shall be deemed to have been given on the fifth day after the envelope containing it was so posted; and proof that the envelope containing any such notice or information was properly addressed, pre-paid, registered and posted, and that it has not been returned to the sender, shall be sufficient evidence that the notice or information has been duly given.

19.3 Any notice sent by email or other electronic communication in the manner provided by Clause 19.1.3 shall be so given to an address for the time being notified for that purpose to the person giving the notice and in this Clause 19, "address", in relation to electronic communications, includes any number or address used for the purposes of such communications.

19.4 In the case of a notice contained in an email or other electronic communication, provided that it was sent to the correct address, such notice shall be deemed to be given at the expiration of 24 hours after the time it was sent.

19.5 Any notice or information sent by facsimile transmission or comparable means of communication shall be deemed to have been duly given on the date of transmission, provided that a confirming copy is sent to the other party at the address given in or pursuant to Clause 19.6 within 24 hours after transmission.

19.6 The address of a party for service of any legal proceedings concerning or arising out of the Agreement, or for the purposes of Clause 19.1, shall be that set out in the Agreement, or such other address as it may last have notified to the other party in writing from time to time.

20. GENERAL

20.1 Except with LSE's prior written consent:

20.1.1 the Agreement may not be assigned or transferred by the Sub-contractor;

20.1.2 none of the Sub-contractor's duties or obligations under the Agreement may be delegated or sub-contracted by the Sub-contractor.

20.2 Clause 11, 12, 13, 14, 15 and 18 will survive termination of this Agreement.

20.3 No variation to the Agreement will be effective unless agreed in writing and signed by both parties.

20.4 If any provision of the Agreement is held to be invalid or unenforceable by any court of competent jurisdiction then such invalidity or unenforceability will not affect the enforceability of the remaining provisions of the Agreement.

20.5 No rights or remedy conferred on or reserved to LSE under the Agreement is exclusive of any other right or remedy under the Agreement or by law or equity provided or permitted but each will be cumulative of every right or remedy given under the Agreement.

20.6 Nothing in the Agreement shall constitute or be deemed to constitute a partnership between LSE and the Sub-contractor or be deemed to constitute one party as agent for the other for any purpose whatsoever.

20.7 The Agreement does not create any right enforceable by any person who is not a party, except that:

20.7.1 Clause 15 (Confidentiality) may be directly enforced by the Sub-contractor, customer and/or client of LSE to whom such Confidential Information relates or belongs subject to and in accordance with the Agreements (Rights of Third Parties) Act 1999; and

20.7.2 a person who is the permitted successor to or assignee of the rights of a party is deemed

to be a party to the Agreement and the rights of such successor or assignee shall, subject to and on any succession or assignment permitted by the Agreement, be regulated by the terms of the Agreement.

20.8 Notwithstanding that any term of the Agreement may be or become enforceable by a person who is not a party to it, the terms of the Agreement or any of them may be varied, amended or modified or the Agreement may be suspended, cancelled or terminated by agreement in writing between the parties, or the Agreement may be rescinded (in each case) without the consent of any such third party.

21. DISPUTE RESOLUTION

21.1 The Parties will attempt in good faith to negotiate a settlement in any claim or dispute between them arising out of or in connection with this Agreement. If the matter is not resolved by negotiation the parties will refer the dispute to mediation in accordance with CEDR (Centre for effective dispute resolution in London, UK) procedures or any alternative procedure the parties may agree on. If the parties fail to agree terms of a settlement within 90 days of the initiation of the procedure the dispute may be referred to an arbitrator as agreed between the parties or failing such agreement as may be nominated by the President of the Law Society of England and Wales upon application of any party. The initiation of the procedure is defined as the written request to CEDR by any party for the mediation provided that such request is copied to the other party(ies).

21.2 The decision of the arbitrator shall be final and binding on both parties.

22. GOVERNING LAW AND JURISDICTION

This Agreement shall be governed and construed in all respects in accordance with English Law and the Parties agree to submit to the exclusive jurisdiction of the Courts of England and Wales.

By signing this Agreement, both Parties agree to be bound by these terms and conditions and its Schedules.

Signed _____

Erik Berglof, Director of Institute of Global Affairs

For and on behalf of The London School of Economics and Political Science Print name:

Date: _____

Signed _____

Print name: _____

Date: _____

Schedule 1-Services

Schedule 2-Fees

MEMORANDUM OF UNDERSTANDING (MOU) CONCERNING THE YEMENI VOICES PROJECT BETWEEN

The London School of Economics and Political Science (LSE), Institute of Global Affairs and Search For Common Ground (SFCG)

Desiring to pursue collaborative projects – including in relation to surveying, research and advocacy and the cohering of Track 1.5 and 2 projects - in support of the UN facilitated peace process and the OSESGY's strategies for inclusive peace-making in order to build the basis for a sustainable peace settlement in Yemen LSE and SFCG hereby agree to enter into the following Memorandum of Understanding.

PURPOSE

1. This Memorandum of Understanding is intended to set forth the basic terms and conditions under which "LSE" and SFCG will collaborate and co-operate.

2. The parties acknowledge and agree that this Memorandum of Understanding is an expression of their mutual desire to jointly provide such support and this it is not intended to take the place of a definitive agreement for any particular project. For the avoidance of doubt, this MOU is not legally binding save for the sections on Intellectual property, data protection and confidentiality.

DESCRIPTION OF EACH ORGANISATIONS PROJECTS AND AIMS

3. The Yemeni Voices Project is a digital, information, communication, networking and research platform dedicated to supporting and promoting inclusive peace making and sustainable peace in Yemen, co-ordinated by the Institute of Global Affairs ('IGA') at the London School of Economics ('LSE'), working in a consortium with a range of Yemeni and international institutional partners, with the active supported by the OSESGY and UN DPPA.

4. The project seeks to bring together and harness the power of the academic and research community with that of the wider peace practitioner community in a unique partnership in order to support the Office to the Special Envoy of the Secretary-General to Yemen ('OSESGY') inclusive peace-building strategies in the following six specific ways:

1. New Digital Platform. By building a new digital platform containing a set of 21st Century information, analytical, communication, networking and research web-based tools by which Yemeni stakeholders not formally represented in the UN-facilitated peace process, can better understand, analyse, input and exchange views about the conflict in Yemen and UN-facilitated Yemen peace process. The platform is designed to act as an information and communications point for stakeholders interested in the talks process.

A. Enhancement of Track II Initiatives. By working with OSESGY officials to help to cohere and enhance the work of track II and III organisations connected to the OSESGY Track II Co-ordination Mechanism ('TCM') so that it might align more closely with the peace-making strategies of the

OSESGY – including through the pooling of knowledge and information, sharing of new peace and conflict data, research and surveying methodologies digital tools of analysis and technical expertise and communication systems.

methodologies digital tools of analysis and technical expertise and communication systems.

B. Yemeni Stakeholder Surveying Mechanism. By establishing a series of of network focus groups and citizen panels, including in relation to women, youth and local governorate communities to enable the OSESGY to test opinion and ideas in near time in the run up to and during peace talks. Such surveying to be supplement by polling through a Yemeni Voices mobile app, an UNICEF SMS polling tool and digital submission page on the Web Portal mobile and the tracking of sentiment towards the peace process through big data mining and analysis in partnership with the Middle East Division of the UN Department of Political and Peacekeeping Affairs.

C. New Research Fund. By establishing a new Research Generation Fund to generate research of utility to the OSESGY relating to the peace process and any political transitional process agreed thereunder.

D. Provisions of Technical Assistance. By rendering dedicated technical assistance to the OSESGY, including to the UN Special Envoy's Technical Women Advisory Group ('WAG') and/or any 1325 initiative connected to TCM, whether this be through its Yemeni institutional partners on the ground, the LSE's WPS Centre, Edinburgh Peace Tech's Political Settlement Programme or Beyond Borders 1325 MENA Women in Conflict Peace?making Fellowship Programme, the Research Generation Fund, the surveying and analytical mechanism or the deployment of new research methodologies and digital tools of mapping and analysis being developed by the LSE.

E. Development of a Peace and Culture Forum. By developing a new cultural forum by which Yemenis can participate in soeer peace?building and cultural dialogue events with other nations and groups in order to engender societal hope and promote interest in the reconstruction of their country, society and culture.

5. SFCG projects in Yemen are based around four pillars of engagement: (1) stabilisation; (2) conflict sensitivity; (3) transforming the culture of violence; (4) contribution to the national peace process

A. Stabilisation: This programme promotes the establishment of Conflict Resolution Committees and Insider Mediators where community leaders nominated to become mediators and identify and mediate community based conflicts. <https://www.sfcg.org/the-yemen-peacebuilding-project/> .

B. Conflict Sensitivity: This programme provides training to humanitarian organisations such as CARE and will also cover the development of a Conflict Sensitivity Platform. It hosts online platforms out of Amman, Aden and Sana'a.

C. Transforming Culture of Violence: Peace an education programme, launched in November 2017, Peace Education in Yemeni High Schools programme, partners with the Ministry of Education in Aden and Lahj governorates. It began working with teachers and students in eight high schools to address violence among youth and provide alternative paths to self-determination and expression. To strengthen young people's resilience to violence, SFCG first engaged

secondary school teachers, increasing their knowledge about providing conflict sensitive and nonviolent education for students. Aside from training teachers in dialogue, facilitation, and nonviolent communication, educators also learn how to pass on these methods to their students, helping them learn to resolve conflict amicably and become positive agents of change.

D. Contributing to national peace process: includes a programme to enhance women's participation and influence towards a sustainable peace in Yemen programme. It is Funded/in partnership with UN Women and UNFPA & Yemeni Women Pact for Peace and Security.

8. IGA and SFCG welcome the opportunity to collaborate and coordinate

8. IGA and SFCG welcome the opportunity to collaborate and coordinate activities, where relevant in order to help promote the UN facilitated peace process and OSESGY's inclusive peace-making strategies through the mechanisms set out in this MOU and by the appointment of the SFCG Yemen Director to the Board of Institutional Partners and Advisors of the Yemeni Voice Project.

9. To this end and in furtherance of the aims and objectives of the Yemeni Voices Project, IGA and SFC also agree to undertake the following joint activities:

A. To jointly help set up a surveying mechanism for use in the run up and during UN-facilitated peace consultations, as advised by the OSE, through the establishment of two focus groups and a citizen panel in each governorate of Yemen that can test stakeholder sentiment towards the peace process through the deployment of qualitative and quantitative surveys designed by Yemeni Voices, working in association with SFCG and OSESGY officials.

B. To collaborate, where relevant, in the analysis and publication of surveying findings obtained through the bespoke survey mechanism established under in A above.

C. To collaborate, where relevant, in the briefing to OSESGY officials of analysis and publication of surveying findings obtained through the bespoke survey mechanism established under in A above.

D. To create a dedicated SFCG page on the Yemeni Voices Platform through which its survey findings and advocacy materials can be published, promoted and discussed.

E. To ensure that the Yemeni Voices Platform is consistent with SFCG's conflict sensitivity principles and approaches;

F. To promote and publicise each others' work in support of the OSESGY's inclusive peace-making strategies more generally.

G. To collaborate, where relevant, in development of specific advocacy material and communication strategies - including through the deployment of SFCG's radio station programming and community dialogue programme – to promote the OSESGY's facilitation of the peace process and of its inclusive strategies more generally. Such material and strategies to more readily explain to ordinary Yemeni stakeholders the UN's Special Envoy's mandate and what the OSESGY does and how the peace process can help Yemenis build a better and more secure and safe life;

H. To recommend to each other messages for advocacy campaigns and regularly share summaries and analysis of the data collected with the OSESGY and updates on the peace process from OSESGY;

OSESGY and updates on the peace process from OSESGY;

I. To develop strategies to help the OSESGY's Track II Co-ordination mechanism (TCM) and to build connections between 1.5 tracks and individuals and Track II and SCO initiatives in the TCM, including in relation to women and youth.

J. To help build a new Yemeni Voices Cultural Forum including through the promotion of Yemeni artists, thinkers, writers, poets, filmmakers, musicians and dancers both at home and abroad in order to reduce the incidence of violence across Yemen, enhance social harmony and national reconciliation;

K. To help Yemeni Voices deliver its technical assistance to the Technical Women's Advisory Group of the OSESGY through feed back from its women networks on the ground in Yemen.

L. To help develop a Yemeni Voices list of community leaders and mediators who could serve as Yemeni Voices co-ordinators in each of the governorates of Yemen and help promote its digital, networking and research platform and activities more generally amongst local tribes and governorate communities.

INTELLECTUAL PROPERTY

10. "Background" shall mean any Intellectual Property, information, or materials (regardless of the form or medium in which they are disclosed or stored) that are owned by or licensed to a party and provided by such party to the other for the purposes of the MOU (whether before or after the date of this MOU), except any Results;

11. "Results" shall mean the information, materials and products, and other tangible or intangible results, including the Intellectual Property subsisting in them, arising directly out of the work undertaken and identified or first reduced to practice or writing in the course of the MOU;

12. This MOU does not affect the ownership of any Intellectual Property in any Background or

in any other technology, design, work, invention, software, data, technique, Know-how, or materials that are not Results. The Intellectual Property in them will remain the property of the party that contributes them for the purposes of the MOU (or its licensors). No licence to use any Intellectual Property is granted or implied by this MOU except the rights expressly granted in this MOU or otherwise.

13. Unless otherwise expressly agreed, the use, ownership and licensing of any intellectual property created by faculty, staff or students of either party shall be respectively owned by that party, or the faculty, staff or students as the case may be of that Party.

14. Any Results (including reports) created by one Party for the benefit of the other Party ('the Receiving Party') shall belong to the Receiving Party.

FINANCIAL ARRANGEMENTS AND FUTURE PLANS

15. LSE and SFCG acknowledge and agree that neither Party shall be obliged to pay any sum to the other party in respect of this Memorandum or their affiliation. This Memorandum does not in any way establish a formal partnership between the parties. The formation of any formal "partnership" must be the object of specific accords that may be drafted in the future.

16. SFCG does not assume any financial or legal responsibility for LSE researchers. Similarly, the LSE assumes no financial or legal liability for any persons employed by SFCG.

USE OF NAMES, LOGOS; PUBLICITY

17. Each Party shall control the use of its names including associated trademarks and service marks. No Party shall use the name or works of another Party in any press materials, or web-based or other publication, in connection with its business or otherwise without the prior written consent of the other Party in each and every case.

18. All Parties acknowledge the merits of positive publicity but they recognise that neither Party should make any press announcements or public statement about the proposals in this Understanding which have not been agreed in advance by the other Party.

DATA PROTECTION

19. As this MOU covers the processing of personal data, it is likely that the data will need to be shared between LSE and SFCG. How this will be done is set out in Schedule A – Data Sharing Agreement Between the LSE and SFCG.

CONFIDENTIALITY

20. Each party shall always ensure confidentiality of all information received from the other party. The recipient party agrees to use any confidential information it receives pursuant to this MoU for purposes directly related to the exercise of this MoU.

21. Neither Party shall divulge, either during the Term of this Understanding or thereafter, any confidential or proprietary information encountered during this Understanding to any third Party without the prior Agreement and written permission of the other Party.

22. For the avoidance of doubt, each Party may disclose the other Party's confidential information:

i) To its employees, officers, representatives or advisers who need to know such information for the purposes of exercising the party's rights or carrying out its obligations under or in connection with this Understanding. Each party shall ensure that its employees, officers, representatives or advisers to whom it discloses the other party's confidential information comply with this clause; and

ii) As may be required by law, a court of competent jurisdiction or any governmental or regulatory authority.

iii) If at the time of disclosure, the disclosing party can show that the information was already in its possession due to another source, publicly available or independently

iii) If at the time of disclosure, the disclosing party can show that the information was already in its possession due to another source, publicly available or independently developed.

iv) No party shall use any other party's confidential information for any purpose other than to exercise its rights and perform its obligations under or in connection with this Understanding.

FORCE MAJEURE

23. The Parties will be released from their obligations under this Understanding if a Force Majeure event occurs. For the avoidance of doubt, Force Majeure includes but is not limited to an act of God, fire, flood, or other natural disaster, malicious injury, strikes, lock-outs, or other labour troubles, riots, insurrection, war or other reason of like nature. In these circumstances, performance shall be excused for the period of the delay and possibly for the period of the performance of this MOU.

24. The Party who is affected must duly take effective measures to mitigate the loss of the other Parties and inform them as soon as is reasonably practical as to whether the Force Majeure will result in a delay or a termination of this MOU. In these circumstances, the termination of the MOU will have immediate effect.

TERM AND TERMINATION

25. This MOU will be valid for a period of 1 year, and will become operational when it is signed by the responsible parties listed below. This MOU may be renewed two months prior to the end of the Term on the mutual consent of both parties.

26. This MOU can be terminated by either party at any time, by giving no less than 90 days written notice to the other party.

VARIATION

27. The MoU can be modified at any time, by mutual consent, with the written agreement of all parties. Where these changes or modifications are significant the Understanding would be updated accordingly.

ENTIRE AGREEMENT

28. This MOU constitutes a complete and exclusive statement of the terms of this MOU between the Parties in the subject hereof.

DISPUTE RESOLUTION PROCESS

29. Any dispute arising from the interpretation or implementation of this MOU shall be resolved in good faith mutually among the Parties.

GOVERNING LAW

30. This MOU shall be governed by English law and shall be subject to the jurisdiction of the courts of England and Wales.

Signed:

Signed:

For and on behalf of the London School Of Economics and Political Science For and on behalf of Search For Common Ground
Date: Date:

If personal data is to be transferred

Schedule A - Data Sharing Agreement between London School of Economics and SFCG

Background

This Agreement outlines the terms and conditions agreed between the parties in relation to which personal data will be shared in compliance with the Data Protection Act 2018 and the EU General Data Protection Regulation (GDPR) (EU) 2016/679). For the avoidance of doubt both parties will be joint controllers.

1. Definitions

"Data Protection Legislation" means the General Data Protection Regulation (GDPR), the Data Protection Act 2018 and any other relevant acts and regulations.

"Data Protection Authority" means the relevant Data Protection authority in the territories where the parties to this Agreement are established. In the U.K., it is the Information Commissioner's Office (ICO)

"DPA" Data Protection Act 2018

"Personal data" has the meaning set out in The General Data Protection Regulation (GDPR) and the Data Protection Act 2018.

"Personal Data breach" shall have the meaning as set out in Article 4 of the GDPR.

Data Protection Impact Assessment: an assessment by the Controller of the impact of the envisaged processing on the protection of Personal Data;

"Data Loss Event" Any event that results, or may result, in unauthorised access to Personal Data held by the parties under this Agreement, and/or actual or potential loss and/or destruction of Personal data in breach of this Agreement, including any Personal data breach.

"Enquiry" means any request, complaint, investigation, notice or communication from a Data Subject or the ICO

"Personal data" Has the meaning given to that term in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR) (EU) 2016/679).

"Personal Data breach" shall have the meaning as set out in Article 4 of the GDPR.

the General Data Protection Regulation (GDPR) (EU) 2016/679).

"Personal Data breach" shall have the meaning as set out in Article 4 of the GDPR.

"Protective Measures" appropriate technical and organisational measures which may include: pseudonymising and encrypting Personal Data, ensuring confidentiality, integrity, availability and resilience of systems and services, ensuring that availability of and access to Personal Data can be restored in a timely manner after an incident, and regularly assessing and evaluating the effectiveness of the such measures adopted by it;

The terms "Data Subject", "Personal Data", "processing", "processor" and "Controller" (and their derivatives) shall have the meaning set out in the applicable data protection legislation.

2. Purpose

2.1 Both parties agree that they will process the personal data independently as Controllers.

2.2 When processing Personal Data, both Parties shall (and shall procure that any of their personnel involved in connection with the activities under this Agreement shall) at all times:

a) Comply with all obligations and provisions imposed on them by the Data Protection legislation when processing any personal data and in connection with this Agreement.

b) Not do, cause or permit anything to be done which may result in a data loss or a breach of the Data Protection legislation.

3. Data Protection obligations

3.1 Each party shall ensure that it has in place all necessary notices and consents to enable the fair and lawful processing of Personal data in accordance with this Schedule.

3.2 Each Party shall implement and maintain adequate and appropriate protective measures including technical and organisational security measures in order to protect Personal Data against unauthorised and unlawful processing, and against accidental loss, destruction or damage. Personal data shall at a minimum always be password protected and the number of staff who can access personal data should be restricted to those for whom access is strictly necessary for the relevant processing.

3.3 Notwithstanding any of the provisions of this Schedule, each Party acknowledges that it is responsible for its own compliance with Data Protection legislation.

3.4 Each Party shall (and shall ensure that its Personnel shall) co-operate with the other Party and provide such information and assistance as the other Party

3.4 Each Party shall (and shall ensure that its Personnel shall) co-operate with the other Party and provide such information and assistance as the other Party may reasonably require to enable the other Party:

a) To comply with its obligations under the Data Protection Legislation in respect of Personal Data

b) To deal with and respond to any enquiry relating to the personal data

3.5 If a Party receives an Enquiry which relates directly or indirectly to its sharing of Personal Data in accordance with this Agreement, or in relation to its compliance with Data Protection legislation, it shall notify the other Party as soon as is reasonably practicable.

3.6 Each Party shall, after discovering the Personal data has been subject to a Personal Data breach or data loss event, promptly within 1 business day notify the other Party of the same, and at its own expense, shall use its reasonable endeavours to:

- a) Minimise the impact of the breach and prevent such breach recurring; and
- b) Provide all reasonable assistance to the other Party as may be required in accordance with Data Protection legislation.

3.7 Subject to paragraph 3.6, above, neither Party shall take any action in relation to any Enquiry or Personal Data breach where it relates to the other Party's processing of Personal Data as a "controller" without prior written notice to the other Party and providing the other Party with a reasonable opportunity to contribute to the response to mitigate the impact of the action on the other Party.

3.8 Each Party shall maintain records of all processing operations under its responsibility in accordance with Data Protection legislation.

3.9 Neither Party will share personal data with a third party without the express written permission of that Party.

4. Data Subjects' Rights

4.1 Data Subjects have the right to obtain certain information about the processing of their Personal Data through a Subject Access Request. Data Subjects may also request rectification, erasure or blocking of their Personal Data.

4.2 The Parties shall maintain a record of Subject Access Requests, the decisions made and any information that was exchanged. Records must include copies of the request for information, details of the data accessed and shared and where relevant, notes of any meeting, correspondence or phone calls relating to the request.

4.3 The Parties agree that the responsibility for complying with a Subject Access Request falls to the Party receiving the Subject Access Request in respect of the Personal Data held by that Party.

4.4 The Parties agree to provide reasonable and prompt assistance (within 5 Business Days of such a request for assistance) as is necessary to each other to enable them to comply with

4.4 The Parties agree to provide reasonable and prompt assistance (within 5 Business Days of such a request for assistance) as is necessary to each other to enable them to comply with Subject Access Requests and to respond to any other queries or complaints from Data Subjects.

5. Data Retention

Each party is responsible for complying with the Data Protection Legislation in relation to the retention of personal data in an identifiable form for as long as necessary for the purposes for which it was collected.

6. Data Sharing

The Purpose of sharing the Personal Data and the specific categories of Personal data that will be shared are set out in clause 10 of this Schedule.

7. Indemnity

SFCG agrees to indemnify LSE in full with respect to any claims it may receive from LSE relating to all direct liabilities, costs, monetary penalties, expenses (including legal expenses), damages or any other claims (the losses) imposed on LSE from the ICO (or such successor organisation or regulator thereof) as a result of SFCG breach (this includes any act or an omission by the company, its employees or agents) of Data Protection legislation and/or any other obligations set out under this Understanding.

8. Resolution of disputes with Data Subjects or The Data Protection Authority

8.1 In the event of a dispute or claim brought by a Data subject or the Data Protection Authority concerning the processing of shared personal data against either or both parties, the Parties will inform each other about any such disputes or claims, and will co-operate with a view to settling them amicably in a timely fashion.

8.2 The parties agree to respond to any generally available non-binding mediation procedure initiated by the Data Subject or by The Data Protection Authority. If they do participate in the proceedings, the Parties may elect to do so remotely (such as by telephone or other electronic means). The Parties also agree to consider participating in any other arbitration, mediation or other dispute resolution proceedings developed for data protection disputes.

