



**PEACEBUILDING FUND (PBF)**  
**ANNUAL PROJECT PROGRESS REPORT**  
**COUNTRY: Yemen**  
**REPORTING PERIOD: 1 JANUARY – 31 DECEMBER**

<b>Programme Title &amp; Project Number</b>
Programme Title: PBF/YEM/D-1 Joint Emergency Capacity Development Support to National NGOs working in communities affected by conflict' Programme Number (if applicable) MPTF Office Project Reference Number: <sup>1</sup> 00091370

<b>Recipient UN Organizations</b>
List the organizations that have received direct funding from the MPTF Office under this programme: UNDP
<b>Programme/Project Budget (US\$)</b>
PBF contribution (by RUNO) <b>USD 1,000,000</b>
Government Contribution <i>(if applicable)</i>
Other Contributions (donors) <i>(if applicable)</i> <b>USD 457,596</b>
<b>TOTAL:</b> <span style="float: right;">USD 1,457,596</span>

<b>Programme Assessment/Review/Mid-Term Eval.</b>
Assessment/Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No    Date:
Mid-Term Evaluation Report – <i>if applicable please attach</i>

<b>Implementing Partners</b>
List the national counterparts (government, private, NGOs & others) and other International Organizations: Ministry of Planning and International Cooperation, Ministry of Social Affairs and Labour (Government), WFP, UNICEF and UNFPA (United Nations) Humanitarian Forum (CSO) Social Fund for Development (Quasi-governmental)
<b>Programme Duration</b>
Overall Duration ( <i>months</i> )
Start Date <sup>2</sup> ( <i>dd.mm.yyyy</i> ) 25.07.2014
Original End Date <sup>3</sup> ( <i>dd.mm.yyyy</i> )    31.7.2016
Current End date <sup>4</sup> ( <i>dd.mm.yyyy</i> ) 31.12.2016

<b>Report Submitted By</b>
Name: Rawhi Afaghani

<sup>1</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to "Project ID" on the [MPTF Office GATEWAY](#)

<sup>2</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>3</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>4</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed.

Yes     No    Date:

Title: Project Manager  
Participating Organization (Lead): UNDP  
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## PART 1 – RESULTS PROGRESS

### 1.1 Assessment of the current project implementation status and results

**For PRF projects, please identify Priority Plan outcome and indicators to which this project is contributing:**

**Priority Plan Outcome to which the project is contributing.** Strengthened social cohesion at the sub-national and community level increases resilience to conflict

**Priority Plan Outcome indicator(s) to which project is contributing.**

Indicator 1: Number of district authorities with peace and development plans with earmarked commitments to sectors identified as conflict triggers.

Indicator 2: Percentage of target population with positive perceptions of the roles of governorate- and district-level administrations (disaggregated by target versus non-target districts, gender, age, marginalized group)

Indicator 3: Percentage of target population that has been consulted in the process of developing district peace and development plans (disaggregated by gender, age and marginalized groups)

**For both IRF and PRF projects, please rate this project’s overall achievement of results to date:** on track

**For both IRF and PRF projects, outline progress against each project outcome, using the format below. The space in the template allows for up to four project outcomes.**

**Outcome Statement 1:** Governorate Based NGOs (GB NGOs) in Yemen are sustainable, reliable and professional partners, for the Government of Yemen, UN agencies and international partners and thus increase the national capacity to: deliver aid to in need that cater to the distinct needs of men, woman, girls and boys in need.

**Rate the current status of the outcome:** on track

#### **Output progress**

*List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.*

Output 1:

- Trained 66 NGOs (126 people in total) on conflict sensitive approaches to (i) humanitarian assistance, (ii) early recovery and (iii) conflict-sensitive development.
- Assessment of 155 NGOs in the six targeted governorates to identify the most qualified/active NGOs and their needs for training.
- Produced and tested training manuals on the three thematic areas.

