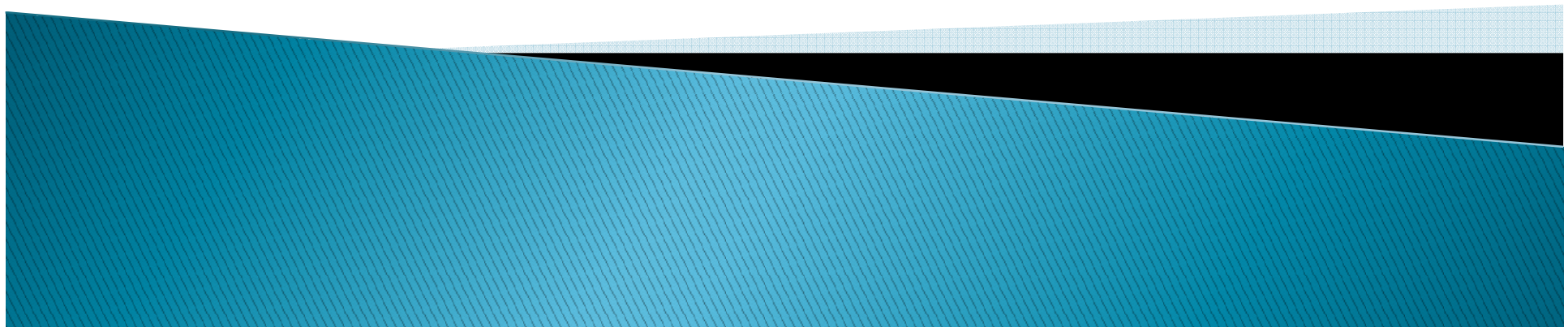


Partnership & Alliances –Support for an Integrated Qat Demand Reduction Agenda– Yemen

October 8, 2009 –Linköping, Sweden

Research Conference on the Changing Use of and Misuse of Catha
Edulis (Khat) in a Changing World

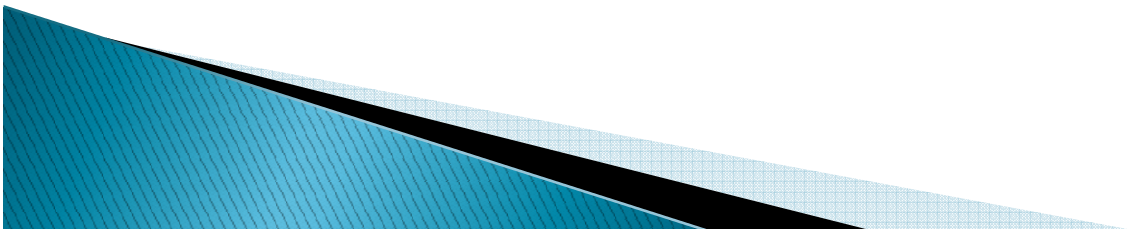
Jvilorio@worldbank.org



Definition of Partnership? Alliance

What is it? – some proposed qualities:

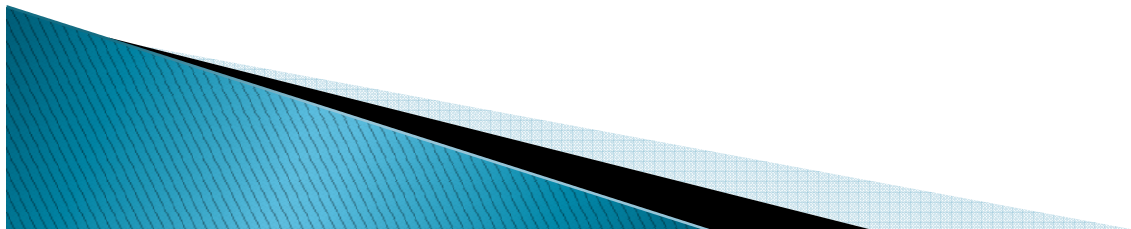
- ▶ Common objectives – but different tasks and skills
- ▶ Long-term perspective – not just ‘cooperation’
- ▶ Sense of ownership
- ▶ Equality in decision-making
- ▶ Trust
- ▶ Autonomy and open relations



Partnership (Contd..)

