



**PEACEBUILDING FUND (PBF)
END OF PROJECT REPORT
COUNTRY: Yemen
REPORTING PERIOD: 2014-2016**

<p align="center">Programme Title & Project Number</p> <p>Programme Title: Peace Building Fund Secretariat Programme Number (if applicable) 00091194 MPTF Office Project Reference Number:¹ 00091194</p>
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<p align="center">Recipient UN Organizations</p> <p>List the organizations that have received direct funding from the MPTF Office under this programme: UNDP</p>

<p align="center">Implementing Partners</p> <p>List the national counterparts (government, private, NGOs & others) and other International Organizations: Ministry of Planning & International Cooperation (MoPIC) and RCO</p>

<p align="center">Programme/Project Budget (US\$)</p> <p>PBF contribution (by RUNO) USD 1,100,000</p> <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable) NA</p> <p>TOTAL: USD 1,100,000</p>
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<p align="center">Programme Duration</p> <p>Overall Duration (months) 2.6 years Start Date² (dd.mm.yyyy) 09/07/2014</p> <p>Original End Date³ (dd.mm.yyyy) July 2016</p> <p>Final End date⁴(dd.mm.yyyy) 31 December 2016</p>
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<p align="center">Programme Assessment/Review/Mid-Term Eval.</p> <p>Mid-Term Evaluation / Review - if applicable <i>please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date:</p> <p>End of project Evaluation- <i>if applicable please attach</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date:</p>

<p align="center">Report Submitted By</p> <p>Name: Lina A. Shamsadin</p> <p>Title: National Programme Officer Participating Organization (Lead): UN- RCO</p>
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¹ 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](#)
² 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](#)
³ As per approval of the original project document by the relevant decision-making body/Steering Committee.
⁴ 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.

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PART 1 – RESULTS PROGRESS

1.1 Assessment of the project implementation status and results

For PRF projects, please identify Priority Plan outcome and indicators to which this project has contributed:

<i>Priority Plan Outcome to which the project has contributed.</i> Effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.
<i>Priority Plan Outcome indicator(s) to which project has contributed.</i> Timely submission of the PBF Secretariat Annual Report; Quality coordination and communication from PBF secretariat .

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: Effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it

Rate the current status of the outcome: on track

Indicator 1: Timely submission of the JSC Annual Report	Baseline: N/A Target: within 7 days of the deadline Progress: Only one JSC's report has been submitted in 2014, after conflict started, this indicator was measured on the timely submission of the PBFS report. PBFS report have all been submitted on time.
Indicator 2: High quality JSC Annual Reports	Baseline: N/A Target: “acceptable” rating by PBSO review team Progress:PBFS Reports reflect all activities and progress of the project.
Indicator 3: Quality Coordination and Communication from JSC Secretariat	Baseline: N/A Target: Key partners (e.g. RUNOs and other stakeholders) satisfied with level and timeliness of JSC Secretariat communication and coordination Progress:Continuous coordination and consultation with PBF project managers and concerned programme staff of RUNOs to answer all question and concerns, and to ensure timley and quality reporting according to guidelines given by MPTFO and PBSO. RUNOs are satisfied with the level of communication and messaging.

Output progress at the end of project

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

Output 1:

YPPP approved and signed between the UN and the Government & the establishment of the PBF Secretariat

Output 2:

All Mid- year, annual and end reports of all PRF projects submitted.

Output 3:

Refund of unspent money. The secretariat followed up with closed projects to refund unspent money back to MPTF.

Output 4:

Extension of the YPPP and the Secretariat, along with 2 PRF projects

Outcome progress at the end of project

Describe progress made 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 (3000 character limit)?

In 2014, JSC meetings were held to review and approve the YPPP and six PRF projects for funding. The YPPP was officially signed between the UN and the Government of Yemen on 29 May 2014. Eventually a funding of USD 13.1 million was approved by PBSO for a total of eight PRF projects in Yemen. A consultant was recruited to start the establishment of the secretariat and the recruitment of the national staffs. By February 2015, the Secretariat was established and functional

Unexpectedly, the irruption of the conflict in Yemen in March 2015, interrupted the peacebuilding process. Accordingly, in April 2015, PBSO suspended, in principle, activities in Yemen financed by the Peacebuilding Fund.