9. Termination

If either Party materially breaches the obligations set out in this Schedule and is unable to remedy such breach (if remediable) within 30 days of notice of breach, then the other Party shall be entitled to terminate the Agreement upon immediate effect. In the event that LSE terminates the Agreement due to SFCG's breach, SFCG will be expected to securely provide LSE with a complete and up-to-date extract of the data related to SFCG's subjects or any other data subjects which it holds and shall irretrievably delete all personal data following the confirmed secure delivery of the extract.

10. Personal Data Information

The Personal data collected is set out within the following table.

A. Personal Data

1 item.	Name	Choose	an
2 item.	Date of birth (age)	Choose	an
2 item.	Date of birth (age)	Choose	an
3 item.	Address history	Choose	an
4	Proof of Identity (e.g. passport)	Choose	an item.
5	Contact Info (Address, Phone, Email etc.)	Choose	an item.
6	Nationality / Place of Birth / Domicile	Choose	an item.

7 UKVI Confirmation for Acceptance to Study/Visa/Biometric Residence Choose an

Permits

item.

8 Academic Technology Approval Scheme Choose an item.

9 Date of Entry to the UK Choose an

item.

10 English / Literacy / Numeracy proficiency Choose an item.

11 Qualification Information (provided by you and external bodies) Choose an

item.

12 Marks / Awards / Course Choose an

item.

13 Information about career aspirations and work experience Choose an

item.

14 Programme Choose an

item.

15 Fees/ Payment Info/ Student Funding/ Finance information and sponsor Choose an

details

item.

16 Next of kin / guardian / family etc. data Choose an item.

17 Reference / Referee data Choose an

item.

18 Statutory checks Choose an

item.

19 Photograph Choose an

item.

20 Parental Information Choose an

item.

B. Sensitive or Special Category

1 Ethnicity Choose an item.

2 Occupational Health Choose an item.

3 Overseas police check Choose an item.

4 Trade union membership Choose an item.

5 Geodemographic Information Choose an item.

6 Disability Choose an item.

7 Criminal conviction Choose an item.

6 Disability Choose an item.

7 Criminal conviction Choose an item.

- 8 Religious or other similar beliefs Choose an item.
- 9 Sexuality or Sexual orientation Choose an item.

10 Image and likeness, including as captured in photographs taken Choose an item.

In fulfillment of the GDPR and DPA 2018, both parties are required to be explicit on the legal basis upon which the parties process a Data Subject's personal information.

C. Legal Basis

Choose an item.

- 1 Art. 6 (1) GDPR Lawfulness of processing

Choose an item. Choose an item. Choose an item. Choose an item.
Choose an item.

- 2 Art. 9 GDPR Processing of special categories of personal data

Choose an item. Choose an item. Choose an item. Choose an item.

D. Additional purpose where applicable

- 3 The processing of personal data for purposes other than those for Choose an item. which the personal data were initially collected

- 4 Processing of personal data relating to criminal convictions and Choose an item. offences

- 5 Processing which do not or do no longer require the identification Choose an item. of a data subject by the controller

- 6 No personal data will be process throughout the lifespan of the Choose an item. contract

E. Retention period

When will the information retained by either Party or on the processing system be destroyed or deleted:

When will the information retained by either Party or on the processing system be destroyed or deleted:

- 7 At the end of the Term of the Agreement or termination Choose an item. of the contract/project for whatever reason

- 8 Once processing of the shared Personal Data is no Choose an item. longer necessary for the purposes it were originally

shared for

9 Some years after the end of contract/project for legal Choose an item. claim or as per statutory requirements

10 Information will be anonymised or pseudonymised Choose an item. wherever possible

Advisory Board Biographies

Dr Sawssan Al-Refai

Dr. Sawssan Al Refai is an expert in Public Policy and Advocacy. She managed and provided support to government, civil society organizations, United Nations and international organizations in the Arab region and East Europe in areas of gender/Human rights based policy and advocacy. She has extensive experience working in humanitarian settings and emergencies. Dr. Al-Refai is founding member of the Arab Network for Civic Education in the Arab region. She is also a member of the Yemen Pact for Peace and Security, a Yemeni women movement working on women & security issues. Dr. Al Refai holds a Master's degree in health policy, planning and financing, from London School of Economics, a diploma in population and gender studies from University of Costa Rica, and she is a qualified trainer in human rights and gender mainstreaming and gender auditing.

Professor Christine Bell

Christine Bell is Professor of Constitutional Law and Assistant Principal (Global Justice). She is a co-director of the Global Justice Academy and a member of the British Academy. She read law at Selwyn College, Cambridge, (1988) and gained an LL.M in Law from Harvard Law School (1990), supported by a Harkness Fellowship. In 1990 she qualified as a Barrister at law. She subsequently qualified as an Attorney-at-law in New York, practicing for a period at Debevoise & Plimpton, NY. From 1997-9 she was Director of the Centre for International and Comparative Human Rights Law, Queen's University of Belfast, and from 2000-2011, she was Professor of Public International Law, and a founder and Director of the Transitional Justice Institute, University of Ulster. She has been active in non-governmental organizations, and was chairperson of Belfast-based Human Rights organization, the Committee on the Administration of Justice from 1995-7, and a founder member of the Northern Ireland Human Rights Commission established under the terms of the Belfast Agreement. In 1999 she was a member of the European Commission's Committee of Experts on Fundamental Rights.

Her research interests lie in the interface between constitutional and international law, gender and conflict, and legal theory, with a particular interest in peace processes and their agreements. In 2007 Christine won the American Society of International Law's Francis Deake Prize for her article on 'Peace Agreements: Their Nature and Legal Status' 100(2) *American Journal of International Law*. The prize is awarded annually for the leading article by a younger author in the AJIL. She has authored two books: *On the Law of Peace: Peace Agreements and the Lex Pacificatoria* (Oxford University Press, 2008) which won the Hart Socio-Legal Book Prize, awarded by the Socio-legal Studies Association UK, and *Peace Agreements and Human Rights* (Oxford University Press, 2000). She has also authored the a report published by the International Council on Human Rights Policy entitled 'Negotiating Justice? Human Rights and Peace Agreements' (2006).

Professor Erik Berglof

Professor Erik Berglof became the inaugural Director of the London School of Economics Institute of Global Affairs (IGA) on 1 February 2015. Previously he was the Chief Economist and Special Adviser to the President of the European Bank for Reconstruction and Development (EBRD). Prior to joining the EBRD in 2006, Erik Berglof held the position of Director of the Stockholm Institute of Transition Economics (SITE) and Professor at the Stockholm School of Economics and a Research Fellow at the Brookings Institution in Washington, D.C. He has also been Assistant Professor at the Université Libre de Bruxelles and held visiting positions at Harvard, Stanford and the Massachusetts Institute of Technology (MIT). Currently, Berglof is Treasurer of the International Economic Association, Member of the Governing Board of the Institute for New Economic Thinking in New York, Board Member and Research Fellow of the European Corporate Governance Institute in Brussels, and Executive Board Member of the New Economic School in Moscow. He is a Research Fellow and former Programme Director at the Centre for Economic Policy Research in London. He was the founder and President of the Centre for Economic and Financial Research (CEFIR), now part of the New Economic School in Moscow. In 2013 he was awarded the Leontief Medal for his contributions to economic reforms.

Professor Stephan Chambers

Stephan Chambers is the inaugural director of the Marshall Institute at LSE. He is also Professor in Practice at the Department of Management at LSE and Course Director for the new Executive Masters in Social Business and Entrepreneurship. From 2000 to 2014 he directed the University of Oxford's MBA, overseeing its rise in international influence and rankings. In addition, he was the founding Director of Oxford University's Executive MBA programme. Before joining the Marshall Institute Stephan Chambers was the Co-Founder of the Skoll

World Forum, Chair of the Skoll Centre for Social Entrepreneurship and Director of International Strategy at Saïd Business School, Oxford University.

Professor Christine Chinkin

Christine Chinkin, FBA is Emerita Professor of International Law, Professorial Research Fellow and Founding Director of the Centre of Women Peace & Security at LSE. She is a barrister, a member of Matrix Chambers. Together with H. Charlesworth, she won the American Society of International Law, 2005 Goler T. Butcher Medal 'for outstanding contributions to the development or effective realization of international human rights law'. She is a William C Cook Global Law Professor at the University of Michigan Law School. She has held visiting appointments in Australia, the United States, Singapore and the People's Republic of China. She is currently a member of the Kosovo Human Rights Advisory Panel and was Scientific Advisor to the Council of Europe's Committee for the drafting of the Convention on Preventing and Combatting Violence against Women and Domestic Violence.

Jonathan Cohen

Jonathan was appointed Executive Director of Conciliation Resources in May 2016. He joined Conciliation Resources in 1997 and developed the Caucasus programme focusing on dialogue and confidence building initiatives to promote peacebuilding in the Caucasus. In September 2008 he became Director of Programmes overseeing CR's regional programmes in the Caucasus, Colombia, West Africa, East Central Africa, the Horn of Africa, the Philippines, Fiji and India/Pakistan in relation to Kashmir. Previously he served as Deputy Director of the Foundation on Inter-Ethnic Relations in The Hague, working with the OSCE High Commissioner on National Minorities. In 2018 Jonathan became Chair of the European Peacebuilding Liaison Office (EPLO). Jonathan has taught peace and conflict studies at the London School of Economics and broadcast on radio and television about the Caucasus. He has degrees from the universities of Bristol, London and Oxford. In 2007 he was awarded an OBE by the British Government for services to conflict prevention and conflict resolution in the Caucasus. Languages other than English: Russian.

Rayan El-Amine

Rayan El-Amine is Assistant Director at the Issam Fares Institute for Public Policy and International Affairs at the American University of Beirut.

Hana El-Gallal

Hana El-Gallal is a Researcher at the Center for Strategic Studies, University of Jordan, and was a law professor at Benghazi University. Hana was a founding member of the National Libyan Council of General Freedoms and Human Rights, and the Libyan Center for Development and Human Rights. In 2011, Hana became the Minister of Education for the Libyan Transitional Government and during this time was a member of committees on gender based violence and constitutions, and co-founded the Media and Communication Committee of the Libyan National Transitional Council. She has published writing on torture, terrorism, freedom of religion and youth economic empowerment. Prior to 2011, Hana was a legal consultant, professor and also served as the national officer for UNODC's juvenile justice project in Libya.

Jeffrey Feltman

Jeffrey Feltman is the John C. Whitehead Visiting Fellow in International Diplomacy in the Foreign Policy program at the Brookings Institution. His research includes examining United Nations and other mediation efforts to draw lessons about potential improvements in multilateral conflict prevention and resolution in an increasingly polarized global context. He is also a senior fellow at the Washington-based United Nations Foundation. Before joining Brookings, he served for nearly six years as the under-secretary-general for political affairs at the United Nations in New York. In that capacity, he traveled extensively and was the chief foreign policy advisor to both Secretary-General Ban Ki-moon and Secretary-General Antonio Guterres. Feltman frequently briefed the Security Council in both public and closed-door sessions on a wide variety of peace and security issues, including on thematic issues such as terrorism and nuclear proliferation, as well as on country-specific conflicts. From 2016 until his April 2018 retirement from the U.N., he also was the special envoy for the implementation of Security Council Resolution 1559 (2004). As part of his U.N. responsibilities, Feltman was the chairperson of the U.N.'s Counter-Terrorism Implementation Task Force and the executive director of the U.N. Counter-Terrorism Center from July 2012 until July 2016. United Nations special envoys and special

representatives heading U.N. political missions reported to the secretary-general through Feltman and received guidance from him. He oversaw U.N. mediation and conflict prevention work and also served as the U.N.'s focal point on election assistance to approximately 50 countries annually.

Dr. Guita Hourani

Dr. Guita Hourani is the Director of the Lebanese Emigration Research Centre (LERC) and Assistant Professor at the Faculty of Law and Political Science at Notre Dame University, and Director of the International Campaign, as well as the Secretary General of Lebanon Dialogue Initiative. She has a Ph.D. from the Graduate School of Global Studies, Tokyo University of Foreign Studies. She was a Fellow of the Civic Education and Leadership Fellowship program at the Maxwell School of Citizenship and Public Affairs of Syracuse University in New York and a Fellow at the Institute of Christian Oriental Research at the Catholic University of America in Washington, D.C, USA. She also served as a member of the Migration Expert Committee of the Directorate of Migrants at the Lebanese Ministry of Foreign Affairs and a member of the UNDP National Academic Working Group on Migration in Lebanon. She was an International Development Consultant at the World Bank in Washington, D.C. While in USA, she pioneered a course on the role of women in war, peace and conflict resolution and lectured on it in various universities and institutions. Her current projects include a memorial volume dedicated to the late Professor Rita Sabat (1974-2013), and papers on the methodology of research in the Middle East and another on Lebanon's refugee policies. Dr. Hourani has conducted research in over 25 countries and given lectures and papers in more than 24 countries. Dr. Hourani has conceptualized, designed methodologies, implemented and written final reports on projects related to migration, refugees, socioeconomic mobility, political participation, human insecurity, integration policies, access to information, among others.

Helena Kennedy, Baroness Kennedy of the Shaws

Helena Kennedy is one of Britain's most distinguished lawyers. She has spent her professional life giving voice to those who have least power within the system, championing civil liberties and promoting human rights. She has used many public platforms – including the House of Lords, to which she was elevated in 1997 – to argue with passion, wit and humanity for social justice. She has also written and broadcast on a wide range of issues, from medical negligence to terrorism to the rights of women and children.

Dr Denisa Kostovicova

Dr Denisa Kostovicova is an Associate Professor in Global Politics at the European Institute and the Department of Government. She is the author of *Kosovo: The Politics of Identity and Space* (2005) and co-editor of a number of edited volumes, including *Transnationalism in the Balkans* (2008), *Persistent State Weakness in the Global Age* (2009), *Bottom-up Politics: An Agency-Centred Approach to Globalization* (2011), *Civil Society and Transitions in the Western Balkans* (2013), and *Rethinking Reconciliation and Transitional Justice After Conflict* (forthcoming). Dr Kostovicova's research focuses on post-conflict reconstruction, specifically on transitional justice, conflict networks and Europeanisation. She is particularly interested in the bottom-up perspective on transition from war to peace, and the impact of cross-border dynamics (political, social and economic) on post-conflict recovery. Her regional specialism is the Balkans, but she has also done comparative work with other post-conflict zones.

Stephanie Koury

Ms. Stephanie Koury has been serving as Head of Office for the UN Special Envoy for Syria since 1 August 2016. Previously, she served as the Principal Political Affairs Officer to the Special Envoy in Syria in Geneva, overseeing the development of the political process initiatives and substantive preparations for the intra-Syrian talks. Prior to Syria, she served in Yemen from 2013 – 2015 with the Office of the Special Advisor, supporting his mediation efforts on the national dialogue process and power-sharing in a multi-party context, and coordinating expert support for the Yemeni constitutional drafting committee. From 2011 – 2013, Ms. Koury served with UNSMIL, initially in the east and later covering political developments in the south; working with human rights colleagues on the political isolation law; supporting elections colleagues and negotiating access for voting in conflicted areas; and promoting political participation of the minority communities.

In Iraq in her first UN posting in 2008, she served with UNAMI as Head of Office in Kirkuk working on initiatives to promote resolution of the disputed internal boundaries, local power-sharing arrangements, land disputes, national elections, and the holding of a national census.

Prior to joining the UN, Ms. Koury served as a research fellow in the law department at the School of Oriental

and African Studies in London from 2004 – 2008 focusing on public international law, particularly state responsibility, international humanitarian law and the law of treaties.

Professor Roger McGinty

Roger Mac Ginty is Professor of Peace and Conflict Studies at the Humanitarian and Conflict Response Institute, and the Department of Politics. His research has been on peace processes, political violence, and local responses to international peace-support interventions. He has conducted field research in Bosnia-Herzegovina, Croatia, Georgia, Jordan, Kosovo, Lebanon, Sri Lanka, Turkey, South Africa, Uganda and the US. He edits the journal *Peacebuilding* (with Oliver Richmond) and edits a book series with Palgrave entitled 'Rethinking Political Violence' (fifteen books published so far). His latest books are *International Peacebuilding and Local Resistance: Hybrid forms of peace* (2011), the *Routledge Handbook on Peacebuilding* (2013) and *Conflict Development* (second edition, 2016 - edited with Andrew Williams). In 2014, his four volume edited *Sage Major Work on Peacebuilding* was published, and in 2015 the *Routledge Companion to Humanitarian Action* (edited with Jenny H Peterson) was published. He has worked on EUFP7 and ESRC projects and currently is principal investigator of the £1m+ ESRC 'Making Peacekeeping Data Work' project. He holds an EU Horizon 20/20 grant on EU crisis response mechanisms along with colleagues Sandra Pogodda and Oliver Richmond. He is also researching everyday peace indicators (with colleagues at George Mason University and the Institute for Justice and Reconciliation) - a project funded by the Carnegie Corporation of New York. He is seconded to HCRI: <http://www.hcri.ac.uk/>. He has been program chair of the International Studies Association Peace Studies Section. He is currently working on a monograph on everyday peace.

Oliver McTernan

Oliver McTernan is the Co-Founder and Director of Forward Thinking. He has an established background in conflict resolution and interfaith relationships. He was a Visiting Fellow of the Weatherhead Centre for International Affairs at Harvard University 2000 -2003. He was responsible for initiating the first post- Kosovo conflict talks between NATO and the Belgrade government. His book *Violence in God's Name* explores the role of religion in an age of conflict. He broadcasts regularly on radio and television.

Roelf Meyer

Roelf Meyer is a South African politician and businessman. Originally a member of the National Party, he is known for his prominent role in the negotiations to end the apartheid system in South Africa. He later co-founded the United Democratic Movement.

Staffan de Mistura

Staffan De Mistura served as Special Envoy for Syria of the United Nations Secretary General from July 2014 to December 2018. Prior to this assignment he was notably the Special Representative of the Secretary General in Iraq (2007-2009) and in Afghanistan (2010-2011) and Italy's Deputy Foreign Minister. During a career spanning over four decades, he served in numerous conflict zones with UN agencies such as UNICEF, directing complex relief operations. For example, he led winter relief convoys in Sarajevo and the cholera control team in Goma, and was in charge of the advocacy relief UNHCR campaign during the final phase of the Kosovo conflict. He also organized funding for demining along the border between Lebanon and Israel and worked with Mother Theresa to break the siege of Juba by airlifting aid to starving women and children under Operation Rainbow. De Mistura also served as the Deputy Executive Director of the World Food Programme. He is a national of Italy and Sweden and speaks seven languages.

Christina Murray

Emeritus professor, Christina Murray, is currently living in London, and serving a third term as a senior member of the Mediation Support Standby Team of the United Nations' Department of Political Affairs with a focus on constitutions and power-sharing. Before this she worked on the constitutional support team of the Special Advisor to the Secretary General of the United Nations on Yemen. In 2012 she was a member of the Constitution Commission of Fiji. Between February 2009 and October 2010 she served as a member of the Kenyan Committee of Experts appointed by the Kenyan Parliament to draft a new Constitution of Kenya. That Constitution became law in Kenya on 27 August 2010. Professor Murray's first experience in constitution-making was serving on a panel of seven experts advising the South African Constitutional Assembly in drafting

South Africa's 'final' Constitution between 1994 and 1996. Since then she has advised a number of government departments in South Africa on the implementation of the new system of multi-level government and worked with South Africa's national Parliament and many of its nine provincial legislatures.

Bushra Nasr Kretschmer

Bushra Nasr Kretschmer is a developmental consultant founder of Sabaa Consulting Services, and a Yemeni democracy and gender activist based in Stockholm. Bushra is head of economic portfolio for Women4Yemen and she co-founded the Coordinating Council for Youth Revolution and Change in Yemen, as well as the Yemeni Center for Transitional Justice, and has more than fourteen years of experience working with organizations such as the World Bank-IFC, USAID and GIZ on gender and finance in Yemen.

Tim Phillips

Tim Phillips is the founder and CEO of Beyond Conflict, a non-profit organization that works with civic, non-profit and community leaders to address conflict and promote social change in the United States and abroad. Since 1992, Beyond Conflict has created powerful and innovative frameworks to open pathways for progress in peace talks, transitions to democracy, and national reconciliation in the aftermath of division and violence in over 75 countries. Tim led efforts to catalyze the peace and reconciliation processes in several nations, including Northern Ireland, El Salvador, and South Africa. He has also advised the United Nations, the U.S Department of State, and the Council of Europe. Mr. Phillips was educated at Suffolk University and the London School of Economics and was awarded an Honorary Doctor of Humane Letters from Suffolk University in 2018.

Jonathan Powell

Jonathan Powell is the CEO and Founder of Inter-Mediate. He was Chief of Staff to Prime Minister Tony Blair from 1997 to 2007. He was responsible for co-ordinating all political and non-political work in No.10 Downing Street. He became Chief of Staff to Tony Blair when Blair became Leader of the Opposition in 1994. He was the only senior member of staff to serve with Blair from beginning to end of his time as leader of the Labour Party and was intimately involved in all the major events of those thirteen years including three successive election victories. Jonathan was the principal negotiator on Northern Ireland from 1997 to 2007 and was instrumental in bringing about a lasting peace in that troubled province after centuries of conflict. He played a key role in the formulation of the Blair government's foreign policy and political strategies. Before joining Tony Blair, Jonathan was a British diplomat for sixteen years and played a role in the Zimbabwe independence negotiations, the accession of Portugal to the EU, the negotiations with China on the return of Hong Kong, the CDE arms control negotiations in Stockholm, the CSCE human rights negotiations with Russia in Vienna and the two plus four negotiations on German unification. He was the political officer at the British Embassy in Washington in 1991, where he followed the Clinton Presidential election campaign and became close to President Clinton and his staff whom he introduced to Tony Blair and Gordon Brown. Jonathan Powell has published two books based on his diplomatic career: *Great Hatred, Little Room: Making Peace in Northern Ireland*, 2008 and *The New Machiavelli: How to Wield Power in the Modern World*, 2010. After Oxford and the University of Pennsylvania. Jonathan Powell started his career as a journalist with the BBC and Granada TV.

Sir Kieran Prendergast KCVO CMG

Sir Kieran Prendergast is a seasoned British diplomat, who was born in Scotland, and served as Ambassador in Zimbabwe, Kenya and Turkey until 1997-2005 when he became Under-Secretary-General for Political Affairs at the UN. In 2005 Kofi Annan thanked him for his "outstanding service" and "invaluable advice." He is currently a Senior Advisor to the Centre for Humanitarian Dialogue in Geneva.

Dr Catherine Turner

Dr Catherine Turner is an Associate Professor in law. She is the deputy director of the Durham Global Security Institute, and a member of the Law and Global Justice Research Cluster in Durham Law School. She was formerly the Chair of the Ethics and Data Protection Sub-Committee in Durham Law School and a member of the Faculty of Health and Social Sciences Ethics Committee. Prior to joining Durham Law School in 2013 Catherine was a member of Ulster University's Transitional Justice Institute (2004 – 2012), where she taught on the LLM in Human Rights and Transitional Justice. She was also Director of the annual Summer School on Transitional Justice.

Teresa Whitfield

Teresa Whitfield is a Non-Resident Fellow at New York University's Center on International Cooperation (CIC). Teresa has been senior advisor to the president of the International Crisis Group since January 2015. While a fellow at New York University's Center on International Cooperation from 2008 to 2014, she also served as a senior advisor to the Geneva-based Centre for Humanitarian Dialogue. Previously, she was director of the Conflict Prevention and Peace Forum at the Social Science Research Council and spent five years as an official of the UN's Department of Political Affairs. She is the author of *Paying the Price: Ignacio Ellacuría, and the Murdered Jesuits of El Salvador and Friends Indeed? The United Nations, Groups of Friends, and the Resolution of Conflict*, among other publications. Ms. Whitfield is a member of the Board of Trustees of the Conciliation Resources, which is based in London, and serves on the Advisory Board of the Conflict Prevention and Peace Forum. She holds a B.A. from Cambridge University and an M.A. from the University of London.

IGA Call for Proposals



IGA Funding Call

'Yemeni Voices'

(Internal Call - LSE applicants only)

The Institute of Global Affairs (IGA) project **'Yemeni Voices'** represents a unique opportunity for LSE research and researchers to impact on real-time conflict-resolution. The project, led by IGA Visiting Professor in Practice Mark Muller and supported by the United Nations, will design and implement an independent mechanism for civil society consultation in the Yemeni conflict resolution process based on state-of-the-art research methodologies. It commences with an LSE-wide scoping exercise, the objectives of which are to:

- (a) generate research and new ideas within peace and conflict studies;
- (b) seek academic input on important features of 'Yemeni Voices';
- (c) build a credible monitoring project for the entire initiative.