Output 2:

- Received 52 grant applications and awarded 12 small grants in the targeted governorates for the sum of \$74,257.00

Output 3:

- The online pool has been designed, built and launched (<http://www.yngosonlinepool.org/ar/>).

Output 4:

- Project planning and budgeting has been finalized and all needed staff hired, while monitoring is ongoing

## **Outcome progress**

*Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers? Is the theory of change that underpins the project design still relevant for this outcome (3000 character limit)?*

Due to the eruption of the war in Yemen, the project activities were suspended on April 10th, 2015. Since then the project received an exemption by PBSO to continue operating, however due to the escalating violence and worsening security situation in Yemen, UNDP could not resume the project activities until recently in June 2016 after receiving No-Cost-Extension from PBSO and revised project budget and activities.

The project team made a great progress starting with revising the plan to training 66 NGOs that already received basic training (project and finance management and monitoring and evaluation) during the previous phase of the project. The training focused on strengthening conflict sensitive approaches to (i) humanitarian assistance, (ii) early recovery and (iii) conflict-sensitive development. Our implementing Partner Humanitarian Forum Yemen assessed 155 NGOs in the six targeted governorates to identify the most qualified/active NGOs and their needs for training in each governorate. Training manuals on the three thematic areas have been produced and tested during a six-day workshop with the trainers.

Based on the assessment, 66 NGOs from the targeted governorates were selected to participate in the training. A 12-day training has been developed by our implementing partners and delivered. A total of 126 participants (up to 2 from each NGO) were brought to Sanaa in two groups and received the training between September 24 and October 20. The training has prepared the participating NGOs in the six targeted areas to implement high quality conflict sensitive projects and become viable trusted partners for the government and the international community.

A national consultant was hired to develop the guidance, support awarding grants to NGOs and provide project management support to NGOs receiving the grants. The consultant drafted the guidelines, and developing criteria for selecting NGOs for the grants. 52 out of 66 organizations, who participated at the training, applied for the grants. Grants proposals were selected based on the developed criteria including relevancy to the three topics (humanitarian competencies, conflict sensitivity and early recovery). A total of 12 NGOs received the grants (total grants sum of \$74,257.00 ) are currently implementing their projects. The small grants will allow the trained NGOs to apply acquired knowledge during the training and is also allowing them to design conflict-sensitive project in the targeted governorates.

Additionally, The customization phase of the online pool has been finalized (<http://www.yngosonlinepool.org/ar/>), and the pool has been launched. The online pool will encourage partnership between the NGOs and the international community, but also will encourage networking between NGOs as well. This will increase NGOs skills and knowledge-base and further strengthen their abilities to implement project in the targeted governorates.

## **Reasons for low achievement and rectifying measures**

*If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?*

Although the raging conflict in Yemen could by itself contribute to low achievement, the project team had found mechanisms to mitigate these effects through deployment of local actors, provide safe venues, while also involve and inform the local authorities about the project progress and ask for their help to provide needed support in targeted governorate.

## **Outcome Statement 2:**

**Rate the current status of the outcome: Please select one**

### **Output progress**

*List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.*

### **Outcome progress**

*Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers? Is the theory of change that underpins the project design still relevant for this outcome (3000 character limit)?*

### **Reasons for low achievement and rectifying measures**

*If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?*

## **Outcome Statement 3:**

**Rate the current status of the outcome: Please select one**

### **Output progress**

*List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.*

### **Outcome progress**

*Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers? Is the theory of change that underpins the project design still relevant for this outcome (3000 character limit)?*

### **Reasons for low achievement and rectifying measures**

*If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?*

**Outcome Statement 4:**

**Rate the current status of the outcome: Please select one**

**Output progress**

*List the key outputs achieved under this Outcome in the reporting period (1000 character limit). Outputs are the immediate deliverables for a project.*