However, PBSO authorized the continuation of a few specific activities financed by the PBF, including human rights monitoring, the development of modules for conflict sensitive programming as well as some limited capacity building of NGOs on conflict sensitive programming and assistance delivery. Given that the continuation of certain activities financed under the PRF window required support from the PBF Secretariat for Yemen, PBSO also authorized the continuation of this project until the end date of the Yemen Peacebuilding Priority Plan.

Peacebuilding Projects that didn't seem feasible to function under such situation were suspended and eventually terminated. Accordingly the Secretariat coordinated the refunding and closure of the suspended PRF Projects.

Moreover, since the situation in the country was slightly starting to improve, it allowed for certain peacebuilding activities to be conducted, some of the PBF activities that were previously impossible. PBSO approved the extension of the YPPP,

and the extension of the PBF Secretariat until the end of 2016. Eventually projects were extended until the end of December 2016. Evidently many crucial activities that were then implemented contributed to the Peace outcomes. For instance, under the project “Joint Emergency Capacity Development Support to National NGOs Working in Communities Affected by Conflict” a training for 66 NGOs has been delivered, 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. Also the “Enhance trust between security institutions and the general population” Project continued on its activities that are associated with monitoring, documenting and reporting of human rights violations. This outcomes, in the long run, support to the peacebuilding process in Yemen.

Despite the unexpected turn of events and the unforeseen circumstance the outcome of this project was successful in contributing to the peacebuilding efforts in Yemen, and it supported the achievement of the results of the Priority Plan through the effective coordination between all counterparts.

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

Instability and the conflicted political situation in the country slowed down the work progress. Relocation of RUNO's staff to outside the country since the beginning of the conflict were the main reasons for slow progress. Projects were suspended on April 9th, 2015, the war was not foreseen in the risk matrix and had no rectifying measures; it pushed all the JSC members to leave the country; and the role of the GoY perished during the conflict, so there was no one to coordinate the security risk with. All UN offices in the country were operating with reduced international staff members.

However the Secretariat was able to mitigate the effect of the conflict by coordinating a series of actions to ensure that work of the secretariat was still effective. The team was relocated to Amman, Jordan for two months on a mission to work on the suspension process. In addition the secretariat has been able to work remotely to support the counterparts.

Outcome Statement 2:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline:

	Target: Progress:
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Output progress at the end of project

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

Outcome progress at the end of project

Describe progress made 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 (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

Outcome Statement 3:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

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

Outcome progress at the end of project

Describe progress made 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 (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

Outcome Statement 4:

Rate the current status of the outcome: on track

Indicator 1:	Baseline: Target: Progress:
Indicator 2:	Baseline: Target: Progress:
Indicator 3:	Baseline: Target: Progress:

Output progress at the end of project

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

Outcome progress at the end of project

Describe progress made 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 (3000 character limit)?

Reasons for low achievement and rectifying measures

If sufficient progress was not made, what were the key reasons, bottlenecks and challenges? Were these foreseen in the risk matrix? How were they addressed (1500 character limit)?

1.2 Assessment of project evidence base, risk, catalytic effects, gender at the end of the project

Evidence base: What was the evidence base for this report and for project progress? What consultation/validation process has taken place on this report (1000 character limit)?	The uploaded mid-year reports, annual reports, and end reports into the MPTF Gateway. The Refunds of unspect money to the MPTF banck account. The constant consultation with PBSO and RUNOs are the evidence base for this report.
Funding gaps: Did the project fill critical funding gaps in	The Secretariat filled a funding gap because there was no sufficient coordination capacity among the national