We now invite colleagues from across the LSE community to submit short proposals to the project's **'Research, Innovative Solutions, Evaluation Fund'**. Meaningful proposals will receive a small seed grant of up to £5k and some applicants may be asked to develop their submissions further for additional funding. The call is intended to encourage the widest possible participation and generate interesting ideas and proposals in the following areas:

- **Innovative solutions:** The project will require wide academic engagement to identify the main challenges in delivering the project and to address those challenges through innovative solutions. Challenges include but are not limited to: polling methodologies, data mining, ethics and risk management. We welcome proposals addressing these and other relevant considerations not listed here, and if deemed interesting and relevant we will consider funding the implementation of proposals in full.
- **Long-term research:** The project seeks to identify ideas for longer-term research projects with funding available to develop project ideas further. Selection will be based on standard academic criteria. Projects identified by the selection committee as worthy of further funding will be asked to develop full project proposals. The total budget available for long-term research is not known yet, but it is anticipated that projects of up to £100k could be funded in a first round. Possible areas could be but are not limited to:
 - Economic development in post-conflict fragile states (institutions, state/private sector balance, regulations, dismantling war economy etc.);
 - Identifying strategies/approaches for building legitimate state and governance (at the state and sub-state level) and their appraisal;
 - Identifying effective policy interventions for sustainable development;
 - Developing inclusive peace-making strategies (stakeholder identification, engagement of minorities; gender issues etc.);
 - Assessing negotiation and peace-making strategies on post-conflict situations;
 - Promotion of justice and trust in post-conflict societies;
 - Identifying lessons/experiences from other conflicts that are relevant for the project;
 - The role of the arts and creative practice in supporting peace-making (opening space for dialogue, building social capital, engaging with difficult issues, etc.)

- **Creative communication:** The project aims to utilize digital and social media channels to amplify findings, generate broad dialogue including the digital-savvy young, and overall maximize policy impact. The project is presently seeking additional funding for a dynamic website. We welcome proposals as to how to maximize digital technology for broad-based engagement and inclusion, and how to develop the optimal structure and format of the website and other social media channels, and the identification of the primary associated considerations and challenges.
- **Monitoring and evaluation:** The project requires careful monitoring and evaluation using state-of-the-art data collection, measurement and evaluation techniques. We invite outline proposals as to how to effectively monitor and evaluate the project on an on-going basis.

Call Specification

- Up to **£70k** is available in total for this call. The final distribution of these funds across the areas listed above will be contingent upon applications received.
- **Format:** Applications should not exceed 5 pages, but could be shorter. For research and monitoring/evaluation projects an approximate budget and timeline should be provided. Applications should be submitted to Keith Tritton at iga@lse.ac.uk by c.o.b. **31st March 2019**.
- **Assessment:** Research proposals will be evaluated by selection committee with representatives from across several departments. The School's ethics policy and financial regulations should be adhered to.
- We strongly encourage proposals which include local stakeholder engagement and/or perspectives.

Civil Society Mapping and Network Strategy

The Yemeni Voices Network: Inclusive Peace Process in Yemen

Track II Co-ordination Mechanism (TCM) Support Strategy: Recommendations

Recommendations and sources

1. **A forum for Track II organisations be immediately convened** to consider how to implement this strategy mobilising by existing networks and on-going projects and what new funding would be required to deliver all the aims outlined.
Source: consultation meetings with INGOs and Yemeni track II partners stating that such a forum does not exist and is required.
2. **A Rapid Response Unit and an Analytical Unit be immediately established with partner organisations** to deliver this strategy and begin delivering findings to the OSESGY. Rapid Response unit to deal with Fast Track requests and Analytical Unit to be the first phase of a full analysis capability dealing with more discursive and large-scale responses.
Source: OSESGY desired for greater communication mechanisms and data gathering capacity coupled with Yemeni partners detailed advice on what is feasible.
3. **A concerted effort be made by all Track II partners to extend the CSO network beyond the 13 governorates currently mapped** to bring in existing partners already working and meeting the basic threshold of acceptance or contacting ones that meet this threshold and bringing them into the network.
Source: initial CSO activity mapping in inception phase reflected in Table 1 and Table 2.
4. **Funding be secured to immediately launch the digital and the human source data collection** through whatever infrastructure currently exists and to establish the channels for communicates from the OSESGY to flow out through this structure to civil society.
Source: feedback from OSESGY to initial presentations on Yemeni Voices inception.
5. **A OSESGY Track II communications strategy** be put in place to push out through the network frequent communicates on the process and questions and issues arising and pull in the responses from this network through digital and human means.
Source: Stakeholder survey and focus group responses on the need to know more about the Envoy, the process and the talks. _____

Aims of this strategy:

- To support the Track II Co-ordination Mechanism of the OSESGY by creating a forum for all Track II actors dealing with Yemeni Civil Society organisations;
- Create a rapid response mechanism that will provide soundings of opinion amongst Yemeni Track II and III organisations;
- Create a rapid response mechanism that will provide soundings from Yemeni public opinion;
- Provide a direct communications vehicle for messages from the OSEGY about the process to reach Track II and III actors and their networks; and
- Collect data for medium- and long-term analysis of key issues, areas of deadlock and substantive challenges to the process

Mapping of Track II initiatives and Networks

- Based on a series of meetings and consultations during the inception phase of Yemeni Voices, we propose the following network strategy for immediate implementation in support of the OSESGY.
- The INGO Track II organisations we have identified working directly with Yemeni Civil Society organisations are listed in Table 1 below.
- Of these organisations at least two, Berghof and IDEA, are working with political parties at national and local levels on constitutional and public policy issues. There should be contact between them and the reminder of the Track II actors, but they are not part of this proposal.
- Other organisations have either expressed an interest in being included in the network going forward or are in the process of being consulted.

Table 1: Mapping of INGO Track II initiatives and Networks

PILPG	Deeproot/Resonate!	US
	For quantitative surveys, PILPG's team of 54 trained Yemeni individuals can conduct surveys in the following governorates: Abyan, Aden, Hadramaut, Ibb, Lahij, Marib, and Taiz. In addition, PILPG's team has trained individuals ready to conduct quantitative surveys in Sana'a, if the security situation improves. In March and April 2019, PILPG's team conducted 2750 in-	

		person quantitative surveys.1 For qualitative surveys and focus groups, PILPG's team of 16 trained Yemeni individuals can conduct qualitative interviews and focus groups in Abyan, Aden, Hadramaut, Ibb, Lahij, Marib, Taiz, and Sana'a. In April and May 2019, PILPG's team conducted 23 focus groups and 22 qualitative interviews in those governorates, with the goal of completing 54 focus groups and 100 qualitative interviews by end of June 2019. In addition, PILPG has budget to conduct approximately an additional 2250 quantitative interviews, 100 qualitative interviews, and 40 focus groups through September 2020.	
CMI	Deeproot/Resonate!	Three components: Local component focused on track II at the local-level, currently working on two initiatives in Taiz and Serwah. National component bringing together national political party representatives to discuss local drivers of peace. Also part of the National track is a women in peace initiative. Finally a regional track that is focused on bringing together Emerging Leaders fro Yemen and the GCC in a forum to discuss the future of Yemen and its relations with GCC. Network in Abyan, Aden, Hadramaut, Ibb, Lahij, Marib, Taiz, and Sana'a	EU
Oxford Research Group	Sana'a Centre for Strategic Studies	Focused on the local level. Bringing together political, social, civil society and tribal figures from Mareb and Hadhramout to discuss the challenges of their governorates and how to address them	UK

Oxfam	Sana'a Centre for Strategic Studies	Women's network of CSOs	Oxfam
UN Women		Women's Political Participation -	UN
Search for Common Ground		Community peacebuilding pilot	UK
ARK		Local stabilisation and service delivery pilot	UK
Saferworld	Sana'a Centre for Strategic Studies	Youth Networks - suspended	?
TBC		Local rule of law pilot, women as local peacebuilders and Government of Yemen (GoY) security sector regeneration	UK
Stabilisation Unit (SU)		Regional Stabilisation Adviser	UK
Berghof Foundation	Political Development Forum	Multiple topics depending on the priorities of the peace process. Their latest series of meetings focused on improving government effectiveness post-conflict, and also on the relationship between central and local governments. Also regularly bring together political party representatives to discuss the peace process. One of the longest running track II initiative in Yemen.	Germany
IDEA International	N/A	Focused on constitutional dialogues between the different political parties and movements in Yemen	Germany
European Institute of Peace	N/A	Focused on Southern consultations. Attempting to bring together different southern factions for dialogue.	UK Netherlands Norway
CARPO	Deeproot/Resonance! & Sana'a Centre for Strategic Studies	Focused on economic and development consultations	EU/Netherlands

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The Geneva Centre for the Democratic Control of Armed Forces (DCAF)	N/A	Still waiting for further information on this initiative as it is just starting but will focus on Security Sector Reforms.	??
European Institute for Peace		Track II - Houthi / southern outreach	UK
TBC		Additional Track II political dialogue	UK
C4ADS		Mapping the actors and networks behind the Yemeni war economy	UK
ITAD		Third-party monitoring and evaluation of local peacebuilding	UK

There are also humanitarian organisations and actors that are not included here but who might be brought in if the network needs to be expanded in the political transition phase of the peace process. The remaining organisations should be invited to form the core of the initial co-ordination mechanism forum.

As shown in Table 1, many INGOs base their connections with Yemeni organisations on introductions and support from organisations like Deeproot or the Sana’a Centre. We are directly partnering with both of these Yemeni organisations in the design of the TCM support strategy and we will engage with any other Yemeni organisations that we can moving forward. Thus, we can work directly with Deeproot and the Sana’a Centre to reach the Yemen based CSOs, as listed in Table 1, and we can work through the Track II organisations to support and cohere their efforts with these organisations by linking them more directly into the work of the OSESGY.

TCM Forum

Our recommendation is that the TCM work with and through these Track II partners wherever possible utilising and encouraging donors to keep supporting these existing networks. But these networks should be open to become a direct communication channel for the OSESGY, forming digital and non-digital focus and consultation groups as outlined below. This working co-operation should begin with an invitation to them to join the TCM forum. This should meet before the end of this month to agree standard operating procedures for co-operation

during the talks process. This can be a simple conference call in the first instance to explore ways in which these organisations can work together and a forum to discuss the feasibility of the consultation process described below. This forum can be run via a What's App group and email distribution list for information sharing and more formal set of regular meetings/conference calls to engage on issues that arise.

Supporting the Track II Co-ordination Mechanism (TCM): discussion note

The TCM forum could agree a series of SOPs that are based on a twin track approach to data gathering and a single-track approach to information sharing. These will be enhanced by a network of focus groups and citizens panels that will sit and feedback into the process during the talks. All these consultation processes would be taking place in any case as this note is designed to connect with initiatives already taking place and link them directly to the Office of the Special Envoy. This would add a layer of connectivity between the Track II initiatives and the OSE through a Rapid Response Unit that would process the data collected into a product that was useable and digestible by the team supporting the talks process.

The twin track approach to data gathering could operate as follows:

- 1) The OSEGSY team face an issue, question or problem in the context of the talks on which they need to get a sense of Yemeni civil society opinion in the form of views from civil society representatives and views from Yemeni Public Opinion in the form of "Individual's Views".
- 2) By "Representatives' Views" we mean "What do a representative group of trusted civil society organisations think as organisations about this issue?"
- 3) By "Individual's Views" we mean: "What do a cross section of Yemeni Citizens think about this issue". We are not proposing a perfectly representative polling exercise. Rather this is a sounding exercise and a consultation.

There will be different response times and formats depending on the nature of the enquiry generated by the Office. These enquiries will be blended into the on-going questions and discussion topics that have been designed with local partners for the focus group meetings. The challenge will be to extract from these on-going processes initial data findings that can feed into the Rapid Response Unit and be distilled into usable product in turnaround times that will make them immediately useful. There are four ways in which this data can be collected. Each of these four means of data collection can also be used for sending messages out from the OSE to the Yemeni public directly and not through mediated media. The four methods discussed are:

1. CSO Focus Groups: initial responses within 72 hours?
2. Citizens Panels: daily reports on discussions held?
3. Fast Track Soundings: a simple question: 18-24 hours response rate?
4. Normal Track Discursive Response: 24-36 hours? _____

CSO Focus Groups: initial responses within 72 hours?

The fast track focus group methodology that would allow for input into talks during the process will require some changes to standard practice for small group consultations. The question for partners is if this is possible or not and if these turnaround times are possible. This will need thinking through.

The weighting of the polling conducted so far has tried to reach out to those groups underrepresented in the talks process: women, young people and IDPs. It has also reached out to those affected by war and people in leadership positions. The surveys have been conducted in seven governorates so far. The ambition will be to maintain this representative principle and to increase the geographical coverage. Would it be possible to explore holding some women only focus groups, alongside the existing programme or would this be impossible? While this kind of representative structure would be perfect for the inclusive objectives of the TCM, there are other aspects of the delivery of the focus groups that might need to be adapted if the turn around times are to be achieved.

The size of the focus groups can be standard six to ten people who will be led through an open discussion by a moderator. The length of the group will be a standard 45 to 90 minutes. Normally, focus groups are structured around a set of carefully predetermined questions and these have been worked out with local input. Normally, also, it takes more than one focus group on any one topic to produce valid results, I am assuming three or four or is this not possible logistically? In this instance we need to be able to give preliminary findings from focus groups as quickly as possible.

We might therefore consider altering the question structure. In a typical focus group, the question structure would be something like:

- 1) Engagement questions: introduce participants to and make them comfortable with each other, with the moderator and with the theme of the group
- 2) Exploration questions: get to the meat of the discussion and organise this around 8-10 structured questions
- 3) Exit question: check to see if anything was missed in the discussion

The information from the discussion would be entered, reflected on and then reported after subsequent meetings of the group.

We do not want to affect the overall methodology that has been worked out too much but we do want to be able to achieve input in the quickest possible turnaround time. Perhaps we could explore separating the Exploration questions into two parts and timing the focus groups so all sixteen are occurring over the same 24-hour period. This might be logistically impossible of course. However, if it were possible would it be feasible to split the exploration questions into two parts:

1) Urgent issues of the day – this would pick up an old methodology used by Mass Observation in the 1930s. The first 15-20 minutes of the discussion would focus on issues that have come directly from the OSE and reflect elements of the talks that are occurring.

2) Exploration questions – the questions as agreed and worked out prior to the meeting.

3) Exit question – first to decide on the views to be sent from the Group discussion on the Urgent issue of the day. This to be sent directly from the meeting of the Focus Group as a communique reflecting the range of views straight to the Rapid Response Unit. Then the discussion would conclude in the normal way and the analysis of the discussion would be completed and the findings shared in normal time.

Citizens Panel: Daily Reports on Discussions Held

The other option that we would like to explore is the convening of Citizens Panels that would be designed to be geographically representative and weighted to those normally excluded from the process. These would be of two kinds, ideally.

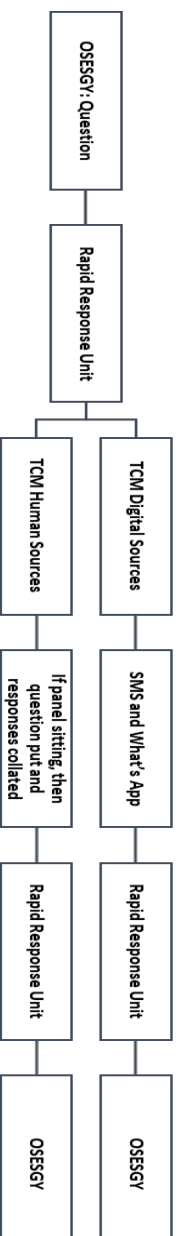
The first would be representative of the groups already mentioned, women, young people, IDPs and people affected by war. These would be separate from the Focus Groups already discussed and would sit through the talks as a parallel forum for discussing issues of the day and deeper issues that may not be raised during the process. They could form a sounding board for difficult issues, but they would also be able to have an on-going discussion of the peace process and spend time thinking about the transition phase and the mechanisms that will be needed during that time. If possible, a short summary of their discussions would be sent to the OSE each day. The design issue would be if these panels would be replicating the discussions of the focus groups.

In addition, would it be possible to work to convene some panels comprising people who have no access to digital communications at all. These might be in the form of panels that comprised only women who do not have mobile phone access. Would they be able to meet? Or it might include groups who digitally excluded for other reasons. These panels would be important to balance the overall representation of the digitally included in the SMS and What's App forums that are described below.

Fast Track Soundings: a simple question: 18-24 hours response rate

If the issue is a simple question, then the response time will be quicker. The purpose is to try to establish what constitutes the middle ground on the issue, what is the least bad option that most people can live with. If there is such an option. If there are five views with extremely positive as 1 and extremely negative as 5, then what are three options in the middle that no one loves but most people can learn to live with. Once this question has been formulated by the Office it will be put to the network. The two tracks for taking this question to the network will be digital sources and human sources. This is illustrated in Figure 1.

Figure 1: Fast Track Soundings: a simple question: 18-24 hour response rate



The digital sources route will put the question out to the network of digital focus group members via SMS:

1) SMS messages to CSO representatives to gauge organisations' views.

2) SMS messages to individual citizens who have been recruited by Track II partners and by the civil society organisations to be consulted on these issues as they arise.

These digital focus groups will:

- Be geographically representative of the country, in so far as this is possible.
- They will be weighted in a similar way to the PILPG national polling process that has just been concluded, to reflect the views of women, youth, those effected by the conflict and IDPs.

The digital sources route will put the question out to the network of digital focus group members via What's App:

- 1) The question will be put out to youth groups organised in What's App chats.
- 2) Civil Society representatives either individually by What's App Broadcast Lists or collectively through chats.

The level of funding available will determine the volume of digital consultations that can take place:

For SMS:

- We estimate that through the Track II partners with whom we have established relationships we should be able to digitally reach 200 organisations.

- If each of these organisations provide contact details of a minimum of 60 mobile phone numbers for SMS consultations, then we can build a sizeable community for consultation of around 12,000 individuals.
- If we have access to larger numbers of SMS details then we can ask more people the questions.
- The SMS messages cost approximately \$2500 for 12,000 messages and they assume a 15% response rate - so around 1800 responses.

For What's App:

- If each of the organisations agrees to establish What's App groups of 20 people each then we will reach a further 4,000 people.
- The What's App groups run without call charges, but the organisations will be paid a flat fee to convene the digital focus groups and deliver these responses within the target time frame.

The output from this process will be a set of answers:

- X number of SMS responses favoured each of the options from the questions 1-5.
- X number of What's App responders favoured each of the options from the questions 1-5.
- Both SMS and What's App responses then broken down as 'Representatives' and 'Individuals' responses, from these groups (eg women, youth) in these governorates favoured these responses 1-5.
- With a headline analysis in bullet points.

Normal Track Discursive Response: 24-36 hours

If the OSESGV require a response that is not a simple question but is a complex issue that requires a qualitative response and therefore more analysis, then this will require a longer turnaround time. SMS messaging does not work as well to gauge qualitative responses to complex questions. Mediated discussions with CSOs that are members of the network can provide reflections that are useful. In this case a series of questions and options would be put out through the What's App chats and broadcast lists. The discussion of these questions would then be open for a four, six- or eight-hour window, depending on the urgency of the enquiry. At the conclusion of that time, the

Figure 2: Normal Track Discursive Response: 24-36 hours



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analyst would download, collate and assess the responses before producing a bullet point analysis of the key responses and issues raised. This would include a sentiment analysis of the feelings across the network on the issue.

Table 2: Geographical Distribution of Network

Governorate	INGO Present
'Adan	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!
'Amran	Deeproot/Resonate!
Abyan	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!
Ad Dali	
Al Bayda'	
Al Hudaydah	Deeproot/Resonate!
Al Jawf	Deeproot/Resonate!
Al Mahrah	
Al Mahwit	
Amanat Al Asimah	
Dhamar	Deeproot/Resonate!
Hadramaut	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!, ORG/Sana'a Centre
Hajjah	
Ibb	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!
Lahij	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!
Ma'rib	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!, ORG/Sana'a Centre

Raymah	
Sa'dah	
Sana'a	PILPG/Deeproot/Resonate!,, CMI/Deeproot/Resonate!
Shabwah	Deeproot/Resonate!
Ta'izz	PILPG/Deeproot/Resonate!, CMI/Deeproot/Resonate!

Table 3: Civil Society Organisations in Yemen mapped by Deeproot

NAME	GOVERNORATE	DESCRIPTION/MISSION
Academic Foundation for Strategic Studies, Development and Human Rights	Sana'a	Conducts research and documents human rights abuses
AFD Development Foundation	Sana'a	Humanitarian assistance
All Girls for Development Foundation	Sana'a	Education and economic empowerment of women
ALTIFAF Organization	Sana'a	
AWMAM Foundation for Culture and Development	Sana'a	Focused on democracy, human rights, combating corruption, transitional justice, especially as the issues relate to women.
Arab Federation of Clubs UNESCO	Sana'a	Youth Empowerment
BAADER Foundation	Sana'a	Development Foundation
Civil Strengthening Network	Sana'a	Civil Society capacity building
DROPNA KHAIR Developmental and Social Foundation	Sana'a	Conflict resolution
Eayhaa Foundation for Peace and Social Peace	Sana'a	Peace-building focus
EBHAR Foundation for Childhood and Creativity	Sana'a	Activities focused on promoting the arts and literature.
EJAD Development Foundation	Sana'a	Development and human rights
ENUAZ Foundation	Sana'a	Social, political, economic empowerment of women and youth
ETHICS Foundation	Sana'a	
Fekrh then Ataa (Idea then Giving) Initiative	Sana'a	Science?
For All Foundation for Development	Sana'a-Aden	Youth Leadership Training
Friends of Peace Initiative (Program of IGTP Youth Initiatives)	Sana'a	Peace and conflict Resolution
Future Partners Foundation for Development	Sana'a	Development, democracy, human rights
Ghrass Al-waha Foundation for Community Development and Consulting	Sana'a	Community Development
GUSOOR Foundation for Peace and Coexistence	Sana'a	Promotes community co-existence
HAIDARA Foundation for Peace and Human Development	Sana'a	Focused on education campaigns about citizens' legal rights and duties

HEPTA for Training in Peacebuilding	Sana'a	Offers training to others from specialists in peacebuilding and conflict resolution
Human Peace and Security Organization	Sana'a	Human Rights focused
The Humanitarian Forum Yemen	Sana'a	Work with local and international organizations to maximize effectiveness of aid work
I am here Initiative	Sana'a	
KAF A Association for Humanity Protection	Sana'a	Providing legal protection and other forms of support for women facing domestic abuse and
Khadija Foundation for Development	Sana'a-lbb	Works with vulnerable populations including women, children and those with special needs
Khair Omma Initiative	Sana'a	Youth initiatives
Lenartaq Youth Initiative	Sana'a	Youth empowerment
MWATANA Organization for Human Rights	Sana'a	Conducts field research documenting human rights violations while seeking legislative and policy changes
My Humanity is My Address Initiative	Sana'a	Youth and peace
New Page Initiative	Sana'a	Youth theatre and arts
Participate for Yemen Initiative	Sana'a	Peace and Development
Peace and Development Partners (PDPYE)	Sana'a	Coalition organization focused on peace building
Peace Painters Team Initiative	Sana'a	Promotes the arts
Resilience Communities Organization	Sana'a	Relief and development
Resonate! Yemen	Sana'a	Working to cultivate a new political climate based on sustainable policies. Works closely with youth to develop and evaluate public policies.
Salam (Peace) Foundation for Humanitarian Response and Development (PFHRD)	Sana'a	Community Development
Sameh Initiative (we live together even though we disagree)	Sana'a	Co-existence and peace building
Sana'a Center for Strategic Studies	Sana'a	Research foundation producing high-quality publications on policy, politics and economics
SAWA Organization for Sustainable Development	Sana'a	Human Development
Social Democratic Forum	Sana'a	Transitional Justice//Human Rights
TAMDEEN Youth Foundation	Sana'a	
Together Initiative .. Hand in hand ... building a country	Sana'a	General development
TRIS Democratic Organization for Development	Sana'a	Social and Economic empowerment for underserved families
Young Leadership Development Foundation	Sana'a	Empowering youth--especially young women--by encouraging their participation in decision-making roles