**Outcome progress**

*Describe progress made during the reporting period toward the achievement of this outcome. This analysis should reflect the above indicator progress and the output achievement. Is there evidence of the outcome contributing to peacebuilding and to the specific conflict triggers? Is the theory of change that underpins the project design still relevant for this outcome (3000 character limit)?*

**Reasons for low achievement and rectifying measures**

*If sufficient progress is not being made, what are the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How are they being addressed and what will be the rectifying measures (1500 character limit)?*

**1.2 Assessment of project evidence base, risk, catalytic effects, gender in the reporting period**

<p><u>Evidence base:</u> What is the evidence base for this report and for project progress? What consultation/validation process has taken place on this report (1000 character limit)?</p>	<ul style="list-style-type: none"> <li>- The training component of the project is evidenced by the result of conducted survey in the six governorates to assess the NGOs and the three produced training manuals in the thematic areas of humanitarian core values, early recovery and conflict-sensitive development. Training is also evidenced by 126 trained members of 66 NGOs that have taken the training and received certificate.</li> <li>- Small grants -12 NGOs participated in the training received small grants.</li> <li>- Supporting evidence for the online pool is the webpage reachable at <a href="http://www.yngosonlinepool.org/ar/">http://www.yngosonlinepool.org/ar/</a>.</li> <li>- Evidence for hiring staff includes TORs and interview scoring.</li> <li>- For budgeting our implementing partner submitted budget and plans for the project remainder.</li> <li>- For monitoring the project, in addition to meetings agendas and minutes, interviews’ scoring and collected products (assessment report, manuals for training, training report), the project team conducted two fields visit since the project was restarted in June.</li> </ul>
<p><u>Funding gaps:</u> Did the project fill critical funding gaps in</p>	<p>The aimed of the project is to build the capacity of NGOs in specific thematic areas so that they can help mitigate local</p>

<p>peacebuilding in the country? Briefly describe. (1500 character limit)</p>	<p>conflicts. The importance of the project is recognized by stakeholders in Yemen, especially in the current conflict situation, as it equips credible and capable NGOs with conflict mitigation, prevention and sensitive skills that they can adopt and replicate to implement high quality and conflict-sensitive projects, in partnership with international humanitarian and development actors. Scarcity of qualified implementing partners on the ground is one of the main constraints to the delivery of conflict sensitive assistance, in particular in the areas targeted by the project.</p>
<p><u>Catalytic effects:</u> Did the project achieve any catalytic effects, either through attracting additional funding commitments or creating immediate conditions to unblock/accelerate peace relevant processes? Briefly describe. (1500 character limit)</p>	<p>Right from the beginning the project attracted other sources of funding (OCHA US\$ 457,596) and in kind contributions from SFD, UNFPA, WFP, UNICEF. Furthermore, the implementing partner contributed with their own funding to maintain the online pool for 6 months beyond the project lifecycle. Additionally as a result of field visit to Saada and Hajjah, the project team agreed with the local authorities to help further train local NGOs on conflict sensitive humanitarian delivery, early recovery and development. In that regard, our local partner agreed to provide in kind support (facilities, trainers, management, etc.) to train 40 trainers (from the six targeted governorates) on the three manuals to help training other local NGOs.</p>
<p><u>Risk taking/ innovation:</u> Did the project support any innovative or risky activities to achieve peacebuilding results? What were they and what was the result? (1500 character limit)</p>	<p>In September, new procedures introduced by Ministry of Foreign Affairs demanding that UN Agencies request prior written approval for holding any activity. Consequently, National Security barged into the event venue of one of the training and asked to stop the training. The new procedures could very much delay the implementation of the rest of the activities, which is taking place in November and December. The project team submitted a request and received an approval from the ministry to continue the training. The ministry provided the approval and the training continued. Additionally, UNDP introduced internal procedures on how to request the approval.</p>
<p><u>Gender:</u> How have gender considerations been mainstreamed in the project to the extent possible? Is the original gender marker for the project still the right one? Briefly justify. (1500 character limit)</p>	<p>Gender mainstreaming was taken into consideration from the very design phase of the project to make sure that both men and women would meaningfully participate at the training activities. As a result, out of the 126 trained NGO participants, 54 women were trained and out of the 66 NGOs trained in six governorate, 14 NGOs are women-focused.</p>
<p><u>Other issues:</u> Are there any other issues concerning project implementation that should be shared with PBSO? This can include any cross-cutting issues or other issues which have not been included in the report so far. (1500 character limit)</p>	<p>The project has been ensuring sustainability, appropriateness, credibility, flexibility and cost effectiveness in its strategies and activities through the following: 1-The project builds upon extensive existing national expertise by training 45 participants to become trainers on the three manuals of conflict sensitive humanitarian delivery, early recovery and development. These TOT will provide support to other organizations in their governorates in the future. 2-The project provided small grants to ensure that acquired training skills and capacities are applied in the field.</p>