What is it?– more proposed qualities

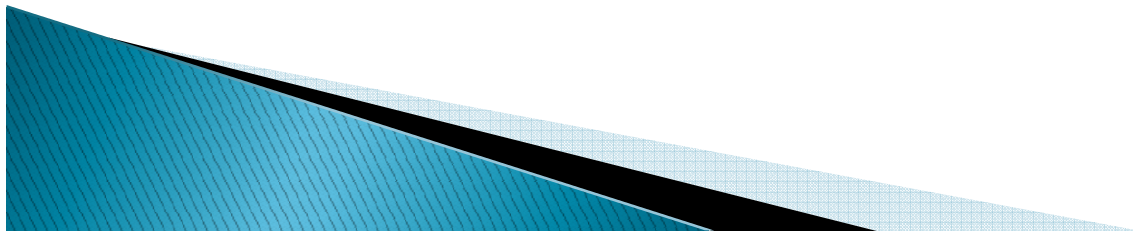
- ▶ Recognition of strengths and weaknesses
- ▶ Recognition of power relations
- ▶ Enabling opportunities for others to develop
- ▶ Transparency – partners clearly express their goals, expectations, operations
- ▶ Reciprocity
- ▶ Ability to change



Partnership (Contd..)

As Partnership–Alliance –one among several types of relationships

- ▶ Can be a something–nothing word
- ▶ every relationship is not necessarily a partnership or alliance
- ▶ Sloppy use can lead to psycho–babble

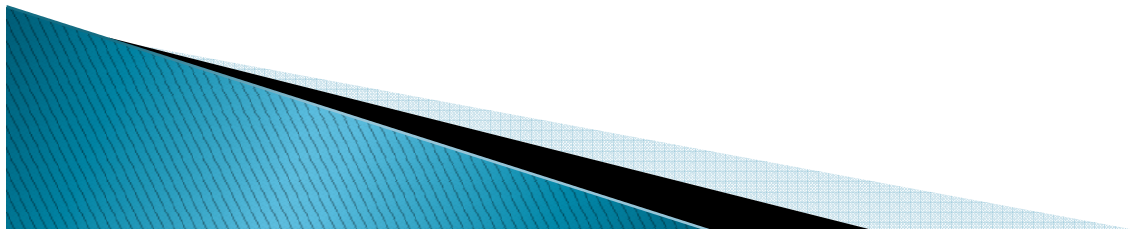


Partnership (Contd..)

Other relationships among organizations include:

- ▶ contractual
- ▶ cooperative
- ▶ coordinative
- ▶ paternalistic
- ▶ dependent

Varying objectives and power must be considered in defining types of relationships



Key Principles of Partnership/Alliance

- ▶ *Diversity in Approach*: context driven.
Options to consider: varying roles of actors; multi-sector and single sector approaches, working with government agencies or more autonomous bodies (research institutes)
- ▶ *Drivers of Sustainability*. Supportive factors: working with decentralized governments; using demand-driven processes (community contribution to capital costs); capacity-building (with local accountability and exit strategy)



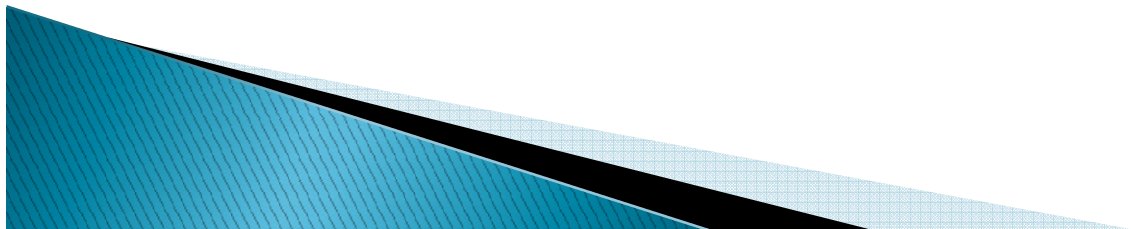
Key Principles of Partnership

- ▶ Supportive macro policies and legal framework are key and need to be informed “by learning and doing” including evidence research.:
- ▶ Sector specific policies and institutional arrangements are needed for differences in private financing potentials
- ▶ *Inclusive People-based Development.*
- ▶ Design programs so all sub-groups have a voice and benefit.
- ▶ Gender sensitive approaches are needed.