Raf Yemen Foundation for Development	Sana'a	Development organization
Top impact initiative	Sana'a	Conflict resolution and co-existence
Wake Me up Team	Sana'a	Youth
We Can Initiative	Sana'a	
We Live Together Initiative	Sana'a	Youth and peace building
Why Not Initiative	Sana'a	Youth and peace
Women Peace Partners Initiative	Sana'a	Peace promotion
WUJOH (Faces) Foundation	Sana'a	Support for independent media
YAM Organization for Peace and International Development	Sana'a	Peace promotion and resolution
Yemen Development Network (YDN) for NGOs	Sana'a	Network organization providing capacity building for local CSOs
Yemen Is Our Concern Organization	Sana'a	Peace and reconstruction
Yemen Human Organization	Sana'a-Hajjah	
Yemen Peace School Foundation	Sana'a	Conducts research on prospects for peace in Yemen
Yemen Will Triumph Organization	Sana'a	
Yemen Women Union	Sana'a	Women's empowerment
Yemana Salam Initiative	Sana'a	Co-existence and peace
Yemeni Women's Pact for Peace and Security	Sana'a	Works under United Nation's women's program in Yemen -- women's empowerment
Yommn Foundation for Response	Sana'a	Social Development
You Are The Peace Initiative	Sana'a	Youth and peace building
Youth for You Initiative	Sana'a	Youth empowerment
Altayseer Club Initiative	Sana'a	Support for young athletes
Roots Initiative	Sana'a	Youth
Volunteers Despite War Initiative		Youth and peace building
Alf Ba Civilian and Coexistence Foundation	Aden	Human Rights
Al Fardous Women Development Association	Aden	Women and youth development
Aden Future Youth Foundation	Aden	Developing psycho-social support skills for youth
AlOsra Center	Aden	General development
General Union Sociologists, Social Workers and Psychologists	Aden	Provide support for social and union workers
I am human Foundation	Aden	Family empowerment focused
Ladies Transitional Council	Aden	Leadership and capacity building for women

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LOYAC Foundation	Aden	Youth Development
Maturity Association for Development and Youth	Aden	Youth capacity building
Nahda Makers Organization	Aden	
Refreshing Thought Association F5	Aden	
Social Services Association Center	Aden	Capacity training for youth and women
SOS Center for Youth Capabilities Development	Aden	Youth empowerment
Wojood for Human Security Foundation	Aden	Increasing community participation for women and youth
Women Philanthropic Association	Aden	Services for poor, orphaned and under served children and families
Abs Development Organization	Hodeidah	Health and humanitarian assistance on Tihama coast
Al Atef Foundation	Hodeidah	General development
AL-EZDHAR Association for Women and Children Development	Hodeidah	Women and Children development
Bridge of Hope Foundation	Hodeidah	General Development
For Me Foundation	Hodeidah	Social Development
Good Friends Initiative	Hodeidah	Youth leadership
Hodeidah Girls Foundation for Development	Hodeidah	Social Development
Nahdat Shabab Foundation for Development	Hodeidah	Relief, education, health and empowerment
National Forum for Children and Youth – NFCY	Hodeidah	Children's Empowerment
Partners Foundation	Hodeidah	Emergency humanitarian work
Peace Id Initiative	Hodeidah	Peace promotion
Rawhal Foundation for Development	Hodeidah	Leadership and social and family development
Sustainable Development Foundation	Hodeidah	Operational support for NGOs
Yemeni Trainers Association for Human Development YTAHD	Hodeidah	Development
Youth Leadership Foundation	Hodeidah	Youth development
Yemen Women Union	Hodeidah	Women's empowerment
Aafaq Al Salam Organization for Development	Taiz	
Change Horizons Forum	Taiz	Women and youth leadership development
Hope Makers Organization	Taiz	General development
Improve Your Society Organization for development and peace building	Taiz	Youth and women development
National Bloc for Development (NBD)	Taiz	General development

Social Peace and Civil Orientation Foundation	Taiz	Peace building
Women of Peace Association (Al-Fuad Foundation for Peace)	Taiz	Peace building
Mabatron Foundation fo Social Development	Ibb	Youth development
Al-amal Women's and Sociocultural Foundation	Mukalla	Women's empowerment
Volunteers Foundation	Hadramout	Youth leadership
Peace Ambassadors Club	Shabwa	Youth and human rights
Youth Council (Messengers of Peace)	Shabwa	Youth development
Almethag Society Development Association (Mada Marib)	Marib	Youth employment
Marib Dam Foundation for Social Development and Peace (MDF)	Marib	Social development
AlTanwir Forum for Peace	Al-Jawf	Peace building
Youth Spirit Foundation for Human and Community Development	Dhamar	General development
For Yemen Foundation for Development and Peace	Amran	Peace building
Women Network Association for supporting Women	Jordan	Women development
Lebanese Democratic Women's Gathering	Lebanon	Secular democratic women's movement
Fe-Male Association	Lebanon	Women's empowerment

NAME	GOVERNORATE	DESCRIPTION/MISSION	OTHER CONTACT INFO.
Academic Foundation for Strategic Studies, Development and Human Rights	Sana'a	Conducts research and documents human rights abuses	www.facebook.com/academic
AFD Development Foundation	Sana'a	Humanitarian assistance	www.afdyouth.org
All Girls for Development Foundation	Sana'a	Education and economic empowerment of women	www.allgirls.org
ALTIFAF Organization	Sana'a		
AWAM Foundation for Culture and Development	Sana'a	Focused on democracy, human rights, combating corruption, transitional justice, especially as the issues relate to women.	www.facebook.com/AwamOrg
Arab Federation of Clubs UNESCO	Sana'a	Youth Empowerment	
BAADER Foundation	Sana'a	Development Foundation	www.baader-y.org
Civil Strengthening Network	Sana'a	Civil Society capacity building	www.csnymen.org
DROPNA KHAIR Developmental and Social Foundation	Sana'a	Conflict resolution	
Eayhaa Foundation for Peace and Social Peace	Sana'a	Peace-building focus	
EBHAR Foundation for Childhood and Creativity	Sana'a	Activities focused on promoting the arts and literature.	www.ebhar.org
EJAD Development Foundation	Sana'a	Development and human rights	
ENJAZ Foundation	Sana'a	Social, political, economic empowerment of women and youth	www.facebook.com/eniazayouth
ETHICS Foundation	Sana'a		
Fekrh then Ataa (Idea then Giving) Initiative	Sana'a	Science?	www.facebook.com/fekrhtthen3ta-group
For All Foundation for Development	Sana'a-Aden	Youth Leadership Training	www.forall-yemen.org
Friends of Peace Initiative (Program of IGTP Youth Initiatives)	Sana'a	Peace and conflict Resolution	www.facebook.com/0FriendsOfPeace
Future Partners Foundation for Development	Sana'a	Development, democracy, human rights	www.fpfid-yemen.org
Ghrass Al-waha Foundation for Community Development and Consulting	Sana'a	Community Development	www.facebook.com/ghrass.org
GUSOOR Foundation for Peace and Coexistence	Sana'a	Promotes community co-existence	www.gusoor.org

HAIDARA Foundation for Peace and Human Development	Sana'a	Focused on education campaigns about citizens' legal rights and duties	www.haidaraf.org
HEPTA for Training in Peacebuilding	Sana'a	Offers training to others from specialists in peacebuilding and conflict resolution	www.facebook.com/hepta7td
Human Peace and Security Organization	Sana'a	Human Rights focused	
The Humanitarian Forum Yemen	Sana'a	Work with local and international organizations to maximize effectiveness of aid work	www.facebook.com/THFYemen
I am here Initiative	Sana'a		www.facebook.com/anaa.mwogod
KAFA Association for Humanity Protection	Sana'a	Providing legal protection and other forms of support for women facing domestic abuse and	www.facebook.com/safety
Khadija Foundation for Development	Sana'a-Ibb	Works with vulnerable populations including women, children and those with special needs	www.facebook.com/khadij2001
Khair Omma Initiative	Sana'a	Youth initiatives	www.facebook.com/Khair.fnd
Lenartaq Youth Initiative	Sana'a	Youth empowerment	www.facebook.com/llenartaq
MWATANA Organization for Human Rights	Sana'a	Conducts field research documenting human rights violations while seeking legislative and policy changes	www.mwatana.org
My Humanity is My Address Initiative	Sana'a	Youth and peace	
New Page Initiative	Sana'a	Youth theatre and arts	
Participate for Yemen Initiative	Sana'a	Peace and Development	
Peace and Development Partners (PDPYE)	Sana'a	Coalition organization focused on peace building	www.facebook.com/PDPYE
Peace Painters Team Initiative	Sana'a	Promotes the arts	www.facebook.com/Peace.Painters.Team
Resilience Communities Organization	Sana'a	Relief and development	www.rco.ngo
Resonate! Yemen	Sana'a	Working to cultivate a new political climate based on	www.resonateyemen.org

		sustainable policies. Works closely with youth to develop and evaluate public policies.	
Salam (Peace) Foundation for Humanitarian Response and Development (PFHRD)	Sana'a	Community Development	WWW.PFHRD.ORG
Sameh Initiative (we live together even though we disagree)	Sana'a	Co-existence and peace building	
Sana'a Center for Strategic Studies	Sana'a	Research foundation producing high-quality publications on policy, politics and economics	www.sanaacenter.org
SAWA Organization for Sustainable Development	Sana'a	Human Development	www.swayemen.org
Social Democratic Forum	Sana'a	Transitional Justice//Human Rights	www.sdfye.org
TAMDEEN Youth Foundation	Sana'a	General development	
Together Initiative .. Hand in hand ... building a country	Sana'a	Social and Economic empowerment for underserved families	
TRS Democratic Organization for Development	Sana'a	Empowering youth--especially young women--by encouraging their participation in decision-making roles	www.yldf.org
Young Leadership Development Foundation	Sana'a		
Raf Yemen Foundation for Development	Sana'a	Development organization	
Top impact initiative	Sana'a	Conflict resolution and co-existence	www.facebook.com/topimpactinitiative
Wake Me up Team	Sana'a	Youth	www.facebook.com/-9849429099924/
We Can Initiative	Sana'a		www.facebook.com/WeC7n
We Live Together Initiative	Sana'a	Youth and peace building	
Why Not Initiative	Sana'a	Youth and peace	www.facebook.com/waynot
Women Peace Partners Initiative	Sana'a	Peace promotion	www.facebook.com/wpp
WUJOH (Faces) Foundation	Sana'a	Support for independent media	www.wujoh.ngo
YAM Organization for Peace and International Development	Sana'a	Peace promotion and resolution	

Yemen Development Network (YDN) for NGOs	Sana'a	Network organization providing capacity building for local CSOs	www.ydnorg.org
Yemen Is Our Concern Organization	Sana'a	Peace and reconstruction	www.yemenoc.org
Yemen Human Organization	Sana'a-Hajjah		www.humanymen.org
Yemen Peace School Foundation	Sana'a	Conducts research on prospects for peace in Yemen	www.YemenPS.org
Yemen Will Triumph Organization	Sana'a		www.ywtye.org
Yemen Women Union	Sana'a	Women's empowerment	www.yemenwu.org
Yemana Salam Initiative	Sana'a	Co-existence and peace	
Yemeni Women's Pact for Peace and Security	Sana'a	Works under United Nation's women's program in Yemen -- women's empowerment	
Yommm Foundation for Response	Sana'a	Social Development	www.yommmn.org
You Are The Peace Initiative	Sana'a	Youth and peace building	www.facebook.com/youpeace
Youth for You Initiative	Sana'a	Youth empowerment	www.facebook.com/youthforyou2011
Altayseer Club Initiative	Sana'a	Support for young athletes	www.facebook.com/ ال ت ت س س ي ر ا ت ي ج ا ر ة
Roots Initiative	Sana'a	Youth	www.facebook.com/juthoor
Volunteers Despite War Initiative		Youth and peace building	
Alf Ba Civilian and Coexistence Foundation	Aden	Human Rights	www.al-ahrar.net
Al Fardous Women Development Association	Aden	Women and youth development	www.frdous-ye.org
Aden Future Youth Foundation	Aden	Developing psycho-social support skills for youth	www.facebook.com/adenfutureyouth
AlOusra Center	Aden	General development	www.odc-yemen.org
General Union Sociologists, Social Workers and Psychologists	Aden	Provide support for social and union workers	www.facebook.com/ygusswp
I am human Foundation	Aden	Family empowerment focused	
Ladies Transitional Council	Aden	Leadership and capacity building for women	www.facebook.com/ ال س ي د ا ت ا م ح ل ة
LOYAC Foundation	Aden	Youth Development	www.loyac.org
Maturity Association for Development and Youth	Aden	Youth capacity building	www.facebook.com/NodifFoundation

Nahda Makers Organization	Aden		www.nahdamakers.org
Refreshing Thought Association F5	Aden		ar-ar.facebook.com/yru5swp/notes
Social Services Association Center	Aden	Capacity training for youth and women	www.facebook.com/SSA ADAN
SOS Center for Youth Capabilities Development	Aden	Youth empowerment	www.soscentred.org
Wojood for Human Security Foundation	Aden	Increasing community participation for women and youth	
Women Philanthropic Association	Aden	Services for poor, orphaned and under served children and families	www.facebook.com/Community center
Abs Development Organization	Hodeidah	Health and humanitarian assistance on Tihama coast	www.absyemen.org
Al Atef Foundation	Hodeidah	General development	www.alatef.org
AL-EZDHAR Association for Women and Children Development	Hodeidah	Women and Children development	
Bridge of Hope Foundation	Hodeidah	General Development	
For Me Foundation	Hodeidah	Social Development	
Good Friends Initiative	Hodeidah	Youth leadership	www.facebook.com/الخير_أصدقاء_أطفال
Hodeidah Girls Foundation for Development	Hodeidah	Social Development	www.facebook.com/hodgg
Nahdat Shabab Foundation for Development	Hodeidah	Relief, education, health and empowerment	www.yed_ye.com
National Forum for Children and Youth – NFCY	Hodeidah	Children's Empowerment	www.facebook.com/NFCY.YE
Partners Foundation	Hodeidah	Emergency humanitarian work	
Peace Id Initiative	Hodeidah	Peace promotion	www.facebook.com/PeaceId16
Rawhal Foundation for Development	Hodeidah	Leadership and social and family development	www.facebook.com/mwsstrwahil
Sustainable Development Foundation	Hodeidah	Operational support for NGOs	
Yemeni Trainers Association for Human Development YTAHD	Hodeidah	Development	www.facebook.com/ytahd
Youth Leadership Foundation	Hodeidah	Youth development	www.facebook.com/yfird
Yemen Women Union	Hodeidah	Women's empowerment	www.facebook.com/الحدود_من_رجال_بين_ناساء_حاد

Afaq Al Salam Organization for Development	Taiz		www. vib.aafak.facebook
Change Horizons Forum	Taiz	Women and youth leadership development	www.shaabonline.com
Hope Makers Organization	Taiz	General development	www.hmo-yemen.org
Improve Your Society Organization for development and peace building	Taiz	Youth and women development	www.iysoyemen.org
National Bloc for Development (NBD)	Taiz	General development	www.facebook.com/NCD.TAIZ
Social Peace and Civil Orientation Foundation	Taiz	Peace building	www.facebook.com/selmtaiz
Women of Peace Association (Al-Fuad Foundation for Peace)	Taiz	Peace building	www.facebook.com/womenofpeace
Mabadron Foundation fo Social Development	Ibb	Youth development	www.mobaderon.org
Al-amal Women's and Sociocultural Foundation	Mukalla	Women's empowerment	www.alamalwomens.com
Volunteers Foundation	Hadramout	Youth leadership	www.volunteersfoundation.net
Peace Ambassadors Club	Shabwa	Youth and human rights	www.facebook.com/Peace.Ambassadors.Club
Youth Council (Messengers of Peace)	Shabwa	Youth development	www.facebook.com/alsalamshabwah
Almethag Society Development Association (Mada Marib)	Marib	Youth employment	
Marib Dam Foundation for Social Development and Peace (MDF)	Marib	Social development	www.mdf-ye.org
AlTanwir Forum for Peace	Al-Jawf	Peace building	www.facebook.com/السلامتاني
Youth Spirit Foundation for Human and Community Development	Dhamar	General development	www.ysthcd.org.ye

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For Yemen Foundation for Development and Peace	Amran	Peace building	
Women Network Association for supporting Women	Jordan	Women development	
Lebanese Democratic Women's Gathering	Lebanon	Secular democratic women's movement	www.rdfilwomen.org www.facebook.com/RDFLINGO
Fe-Male Association	Lebanon	Women's empowerment	www.fe-male.org

Communication, Surveying, and Analytical Mechanism

Short Information Note On Yemeni Voices Communication, Surveying and Analytical Mechanism ('CSAM')

For Use by the OSESGY during UN Peace Consultations

Purpose of the Mechanism. Yemeni Voices is committed to establishing a new rapid response, communication, surveying and analytical mechanism ('CSAM') for use during the next round of peace consultations. The purpose of the mechanism is to enable the OSESGY to impart information as well as test and better understand Yemeni stakeholder opinion and views about the peace process and negotiations over a framework agreement as they unfold in as near time as possible.

Partnership Model. The mechanism will be co-ordinated by Yemeni Voices working in partnership with the OSESGY and members of the OSESGY Track II Co-ordination mechanism ('TCM'), most notably Resonate-PILPG, Sanaa Centre for Strategic Studies-Oxford Group, Resonate-CMI.

Digital Component. The mechanism will have both a digital and human networking component. The digital component will consist of an informational web portal and mobile app through which Yemeni stakeholders will be able to obtain up to date information about the talks process and take part in online surveys concerning issues related to the same.

Focus-Group Component. The digital component will be supplemented by a set of X networked focussed groups established in Yemen by Yemeni Voices' TCM partners. These focussed groups will also receive information and enquiries from the OSESGY and have their views tested about the process as the negotiations unfold. TCM partners will endeavour to set up at least X focus groups in each of the governorates of Yemen according to pre-agreed inclusive criteria regarding their composition and weight. TCM partners will survey these focus groups both before, during and after the peace consultations on issues concerning the peace process, which shall be pre-agreed with the OSESGY.

Inclusion Strategy. For the avoidance of doubt, the weighting of PILPG polling conducted so far has tried to reach out to those groups underrepresented in the talks process: women, young people and IDPs. It has also reached out to those affected by war and people in leadership positions. PILPG surveys have been conducted in seven governorates. The ambition will be to maintain this representative principle and to increase the geographical coverage.

Communication of Data. The results of these surveys will be communicated back to Yemeni Voices in London by a secure method in accordance with a pre-agreed security protocol, which shall ensure that all data collected in Yemen, whether held in digital or written form, shall be erased once it has been communicated.

Analysis of Results. The results of the surveying, whether qualitative or quantitative, once communicated, shall thereafter be referred to a team of analysts from the Yemeni Voices Network Unit who will collate, analyse and produce summaries and policy briefs about the same for the OSESGY. This team will, in the first instance, consist of experts from Yemeni Voices' Research and Process Design Unit, Deep Root and PILPG and other TCM partners. Where relevant the raw data and summaries will be visualised by Yemeni Voices Data Design Unit.

Sentiment Analysis. In addition, TCM partners shall help track sentiment towards the peace process, OSESGY and conflict parties more generally. The focus groups will be designed to illicit and shed light on what *and how* a cross-section of individual Yemeni stakeholders think about certain issues using new methodologies developed by Yemeni Voices LSE research unit. This data will be compared with the results of wider big data mining and analysis conducted by the Yemeni Voices research unit and MED DPPA.

CSO WhatsApp Group. In addition to the individual stakeholder digital and human networking surveys, Yemeni Voices will also endeavour to establish a *WhatsApp group* and *web submission page* by which Yemeni CSOs, who are pre-registered with Yemeni Voices, can also communicate their organisation's representative views about the process and issues the OSESGY has sought to test. By 'representative' Yemeni Voices means what a representative group of trusted civil society organisations think as organisations about any relevant issue.

SMS Polling. If possible, Yemeni Voices will also seek to roll out a more general SMS polling tool designed by

UNICEF and Resonate. It will endeavour to obtain the views of a wider group of Yemeni stakeholders who either sign up to the website, mobile app or through CSO's operating on the ground in Yemen.

Note. The CSAM set out above seeks to take soundings of Yemeni stakeholder opinions and views as part of a wider consultative process and strategy being rolled out by the OSESGY. It does not claim to be or constitute a scientific random representative polling of Yemeni stakeholder views.

Immediate Next Steps: In order to help facilitate the establishment of the mechanism and set of focus groups over the course of the next 6 weeks, the Network Unit Director of Yemeni Voices will circulate two papers, namely: (1) a paper that maps all relevant Track II and allied CSO organisations linked to the TCM that are currently operating in each of the governorates of Yemen; and (2) a preliminary discussion paper that considers the different surveying methodologies that could be applied in accordance with different timelines and response requirements.

Partner MOUs. Finally, principal partners are invited to send in to Yemeni Voices potential MOUs that cover the delivery of this mechanism and any other products agreed between such partners and Yemeni Voices for consideration by the same.

Yemen Voices Stakeholder Survey

Indicative Review of Responses

Key outputs by Yemeni Voices to date

- Design and launch of Arabic and English online platforms connecting Track II players with peace tech resources and innovations are on target for launch at the end of the inception period.
- The creation of a network of implementation partners in universities and other bodies that can deliver the digital, network and research elements of the inclusive process has been carried out.
- The foundations for supporting networks working with women, youth and local governance actors inside Yemen has been laid.
- A communications strategy to encourage engagement with the peace process and to try to reach digitally excluded and illiterate populations in Yemen has been prepared in the form of a mobile app and communications capability that will support direct outreach into multiple locations in Yemen on a pilot basis.
- A cultural engagement programme that has begun to link up cultural initiatives and support their focus on the peace process is planned.
- A research programme that mobilises social science innovation to enhance the impact of the project and to assist the work of the Office of the Special Envoy has been established with initial projects in political market place analysis and innovation in polling and surveying developed.

Based on this work we have begun to map out a series of specific, costed and deliverable outputs that will build on and develop the inclusive peace architecture over the next three year. For example: the Digital Tools presented via the online platform, the Concept Note on the App/Mobile Hubs and the Peace Games initiative.

Key points from consultations:

- Survey responses and consultation meetings with over 60 Yemeni Civil Society organisations have substantiated the support for an inclusive Peace Process that goes beyond the formal talks.
- The Yemeni Voices platform approach was overwhelmingly supported in these consultations. In response to questions about the inclusion of wider groups in consultations processes and in the need for more information about the peace process to be shared, on average 80% of respondents agreed these features were very important/essential or important/desirable.
- All main international and national Track II actors consulted so far are supportive of the approach and are sharing resources through the platform and agree with the role of Yemeni Voices as a clearing house for information and a bridge for communication from the OSE and to the OSE from the people of Yemen. One participant at the CMI Cairo meeting said: “We need that bridge between the international community and the people of Yemen”.
- The online features are being road tested with stakeholders and changed and adapted in response to their feedback on functionality, design and content, these features have been welcomed and supported in the consultations to date.
- The platform provides space for inputs in the form of submissions and is the mechanism for consultations and surveys, all these features have been strongly supported in the consultations to date.
- There is unanimous support for the use of Yemen Voices as a mechanism for delivering capacity building to enhance the ability of citizens to input into the process.

The nature of inclusive peace processes and the identification of groups that should be consulted as part of these processes

- Universal support for the inclusion of all respondents
- Few reservations about the inclusion of women and young people
- General recognition of the need for the process to extend beyond the formal talks.
- Some participants raised questions about the importance of local governance actors, tribal leaders, religious leaders, diaspora and civil society groups.
- The reservations about religious leaders were also reflected in questions about the use of mosques as means of communicating about the process.
- No respondents to any of these questions felt the inclusion of any of these groups was unacceptable except for a single response to Q14 on Survey V2 who felt that it was unacceptable to include diaspora groups.
- On the issue of inclusion of Southern Historical grievances in the talks, Q3 on Survey V2, three respondents felt its inclusion was unacceptable and four felt it was only tolerable.

