

PBF – PROJECT DOCUMENT



United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)

PROJECT DOCUMENT COVER SHEET

<p>Project Title: Joint Emergency Capacity Development Support to National NGOs working in communities affected by conflict</p>	<p>Recipient UN Organization(s): UNDP</p>
<p>Project Contact: Rosemary Willey-Al'Sanah Address: UNDP, Yemen Telephone:00967 712222323 E-mail: rosemary.willey-alsanah@undp.org</p>	<p>Implementing Partner(s) – name & type (Government, CSO, etc.): Ministry of Planning and International Cooperation (MoPIC), Ministry of Social Affairs and Labor (MoSAL) (Government) WFP, UNICEF and UNFPA (UN agencies) Humanitarian Forum (CSO) Social Fund for Development (Quasi-governmental)</p>
<p>Project Number: <i>To be completed by UNDP MPTF Office</i></p>	<p>Project Location: Sana'a, Republic of Yemen (will promote capacities for NGOs in conflict areas)</p>
<p>Project Description: This project will support the transition by providing emergency capacity building to National NGOs at the governorate level, thus enabling them to: deliver dividends of peace to populations in a conflict sensitive manner; ensure adherence to 'do no harm' principles; promote democratic participatory approaches; increase aid absorption; and reach excluded vulnerable groups in volatile areas; and through this reduce inequity of delivery and promote continued popular support for the ongoing political process.</p>	<p>Total Project Cost: US \$ 4,986,000 Peacebuilding Fund: US \$ 1,000,000 OCHA/ERF: US\$ 457,596 UNDP BCPR TTF: 0 Government Input: in kind0 Other: US\$ 3,528,404 (to be mobilized) UNICEF: in-kind contributions for development of training modules and provision of qualified technical trainers. WFP: in-kind and cash contributions, including the provision of training, both in terms of personnel and materials, and other required support UNFPA: in-kind contributions to training materials and human resources.(tbc)</p>

	<p>Project Start Date and Duration:</p> <p>May 2014 for 24 months</p>
<p>Gender Marker Score¹: This project will score 2 on the gender marker. Specific components of the project are targeted to ensure inclusion of women in all trainings, including practical work to a minimum of 30%. In addition NGOs composed of and working with women will be identified and specifically included as beneficiaries in the project.</p> <p>A core training module to ensure gender mainstreaming across all projects is included and specific elements of response to the specific needs of men, women, boys and girls will be covered in tailored thematic trainings.</p>	
<p>PBF Outcomes²(from an existing National Planning Framework or, if it does not exist, then PBF specific/ related to peacebuilding):</p> <p>Direct support to the peace process, enabling the implementation of objectives prioritised in the Governments Transition Plan for Stabilisation and Development (TPSD), by empowering governorate based national Non-Government Organisations (NGOs) to deliver dividends of peace including humanitarian aid, basic social services and livelihoods in a principled and highly professional manner, and thus address pivotal community level triggers of conflict, in partnership with international agencies.</p>	
<p>Project Outputs and key Activities:</p> <ul style="list-style-type: none"> • Capacity Governorate Based NGOs (GB NGOs) to implement high quality and conflict sensitive projects. • Local actors and communities have experienced conflict mitigation, prevention and sensitive skills that they can adopt and replicate. • An on-line 'Pool' of accredited GB NGOs established to facilitate Government of Yemen (GoY), UN, International NGO and donor partnerships for implementation. <p>Activities Include:</p> <ul style="list-style-type: none"> • Inclusive formulation of NGOs selection criteria. • In collaboration with the GoY (MoPIC and MoSAL) identification of GB NGOs with the potential, but lacking the capacity and resources, to partner international agencies and donors. • Delivery of a comprehensive training on Core skills based on community based, conflict sensitivity and 'do no harm' principles to ensure continued support of the peace process during transition and beyond. • Implementation of peace building, conflict sensitive interventions as dividends of peace. • Development of a pragmatic, but academically accredited, training program to build the capacity of GB NGOs to a high reliable and professional standards. • Delivery Training of Trainers from the targeted governorates. • Delivery of in-depth training in thematic areas including, conflict prevention and protection as well as services and livelihoods. • Mentoring and continuous learning support of 'theoretically trained' NGOs throughout a project implementation cycle. • Establishment and maintenance of an on-line 'pool' of qualified NGOs to ensure the continued availability of highly professional GBNGOs experienced in conflict sensitive implementation to sustain conflict 	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

² PBF outcome areas

1: Support the implementation of peace agreements and political dialogue (Priority Area 1):

(1.1) SSR; (1.2)RoL; (1.3) DDR; (1.4) Political Dialogue;

2: Promote coexistence and peaceful resolution of conflicts (Priority Area 2):

(2.1) National reconciliation; (2.1) Democratic Governance; (2.3) Management of natural resources;

3: Revitalize the economy and generate immediate peace dividends (Priority Area 3):

(3.1) Short-term employment generation; (3.2) Sustainable livelihoods

4) (Re)-establish essential administrative services (Priority Area 4)

(4.1) Public administration; (4.2) Public service delivery (including infrastructure).

management mechanisms.