World Bank Support to an Integrated Qat Demand Reduction Agenda in Yemen

Overview

- ▶ The Government of Yemen is engaged in renewed efforts to address the Qat phenomenon
- ▶ Several steps were taken including small studies, workshops, technical workshops, legislation, brought forth key measures, as follow-up from recommendations of National Workshop of 2002
- ▶ Successful Qat demand reduction should embody key elements in a large, consistent, and effective countrywide program



Country and Sector Background

- ▶ Yemen's impoverished state partly caused and exacerbated by growing consumption of Qat and became a National Phenomenon
- ▶ Four major adverse consequences:
 - Poverty
 - Natural resources
 - Health
 - Social & Family life



Qat Plantation in Manakha, Yemen

Qat plays a major role in economy accounts for:



10% of GDP in Yemen

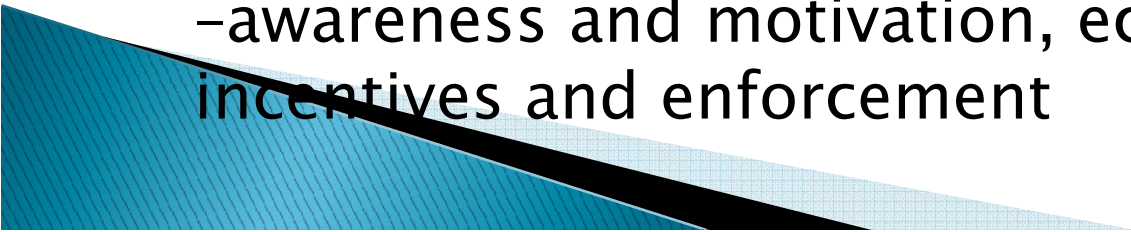
(Production, trade and consumption)

14% of employment for the working population

33% of agricultural labour force

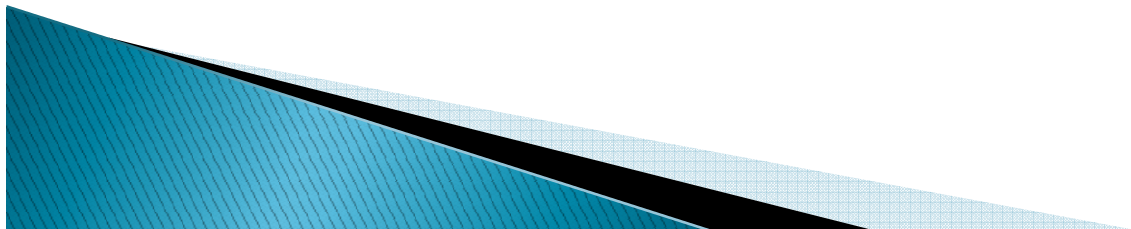
Economic interests of groups must be recognized
in crafting policies and incentives to prevent and
reduce Qat production, distribution and
consumption

Key ISSUES

- ▶ Some interests groups benefit from Qat production (farmers, traders, regional and district governments (from tax receipts)
 - ▶ Efforts to reduce consumption are being made parts of government, NGOs, community groups, aid agencies, but coordination is weak and scope of action inadequate
 - ▶ In order to prevent and reduce Qat habit, all key groups must be involved–farmers, traders, users, schools, media, government, research institutes
 - ▶ Measures need to be coordinates on several fronts –awareness and motivation, economic and fiscal incentives and enforcement
- 

Issues, Challenges and Opportunities

- ▶ Social attitudes towards Qat – basis of concern about Qat which could be tapped into
- ▶ Key Interest Groups
 - Farmers
 - Traders
 - Government – levied taxes
- ▶ Political Will and Coordination – must be increased to drive Qat up the political agenda