The best means of communicating with people about the peace process and the best means of encouraging citizens to input information

- More confidence in mobile communications and social media as a means of communicating than traditional media.
- Less confidence was expressed in the utility of radio, newspapers and television as the most effective communications medium but there were also some reservations about the extent of smart phone ownership, as distinct from mobile phone ownership.
- This may reflect the extent to which this group was digitally connected but it also highlighted an issue that came through in both focus group discussions: independence of traditional media.
- While there was some fear of online manipulation of communication, there was less fear that direct communications to mobile phones would be interrupted.
- Within traditional media, radio was seen to have a very marginal advantage over television and newspapers.
- It should be noted that while most people felt that online communications would work better there were also significant questions about internet access, 30% questioning access.
- Initial findings all seem to support the strategy of using all means of communication available to draw the people that can access to the internet towards the platform and reinforcing the importance of developing a broader direct communications strategy.
- These findings overlapped with the responses given on the most effective means of encouraging people to submit their views on the peace process.
- 15% of respondents either did not know or were unsure if they would submit information anonymously, this increased to 39% saying they did not know or were unsure about submitting online if they had identified themselves and 42% saying they prefer anonymity.
- These numbers dropped to 21% being unhappy even if a clear Data Protection statement and analysis was in place.
- When these questions were differently worded and put again, Q48-50, respondents welcomed the principle of submission and were overwhelmingly likely to submit but 22% were worried that if these submissions tools were put online, they would not be very easily accessible to people in their community.

The importance of training and capacity building

A possible roll for Yemeni Voices as a platform and network would be in the delivery of training programmes and capacity building. There was 100% support for this initiative across all the formats of the questions in both iterations of the stakeholder survey. This included suggestions about training for citizens journalists, strategic communications, advocacy and other kinds of training and capacity building.

The type and use of digital tools accessible via the platform and other forms of outreach

- In addition to being the means of inputting into the process and receiving training and capacity building, the Yemeni Voices platform has also brought together a menu of interactive digital tools accessible via the platform (V2: 51-62)
- 22% of respondents did not know how important these kinds of tools were
- 6% were unlikely to use them
- 25% felt they would be not easy to access in their communities or did not know if they could be accessed. Which means, obviously, that 78% felt they were essential or very important, and similarly high margins felt they would be used and could be accessed.
- This pattern of responses was almost identical for Q54 Dialogue tools.
- The pattern was repeated, finally, for Q60 which asked about Engagement
- The highest positives were recorded for the information sources about the Peace Process 92% feeling this was essential or very important, followed by dialogue tools at 91% and Engagement at 83% Communication tools at 78%.

The nature of inclusive peace processes and the identification of groups that should be consulted as part of these processes

- Universal support for the inclusion of all respondents
 - Few reservations about the inclusion of women and young people
 - General recognition of the need for the process to extend beyond the formal talks.
 - Some participants raised questions about the importance of local governance actors, tribal leaders, religious leaders, diaspora and civil society groups.
 - The reservations about religious leaders were also reflected in questions about the use of mosques as means of communicating about the process.
 - No respondents to any of these questions felt the inclusion of any of these groups was unacceptable except for a single response to Q14 on Survey V2 who felt that it was unacceptable to include diaspora groups.
 - On the issue of inclusion of Southern Historical grievances in the talks, Q3 on Survey V2, three respondents felt its inclusion was unacceptable and four felt it was only tolerable.
-

V1Q1: When designing a sustainable Peace process, how important is it that all groups are included?

Answered: 26 Skipped: 0



Strongly Agree Agree Somewhat Don't Know or No View
Disagree somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW OR NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	88% 23	8% 2	0% 0	4% 1	0% 0	26

V1Q2: How important is it for actors in the conflict and all groups effected by the conflict to be included in the formal peace process?

Answered: 25 Skipped: 1

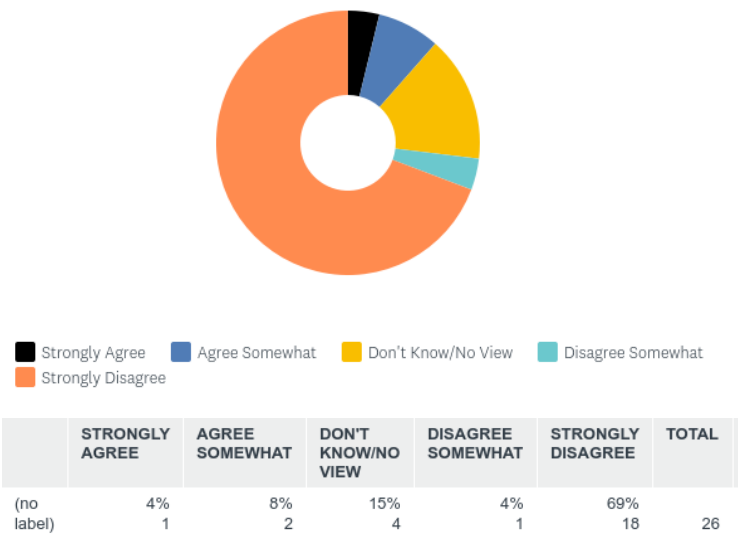


Strongly Agree Agree Somewhat Dont Know/No View Disagree somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DONT KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	88% 22	12% 3	0% 0	0% 0	0% 0	25

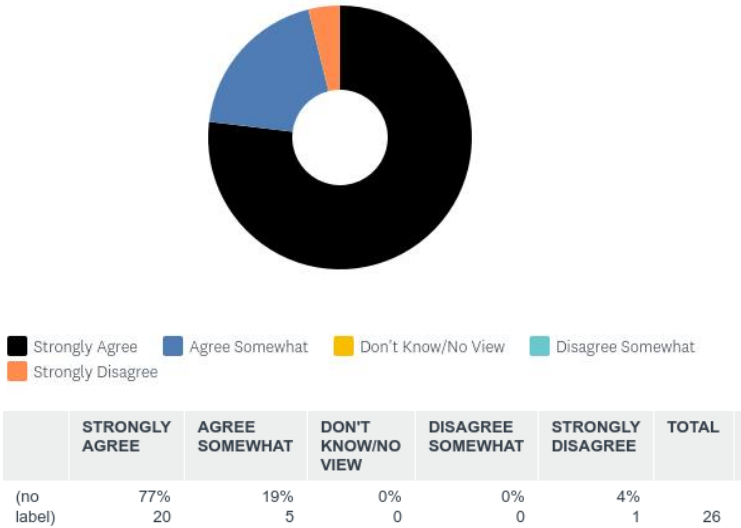
V1Q3: The only negotiation that matters is what happens at the negotiating table - only armed groups and political parties should be included.

Answered: 26 Skipped: 0



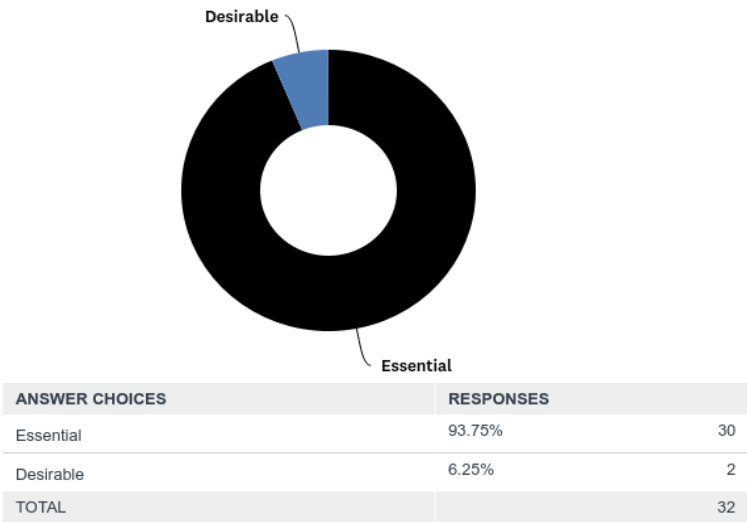
V1Q8: How important is inclusive participation in the peace process in reducing opposition to the peace process and reducing the potential for more violence?

Answered: 26 Skipped: 0



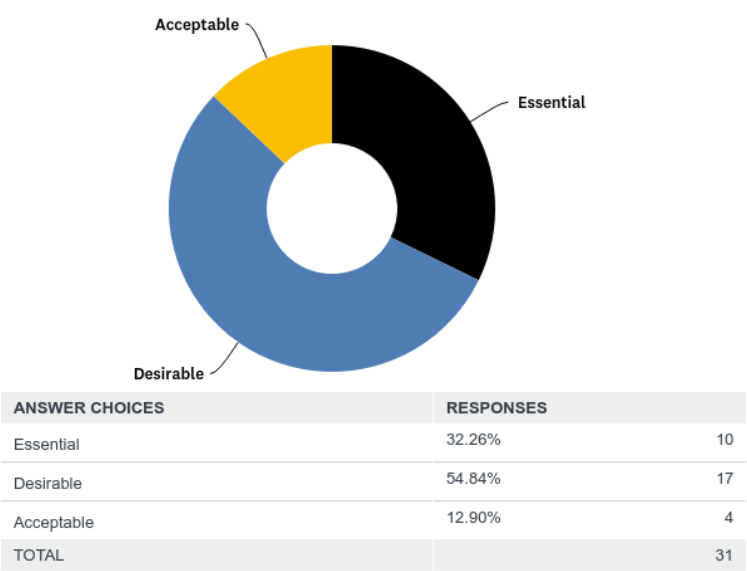
V2Q1: How important do you think it is to design a process that is inclusive of the main parties engaged in the conflict?

Answered: 32 Skipped: 2



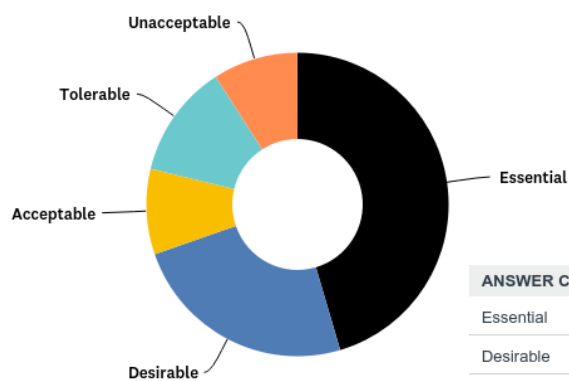
V2Q2: How important do you think it is to design a process that is inclusive of wider social groups?

Answered: 31 Skipped: 3



V2Q3: How important you think it is to design a process that is inclusive of Southern historical grievances?

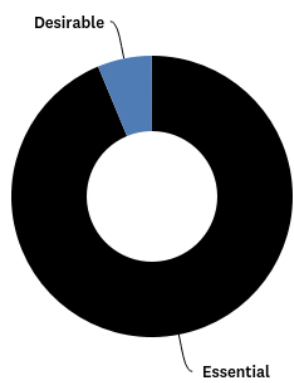
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Essential	45.45%	15
Desirable	24.24%	8
Acceptable	9.09%	3
Tolerable	12.12%	4
Unacceptable	9.09%	3
TOTAL		33

V2Q4: How important do you think it is to design a process that is inclusive of the issues necessary to stop fighting?

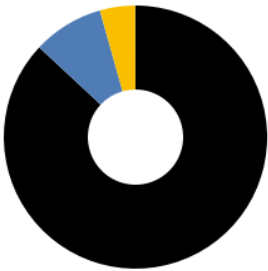
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Essential	93.75%	30
Desirable	6.25%	2
TOTAL		32

V1Q4: How important is it to include a broader range of actors representing different elements of society/ all elements of society in the peace process?

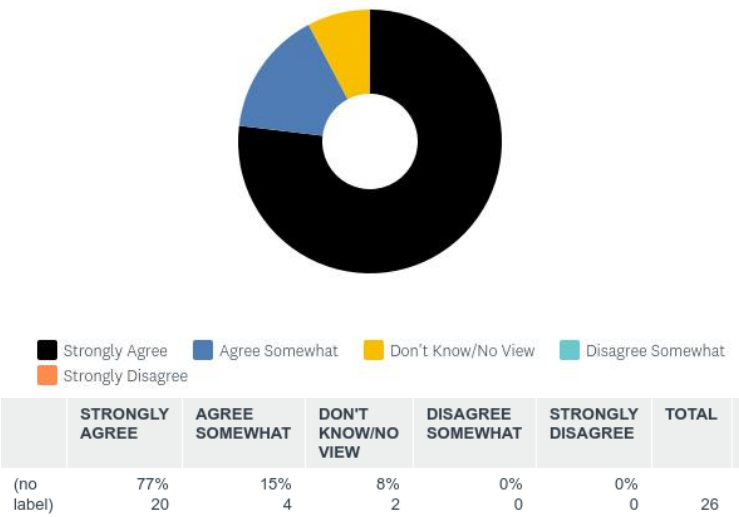
Answered: 23 Skipped: 3



	Strongly Agree	Agree Somewhat	Don't Know/No View	Disagree Somewhat	Stronly Disagree	
	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONLY DISAGREE	TOTAL
(no label)	87% 20	9% 2	4% 1	0% 0	0% 0	23

V1Q5: How important is that that civil society and other groups contribute to problem-solving through other mechanisms to help the peace process

Answered: 26 Skipped: 0



V1Q6: How important is that networks are created to contribute towards inclusive implementation arrangements that actively include civil society?

Answered: 26 Skipped: 0



Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	73% 19	19% 5	4% 1	4% 1	0% 0	26

V1Q10: How important is that a broader range of opinions and views on peace are communicated to the mediators to help in their work?

Answered: 26 Skipped: 0

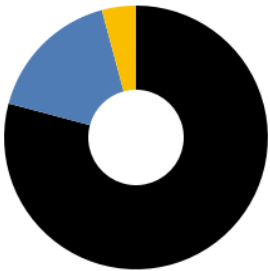


Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	81% 21	15% 4	0% 0	4% 1	0% 0	26

V1Q11: How important In building inclusive peace networks it is to include the views of young people?

Answered: 24 Skipped: 2

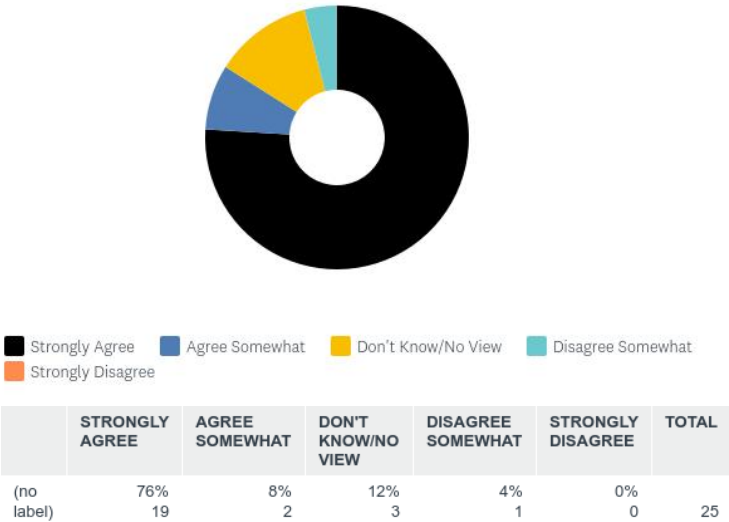


Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat
Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	79% 19	17% 4	4% 1	0% 0	0% 0	24

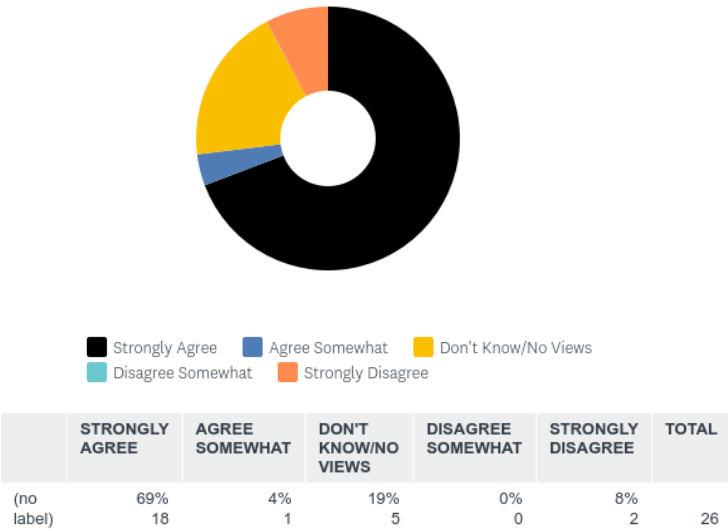
V1Q12: How important in building inclusive peace networks it is to include the views of women in line with Security Council Resolution 1325?

Answered: 25 Skipped: 1



V1Q13: How important when building inclusive peace mechanisms is it to include the views of key stakeholders working at governorate level?

Answered: 26 Skipped: 0



V1Q14: How important when building inclusive peace mechanisms is it to include Tribal level engagement?

Answered: 24 Skipped: 2



Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat
Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	71% 17	21% 5	8% 2	0% 0	0% 0	24

V1Q15: How important is it when building inclusive peace mechanisms is it to include local business leaders?

Answered: 26 Skipped: 0



Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	62% 16	19% 5	15% 4	4% 1	0% 0	26

V1Q16: How important is it when building inclusive peace mechanisms is it to include Local religious leaders?

Answered: 26 Skipped: 0

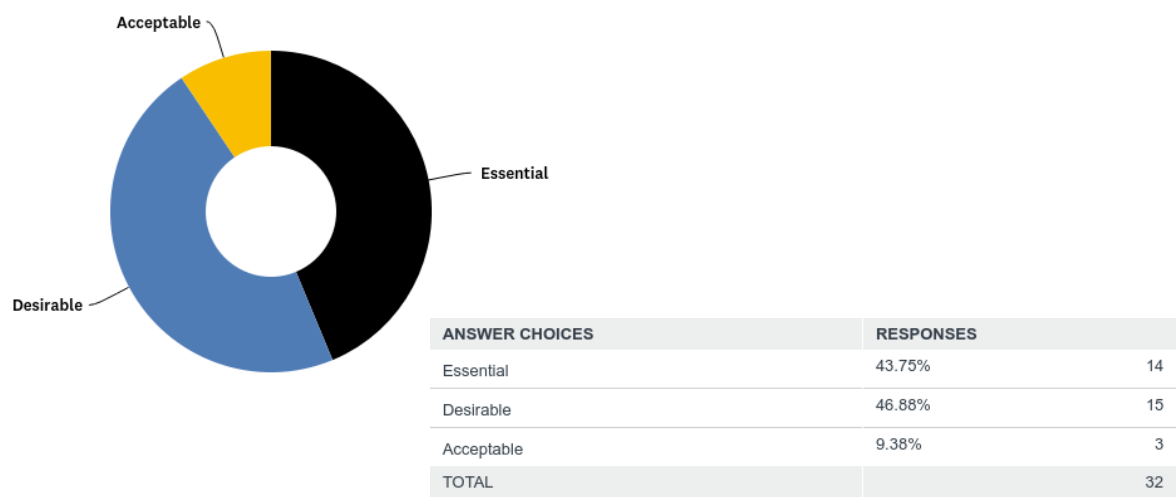


Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	58% 15	15% 4	23% 6	4% 1	0% 0	26

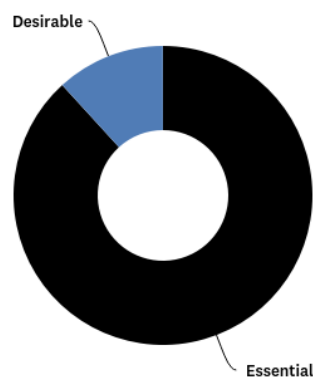
V2Q5: How important do you think it is to design a process that is inclusive of a broad range of issues relating to social and economic conditions?

Answered: 32 Skipped: 2



V2Q7: How important do you think it is that women should be consulted as part of the peace process?

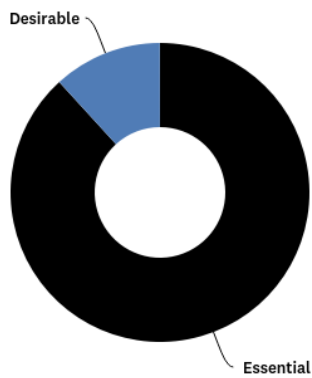
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Essential	88.24%	30
Desirable	11.76%	4
TOTAL		34

V2Q8: How important do you think it is that young people are consulted as part of the peace process?

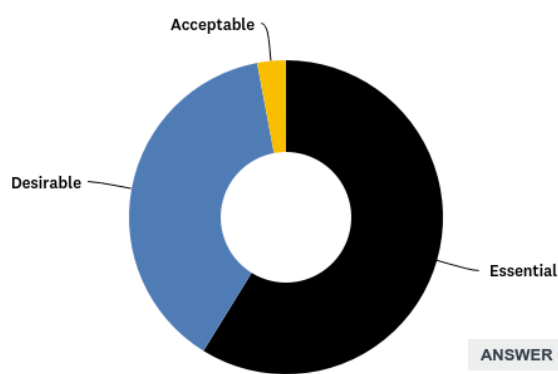
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Essential	88.24%	30
Desirable	11.76%	4
TOTAL		34

V2Q9: How important do you think it is that Local Governance actors should be consulted as part of the peace process?

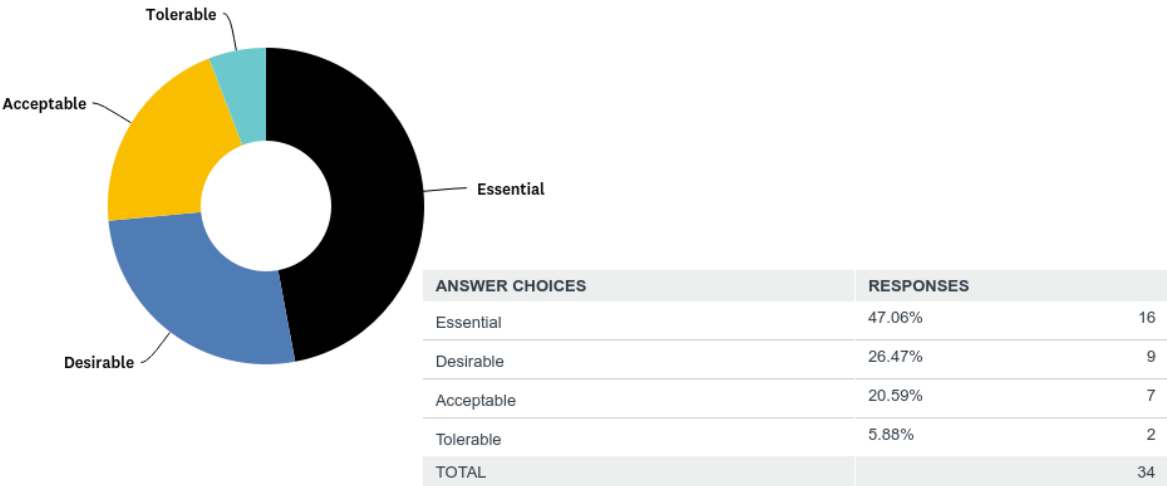
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Essential	58.82%	20
Desirable	38.24%	13
Acceptable	2.94%	1
TOTAL		34

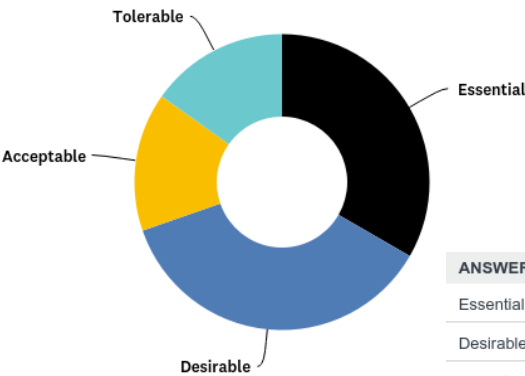
V2Q10: How important do you think it is that tribal leaders should be consulted as part of the peace process?

Answered: 34 Skipped: 0



V2Q11: How important do you think it is that religious leaders should be part of the peace process?