(for PRF-funded projects)	
Co-chairs of the Joint Steering Committee	
Mr. Paolo Lembo <i>United Nations Resident Coordinator</i>	HE Mr. Mohammed Al-Sa'adi <i>Minister of Planning and International Cooperation</i>
Signature 	Signature 
Date & Seal 	Date & Seal 29/05/2014 
Mr. Jamal Benomar <i>Head, Office of Special Adviser on Youth</i> <i>Secretary-General on Youth (OSASG)</i>	
Signature 	
Date & Seal 	
Recipient UN Organization(s)	Representative of National Authorities
Ms. Mikiko Tanaka, <i>UNDP Country Director</i>	HE Ms. Amat Al-RazaqHu'maad <i>Minister of Social Affairs and Labour</i>
Signature 	Signature 
Date & Seal 10/4/2014 	Date & Seal 

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PROJECT COMPONENTS:

COMPONENT 1: (The “WHY”)

a) Situation analysis, financial gap analysis and assessment of critical peacebuilding needs

- Conflict drivers and critical peacebuilding needs:

The context in Yemen has changed significantly over the last few years. The country has faced repeated conflict and crisis since 2004, which generated a different set of needs and tested the population's capacity to cope, especially among the most vulnerable. The root causes of conflict and disputes are the lack of equal development, real freedom, citizenship and lack of access to basic social services, which raise the issue of equity in the distribution of resources and underpin the need for a long term development vision. In the wake of mass protests in other countries in the Middle East, popular demonstrations started in Yemen in late January 2011 resulting in demands for a more responsive and legitimate government. Since, continuous pro and anti-regime mass protests have taken place throughout the country, which ended by signing of the GCC initiative and its implementation mechanism in Riyadh, Saudi Arabian on 23 November 2011. The first phase of agreement has been implemented with formation of the unity government and early Presidential elections of 21 February 2012, which shown a very high turnover of 65% according to Supreme Commission for Elections and Referendum (SCER). This is an indication that people of Yemen are looking forward for changes among which freedom, equal citizenship and participation, as well as better and equal livelihood opportunities for all.

- Existing efforts and gaps:

Populations, especially in post-conflict areas, are becoming increasingly disillusioned with the Transition Process. Whilst ever they see no tangible evidence on the ground that transition will lead to an improvement in their daily lives they view the political process from afar with increasing skepticism and growing resentment. Excluded and impoverished populations (13 million have no access to clean water, 10.5 million people are food insecure, 1 million children under 5 suffer from acute malnutrition and unemployment rates for youth hover at approximately 50 percent) had expected change in the form of improved services, economic revival in terms of employment and, for returning displaced persons, help to re-establish their torn lives. Some 7.6 million people will be targeted for humanitarian assistance in 2014. Meeting their needs will cost US\$ 592 million. This year, the Yemen Humanitarian Response Plan has improved targeting and prioritization of humanitarian actions and the humanitarian requirement is based on the costing of planned interventions per beneficiary rather than on projects. As long as those 'dividends of peace' are not tangibly materialized popular commitment to the peace process will continue to evaporate and increase the risk of return to violence and or support for extremist groups.

In some instances ongoing delivery is doing harm, exacerbating volatility and provoking conflict as a result of insensitive, unprofessional delivery methodologies. Untrained Governorate Based NGOs (GB NGOs) are not aware of the dangers of unclear selection criteria, conflict insensitivity or no transparency, the lack of which raises suspicion resentment and on occasions' violence within communities and retaliation against the agency of the beneficiaries. Projects designed to defuse triggers of conflict including provision of Social Services, livelihoods, traditional justice and governance can in practice inflame them and increase rather than decrease instability if not delivered in a conflict sensitive manner.

Lack of qualified GB NGOs is a major constraint to delivery of aid and other forms of 'dividends of peace', especially at the local level. There is consensus amongst all stakeholders, including Yemeni civil society, GoY, donors, UN agencies and international NGOs, that the lack of GB NGO capacity is a priority gap which needs to be addressed. Due to the deterioration of security situation, International agencies would require national NGO partners deliver both humanitarian assistance and early

recovery initiatives. Small interventions e.g. training on Humanitarian principles and isolated thematic issues have been conducted and plans are in progress to support Sana'a University to develop a program for NGOs but these are piecemeal and in the main Sana' focused.

b) Project (Portfolio) Justification

- Project's relevance to peacebuilding:

This project will support the GoY Transitional Plan for Stabilization and Development (TPSD) by enabling more effective implementation of TPSD priority area 3 "Meeting urgent humanitarian and material needs". Thus, key triggers of conflict will be addressed and popular support and commitment to the peace process will be enhanced. In addition the NGOs will be capacitated with additional skills for conflict prevention and mediation that would be required to be introduced at the local, and particularly the community level, as an alternative model of coping with tension.

The project will quickly:

- Increase the scale and quality of dividends of peace delivered at the governorate, district and community levels;
- Provide viable implementation partners for GoY, international agencies (UN and INGOs) and donors;
- Increase absorption capacity to the \$300 Million, Humanitarian Funding received;
- Facilitate access to sensitive conflict and post-conflict areas currently inaccessible to international organizations;
- Increase the capacity of civil society and community representative as agents of change.

- Catalytic effects:³

Increased capacity to GB NGOs will have catalytic effects on:

- Enhancing the long term use of conflict prevention and 'do no harm' principles in aid delivery.
- Embedding participatory/democratic approaches into GB NGO implementation methodologies.
- Increasing communication and trust between state, civil society and communities.
- Ensuring that capacity of GB NGOs to play a central role post transition development.
- Enabling continued equitable delivery, especially in Yemen's rural areas.