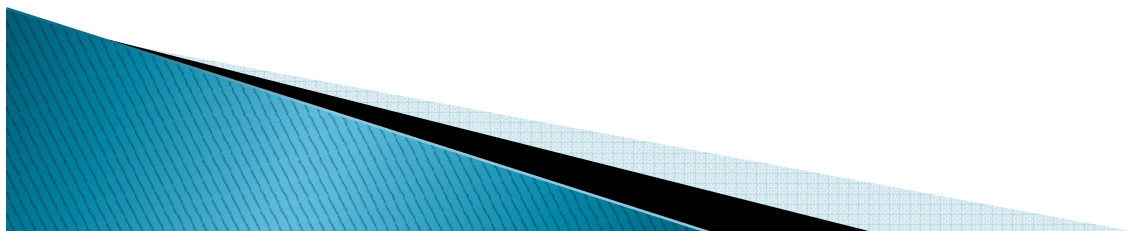
Government Strategies and Involvement of Development Agencies

- ▶ Existing policy measures– negligible results
- ▶ National conference in 2002 initiated cabinet decrees and policy recommendations
- ▶ Development agencies and Anti-Qat NGOs
- ▶ The Bank's Qat Dialogue Task
- ▶ Request to establish Qat Applied Research Center (QARC)
- ▶ Pilot initiative for prevention/reduction focused on children, youth and women linked to National Children & Youth Action Plan

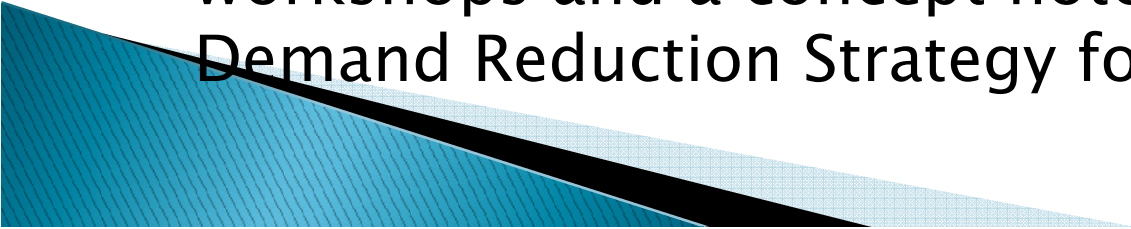


Rationale for Bank Engagement

- ▶ GoY renewed commitment to address Qat phenomenon – they have asked for Bank assistance, needed to spearhead coordinated action
- ▶ 1999 Decentralization Law – change in the structure of government offers opportunity for anti-Qat effort
- ▶ Consistent with the new Country Assistance Strategy (CAS)



Qat Dialogue Task

- ▶ The Bank's Qat Dialogue Task, started in late 2007, is assisting the GoY to establish an Implementation Framework for Qat production and consumption control.
 - ▶ The work tries to establish a viable road map, with consensus on a set of actions, assigned responsibilities, targets, specific expected outputs and outcomes emerging from the set of recommendations and policy measures
 - ▶ These have been endorsed in 2002, and developed in detail at the June and October 2008 national workshops and a concept note on Integrated Qat Demand Reduction Strategy for Yemen.
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Priority Support Interventions under Bank's Country Assistance Strategy for Yemen

1. Comprehensive Program to raise public awareness and education and its impact on people's lives (children, youth, women)
2. Detailed assessment, documentation of good practices, including pilot programs in several locations on alternative high value crops
3. Research on selected topics :
 - Medical, pharmacological etc., research on Qat consumption
 - Social impacts on the most vulnerable (children, youth, women)
4. Help address the overuse of pesticides and develop alternative pest control agents and safety measures in partnership with the Global Environmental Facility (GEF)

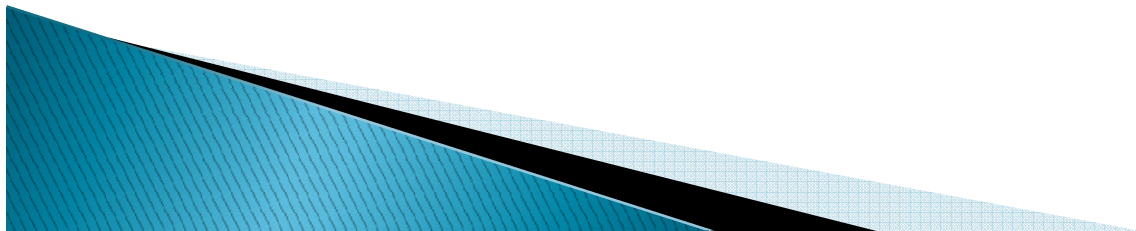
Priority Programs

5. To the extent possible mainstream efforts to reduce Qat consumption in on-going programs financed by the Bank and other partner organizations
 - Agricultural & Water Projects
 - Social Fund for Development
 - Fisheries Resource Management
 - Environment projects, etc
 - Education and Nutrition programs
 - Youth and Women programs