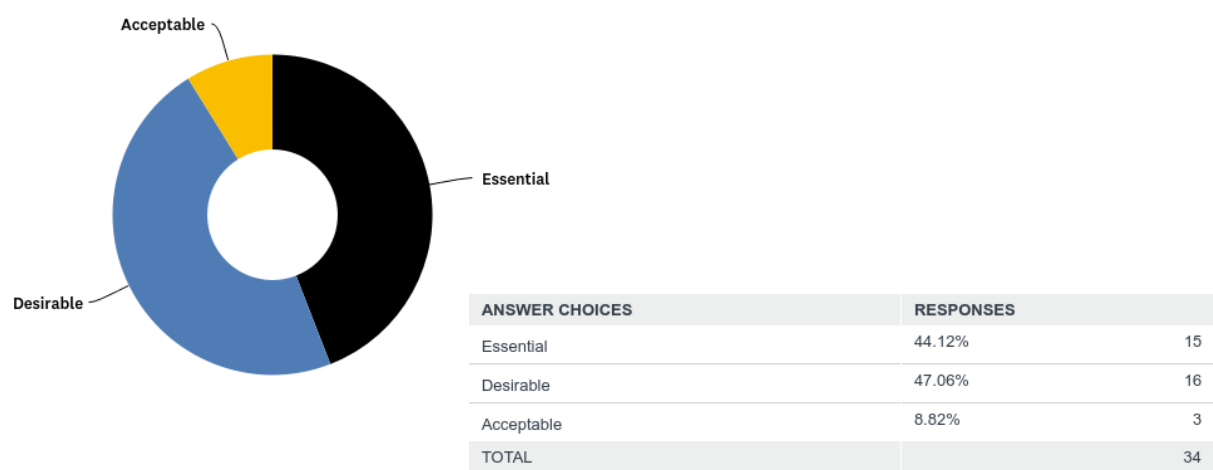
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Essential	33.33%	11
Desirable	36.36%	12
Acceptable	15.15%	5
Tolerable	15.15%	5
TOTAL		33

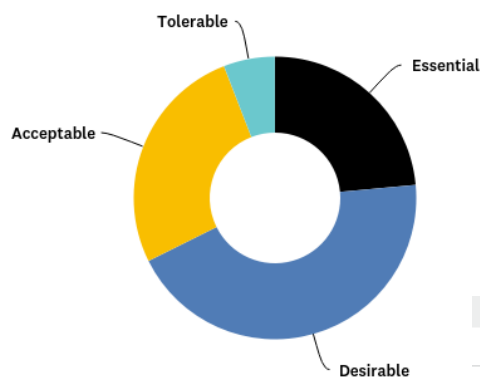
V2Q12: How important do you think it is that Civil Society organisations should be consulted as part of the peace process?

Answered: 34 Skipped: 0



V2Q13: How important do you think it is that business leaders and groups should be consulted as part of the peace process?

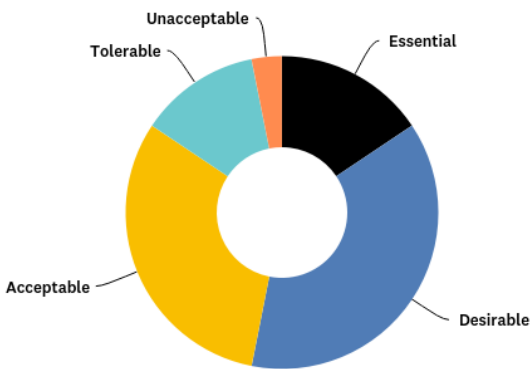
Answered: 34 Skipped: 0



ANSWER CHOICES	RESPONSES	
Essential	23.53%	8
Desirable	44.12%	15
Acceptable	26.47%	9
Tolerable	5.88%	2
TOTAL		34

V2Q14: How important do you think it is that diaspora groups should be consulted as part of the peace process?

Answered: 32 Skipped: 2



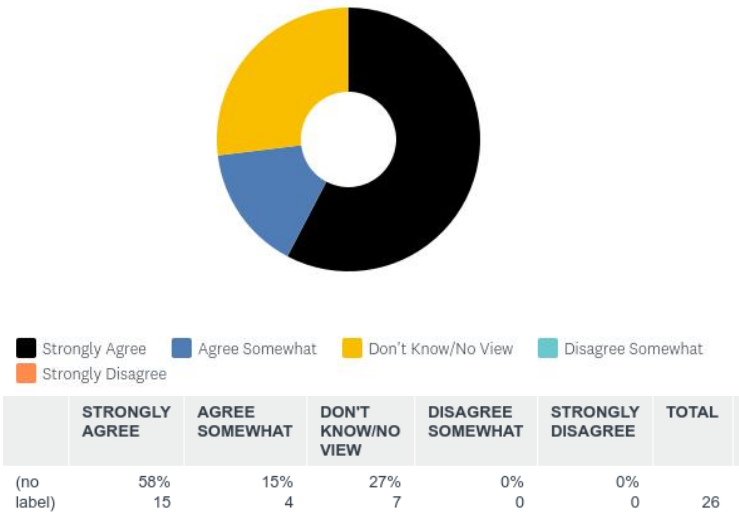
ANSWER CHOICES	RESPONSES	
Essential	15.63%	5
Desirable	37.50%	12
Acceptable	31.25%	10
Tolerable	12.50%	4
Unacceptable	3.13%	1
TOTAL		32

The best means of communicating with people about the peace process and the best means of encouraging citizens to input information

- On balance expressed confidence in mobile communications and social media as a means of communicating than they did the use of traditional media.
- Slightly less confidence was expressed in the utility of radio, newspapers and television as the most effective communications medium but there were also some reservations about the extent of smart phone ownership, as distinct from mobile phone ownership.
- This may reflect the extent to which this group was digitally connected but it also highlighted an issue that came through in both focus group discussions: independent of traditional media.
- Participants argued that any messages that were communicated through mediated media outlets like newspaper or television would be censored or edited by the entities who owned the outlets.
- While there was some fear of online manipulation of communication, there was less fear that direct communications to mobile phones would be interrupted. Within traditional media, radio was seen to have a very marginal advantage over television and newspapers.
- It should be noted that while most people felt that online communications would work better there were also significant questions about internet access, 30% questioning access.
- Initial findings all seem to support the strategy of using all means of communication available to draw the people that can access to the internet towards the platform and reinforcing the importance of developing a broader direct communications strategy.
- These findings overlapped with the responses given on the most effective means of encouraging people to submit their views on the peace process.
- 15% of respondents either did not know or were unsure of they would submit information anonymously, this increased to 39% saying they did not know or were unsure about submitted online if they had identified themselves and 42% saying they prefer anonymity.
- These numbers dropped to 21% being unhappy even if a clear Data Protection statement and analysis was in place.
- When these questions were differently worded and put again, Q48-50, respondents welcomed the principle of submission and were overwhelmingly likely to submit but 22% were worried that if these submissions tools were put online, they would not be very easily accessible to people in their community.

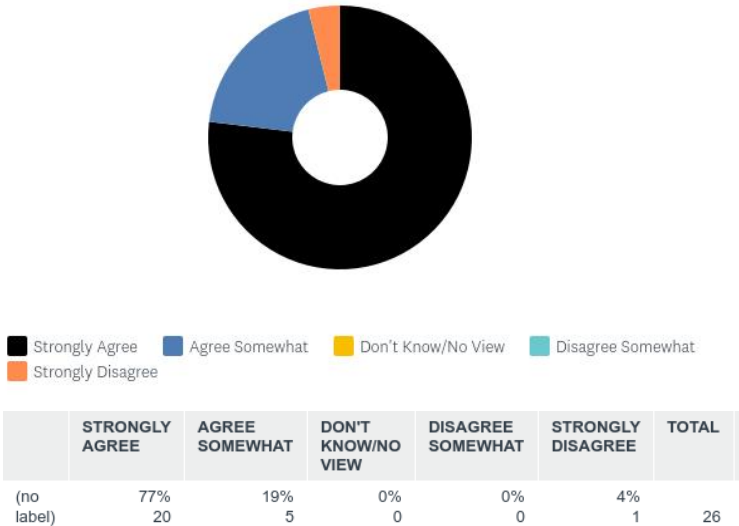
V1Q7: How important is it that digital means are created so that all citizens can learn about the process and make submissions on their views?

Answered: 26 Skipped: 0



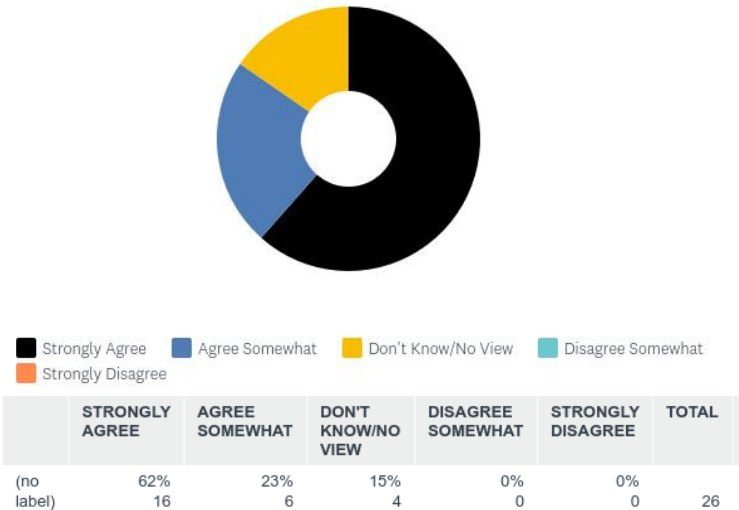
V1Q8: How important is inclusive participation in the peace process in reducing opposition to the peace process and reducing the potential for more violence?

Answered: 26 Skipped: 0



V1Q9: How important is it that building an inclusive peace process, with mechanisms for submissions and consultations, brings more voices to the negotiations and thus enhances the quality and the sustainability of the agreement?

Answered: 26 Skipped: 0



V1Q10: How important is that a broader range of opinions and views on peace are communicated to the mediators to help in their work?

Answered: 26 Skipped: 0

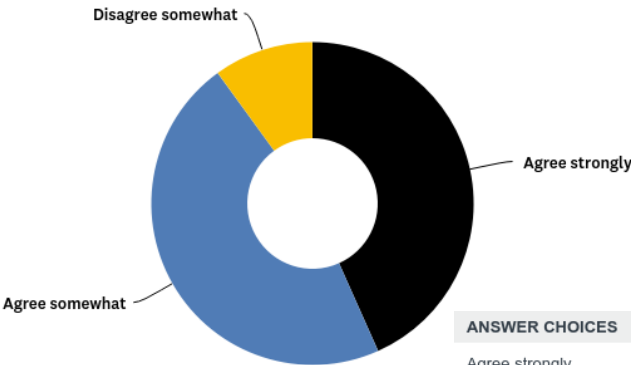


Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	81% 21	15% 4	0% 0	4% 1	0% 0	26

V2Q22: Most people have access to a mobile phone

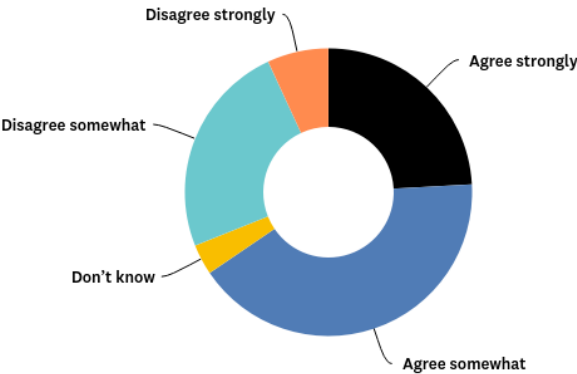
Answered: 30 Skipped: 4



ANSWER CHOICES	RESPONSES	
Agree strongly	43.33%	13
Agree somewhat	46.67%	14
Disagree somewhat	10.00%	3
TOTAL		30

V2Q23: Most people have access to the internet

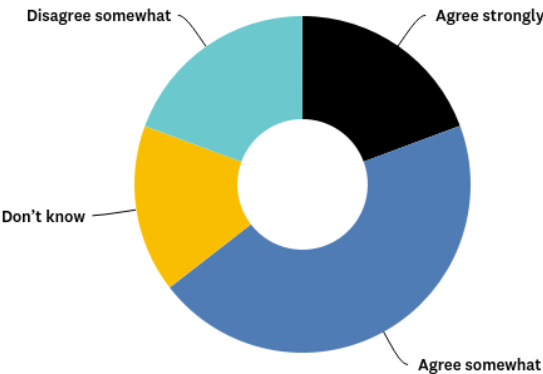
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES	
Agree strongly	24.14%	7
Agree somewhat	41.38%	12
Don't know	3.45%	1
Disagree somewhat	24.14%	7
Disagree strongly	6.90%	2
TOTAL		29

V2Q24: Most people with access to the computers or phones engage with social media like Twitter, Facebook, Instagram, etc

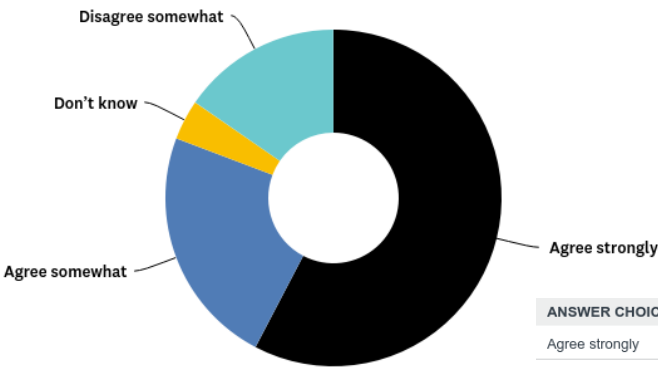
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Agree strongly	19.35%	6
Agree somewhat	45.16%	14
Don't know	16.13%	5
Disagree somewhat	19.35%	6
TOTAL		31

V2Q25: To what extent do you agree that the best way of communicating with you about the peace process is through mobile phone?

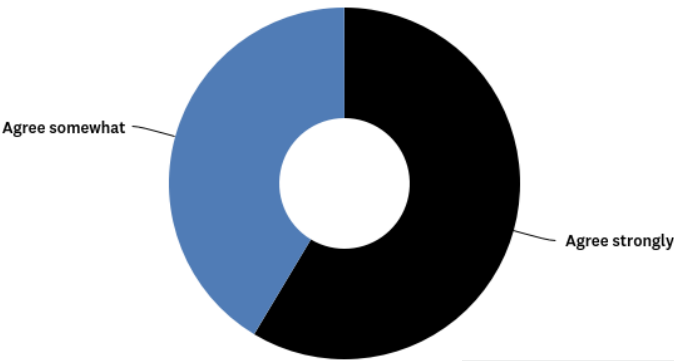
Answered: 26 Skipped: 8



ANSWER CHOICES	RESPONSES	
Agree strongly	57.69%	15
Agree somewhat	23.08%	6
Don't know	3.85%	1
Disagree somewhat	15.38%	4
TOTAL		26

V2Q26: To what extent do you agree that the best way of communicating with you about the peace process is through smart phone?

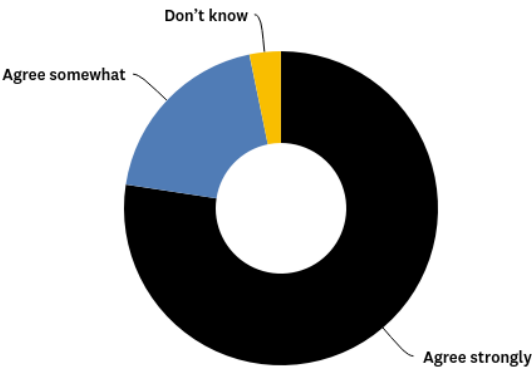
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES
Agree strongly	58.62%17
Agree somewhat	41.38%12
TOTAL	29

V2Q27: To what extent do you agree that the best way of communicating with you about the peace process is through Social Media?

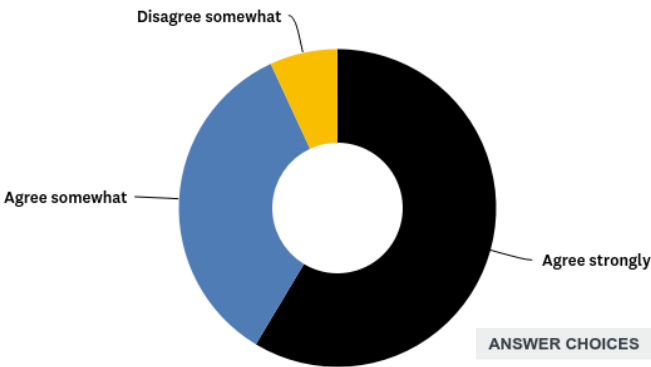
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Agree strongly	77.42%	24
Agree somewhat	19.35%	6
Don't know	3.23%	1
TOTAL		31

V2Q28: To what extent do you agree that the best way of communicating with you about the peace process is through Town Hall meetings?

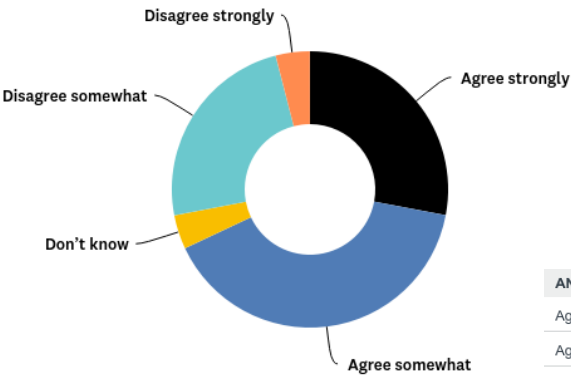
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES	
Agree strongly	58.62%	17
Agree somewhat	34.48%	10
Disagree somewhat	6.90%	2
TOTAL		29

V2Q29: To what extent do you agree that the best way of communicating with you about the peace process is through Newspapers and written communications?

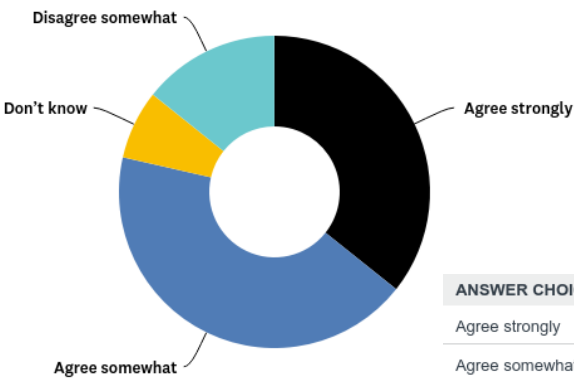
Answered: 25 Skipped: 9



ANSWER CHOICES	RESPONSES	
Agree strongly	28.00%	7
Agree somewhat	40.00%	10
Don't know	4.00%	1
Disagree somewhat	24.00%	6
Disagree strongly	4.00%	1
TOTAL		25

V2Q30: To what extent do you agree that the best way of communicating with you about the peace process is through radio broadcasts?

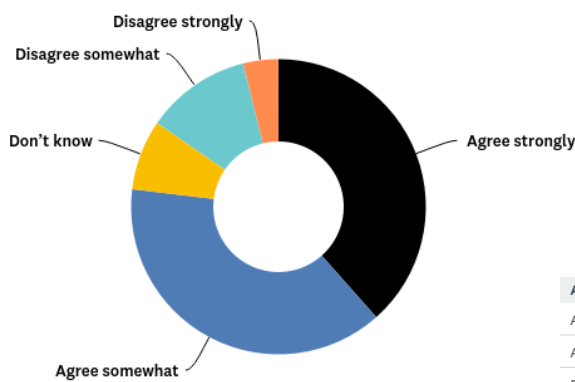
Answered: 28 Skipped: 6



ANSWER CHOICES	RESPONSES	
Agree strongly	35.71%	10
Agree somewhat	42.86%	12
Don't know	7.14%	2
Disagree somewhat	14.29%	4
TOTAL		28

V2Q31: To what extent do you agree that the best way of communicating with you about the peace process is through television broadcasts?

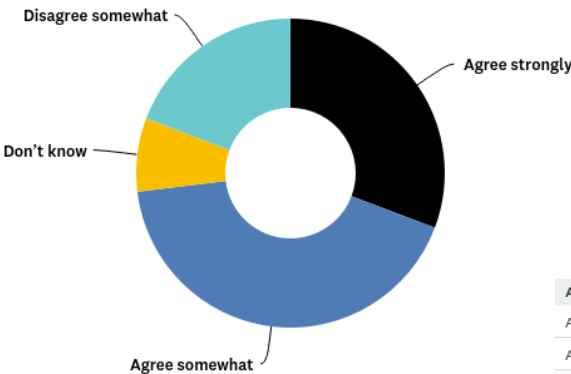
Answered: 26 Skipped: 8



ANSWER CHOICES	RESPONSES	
Agree strongly	38.46%	10
Agree somewhat	38.46%	10
Don't know	7.69%	2
Disagree somewhat	11.54%	3
Disagree strongly	3.85%	1
TOTAL		26

V2Q32: To what extent do you agree that the best way of communicating with you about the peace process is through radio and television Phones Ins?

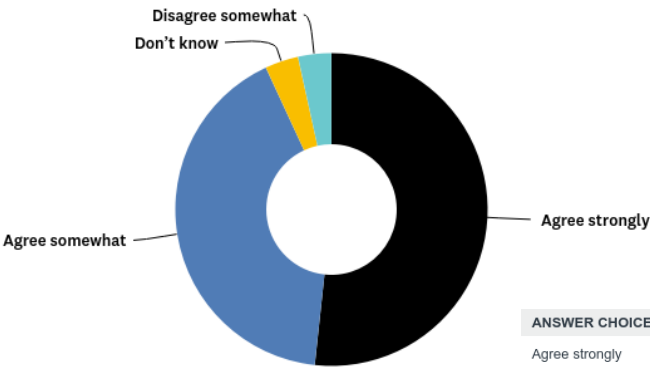
Answered: 26 Skipped: 8



ANSWER CHOICES	RESPONSES	
Agree strongly	30.77%	8
Agree somewhat	42.31%	11
Don't know	7.69%	2
Disagree somewhat	19.23%	5
TOTAL		26

V2Q33: To what extent do you agree that the best way of communicating with you about the peace process is through Focus Groups/small meetings?

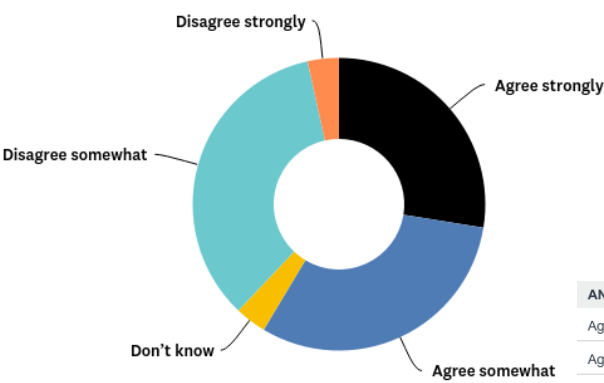
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES	
Agree strongly	51.72%	15
Agree somewhat	41.38%	12
Don't know	3.45%	1
Disagree somewhat	3.45%	1
TOTAL		29

V2Q34: To what extent do you agree that the best way of communicating with you about the peace process is through Mosques and other civil society spaces?

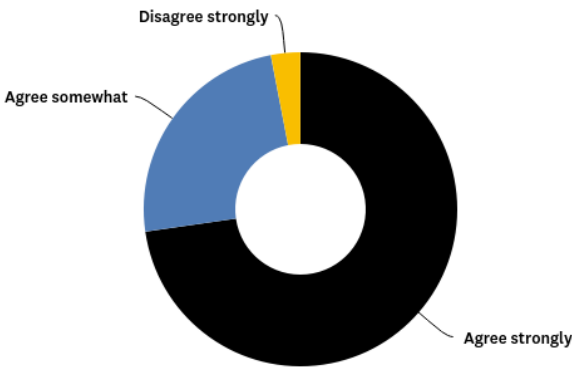
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES	
Agree strongly	27.59%	8
Agree somewhat	31.03%	9
Don't know	3.45%	1
Disagree somewhat	34.48%	10
Disagree strongly	3.45%	1
TOTAL		29

V2Q36: To what extent would you be happy to receive information online?

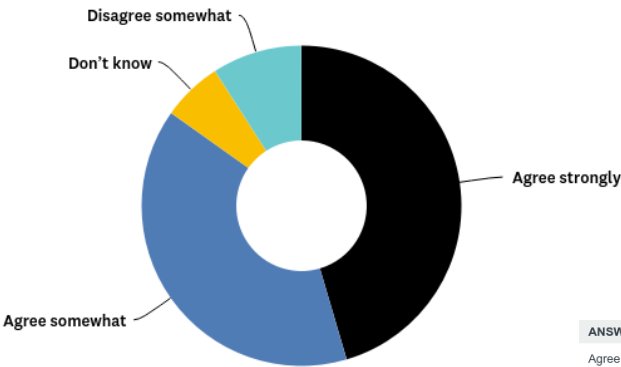
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree strongly	72.73%	24
Agree somewhat	24.24%	8
Disagree strongly	3.03%	1
TOTAL		33

V2Q37: To what extent would you be happy to submit information online anonymously with appropriate security in place?