Whilst the majority of local authorities welcome capacity building of GB NGO and participatory approaches this may not be the case everywhere. Liaison with the Houthi de facto authority Executive Committee (EC) will be needed to protect Sa'adah GB NGOs from a political backlash. However, UNDP has developed a strong working relationship in the governorate such that negative impact can be avoided. Development of a cadre of principled and trustworthy partners in Sa'adah is critical if the governorate post conflict population is not to be increasingly excluded for the national program. The exclusion of Sa'adah populations from international and government support programs not only increases their vulnerability and needs but also promotes the popular perception that Sa'adah is deliberately prejudiced against and undermined, thus strengthening the Houthi separatist position.

An innovative focus on civil society as a complement to the state in early recovery is essential in Yemen. The mapping, training and inclusion of national NGOs into humanitarian work is persistently overlooked in humanitarian emergencies, with the result that national civil society is often supplanted by International NGOs. During a humanitarian response national NGOs lose staff, resources and

³Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) launches an initiative that allows for longer-term or larger peacebuilding efforts or b) unblocks a stalled peacebuilding process and/or c) it undertakes an innovative, risky or politically sensitive intervention that other actors are unwilling to support and that addresses conflict factors. Also See www.unpbf.org/catalytic programming, or *Guidance Note How to programme for catalytic effects? (Annex 5.2)*

political support. Undermining National NGOs eventually adds to a depletion of national civil society in general. In many cases, the key gap is that national NGOs do not have sufficient familiarity with the procedures and requirements of international organisations to qualify for, manage and report on the sub-contracts offered by the humanitarian sector.

COMPONENT 2: (the “What”)

a) Project focus and target groups

- Project focus: The project will also deliver on pillars 2 and 3 of the peacebuilding fund.

The project will undertake activities to build and/or strengthen national capacities to promote coexistence and peaceful resolution of conflict and to carry out peacebuilding activities and will, in the longer term evolve into advocates or partners of government rather than just sub-contractors, for international agencies for service provision.

In the short term this project will enable international community to deliver ‘dividends of peace’ in partnership with GB NGOs, to increase stabilization and support for the peace process by populations most at risk of return to violence or support for radical groups.

By capacity building of a GB NGOs as partners the project will enable the GoY and international partners to improve the thematic balance of the TPSD by facilitating implementation of the third TSDP priority to “meet urgent humanitarian and material needs”. Evidence of tangible change at the community level, especially in post-conflict areas will help to re-ignite dwindling trust in the transitional process and counter trends towards conflict and radicalism.

In addition to short term gains, National NGO will be empowered to make a greater contribution to democratization and civil society participation beyond the transition. GB NGO members are from the local communities their training in conflict prevention, humanitarian principles, human rights and inclusive participatory planning will have a ‘ripple effect’ into the wider community and contribute to the development of a culture of problem solving through mediation, negotiation and development rather than by violence.

- Key target groups/beneficiaries:

Vulnerable and marginalized communities and groups will benefit from the capacity building of GB NGO as beneficiaries of high quality ethical humanitarian and development aid. GB NGO will have the capacity to identify and meet the needs of priority groups including women, youth and ethnic minorities thus promoting social inclusion as well as conflict prevention at the local level. Members of the community are also members of GB NGOs and benefit from training. Thus approaches and methodologies of conflict prevention will be absorbed into community practice.

Direct beneficiaries of the project will be GB NGOs and their staff. Currently the capacity of both is weak and they do not have the trust of either the international or local communities as efficient, reliable actors of change and development. Donors and international agencies are reluctant to enter into partnership with them and thus GB NGO have neither the skill base or funding to deliver aid or effect positive change within communities. By the end of the project 60 GB NGOs in at least 6 governorates will have accredited theoretical skills and proven capacity to implement on the ground. Through registration in an ‘on-line pool’ they will become the partners of choice for international stakeholders. A clear mechanism for the delivery of ‘dividends of peace’ by the international community will be sustainably established.

UN agencies and international NGOs currently face severe challenges to identify credible partners to access target populations’, especially in areas where security constraints prevent direct implementation. This project

will upgrade the skills of existing partners and train additional GB NGOs. Thus delivery and coverage of assistance will be increased.

The GoY and international donors are currently constrained by the absorption capacity of international aid in Yemen. This project will increase capacity as international implementers identify reliable GB NGO partners and or GB NGO partner directly with the government or international donors.

Moreover, the developed materials and modules for NGOs capacity building will also be made available to the national training institutions and Ministry of Social Affairs and Labor as on hand materials for training other and new NGOs as part of national efforts to increase national absorption capacity and on the same time increase non-state development agents in the localities in addressing inequalities, which has been the main ignition of conflicts.

b) Theory of changes: linking activities to results

- Theory of changes:

By engaging the combined skills of local experts, international academic and implementation agencies to provide training this project will quickly enable GB NGO to improve their implementation capacity to address specific triggers of conflict including lack of social services, social exclusion, lack of livelihoods, particularly for women and youth, which have been identified as common across the country.

Training GB NGOs to delivery assistance in a conflict sensitive, principled, timely manner across geographic areas and in multiple themes to socially excluded populations, in partnership with international agencies, will support popular commitment to the Transition Process and increase the likelihoods of its success.

GB NGO activities and individual member who live in rural and urban areas of governorates have a significant influence on community attitudes and approaches. GB NGO mechanisms for conflict resolution will provide a model to for conflict mediation and GB NGO members will acquire confidence to champion peaceful alternatives to conflict triggers.