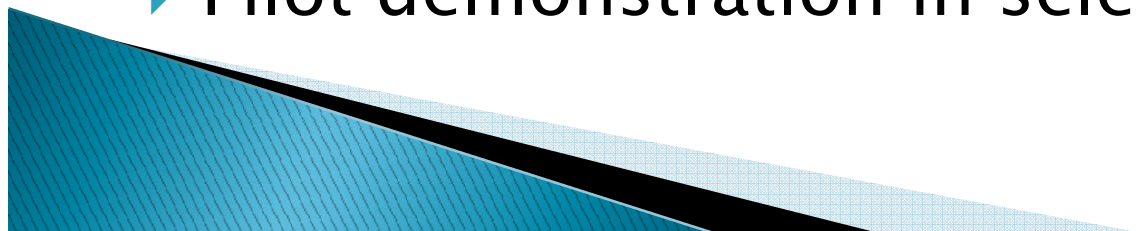
Partnership

- ▶ The Bank's Country Assistance Strategy calls for close cooperation/partnership with Government leading the effort but involving civil society and the private sector, including the media, Universities, etc.
- ▶ Assistance of the Donor and research communities is also vitally needed to contribute further dimensions of the effort.



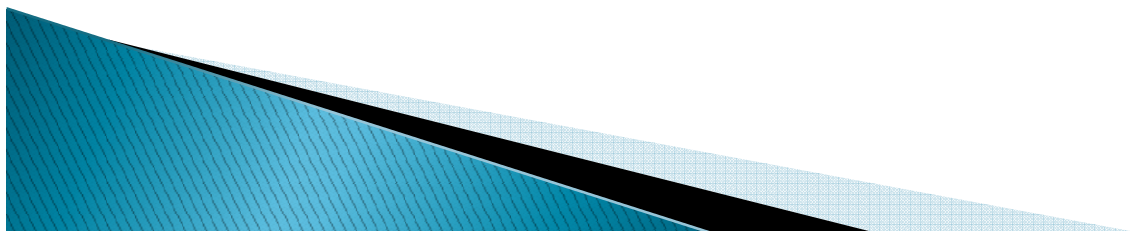
Next Steps–Work Program

- ▶ Prepare detailed plans for the following interventions with key stakeholders
 - Identify pilot project areas, esp. in regards to crop substitution
 - Evaluate earlier interventions regarding crop substitution
 - Public awareness
- ▶ Prepare Advocacy materials for campaigns – handouts, video stories, radio, TV (Ongoing preparation in coordination in SFD and others)
- ▶ Carry out research activities
- ▶ Pilot demonstration in selected communities




ISSUES Bank Team needs guidance/agreement

- ▶ How do we engage universities, research organizations (national, regional and global)?
 - Do we engage other donors and researchers including beyond of those in Yemen
- ▶ How does the Government and Bank proceed without being at risk?
 - Are the proposed measures and the five pilot programs sufficient/too large for intervention?



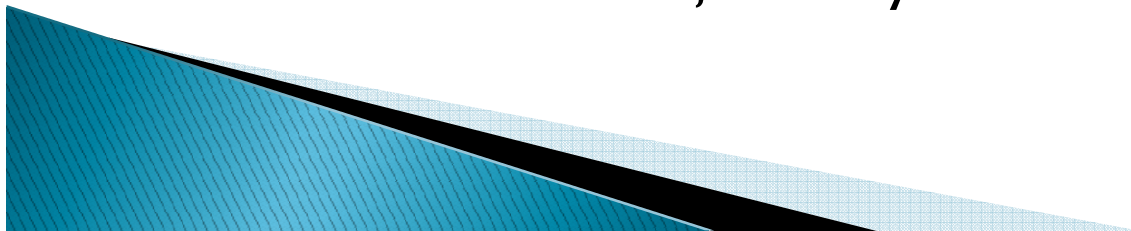
Guidance/ Agreement (Contd..)