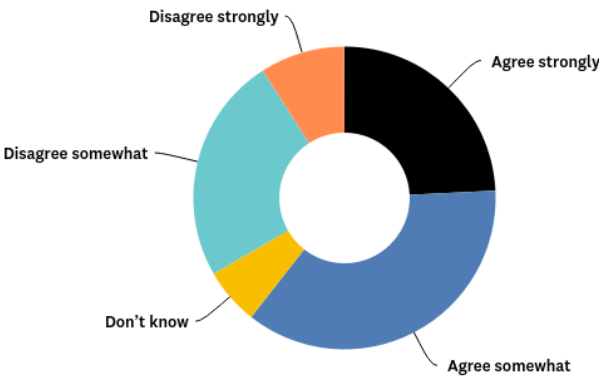
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree strongly	45.45%	15
Agree somewhat	39.39%	13
Don't know	6.06%	2
Disagree somewhat	9.09%	3
TOTAL		33

V2Q38: To what extent would you be happy to submit information online even if you knew it could be identified with yourself in some way?

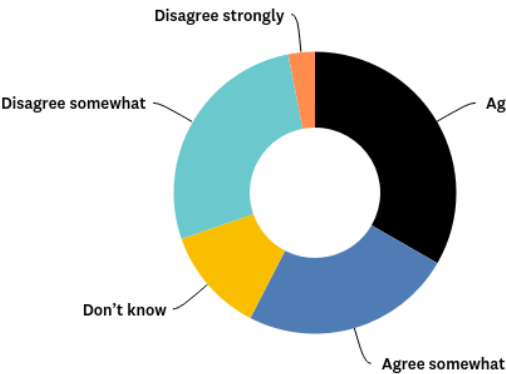
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES
Agree strongly	24.24%8
Agree somewhat	36.36%12
Don't know	6.06%2
Disagree somewhat	24.24%8
Disagree strongly	9.09%3
TOTAL	33

V2Q39: To what extent would you be happy to submit information online but would prefer anonymity?

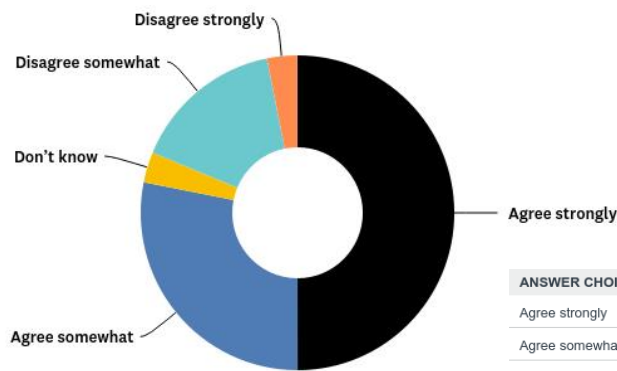
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree strongly	33.33%	11
Agree somewhat	24.24%	8
Don't know	12.12%	4
Disagree somewhat	27.27%	9
Disagree strongly	3.03%	1
TOTAL		33

V2Q40: To what extent would you be happy to submit information online but would only do so if there was a clear statement on Data Protection and Analysis?

Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Agree strongly	50.00%	16
Agree somewhat	28.13%	9
Don't know	3.13%	1
Disagree somewhat	15.63%	5
Disagree strongly	3.13%	1
TOTAL		32

The importance of training and capacity building

A possible roll for Yemeni Voices as a platform and network would be in the delivery of training programmes and capacity building. There was 100% support for this initiative across all the formats of the questions in both iterations of the stakeholder survey. This included suggestions about training for citizens journalists, strategic communications, advocacy and other kinds of training and capacity building.

V1Q17: How useful would Citizen media training be in your local community in helping to promote inclusivity in the peace process?

Answered: 26 Skipped: 0

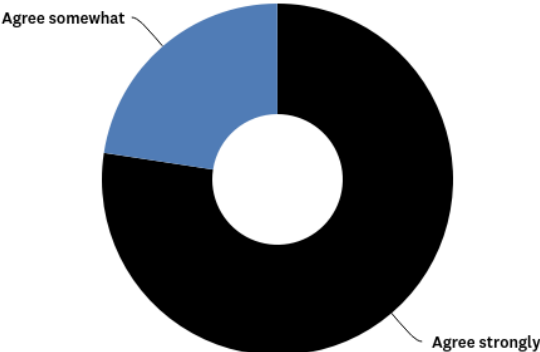


Strongly Agree Agree Somewhat Don't Know/No View Disagree Somewhat Strongly Disagree

	STRONGLY AGREE	AGREE SOMEWHAT	DON'T KNOW/NO VIEW	DISAGREE SOMEWHAT	STRONGLY DISAGREE	TOTAL
(no label)	77% 20	0% 0	12% 3	8% 2	4% 1	26

V2Q41: To what extent do you agree that it is important for organizations supporting peace process to provide the opportunity for media training for citizen journalists?

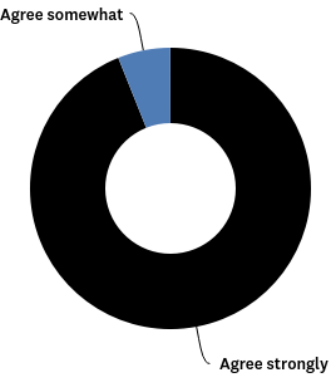
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Agree strongly	77.42%	24
Agree somewhat	22.58%	7
TOTAL		31

V2Q42: To what extent do you agree that it is important for organizations supporting peace process to provide the opportunity for training in strategic communications for groups and organisations?

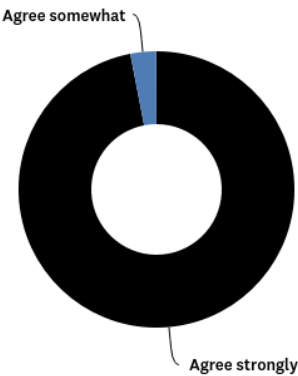
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree strongly	93.94%	31
Agree somewhat	6.06%	2
TOTAL		33

V2Q43: To what extent do you agree that it is important for organizations supporting peace process to provide the opportunity for advocacy training for groups and organisations to influence national and international policy?

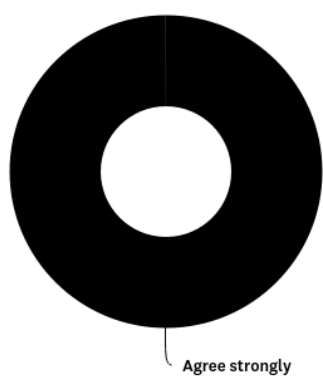
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Agree strongly	96.97%	32
Agree somewhat	3.03%	1
TOTAL		33

V2Q44: To what extent do you agree that it is important for organizations supporting peace process to provide the opportunity for other kinds of training and capacity building?

Answered: 10 Skipped: 24



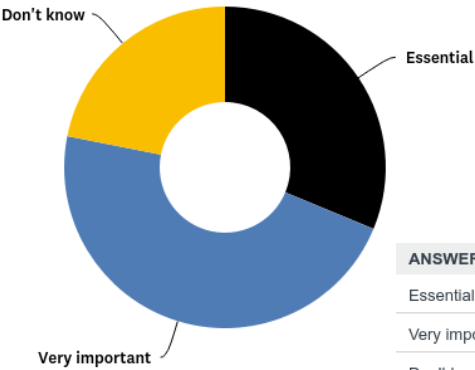
ANSWER CHOICES	RESPONSES	
Agree strongly	100.00%	10
TOTAL		10

The type and use of digital tools accessible via the platform and other forms of outreach

- In addition to being the means of inputting into the process and receiving training and capacity building, the Yemeni Voices platform has also brought together a menu of interactive digital tools accessible via the platform (V2: 51-62)
- 22% of respondents did not know how important these kinds of tools were
- 6% were unlikely to use them
- 25% felt they would be not easy to access in their communities or did not know if they could be accessed. Which means, obviously, that 78% felt they were essential or very important, and similarly high margins felt they would be used and could be accessed.
- This pattern of responses was almost identical for Q54 Dialogue tools.
- The pattern was repeated, finally, for Q60 which asked about Engagement
- The highest positives were recorded for the information sources about the Peace Process 92% feeling this was essential or very important, followed by dialogue tools at 91% and Engagement at 83% Communication tools at 78%.

V2Q51: Communication tools: Tools designed to inform, develop, socialise and test ideas and developments from the process with the Yemeni public, such as social media presentation of developments in the process, briefing and conflict analysis, social peace index and mapping tools, APPs to access digital tools and other resources.

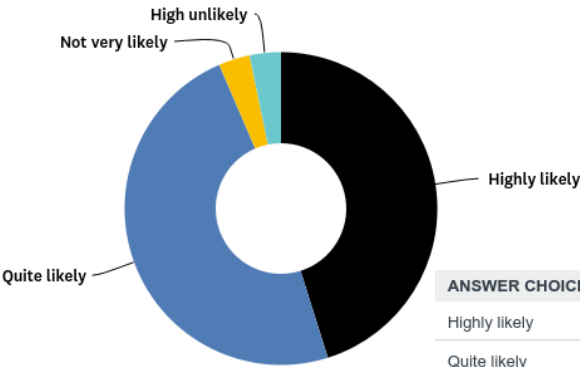
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Essential	31.25%	10
Very important	46.88%	15
Don't know	21.88%	7
TOTAL		32

V2Q52: How likely are you to use these features of Yemeni Voices if they were made accessible to you online?

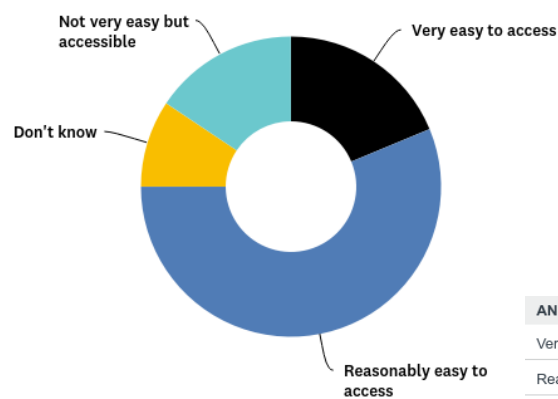
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Highly likely	45.16%	14
Quite likely	48.39%	15
Not very likely	3.23%	1
High unlikely	3.23%	1
TOTAL		31

V2Q53: If these tools were put online, how able would you and people in your community be to access them online safely and securely?

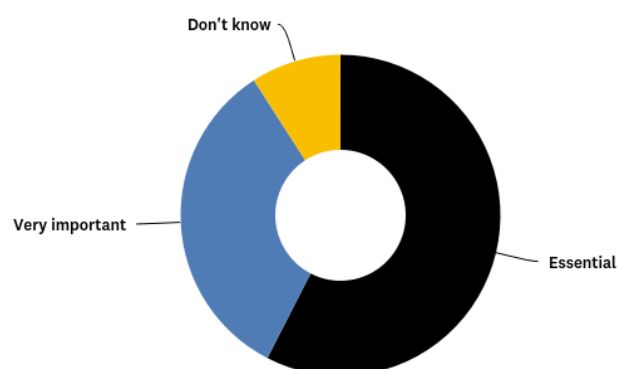
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very easy to access	18.75%	6
Reasonably easy to access	56.25%	18
Don't know	9.38%	3
Not very easy but accessible	15.63%	5
TOTAL		32

V2Q54: Dialogue tools: Tools designed to help Yemenis find solutions to their own problems, share information, develop common narratives, independently of the UN-led peace process. For example, problem based workshops, Yemeni storylines, culture forums and platforms, memorials and testimony platforms.

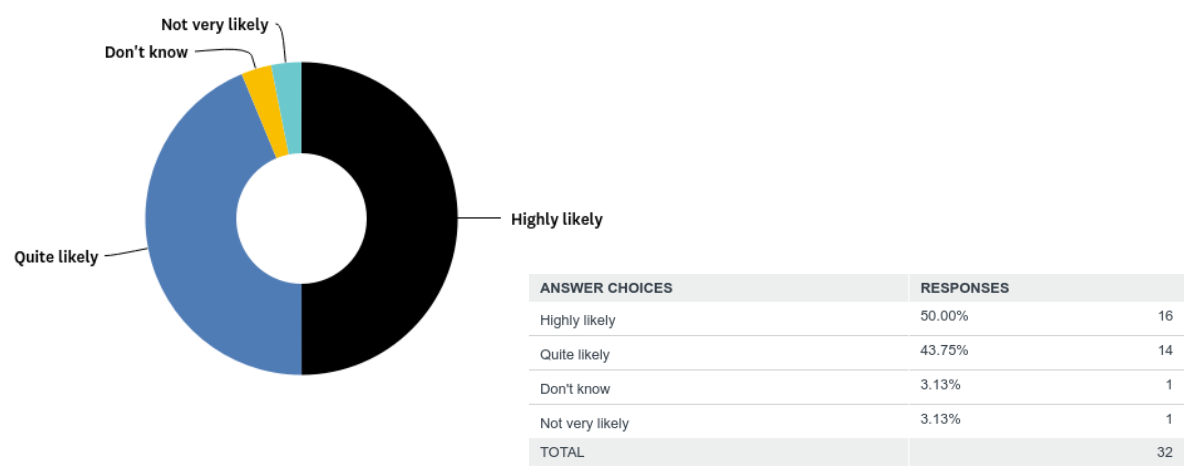
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Essential	57.58%	19
Very important	33.33%	11
Don't know	9.09%	3
TOTAL		33

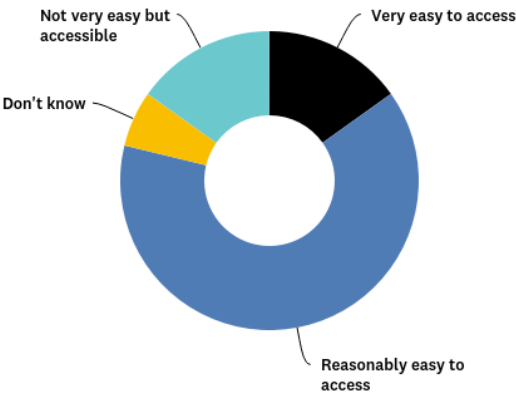
V2Q55: How likely are you to use these features of Yemeni Voices if they were made accessible to you online?

Answered: 32 Skipped: 2



V2Q56: If these tools were put online, how able would you and people in your community be to access them online safely and securely?

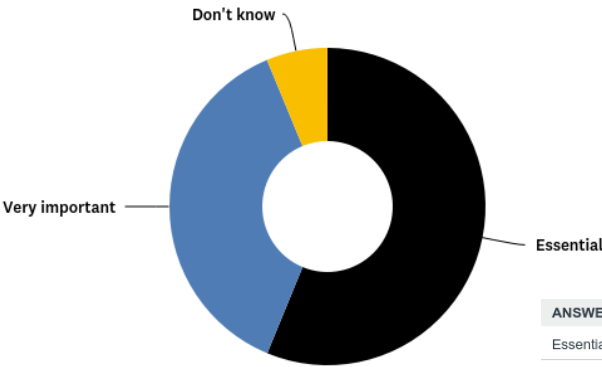
Answered: 33 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very easy to access	15.15%	5
Reasonably easy to access	63.64%	21
Don't know	6.06%	2
Not very easy but accessible	15.15%	5
TOTAL		33

V2Q57: Information sources: A comprehensive resource bank on the peace process and conflict situation in Yemen, including real-time updates on peace agreements and initiatives, negotiations, and a social peace and violence index, which will allow Yemeni stakeholders to monitor peace and violence in their communities and collect information to be made publicly available and visualised in a universally accessible manner.

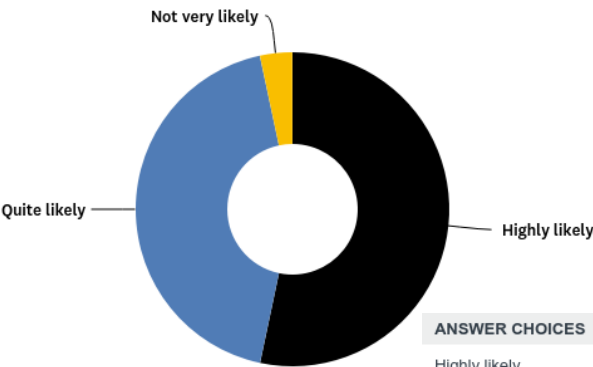
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Essential	56.25%	18
Very important	37.50%	12
Don't know	6.25%	2
TOTAL		32

V2Q58: How likely are you to use these features of Yemeni Voices if they were made accessible to you online?

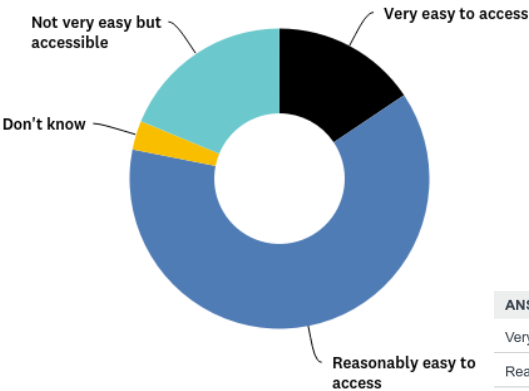
Answered: 30 Skipped: 4



ANSWER CHOICES	RESPONSES	
Highly likely	53.33%	16
Quite likely	43.33%	13
Not very likely	3.33%	1
TOTAL		30

V2Q59: If these tools were put online, how able would you and people in your community be to access them online safely and securely?

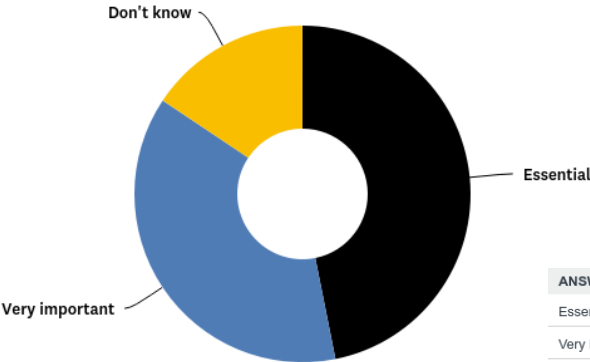
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very easy to access	15.63%	5
Reasonably easy to access	62.50%	20
Don't know	3.13%	1
Not very easy but accessible	18.75%	6
TOTAL		32

V2Q60: Engagement: Provide a variety of mechanisms to gather public opinion on a wide range of issues, including an encrypted submissions portal, live social media feed and SMS updates which can be used to support the activities of the OSESGY and be used for academic research. Ascertain and promote the needs of diverse groups and foster support for new constituencies in favour of track I and track II peace building through outreach and consultation tools and engagements. Gather data on public opinion through big data mining, and traditional surveying, to test the dimensions of the evolving political transition process.

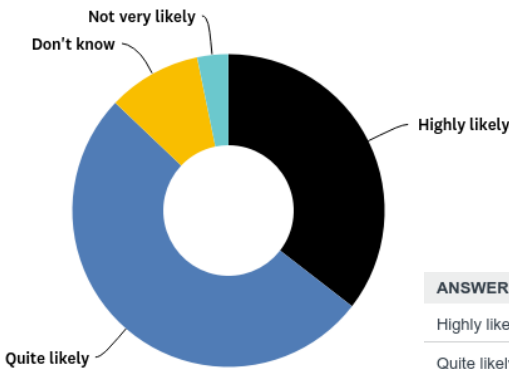
Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Essential	46.88%	15
Very important	37.50%	12
Don't know	15.63%	5
TOTAL		32

V2Q61: How likely are you to use these features of Yemeni Voices if they were made accessible to you online?

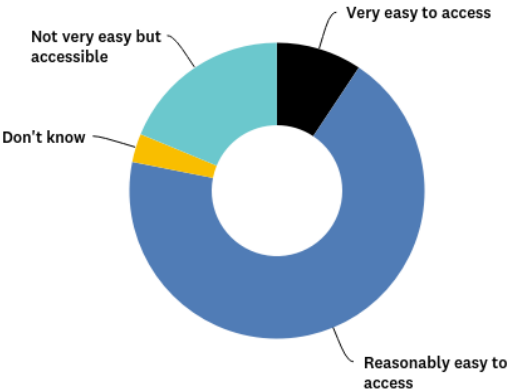
Answered: 31 Skipped: 3



ANSWER CHOICES	RESPONSES	
Highly likely	35.48%	11
Quite likely	51.61%	16
Don't know	9.68%	3
Not very likely	3.23%	1
TOTAL		31

V2Q62: If these tools were put online, how able would you and people in your community be to access them online safely and securely?

Answered: 32 Skipped: 2



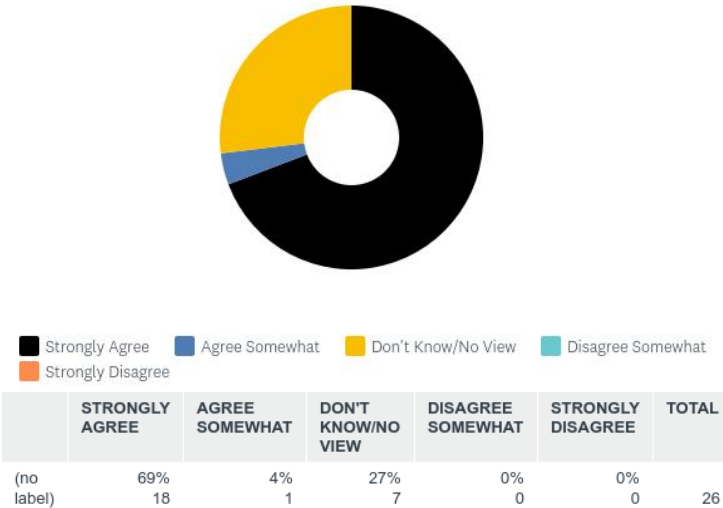
ANSWER CHOICES	RESPONSES	
Very easy to access	9.38%	3
Reasonably easy to access	68.75%	22
Don't know	3.13%	1
Not very easy but accessible	18.75%	6
TOTAL		32

The use of mobile communications hubs and other means of reaching people

- Consultations during the inception period quickly established that Yemeni voices would need to develop an outreach programme that allowed for bringing in people who could not access the digital resources.
- In part this could be achieved by using conventional media but there are questions about the control of such media.
- Q28 in V2 asked to what extent participants agreed with the importance of communicating through town hall style meetings. 7% disagreed with this approach and 93% agreed or agreed strongly.
- The other way of reaching people and delivering training programmes would be by creating mobile hubs to take Yemeni Voices into communities. Q63 therefore asked how important participants felt it to be to provide support in efforts to create a bridge between grassroots initiatives and larger track II programmes using mobile communication hubs
- 94% of respondents agreed that this was essential or very important.

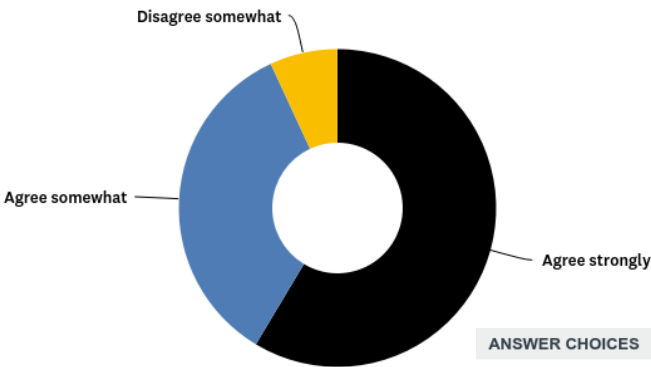
V1Q18: How useful would mobile communication hubs be in your governorate in promoting polling, inclusivity and knowledge about the peace process in your area?

Answered: 26 Skipped: 0



V2Q28: To what extent do you agree that the best way of communicating with you about the peace process is through Town Hall meetings?