COMPONENT 3: (the “How” or Implementation Strategy)(maximum one and a half pages)

a) Implementation approach

The project will expedite and enhance impact by: working closely with national and international partners and combine their skills, for example training will be provided by experienced training institutions with support from international academia and UN partners within areas of comparative advantage; ensuring that prioritized GB NGOs already working with UN or international partners will continue to deliver during the training; ensuring that women are fully included in training; provide accreditation for training to ensure quality; and establish a registration process to ensure sustainable access of internationals to local high caliber counterparts.

- Prioritisation and phasing of support:

In order to ensure maximum impact and to expedite results during the narrowing time schedule of transition the project will:

- Use the following selection criteria in the first phase, GB NGOs who:
 - are current partners of UN and INGOs but with weak capacity
 - potential partners of UN and INGOs for funded or pipe-line projects
 - have the potential to fill a specific geographical gap in target areas
 - have the potential to fill a critical thematic gap in target areas
 - have the potential to meet the specific needs of an identified vulnerable group

- Focus on priority conflict affected geographical areas, where the majority of humanitarian assistance is targeted, starting with the governorates below:
 - Amran and Al Baydh governorates as a conflict area

- Abyan, and Sa'ada governorates as post conflict areas
- Hajjah and Aden governorates conflict affected hosting areas

Undertake simultaneous capacity building of carefully selected appropriate GB NGO staff in:

- Core capacity: including- main streaming gender, 'do no harm principles', conflict sensitivity, participatory methodologies and protection as well as project cycle management including assessments, analysis, proposal writing, financial management, reporting, monitoring, evaluation and lesson learning.
- Thematic capacity: food security, nutrition, water/ sanitation and hygiene, health, protection, conflict prevention (the last 2 as stand-alone specialties in addition to cross cutting), livelihoods, local governance etc.

- Project implementation modalities:

The project will be implemented under direct implementation modality (DIM) by UNDP. A Memorandum of Understanding has been signed between UNICEF, WFP, UNFPA to articulate the combined commitment to the project (see annex F). They and other UN, INGO and quasi-governmental organizations have committed to implement particular modules of capacity building as well as partner/mentor trained GB NGOs.

A Chief Technical Advisor will lead three project teams (management, training and accredited pool creation). His or her responsibilities will include: liaisons with all stakeholder; identification of partners; development of training modules with trainers and academic institutions; ensuring the quality of training; establishment of the on-line 'pool' system; resource mobilization; overseeing mentoring during implementation of a projects cycle (see annex G for full TOR).

b) Budget

PBF PROJECT BUDGET			
CATEGORIES	Amount Participating Agency UNDP	LOA amounts with partners TBC during the project	
1. Staff and other personnel	100,000		
2. Supplies, Commodities, Materials	4,000		
3. Equipment, Vehicles, and Furniture (including Depreciation)	20,000		
4. Contractual services	750,000		
5. Travel	20,000		
6. Transfers and Grants to Counterparts	N/A		
7. General Operating and other Direct Costs	40,579.44		
Sub-Total Project Costs	934,579.44		
8. Indirect Support Costs 7%	65,420.56		
TOTAL	1,000,000		

c) Sustainability

Sustainability of projects:

The project exit strategy commences from the first day by ensuring local ‘buy-in’ to the project from the onset and hand over of technical control to an established quasi-governmental organization after the first year will ensure the sustainability of impact.

Following are three main aspects of ensuring sustainability and continued impact:

- Continued implementation partnerships between international partners with accredited GB NGOs. The GB NGO will be subject to the management, monitoring, reporting and evaluation systems of the international implementing partner or donor.
- Ongoing management of the Accredited National NGO ‘Pool’ which will, during the life of project, be managed jointly by the project board members and a specific team. At the end of the life of the project it will be handed over to Social Fund for Development for maintenance.
- Capacity development materials and training modules will be made available to the Ministry of Social Affair and Labor and Social Fund for Development for training new NGOs in the future.

d) Risk management

Risk	Likelihood (high, medium low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Insufficient number of GB NGOs identified by	Low	High	✓ Strong communication, advocacy and inclusion of

UN agencies / INGOs / other international partners / GoY			<p>UN agencies / INGOs / other international partners / GoY in the planning phase.</p> <ul style="list-style-type: none"> ✓ Strong communication with the national NGO Humanitarian Forum. ✓ MoU between main UN partners. ✓ Implementation of the compact between CSOs/NGOs and the Government of Yemen (endorsed by Cabinet of Ministers in September 2013)
Poor quality of training by contracted training institutions	Low	High	<ul style="list-style-type: none"> ✓ Exacting assessment of training institutions including evaluation of track record. ✓ Joint planning and piloting between international and local partners. ✓ Ongoing support mechanism to national partners. ✓ Clear ToRs and contract, especially re monitoring and deliverables, with terms for termination. ✓ Contingency organizations identified. ✓ Testing of training materials and modules
Limited use of qualified 'trained NGOs' by UN, INGO and other international agencies	Low	High	<ul style="list-style-type: none"> ✓ Strong communication, advocacy and inclusion of UN agencies / INGOs / other international partners / GoY in the planning phase. ✓ Inclusion of UN and INGO partners in thematic training. ✓ MoU between main UN partners.
Lack of support from Houthi de-facto authority Executive Committee (EC) for the project and trained GB NGOs.	Medium	High	<ul style="list-style-type: none"> ✓ Strong negotiation and liaison with the EC ✓ Specific additional coaching of GB NGOs on maintenance of good relationship with EC without the compromise of principles and

			neutrality.
Security risk prevents access to target governorates (especially Amran and Sa'adah)	Medium	Low	✓ Training will be conducted in an accessible safe alternative location e.g. Sana'

e) Results framework and Monitoring and evaluation:

Results Framework for PBF projects or portfolio of projects

<p><i>Policy statement / national roadmap for peace building:</i> GCC Initiative and the GoY Transition Program for Stabilization and Development and the Joint UN Vision for Yemen – A Framework for Action</p> <p><i>Purpose of PBF support (type of expected change):</i> To support the GoY peace process by enabling progress towards priority three in the TPSD “Meeting urgent humanitarian and material needs”, implementation of which has fallen short of popular expectations.</p> <p><i>Theory of change statement:</i> GB NGOs will develop capacity to deliver assistance in a conflict sensitive, principled, gender sensitive, timely manner across geographic areas and in multiple themes to socially excluded populations. Thus funding absorption capacity within Yemen to address key triggers of conflict will be increased enabling delivery of ‘dividends of peace’ to enhance popular commitment to the Transition Process.</p>								
(1) Outcomes and type of change required	(2) Indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Indicators	(6) Baselines and time-bound targets	(7) RUNO & party responsible for mobilizing inputs	(8) Inputs/ budget (budget for the first year)	(9) Assumptions
Direct support to the peace process, enabling the implementation of objectives prioritised in the Governments Transition Plan for	# Projects implemented by trained GB NGOs by June 2015. # Communities receives support from the international	Insufficient and poorly qualified GB NGOs partners. UN and INGOs have high caliber GB NGO partners in 5	Output 1- 40 Governorate level national Based NGOs (GB NGOs) in 6 priority conflict affected governorates will have the capacity to implement high quality, conflict sensitive projects.	# GB NGOs trained before December 2014. # UN and INGOs	Baseline N/A Target - 40 GB NGOs identified and trained by December 2014.	UNDP – Chief Technical Advisor to the Project	Personnel: Project Manager, Project team, Local Consultants and international academics representing university	Local NGOs continue to aspire to work in partnership with international agencies. International Agencies mobilize

<p>Stabilisation and Development, to address pivotal community level triggers of conflict, by empowering Governorate based national NGOs to deliver dividends of peace including humanitarian aid, social services and livelihoods in a principled and highly professional manner, in partnership with international agencies. Access to Social Services and livelihoods will be improved and other urgent humanitarian needs met.</p>	<p>community via the trained GB NGOs before June 2015.</p>	<p>priority governorate s for 80% of their projects by June 2014. UN and INGOs reach 95% of their target population of funded projects by February 2015.</p>	<p>- Activity /Selection of GB NGOs. - Activity 2 Training modules developed, in partnership with an academic body. - Activity 3 Training of trainers. Activity 4- Core and thematic modules delivered. -Activity 5 GB NGOs mentored throughout a project cycle. -Activity 6- Monitoring and Evaluation</p>	<p>implementers are satisfied with the improvement of BG NGO partners performance.</p>	<p>Baseline – 0 Target - 40</p>	<p>(Cairo Beirut). Including international travel and DSA. \$350,000 Physical space for delivery of Core thematic modules up to 120 GB NGO staff with groups of approximately 20 members \$ 780,000 Equipment, materials (HR and Accounting Software design) and travel: Computers, projectors, printed materials and travel (local and international)\$160,500 Academic and consultancy</p>	<p>to support priority 3 of the TPSD. The security situation does not significantly deteriorate in the six target governorates.</p>
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	<p>NGOs established to facilitate GoY, UN, international NGO and donor partnerships for implementation.</p> <ul style="list-style-type: none"> - <i>Activity 1</i> Pool platform created. - <i>Activity 2</i> Eligibility criteria developed. - <i>Activity 3</i>. GB NGOs evaluated and registered. 	<p>February 2015.</p> <p># UN agencies and INGOs using the 'Pool' as a means to identify and/or verify GB NGO partners</p>	<p>GB NGOs registered in the 'Pool' by February 2015.</p>	<p>support, including travel \$ 150,000</p> <p>M&E consultancy \$40,000</p> <p>Technical expertise to develop the platform, upload data and maintain \$8,000</p> <p>Academic and consultancy support \$ 10,000</p> <p>Workshops for Stakeholders for agreement on criteria, complete selection, develop steering committee. \$20,000</p> <p>M& E team for reporting.</p>
	<p><i>Output 3</i>. A replicable national, conflict sensitive, NGO Capacity Building program developed, incorporating lessons learned.</p> <ul style="list-style-type: none"> - <i>Activity 1</i> Document process throughout <i>Activity 2</i> – review and lessons learned <i>Activity 3</i> Packaging printing and dissemination 	<p>Comprehensive training package including core modules and methodology produced by December 2014.</p>	<p>Base-line – 0</p> <p>Target – 1 comprehensive training package by December 2014</p>	

- Systems for M&E of the project (portfolio)

The project will follow the standard PBF reporting requirements, on the basis of the results logical framework. In addition a detailed age and gender disaggregated, methodology will be developed to closely monitor the effectiveness/appropriateness of training modules. Baseline data will be collected from UN and INGO partners to monitor and evaluate the degree of change/impact of the project.

The following components will ensure comprehensive monitoring through the project to enhance quality and performance. Expertise of external stakeholders will be drawn upon to enhance the final evaluation and feed into extension phases of the program and appropriate use of tools developed.