	3-The project establishes an online pool of qualified NGOs beyond the project lifecycle to ensure exchange of experience, skills and ensure networking among NGOs and with international donors.
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**1.3 INDICATOR BASED PERFORMANCE ASSESSMENT:** *Using the Project Results Framework as per the approved project document- provide an update on the achievement of key indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, state this and provide any explanation in the qualitative text above. (300 characters max per entry)*

	<b>Performance Indicators</b>	<b>Indicator Baseline</b>	<b>End of project Indicator Target</b>	<b>Current indicator progress</b>	<b>Reasons for Variance/ Delay (if any)</b>	<b>Adjustment of target (if any)</b>
<b>Outcome 1</b> Governorate Based NGOs (GB NGOs) in Yemen are sustainable, reliable and professional partners, for the Government of Yemen, UN agencies and international partners and thus increase the national capacity to: deliver aid to in need	Indicator 1.1 # GB NGOs accredited by the project as sustainable, reliable and professional partners for the Government of Yemen, UN Agencies and international partners.	Insufficient and poorly qualified GB NGOs partners.  UN and INGO implementers consultants refer to weakness of local partner as well as the spread of social conflict including violence conflict as the major	UN and INGOs have high caliber GB NGO partners in 6 priority governorates by end of 2016	On Track		

		constraints in absorbing the foreign fund.				
	Indicator 1.2 # Projects implemented by trained GB NGOs by end of December 2016	Insufficient and poorly qualified GB NGOs partners.	One conflict-sensitive project implemented in each targeted governorates	On Track		
	Indicator 1.3					
Output 1.1 Governorate based NGOs (GB NGOs ) in priority conflict affected governorates have the capacity to implement high quality conflict sensitive projects.	Indicator 1.1.1 -NGOs Assessment report - 3 Manuals on three thematic areas (humanitarian assistance, early recovery and conflict-sensitive development) produced	- No assessment of NGOs capacities done following the resumption of the project, a year after start of war. - Collection of existing training manuals produced by UNDP and	- 120 NGOs in six governorates has been assessed  -Three manuals on thematic areas produced	- Completed assessment report - Completed and tested 3 manuals on the three thematic areas.		

		others on the three thematic areas				
	Indicator 1.1.2 - # of NGOs trained in six governorates -Automated accounting system established within selected GBNGOs	- Numerous NGOs mainly based at the governorates level, have weak capacity in general and absence in many key geographical areas.	- 40 GBNGOs in at least 4 governorates accredited as professional partners - Automated Accounting System is developed and installed on at least 30 GBNGOs - TOT conducted	- Completed training of 126 participants from 66 NGOs in 6 governorates. - Completed TOT of 45 participants - Automated accounting software is on track		
Output 1.2 GBNGOs implement peacebuilding and conflict sensitive interven	Indicator 1.2.1 # of peacebuilding and conflict sensitive projects implemented by NGOs	NGOs have limited capacity to deliver conflict-sensitive projects and manage resources	At least 6 peacebuilding and conflict sensitive projects implemented in project target governorates	12 NGOs out of 52 applicants have been awarded grants and is currently implementing projects in the six targeted governorates		
	Indicator 1.2.2					