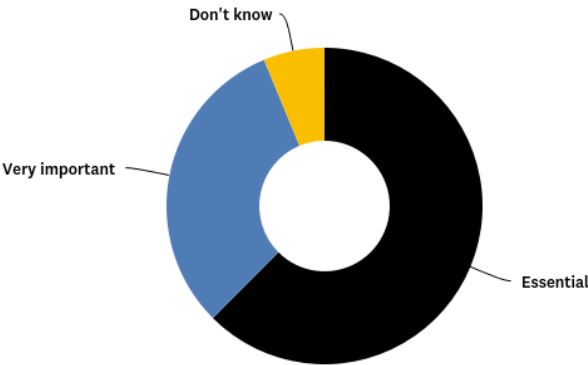
Answered: 29 Skipped: 5



ANSWER CHOICES	RESPONSES	
Agree strongly	58.62%	17
Agree somewhat	34.48%	10
Disagree somewhat	6.90%	2
TOTAL		29

V2Q63: Outreach: Provide support in efforts to create a bridge between grassroots initiatives and larger track II programmes facilitating collaboration and providing support and guidance in operations through online resources and online networks. Extend this activity by developing outreach programmes including the use of peace hubs – a pilot launch of communication hubs to be developed in 4-6 governorates which will enhance the existing communication technology infrastructure to allow citizens of these specific localities to access secure an internet connection and to be able to use the Yemeni Voices digital tools. Provide mechanisms for specific engagements with women, youth and other marginalised communities and be the hub from which training and capacity building can be delivered where need is identified.

Answered: 32 Skipped: 2



ANSWER CHOICES	RESPONSES	
Essential	62.50%	20
Very important	31.25%	10
Don't know	6.25%	2
TOTAL		32

Yemeni Voices: Facilitating an Inclusive Peace Process

Briefing Note on Discussions at Yemeni Voices Workshop and collated Risk Assessments by Participants

3-4 December 2018

London

Dr Brian Brivati

Note on Discussion at Yemeni Voices

“The armed groups do not want anyone else involved.
What is in it for them if others are to be included?”

1. Overarching principles and clear goals and objectives

- 1.1 One of the main themes running through the discussions was the need for the clear articulation of overarching principles and guidelines that would inform and shape the operation of Yemeni Voices. This was based around the challenges of managing the expectations of those engaged in the human networks.
- 1.2 There is need for clarity about goals and objectives for short, medium and long term.
- 1.3 The status, use, and methodology of polling was questioned.
- 1.4 These were really a short hand for the deeper question about the extent to which the Yemeni Voices process would be linked directly to the Special Envoy’s office or be independent of it.
- 1.5 The conclusion was that Yemeni Voices would be guided by principles that enshrined its independent status and would articulate goals that ensured its work programme was not dependent on the progress or otherwise of the talks as such.
- 1.6 Yemeni Voices will build concentric circles of inclusion over time that will generate momentum based on a theory of change that set modest goals of activity and impact initially but expanded these in an iterative way.
- 1.7 The definition of inclusive was at the heart of the general discussion of the initial inception of the project and the perceptions of it that would be generated in Yemen.
- 1.8 The implication of the use of term “inclusion” is that those engaged would be included in the process and there might therefore be an expectation of a direct/indirect role in the talks process. Whereas the use of the term “participation” would set clearer boundaries around the expectations of those groups with whom Yemeni Voices engaged. It would also underpin the arm’s length nature of Yemeni Voices.
- 1.9 The issue of independence is also connected to the branding of the online presence. If there is a single Yemeni Voices brand across all aspects of the portal and online presence and if Yemeni Voices is seen to be connected to the envoy’s office, then there is a danger of contamination – if one part fails, it all fails.
- 1.10 The overall process design needs to be embedded in the history of previous engagements and needs to apply learning from the precedents set by other processes – for example national dialogue recommendations, relevant documents and debates from previous initiatives.
- 1.11 Yemeni Voices needs to map and present previous initiatives in forms that are accessible to stakeholder networks.
- 1.12 There should be connectivity between the Yemeni Voices Portal and the World Bank to ensure a more joined up approach across the different initiatives and to link peace building to humanitarian reconstruction and livelihoods programmes.

- 1.13 The ground game needed to reach into rural areas can only be done by partnering with local CSO formal and informal networks. This empowered internal co-ordination mechanisms, while ensuring that the capacity and resources of the CSO organisation are rebuilt and supported.

2. **Strands of Activity**

- 2.1 Yemeni Voices would entail two core strands of activity – human and digital– that would build constituencies for peace that were complementary to but independent of the talks process. It would work with Yemeni partners by building a network of organisations and individuals to assist it and by collecting data from the Yemeni population and deploying strategic communications on the peace process to the population.

2.2 **Track II/CSO Network**

- 2.2.1 The development of the Human Network should be informed by actors on the ground in existing human networks and enabled by innovations in technology that expanded the scope of what these existing actors could do.
- 2.2.2 The definition of the existing actors was also importantly to be as inclusive as possible.
- 2.2.3 There are formal CSOs that are still operating, though in many cases their resources and capacity have been seriously depleted.
- 2.2.4 There are many informal and organic initiatives taking place that are in part trying to solve immediate humanitarian problems or getting around service disruption or restrictions imposed by armed groups.
- 2.2.5 There are also invisible and silent citizens who may be part of these informal networks or may not but whose voice is entirely absent from the internal and external dialogues.
- 2.2.6 Several participants stressed the importance of the working language for the project and for operations. In turn this was a central issue in the development of the online tools and apps for consultation and constituency building.
- 2.2.7 There were also a range of issues around visas and access to local actors to participate in the process including concerns about physical security.

2.3 **Data Gathering and Communications**

- 2.3.1 The other element of the discussion of overarching issues was centred on data collection. This also related to the discussion of the meaning of independence and the “arm’s length” relationship with the Office of the Special Envoy. This concerned the status of the information gathering Yemeni Voices would engage with and the reception of the communications it would produce.
- 2.3.2 It also concerned questions around the ownership and use of the data generated by the consultative elements of Yemeni Voices.
 - 2.3.2.1 If it was an outreach programme of the Special Envoy and used the status of the office to incentivise engagement, then this opened it up to the risk of failing if the talks failed.
 - 2.3.2.2 If it was not linked to the process, then why would actors feel the need to engage?
 - 2.3.2.3 If Yemeni Voices commissioned polls, insofar as they can take place, then would they be published or not.

2.3.2.4 If they were negative and published then how would that impact on the Envoy's office, if they were not published then what impact would this have on the confidence of stakeholders in the role of Yemeni Voices.

- 2.3.3 There was some discussion of the nature of the consultations that would or could take place and a highlighting of the challenge of expectation management.
- 2.3.4 In terms of communications serious consideration needs to be given to the complexity and sensitivity of the questions that will be addressed by Yemeni Voices.
- 2.3.5 The management of the conversations that are taking place needs to be carefully handled.
- 2.3.6 If academic research was to be based on the data collected by Yemeni voices then consideration would need to be given to the different ethical and evidential standards and processes that would be needed in contrast to a practice based advocacy strategy.

3. Closing the gap between YEMENI VOICES and Yemen: Track II/CSO Network

- 3.1 The consideration of the development of the human network generated more contentious issues and discussion than discussion of the digital innovation of the project. This can be summed up in the need to remove the gap between Yemeni Voices and Yemen.
 - 3.1.1 This should be done in part through the agenda setting and framing phase of the project which will need to address the issues described in the similar Libya project as dealing with the “horizontal and vertical” fragmentation.
 - 3.1.2 This was also raised as the means of addressing the possibility of Yemeni Voices being seen as an external or even “colonial” initiative and/or one that was too centred on Sana’a.
 - 3.1.3 This will be addressed in the initial circles of engagement through the front facing digital portal that will engage with Yemeni public and stakeholders, explaining the process and promoting it through explaining and promoting Yemeni Voices.
- 3.2 **Local Network Creation**
 - 3.2.1 Local Government in Yemen has always been decentralised so the Human Network needs to be kept diffuse and decentralised and does not need to have national representation, it can be the means of linking local level peace building networks together in mutual support and be the means of channelling resources.
 - 3.2.2 Track 2 networks that exist must be the basis of the human network. There will need to be confidence building engagements and collaboration with them both singly and jointly.
 - 3.2.3 The challenge here is to understand the way in which the presentation of the portal can generate politicization in different areas. This can be mitigated by encouraging local groups to provide feedback and local knowledge.
 - 3.2.4 One mechanism for this can be the creation of champions of peace. These individuals do not need to represent a group but must be able to feed opinions from their communities into the process.
 - 3.2.5 There are existing grassroots networks that can be mobilised to provide this connection between the localities and the centre by building connections between local level players and the peace process and using the physical track II network for participatory work and feedback loops.
 - 3.2.6 The track two network should also identify grassroots networks e.g. women mediator networks and reach out to broader/more grassroots range of people. This can be done by developing the learning element of Yemeni Voices, encouraging participation through

the provision of easy to use tools, simple guides to issues and reaching out to youth groups who are more open to change but often marginalized from formal political processes.

- 3.2.7 It was noted that it is important to ensure that it is genuine youth – up to 40 - who are engaged and that these stakeholder groups are not overrun by older ‘youth’.
- 3.2.8 The local, women and youth constituencies can all be engaged through the creation and support of local peace hubs.
- 3.2.9 Yemeni Voices might also consider lobbying for the reconstruction of Yemen Women’s union and Yemen national women’s committee.
- 3.2.10 This could be part of a more general extension of the remit of Yemeni Voices so that it can act as a bridge between Yemeni Civil Society and donors and the academic community.
- 3.2.11 If Yemeni Voices plays this important bridging role and acts as an umbrella/co-ordination mechanism for all the track II and CSO activity already taking place, there is a danger of creating a first and second division of CSO organisations which needs to be managed by careful rotation of those that get to be present in and around the talks.
- 3.2.12 It is also necessary to widen the network of Yemeni voices as widely as possible to bring in the invisible and the silent.
- 3.2.13 This was related to the feeling that some key stakeholders – diaspora, refugees, IDPs – were not mentioned in the current documentation and they needed to be.

4. Closing the gap between Yemeni Voices and Yemen: Digital Strategy

4.1 Data and Research Collection of data

There was a useful discussion of the online presentation of Yemeni Voices that centred on consideration of three key dimensions

- 4.1.1 Audience – who is Yemeni Voices trying to reach and what, are the targets for the visualisations? As the audience is multidimensional so the initial circle of inclusion should be concerned with the explanation of the process and the building of a wide constituency that understands Yemeni Voices and the peace process.
- 4.1.2 Presentation – simple, direct, appealing to build support and explain but there are important issues about the security of the brand – see also 1.8
- 4.2 Principles – the communication strategy and data gathering need to be based on:
 - 4.2.1.1 Principles of transparency
 - 4.2.1.2 Ethical use of data
 - 4.2.1.3 Open Source
 - 4.2.1.4 Interoperability
 - 4.2.1.5 Yemeni ownership

- 4.3 There was recurrent discussion of the way in which the submissions invited from Yemeni stakeholders and the public would be submitted, weighted and analysed. This will involve a highly labour-intensive curating and design of the portal so that it is not overwhelmed by the digital armies of either side or of state actors party to the conflict.

- 4.4 The evidence basis of the data collection and the sentiment analysis highlighted the general differences between academic and practitioner evidence needs for the research. It was suggested that more consideration needs to be given to this issue. See also 2.3.6

- 4.5 Careful consideration needs to be given to the strategy for the deployment of visualisations – when and how will they be used in support of Yemeni Voices.
- 4.6 The sequencing of the communications strategy for explaining and building constituencies in support of the peace process, needs to be carefully planned.

5. Specific Elements of the Digital Strategy

- 5.1 There were a range of specific suggestions for methodologies and tools that should inform the development of the online strategy of Yemeni Voices.
 - 5.1.1 Social Media
 - 5.1.1.1 Develop the use of Grassroots What's app groups as a means of consulting and messaging
 - 5.1.1.2 Use of Facebook rather than Twitter to measure social media responses
 - 5.1.1.3 Do snap shot Twitter polling
 - 5.1.1.4 Create safe virtual spaces so groups or families can access the portal and other online services
 - 5.1.2 Data Mining/Gathering
 - 5.1.2.1 Use of Deep Learning to achieve better accuracy in sentiment analysis and identify differences between sentiment and stance
 - 5.1.2.2 A.I. Yemeni language system may be ready in six months to allow for A.I. qualitative telephone polling of up to 1,000 people at a time
 - 5.1.2.3 Develop knowledge base by polling on everyday issues around living conditions and services
 - 5.1.2.4 Do Rapid Urban Assessment surveying
 - 5.1.2.5 Explore the power of crowd sourcing for CSO submissions
 - 5.1.3 Mobile/Internet provision
 - 5.1.3.1 Engage with association of informal wifi network owners who are supplying internet at grassroots level
 - 5.1.3.2 Make Mobile phone providers friends of the project for access to their anonymised data
 - 5.1.4 App/Portal Development
 - 5.1.4.1 Develop an App or Apps to achieve online communication objectives. This App could be used to signal key information at grass roots level and thereby draw people into the process, along the lines of the Sentry system in Syria.
 - 5.1.4.2 The visualisation innovations to be worked on by participants could be used to present previous initiatives in accessible formats that allow greater understanding of the different elements of the peace process.
 - 5.1.4.3 Engage with the Yemeni Open Source community for the development of apps
 - 5.1.4.4 Develop a sandbox facility for innovation through the portal
 - 5.1.4.5 Consider building a network of IT peace champions

6. Challenges to the Digital Strategy

- 6.1 The Houthi do not allow participation in Polls unless they are filtered through their own servers. This creates physical risks for one to one interviewing.

- 6.2 They can also block for short periods access to social media. The Aden.net system is built using Chinese servers which may well have a back door in them so that the government can monitor activity. Aden.net can also be cut.
- 6.3 The telcon providers are either controlled by the armed groups or dependent on them for operational capability.
- 6.4 There was some discussion of the online armies that would be deployed by both sides in the form of Bots, fake news and would require the need for the verification of submissions.
- 6.5 The development of the online portal and online communications can be used to address problems in physical meetings. For example, allowing for consultations with women if they are unable to attend physical meetings or do not feel safe contributing to the debates in them. Opening feedback loops for views that could not be openly expressed at the forums.

7. **Related Projects**

- 7.1 The development of a relationship between Yemeni Voices and governance projects that support SDG 16 the growth for sustainable institutions was encouraged.
- 7.2 The lessons that can learned from the national ownership of constitutional development with neutrality in terms of political affiliation should be taken on board.
- 7.3 An exploration of ways in which political parties working on constitutional issues might be used as a sounding board for ideas developed through Yemeni Voices but with awareness that constitution building puts everything on the table.
- 7.4 The need to keep Yemeni Voices informed by cross disciplinary innovations in areas like neuroscience was stressed.
- 7.5 The importance of Yemeni Voices having the capacity to be well informed about contextual developments in broader geopolitics was emphasised.

Yemeni Voices: Risk and Mitigation Working Paper

Area	Content	Detail	Impact 1-5	Probability	Mitigation Suggestions Number listed suggested mitigations from attendees at Yemeni Voices workshop
Failure of Peace Process	Framework talks breakdown	Talks do not gain traction and process stalls or moves backwards to violence. Or talks falter and the perception of the Special Envoy becomes negative.	5	High	This risk is beyond the control of the project, but the positioning of the project can mitigate its impact. The independence of Yemeni Voices from the Special Envoy and the design of independent activity lines should mitigate this risk to the development of the project. Suggested mitigations: 1) Including issues of relevance to day to day lives of Yemenis, including humanitarian concerns could help maintain momentum of continued dialogue among stakeholders. 2) Do not link YV too closely to the process, maintain as a separate issue. 3) Stress importance of inclusivity and consider revisiting UNSC resolution 2216. 4) Work on ensuring stability and security on the local level. 5) Broaden the Yemeni partners to ensure a balanced coverage of interests.
The Yemeni Voice Concept Proposal	Failure to articulate goals	The project needs clear short, medium- and long-term goals that build over time to manage expectations of Yemeni Population	5	High	This risk can be managed by the project design and the way in which the initial digital strategy and human network creation is handled. The Inception phase of the project will be used to refine and articulate the goals of the different elements of the project. Suggested mitigations: 1) Need to define goals in relation to timelines and then complete design.
	Political spoilers undermine the legitimacy of Yemeni Voices	Internal parties to the conflict do not engage with inclusive process and/or oppose and obstruct	4	High	There is perhaps little independent action that Voices can do to prevent this except present clearly and openly its arm's length nature and objective of inclusion. Suggested mitigations: 1) Deliver Yemeni Voices on parallel level in a collaboration with Track II initiatives. 2) Strong stance by OSE and international community to back inclusive efforts. 3) Ensure Yemeni Voices is not reliant on the political parties engaging but generates an independent momentum. 4) Trust building measures and continuous engagement can mitigate the influence of international parties
		External parties to the conflict do not engage with inclusive process and/or oppose and obstruct	3	High	

	Accountability of inclusive process	Inclusive process appears top down and not arm's length	4	Med	This is a design and communications challenge that needs to be addressed from inception by providing as much information and access to the process as practicable. Suggested mitigation: 1) Make sure that it is anchored in local level and that from the start Yemeni are clearly involved
	Digital design and operability	Website too complicated for user take-up and issues of technical access	4	Med	May need to develop two sections of the portal, one driven by ease of use and the other by capability. Suggested mitigation: 1) Study Yemeni use of internet and the internal capacity that is available. 2) Ensure design is intuitive and simple – i phone style which is tested regularly with target audience 3) Various portals and services need to be designed according to objectives and targeted audience. Moving away from a “fit-for-all” approach
		Translation costs for accessibility of submissions	5	Med	Resource issue to be addressed in inception phase and operability to be scaled in line resources? Suggested Mitigation: 1) Predictable, sustainable funding 2) Need to be factored in systematically from the beginning
Failure of Inclusive Peace Process	Short term risks of weakness or failure of inclusive elements	Immediate risks to the process from weakness in process design and implementation, for example not covering all governorates or critical mass of stakeholders	4	Med	Real time evaluation and ability to change and adapt are needed and as the process unfolds, resources need to be shifted as needed to ensure inclusive elements reach target audiences. Suggested mitigations: 1) Transparent communication of an incremental approach rather than an attempt to cover all aspects from the beginning. 2) Iterative and incremental, do not aim for immediate national coverage. 3) A “bottom-up” approach is essential to ensure that as many as possible are represented, Mapping of critical stakeholders based on good local knowledge is essential. Building on existing networks through partners.
	Med term risks of failure of inclusive elements	As above but manifesting later in the process detrimental to the political transition process	3	Med	Suggested mitigations: 1) Med term aims should be bigger but it is vitally important to follow through. 2) Understand that this is not the only way of being inclusive and be open to supporting other initiatives.
	Longer term risks of failure of inclusive elements	As above but manifesting later in the process detrimental to the prospects of lasting peace and reconstruction	3	Med	Suggested mitigations: 1) If inclusive, well thought, planned with taking account of root causes of the conflict 2) Longer term aims should be bigger but it is vitally important to follow through 3) Key thing is to build momentum

The Online and Face to Face Polling & Communication Strategy	Legal and technical accessibility	Data Protection standards for direct communications, for example SMS polling and legitimacy of sources of digital submissions	4	Low	As the overall Digital strategy is developed the legal context and ethical constraints will need to be weighed alongside the objectives. Suggested mitigations: 1) Build-in technological tools to enhance verification of information and protection
	Cyber/Physical Security	Physical Security of sources and participants in digital elements for example Yemeni people making submissions	5	High	Robust Cyber security systems in place and systems for monitoring surveillance of Yemeni network. Suggested mitigations: 1) Need to do pre-assessment of access and risk 2) Stakes extremely high, needs to be managed well in advance 3) Understand the risks and protection measures taken; ensure transparent discussion with stakeholders; enquire about possible local protection measures.
	Vulnerability of critical information infrastructure	Cyber Security of Data gathering and broader Cyber Security concerns	4	High	Robust Cyber security systems in place and systems for monitoring surveillance of Yemeni network. Suggested mitigations: 1) Design mitigation tools and data protection systems. 2) The heavier the digital infrastructure, the more vulnerable, important to have risks fully assessed by professionals
	Recruitment of panels/samples for polling	There is insufficient take up by Track II organizations to deliver the face to face polling, there is poorly designed questionnaires that produce bad data or re-traumatise.	4	Med	Team need to consider ways to develop incentives that keep partners engaged with the process. Suggested mitigations: 1) Ease accessibility. 2) Use other kinds of consultation processes as well as polling. 3) Ground work, confidence building, transparency and dialogue through partners. 4) Clarify objectives of the different strands – research and participation and work closely with organisations that have the right relevant experience.
	Wellbeing of participants	Support and engagement fall off over time	3	Low	Briefing and possibly training for the team in expressive writing and listening techniques for interacting with vulnerable subjects. Suggested mitigations: 1) Provide incentives. 2) Establish rotation system for representations. 3) Keep in close touch. 4) Monitor regularly. 5) Provide feedback on impact of their engagement.
	Support for network	Ability to reach representative sample populations	4	Med	This is a basic communications challenge and requires building of support and confidence in Track II partners and the wider population. Suggested mitigations: 1) Access as key process in the digital and physical strategies. 2) Recognise selectivity of the population that operate online.

The IGA Peace Practitioner Network					3) Representation is key to process so gradual approach could help expand representation based on good local knowledge.
	Track II network does not engage	IGA cannot recruit all key stakeholders because it does not have clearly defined objectives and well-designed activities. IGA excludes key stakeholders from diaspora, refugee community and IDPs	3	Low	Yemeni Voices will reach out to all parts of the community and to the diaspora. This is a basic communications challenge and requires building of support and confidence in Track II partners and the wider population. Suggested mitigations: 1) Credibility of the process and success will depend on a clear and empowered co-ordination mechanism to ensure coherence among various parts of the project. 2) Setting-up clear division of labour and agreeing principles and rules of engagement. 3) Garner political will. 4) Outreach and communication. 5) Incentives. 6) Providing visible space in Yemeni Voices. 7) Meetings need to be well facilitated to build support for the process. 8) Host meetings in accessible countries and ensure that in-country staff/teams are included in meetings and activities.
	Track II network cannot be resourced	Network is not sufficiently supported to make meaningful contribution	4	Med	Suggested mitigations: 1) Strong outreach campaign. 2) Use Yemenis voices as a platform to raise resources or Track II. 3) Engage with donors whose interest is currently high.
	Human and Cyber Security	Threats to the participants from entities opposed to the process	5	High	SOPs will be need to be developed or adopted from partner organizations for movements, accommodation and communications Suggested mitigations: 1) Communication strategy before and during 2) Do no harm – a single incident can jeopardise whole process 3) Anonymous engagement should be enabled
Research and Analysis Strategy and Products	Legitimacy of research outputs	Balance and legitimacy of analysis coming from LSE and risk of it being seen as too UK/Western centric	4	Med	This highlights the need for Yemeni institutional partners as well as in country director. Suggested mitigations: 1) Form partnerships with other academic institutions. 2) Extensive outreach and meaningful dialogue with Yemeni stakeholders beyond digital platforms. 3) Seek partnerships with institutions and countries that have little involvement in the conflict.
	Timescales	Research outputs are not produced quickly enough	4	Low	Careful management of the research process to make preliminary results available as needed and acceptance that some of the research is for a longer-term impact. Suggested mitigation:

		to be meaningful in the process				1) Manage expectations 2) Share preliminary findings whenever possible As Voices will sit within the LSE, these issues will mainly be covered by the policies of the School
Logistical, systems and security risks	Human Resources	Discrimination, equality and inclusion and general Human Resource strategy	3	Low		As above – but consideration will have to be given to additional insurance for travelling and equipment. SOPs will be need to be developed or adopted from partner organizations for movements, accommodation and communications. Suggested mitigation: 1) Negotiate eased access with main actors of the conflict. 2) Low-key vs high protection movements. 3) Decentralised to be low key. 4) Draw on contacts of Track II to open access. 5) Use combination of human and online interaction and do not claim national coverage immediately. 6) Explore other venues, at regional or local levels and build on work done by other actors such as humanitarian agencies. SOPs for cyber security will need to be developed to protect the integrity of data and communications flows.
	Compliance	Regulatory Compliance, Health and Safety, Employers liability insurance, etc	3	Low		
	Logistical	Equipment, Insurance etc	3	Low		
	Physical Security	Travel by core team and in-country teams to facilitate the human network. Constant review may mean this is escalated to high risk threat to the project's viability depending on events on the ground	4	High		
	Cyber Security	Network, Communications fixed and mobile. Constant review may mean this is escalated to high risk threat to the project's viability if there is a sustained or successful breach and infiltration of data or comms	5	High		



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