- Consolidation of base-line data.
- A quarterly quality review will be presented to the Steering Committee by the monitoring and evaluation team along-side recorded progress towards the completion of key results. Adjustments will be made as appropriate.
- Time specific reports and briefings will be planned to support project bench marks, especially: in advance of the development of criteria for GB NGOs for registration in the 'Pool'; and as part of the Lesson Learning in during the development of the Replicable conflict sensitive training tool.
- An Issue Log will be maintained by the project Chief Technical Advisor (CTA) to facilitate tracking and resolution of encountered and potential problems.
- The risk log will be regularly updated, by the CTA, and issues mitigated or raised to the Steering Committee as necessary.
- A Lesson-learned Log will be activated and regularly updated by the CTA, with particular reference to monitoring findings and recommendations, to ensure accommodation of on-going learning and to facilitate the preparation of the Lessons-learned Report at the end of the project
- UNDP will provide reports, on behalf of all implementing partners, to PBF on a quarterly basis.

COMPONENT 4: (The “WHO”)

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies:

As agreed with local partners UNDP will be the recipient of funds and will then commission partners to implement given modules and component according to need and comparative advantage of individual agencies. A working commitment has been established between UNDP, UNICEF, WFP and UNFPA and articulated in an MoU (see annex F). Provisional agreements have been made with the Social Fund for Development (SFD) and Humanitarian Forum (HF). Additional other UN agencies and international NGOs have offered to contribute their expertise.

The agencies listed below will be members of the steering committee to provide strategic guidance and participate in monitoring and evaluation, to ensure greatest impact. They have also agreed to provide specific inputs during project implementation.

UNDP has working in Yemen for more than 25 years. During that time the agency has developed an in depth understanding of the needs, strengths and weaknesses of civil society in general and NGOs in particular. UNDP has successfully undertaken multiple capacity building projects in Yemen including for civil society women's and youth groups, ministerial bodies and local authorities. UNDP is currently

engaged in capacity building of GB NGOs in Ibb and Abyan governorates focusing on Conflict Prevention skills including analysis, negotiation, mediation and conflict sensitive development. UNDP will manage the project, coordinate amongst stakeholders, contract partners agencies and provide technical expertise at all levels.

WFP, UNICEF and UNFPA have extensive global and local experience of thematic capacity building of NGOs in a wide variety of sectors, including in humanitarian and developmental areas. Each agency has at its disposal global tools and experienced human resources to support the project. UNICEF, WFP and UNFPA have made a special commitment, through an MoU, to **help identify GB NGO partners**, lead the development and delivery of thematic modules according to agency comparative advantage; participate in mentoring of targeted NGOs; and integrate certified/accredited NGOs into their programmes as new implementing partners where possible.

The Social Fund for Development (SFD) is a very well-known and highly respected institution with a quasi-governmental mandate but a diversified and significant international funding. Although the fund is involved in a wide array of activities, its training unit has developed training material and curriculum on NGO core management which corresponds to the training program proposed. Besides and most importantly, the SFD has developed a pool of training consultants/experts on which it can draw on demand. SFD will support the development of the 'training package', deliver the majority of Core training modules and maintain the 'Pool' of qualified, registered GB NGOs on the exit if UN partners.

Humanitarian Forum (HF) has more than 150 national NGO members and currently represents them in the Yemeni international aid community. HF is a co-chair with UNDP of the Early Recovery cluster NNGO capacity building technical working group and has long experience of capacity building initiatives in Yemen. HF is particularly well placed to ensure that lessons learned are incorporated into the current project. HF will be the focal point for coordination with the national NGO community regarding the project.

b) Project Management Arrangements and coordination:

The project will be executed directly by UNDP under the Direct Implementation Modality (DIM). Management arrangements will conform to the stipulations in the new Results Management Guide.

Project Board

The Project will set-up a Project Board. UNDP Senior Country Director will assume the Executive Role. UNDP and UNFPA, WFP and UNICEF will be representing the UN agencies. UN agencies that will join the project will also be part of the Board. The Social Fund for Development (SFD) and, to a certain extent the Ministry of Social Affairs and Labour (MOSAL) will act as **Senior Suppliers of training**.

UN agencies, especially OCHA and INGOs may also be **suppliers of partnerships and funding** for the GB NGOs.

The NGO Humanitarian Forum, which is a network of Yemeni NGOs, will mainly act as **Senior Beneficiary** on the Board. Yet, UN agencies and international partners, represented by OCHA, as well as the INGO forum, will also be senior beneficiaries, as the training increases availability of local partners.

As the decision body for this project, **the Project Board** will approve work plans and budgets, review progress reports, provide strategic guidance, and steer the project towards its goals and objectives to ensure that the stated results are achieved. The Project Board will also function as a coordination entity to promote partnership collaboration and coordination. It will assess and endorse appropriate changes and revisions of the project.