Output 1.3 An online pool of accredited GBNGOs will be established to facilitate partnerships of GBNGOs with the government, national and international development and humanitarian agencies.	Indicator 1.3.1 # of NGO and INGO profiles present in the pool and number of users registered for the online pool	No online pool with information on sustainable, reliable and professional partners	Sustainable online pool is established in consultation with potential users and functioning	Online pool completed - designed and lunched <a href="http://www.yngosonlinepool.org/ar/">http://www.yngosonlinepool.org/ar/</a>		
	Indicator 1.3.2 Project staff recruited	Following the resumption of the project in July 2016 needed to hire staff to resume the activities	Staff hired and delivered all activities	Completed - All project staff hired		
Management and monitoring of the project.	-Implementing Partner monthly report -Field visits by Project team		-7 monthly report by Partner - 2 field visits	- 5 monthly progress reports have been submitted to the project manager - Project team conducted two		

				field visit to Hajjah and Sa'ada and met with local authorities and representatives of NGOs that have selected for training		
<b>Outcome 2</b>	Indicator 2.1					
	Indicator 2.2					
Output 2.1	Indicator 2.1.1					
	Indicator 2.1.2					
Output 2.2	Indicator 2.2.1					
	Indicator 2.2.2					
Output 2.3	Indicator 2.3.1					
	Indicator 2.3.2					
<b>Outcome 3</b>	Indicator 3.1					
	Indicator 3.2					
Output 3.1	Indicator 3.1.1					

	Indicator 3.1.2					
Output 3.2	Indicator 3.2.1					
	Indicator 3.2.2					
Output 3.3	Indicator 3.3.1					
	Indicator 3.3.2					
<b>Outcome 4</b>	Indicator 4.1					
	Indicator 4.2					
Output 4.1	Indicator 4.1.1					
	Indicator 4.1.2					
Output 4.2	Indicator 4.2.1					
	Indicator 4.2.2					
Output 4.3	Indicator 4.3.1					
	Indicator 4.3.2					

## PART 2: LESSONS LEARNED AND SUCCESS STORY

### 2.1 Lessons learned

*Provide at least three key lessons learned from the implementation of the project. These can include lessons on the themes supported by the project or the project processes and management.*

Lesson 1 (1000 character limit)	Training materials: More time should have been given to prepare the manuals and tested them in the field to receive feedback. Although a six--day work shop was held with the trainers, the ToR of the consultant that prepared the manuals should include more methods for researching and test the manuals. Additionally, while the conducted NGOs' capacity assessment informed the manual, the assessment the consultant that produced the manuals should have been also involved in the field research.
Lesson 2 (1000 character limit)	Training: It was noticed during the training that the institutional capacity of NGOs from Aden and Abyen is weaker compared to other NGOs from other governates. These NGOs needed more basic (institutional, financial, management) training to build their capacity.
Lesson 3 (1000 character limit)	TOT training: To select participants for the TOT training, our implanting partner gave priority to those who participated in the thematic training with high scores and based on their trainers' recommendations and good resume. Additionally, to make sure that more NGOs are trained as TOT, we agreed with our partners not to select two participants from the same NGO even if they both have high scores. This method of selecting participants for TOT, however, led to disparity of skills between the participants, which was reflected during the TOT training. Thus, the selection processes should have been only based on scoring since the target is to build capacities on a governorate level.
Lesson 4 (1000 character limit)	NGOs' proposal for small grants: The short time reflected in the project plan led to pushing the NGOs to submit their project before finalizing the training on early recovery. This led to receiving more proposals in the areas of humanitarian delivery and conflict sensitive development.
Lesson 5 (1000 character limit)	