- ▶ Should we devote more effort on key research issues?
 - What are the priority research topics? Should it be integrated to have a coherent program?
 - ▶ Are there risks involved in such a research program?
 - Proposed measures the right ones?
 - Any additional risks
 - ▶ Can we have identify at least 3 immediate research activities.
 - What would be the skills needed, costs & time frame provided? Any other suggestions?
 - ▶ What funding is needed sufficient for the work?, can it be supported? Are there other funds that could be tapped?
 - ▶ Do we have a network of national, regional and global research groups that we can tap, discipline and their availability;
 - ▶ Do we have a consolidated list (mapping) of research studies undertaken at national, regional and global that we can access?
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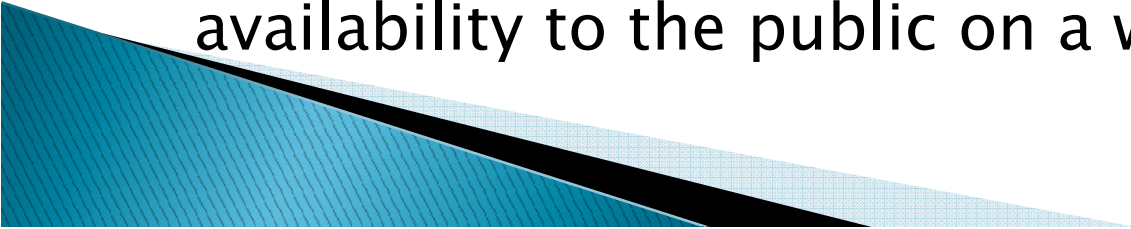
Towards an autonomous Qat Applied Research and & Information Center

A multi-disciplinary research and information center on Qat and results for:

- Target interventions for public awareness and prevention (poor, children, youth and women);
- Promotes national accountability to address Qat challenge;
- Provide evidenced based results for policy and guidance for government policies and interventions (health, water resources, crop diversification, safety net etc)

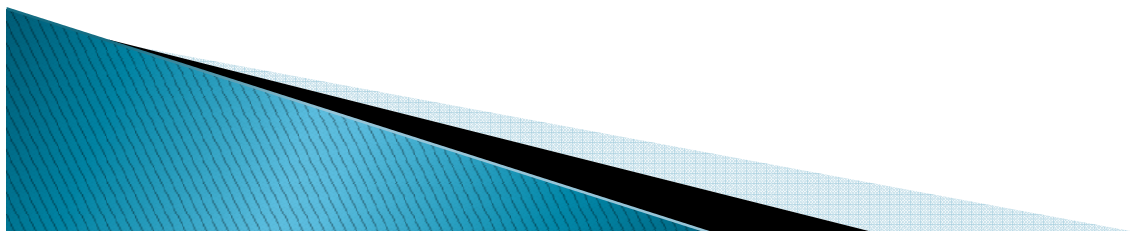


Qat Applied Research and Information Center –Objectives

- ▶ Support multi-disciplinary research required to understand the multi-dimensional causes, effects and impacts of the wide spread consumption of Qat
 - ▶ Carry out evidence-based actions towards the reduction of Qat demand
 - ▶ Promote public-private partnership
 - ▶ Support youth engagement and leadership (long process)
 - ▶ Set up a comprehensive data base of research materials and publications relevant to Qat and availability to the public on a web-site
- 

COMMUNICATION IS KEY

- ▶ Why do we need communications strategy
- ▶ How you write a communications strategy
- ▶ What a communications strategy looks like
- ▶ We need clear examples
- ▶ The goal of a communications strategy is to increase operational impact.



COMMUNICATION IS KEY

- ▶ Investing time into this process will help us:
 - Proactively focus our activities where there is the greatest potential for success;
 - Ensure our limited resources (time and financial) are most effectively applied;
 - Impose discipline and clear thinking about why it is in the best interest for us to pursue certain communications initiatives;
 - Integrate all of our public relations efforts: media, government, donor, corporate, etc.;
 - Ensure that everyone in the team is “on the same page” and telling the same stories about the Qat Challenge;
 - Achieve results that move us toward realizing the Bank’s goals; and
 - Encourage creative thinking about new ways to address old challenges.