Project Management Unit based in the SFD Office, will consist of an International Chief Technical Advisor, heading three teams: Management, Training and Pool management. See Annex C below.

c) Administrative Arrangements

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008)⁴, the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

- Bi-annual progress reports to be provided no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;

⁴ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

Component 5: Annexes

Annex A:

Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis

Peacebuilding Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$	Estimated gap in \$
Promote coexistence and peaceful resolution of conflict by building capacity of GB NGOs to “meet urgent humanitarian and material needs”	<i>1 EU</i>	Countering extremism capacity building for 13 CBO	<i>1 year</i>	<i>\$299,500</i>	<i>NA</i> <i>Different target group</i>
	<i>2 USAID</i>	Components in many projects in terms of thematic technical training. No specific project	Ongoing	<i>N/A</i>	

Annex B:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

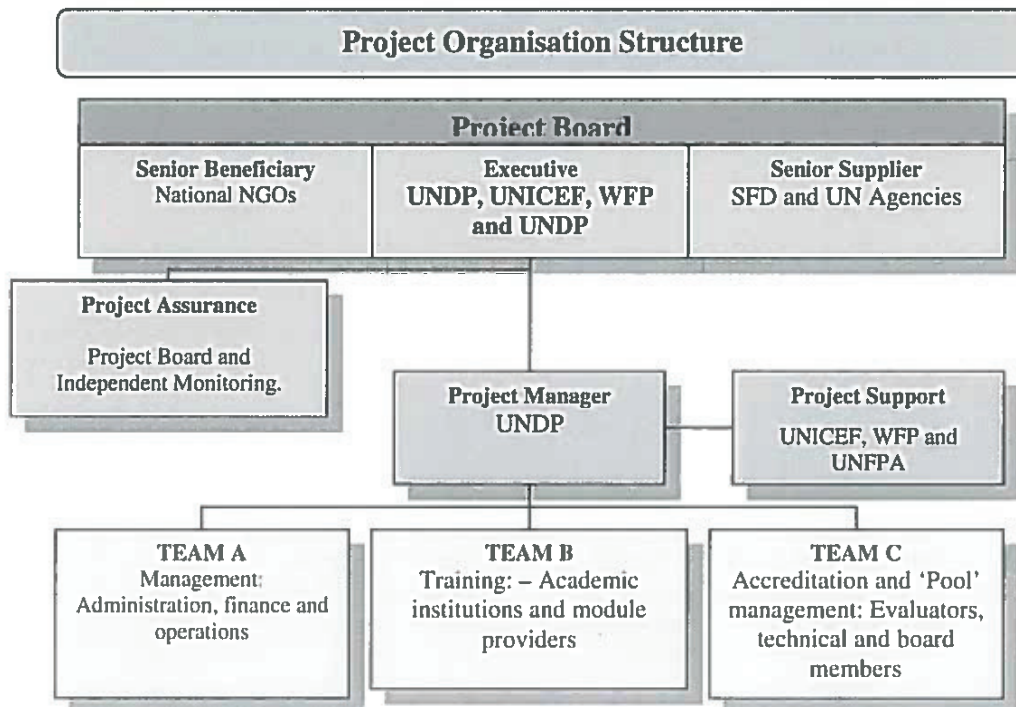
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ⁵	Annual Budget (this year) per Recipient Organization in key sectors ⁶	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
Ex. 1) UNDP	1) Crisis Prevention and Recovery 2) Governance 3) Poverty Reduction 4) Environment	\$ 20.8 million	\$ 29.8 million	\$ 35 million	81%
Ex. 2) UNICEF	1) Nutrition, 2) Health, 3) Education, 4) Child Protection 5) WASH .	US\$ 79 Million (2012)	USD \$100 Million (2013)	Estimated at USD \$80 Million	As of July 56% of our 2013 budget
3) WFP	1) Protection of livelihoods in emergencies 2) Targeted safety net through school feeding 3) Resilience and recovery support 4) Nutrition 5) Food Security	2012 budget of WFP in Yemen US\$119.3 million	US\$260 million	Estimated at US\$260 million	76% in 2012
4) UNFPA	1) Reproductive health and maternal health 2) Population and development 3) Gender equality and protection	1) 11 million USD	1) 13 million USD	1) 13 million USD	Annual delivery rate : 97%

⁵ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

⁶ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex C

Suggested Organogram to be used for the Project's Joint Steering Committee or the Project Board.



ANNEX D

TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

This target table will be used for reporting (see templates 4.2 to 4.5).

This target table will be used for MPTFO reporting

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1⁷	# Trained GB NGOs partner UN agencies and INGOs to implement projects before June 2015	Insufficient and poorly qualified GB NGOs partners.	UN and INGOs have high caliber GB NGO partners in 6 priority governorates for 80% of their projects by February 2015.	
Output 1.1 40 Governorate level national Governorate Based NGOs (GB NGOs) in at least 5 priority conflict affected governorates will have the capacity to implement high quality, conflict sensitive projects.	Indicator 1.1.1 # GB NGOs identified and trained before December 2014.	N/A	40 GB NGOs identified and trained by February 2015.	
	Indicator 1.1.2 # UN and INGOs implementers are satisfied with the improvement of BG NGO partners performance	UN and INGO implementers constantly refer to weakness of partner as a major constraint in strategic for a including HCT and UNCT	85% of UN and INGOs implementers working with trained GB NGO report significant improvement in performance by February 2015.	
Output 1.2 An on-line 'Pool' of accredited GB NGOs established to facilitate GoY, UN, International NGO and donor partnerships for implementation.	Indicator 1.2.1 # GB NGOs evaluated and registered on the 'Pool' platform by February 2015.	N/A	35 GB NGOs registered in the 'Pool' by April 2015.	
	Indicator 1.2.2 # UN agencies and INGOs using the 'Pool' as a means to identify and/or verify GB NGO partners	N/A	85% of UN and INGOs implementers use the on-line 'Pool'	

⁷Either country relevant or PMP specific.