<p>peacebuilding in the country? Briefly describe. (1500 character limit)</p>	<p>counterparts and within the UN RC Office. The project helped in better coordination with RUNOs, and PBSO</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>The project achieved catalytic effects through the efficient coordination between all counterparts and stakeholders. The project was successful in facilitating the suspension, closing, refunds, and extensions of the various peacebuilding projects in a professional manner. The project filled the communication gap that existed before the establishment of the Secretariat.</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>The work of the Secretariat was interrupted by the conflict and the risk of its mission being hindered emerged. The team relocated to Amman, Jordan and was able to set in place a coordination mechanism to make sure the work continues. Overcoming these obstacles was not easy, but the team succeeded in meeting its objectives during the crisis.</p>
<p><u>Gender marker:</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>The original gender marker is still the right one, because it is based on the gender sensitivity of the PBF program</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>N/A</p>

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. (250 characters max per entry)*

	Performance Indicators	Indicator Baseline	End of project Indicator Target	Current indicator progress	Reasons for Variance/ Delay (if any)	Adjustment of target (if any)
Outcome 1 Effective coordination, monitoring, reporting, analysis and communication on the achievement of the Priority Plan results and the projects that support it.	Indicator 1.1 Timely submission of the JSC Annual Report	N/A	within 7 days of the deadline	Only one JSC's report has been submitted in 2014, after conflict started, this indicator was measured on the timely submission of the PBFS report. PBFS report have all been submitted on time.	JSC is not functional due to the conflict in the country	Timely submission of PBFS reports
	Indicator 1.2 High quality JSC Annual Reports	N/A	“acceptable” rating by PBSO review team	PBFS Reports reflect all activities and progress of the project.		
	Indicator 1.3 Quality coordination and communication	N/A	Key partners (e.g. RUNOs as well as non-UN	Continous coordination and consultation with PBF project		

	from secretariat	PBF	stakeholders) satisfied with level and timeliness of PBF secretariat communication and coordination	managers and concerned programme staff of RUNOs to answer all question and concerns, and to ensure timley and quality reporting according to guidelines given by MPTFO and PBSO. RUNOs are satisf		
Output 1.1	Indicator 1.1.1					
	Indicator 1.1.2					
Output 1.2	Indicator 1.2.1					
	Indicator 1.2.2					
Output 1.3	Indicator 1.3.1					
	Indicator 1.3.2					
Outcome 2	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					
Outcome 3	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					
Outcome 4	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)	The Results Frameworks of the PRF projects did not aligned with the PBF M&E Guidelines. The establishment of the Secretariat came after the approval of the different projects, and this has contributed to ineffective supervision over these projects. The secretariat should be established first, so that there is proper monitoring of proposed projects
Lesson 2 (1000 character limit)	The project budget did not reflect accurate lines to meet the needs at different levels. A more comprehensive budget preparation should be implemented to avoid any budget reviews later on.
Lesson 3 (1000 character limit)	The recent conflict in Yemen has proved that many unforeseen events can cause the suspension of the project, and obstruct the work. Guidelines for such scenarios should be in place to ensure smooth process in such circumstances.
Lesson 4 (1000 character limit)	
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 were on track, slightly delayed, or off track: on track

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

Only about 58% of the approved budget was utilized. The low expenditure of this project is due to the security situation in the country. The suspension of the programme coordinator position count for about 21% of the budget. Furthermore, no trainings or capacity building activities were carried out, due to the security situation, the relocation of most project manager. Their absence in the country at the same time didn't allow for conducting peacebuilding workshop/ trainings.

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

Output number	Output name	RUNOs	Approved budget	Expensed budget	Any remarks on expenditure
Outcome 1: Effective coordination, monitoring, reporting, evaluation and communication on the achievement of the Priority Plan results and the projects that support it.					
Output 1.1			1,100.000	642,308.00	Most expenditures are on track, except for the P4 programme position, and the trainings.
Output 1.2					
Output 1.3					
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) (2000 character maximum):

The overall management of this project and the flexible arrangements that have been made, help enormously in the accomplishment of the implementation of the project outcome. The Secretariat is hosted by the UN RC Office and worked very closely with the UNCT, all project managers and concerned programme staff of RUNOs on a daily basis and it helps in terms of secretarial assistance, logistics, security compliance, situation analysis of any major security related or new political developments. When the security situation deteriorated and working from Yemen wasn't feasible anymore the secretariat was working remotely from outside the country, the flexibility in the working arrangement allowed for a successful delivery of the project.

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