### 2.2 Success story (OPTIONAL)

*Provide one success story from the project implementation which can be shared on the PBSO website and Newsletter as well as the Annual Report on Fund performance. Please include key facts and figures and any citations (3000 character limit).*

## PART 3 – FINANCIAL PROGRESS AND MANAGEMENT ARRANGEMENTS

### 3.1 Comments on the overall state of financial expenditure

Please rate whether project financial expenditures are on track, slightly delayed, or off track: on track

If expenditure is delayed or off track, please provide a brief explanation (500 characters maximum):

Please provide an overview of expensed project budget by outcome and output as per the table below.<sup>5</sup>

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Governorate Based NGOs (GB NGOs) in Yemen are sustainable, reliable and professional partners, for the Government of Yemen, UN agencies and international partners and thus increase the national capacity to: deliver aid to in need that cater to the distinct needs of men, woman, girls and boys in need.					
Output 1.1	GBNGOs in priority conflict affected governorates have the capacity to implement high quality conflict sensitive projects.	UNDP	\$336,623	\$278,099	
Output 1.2	GBNGOs implement peacebuilding and conflict sensitive interventions in target areas.	UNDP	\$75,600	\$0	Expenses for the activity will be reflected by end of November.
Output 1.3	An online pool of accredited GBNGOs will be established to facilitate partnerships of GBNGOs with the government, national and	UNDP	\$26,250	\$16,863	

<sup>5</sup> Please note that financial information is preliminary pending submission of annual financial report to the Administrative Agent.

	international development and humanitarian agencies.				
	Management and monitoring of the project.		\$116,550	\$70,521	
Outcome 2:					
Output 2.1					
Output 2.2					
Output 2.3					
Outcome 3:					
Output 3.1					
Output 3.2					
Output 3.3					
Outcome 4:					
Output 4.1					
Output 4.2					
Output 4.3					
Total:					

### 3.2 Comments on management and implementation arrangements

*Please comment on the management and implementation arrangements for the project, such as: the effectiveness of the implementation partnerships, coordination/coherence with other projects, any South-South cooperation, the modalities of support, any capacity building aspect, the use of partner country systems if any, the support by the PBF Secretariat and oversight by the Joint Steering Committee (for PRF only). Please also mention if there have been any changes to the project (what kind and when); or whether any changes are envisaged in the near future (2000 character maximum):*

Scarcity of qualified implementing partners on the ground is one of the main constraints to the delivery of conflict sensitive assistance, in particular in the areas targeted by the project. The project has greatly invested in partnership with local implementing partners, Humanitarian Forum Yemen (HFY), to deliver on the ground. By utilizing project implementation modality through local partner, the project ensured timely delivery and overall management and monitoring responsibility. HFY is a non-profit organization represent humanitarian corporation/ foundations and is a network of 21 Yemeni National NGOs. The HFY is a coordinating body and functions as a network. It works mainly through its member and partner organizations. Generous feedback has also been received from humanitarian partners engaged in the relief and recovery response in Yemen, who highlighted that lack of qualified partners with access to conflict areas undermines the quality of conflict sensitive humanitarian efforts. The project has also sought and achieved close coordination with local authorities, community leaders and, as necessary, de facto authorities.

The development/expansion of the training materials, including strengthening conflict sensitive approaches to humanitarian assistance, early recovery and development, envisioned laying down the foundations for sustainable recovery and allowing NGOs understand the environment they work in, especially the conflict dynamics, and the nature of their engagement to avoid reinforcing conflict dynamics while generating opportunities to support peacebuilding through development. Although no change is envisaged in the strategy of the project - the forced suspension of activities has put the project under strain both in terms of implementation timeframe and allocation of funds. NGOs are ever more needed under the current humanitarian crisis. Since the project has been extended to the end of 2016 it was necessary to revise all activities to make s