Output 1.3	Indicator 1.3.1 Comprehensive training package including core modules and methodology produced by December 2014.	N/A	Official accreditation of training modules by international university	
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**PEACEBUILDING FUND
PROJECT SUMMARY**

Project Number & Title:	PBF/ 'Joint Emergency Capacity Development Support to National NGOs working in communities affected by the conflict'	
Recipient UN Organization:	UNDP	
Implementing Partner(s):	WFP, UNICEF and UNFPA (United Nations) Humanitarian Forum (CSO) Social Fund for Development (Quasi-governmental)	
Location:	Interventions will concentrate in the Governorates of Hadramaut, as well as Sa'ada and Hajjah, which are particularly unstable as a result of the 2011 crisis, sectarian and tribal conflicts.	
Approved Project Budget:		
Duration:	Planned Start Date: May 2014	Planned Completion: September 2015
SC Approval Date: (Actual Dates)		
Project Description:	This project will support the transition by providing emergency capacity building to National NGOs at the governorate level, thus enabling them to: deliver dividends of peace to populations in a conflict sensitive manner; ensure adherence to 'do no harm' principles; promote democratic participatory approaches; increase aid absorption; and reach excluded vulnerable groups in volatile areas; and through this reduce inequity of delivery and promote continued popular support for the ongoing political process.	
PBF Priority Area:	Priority Area 1: Promote coexistence and peaceful resolution of conflict	
PBF Outcome:	Direct support to the peace process, enabling the implementation of objectives prioritised in the Governments Transition Plan for Stabilisation and Development, to address pivotal community level triggers of conflict,	

	<p>by empowering Governorate based national NGOs to deliver dividends of peace including humanitarian aid, social services and livelihoods in a principled and highly professional manner.</p>
<p>Key Project Activities:</p>	<ul style="list-style-type: none"> • Identification of GB NGO with the potential, but lacking the capacity, to partner international agencies and donors. • Development of pragmatic, but academically accredited, training modules. • Delivery of a comprehensive training on Core skills based on conflict sensitivity and ‘do no harm” principles • Delivery of in-depth training in thematic areas including, conflict prevention and protection as well as services and livelihoods. • Mentoring and continuous learning support of ‘theoretically trained’ NGOs throughout a project implementation cycle Establishment and maintenance of an on-line ‘pool’ of qualified NGOs

MEMORANDUM OF UNDERSTANDING

BETWEEN

United Nations Children's Fund (UNICEF), United Nations World Food Programme (WFP), United Nations Population Fund (UNFPA) and United Nations Development Programme (UNDP)

PREAMBLE

This MOU clearly defines the partnership between four signatory United Nations agencies and articulates their commitment to contribute to the development of Civil Society in Yemen through their participation in the 'Joint Emergency Capacity Development Support to National NGOs working in communities affected by the conflict' project (here-under referred to as 'the Initiative').

Background

The future of Yemen will be determined by its ability to 'transition' from a conflict torn country to an inclusive, democratic and peaceful nation, as outlined in the Gulf Cooperation Council (GCC) political agreement in November 2011 and to continue on a path of development thereafter. In its Transitional Program for Stabilization and Development (TPSD) the Government of the Republic of Yemen (GoY) lays out the way forward within the parameters of four priority areas, including fulfillment of urgent humanitarian needs and finalization of the peaceful transition of power. Commitment and contribution by all sectors of society is essential for the success of the opportunity this brings and the challenge it presents nationally. The capacity of Civil Society to fully contribute both at the political and social levels will be pivotal.

Humanitarian and development needs in Yemen are enormous. As of June 2013, 13 million people lack a clean water supply and access to sanitation; 47% of the population live on less than \$1.25 a day; 15% of children suffer from acute malnutrition; up to 60% of youth are unemployed; and 300,000 people are displaced by war. Yemen is the 11th most food insecure country in the world with 10 million people facing hunger or being on the verge of hunger.

The success of the ongoing political transition relies on the capacity of the country to address these key issues in the short and long term. As of February 2013, pledges were received for a total of \$297 million for emergency support and \$7.7 billion in support of the transition. However, the low absorption capacity of State and non-state stakeholders to deliver funded assistance is a major constraint and undermines negotiations for release of outstanding pledges.

In this context, National NGOs can play a central role in the reconstruction of Yemen, by providing humanitarian and development services, thus contributing to social cohesion, national reconciliation, and peaceful democratic transition. Their presence in the field, knowledge of the working environment as well as their positioning within community networks constitutes their main comparative advantages. However, National NGOs, especially at the Governorate level, lack the required capacity to effectively scale up their activities to respond to emergency situation, and face the enormous challenges of transition with regards to reconstruction and development.

Given the schedule for transition and the sheer volume of need, an immediate high quality program of capacity building is overdue. In this context, in partnership with National NGO consortia, Humanitarian Country Team and the United Nations Country Team the development of the 'Joint Emergency Capacity Development Support to National NGOs working in communities affected by the conflict' project has been prioritized.

Rationale

The referred Joint Capacity Development Initiative sets the following objectives:

1) *Contribute to the development of civil society organizations –particularly national NGOs at the sub-national level to enhance national absorption capacity as well as reliable and professional delivery of services;*

2) *Enhance a more diversified range of potential Governorate-based NGO partners, and promote partnerships between them and United Nations agencies, and other actors in order to reinforce delivery of humanitarian and development services to populations in need;*

3) *Facilitate peaceful democratic transition and contribute to a greater transparency of transitional processes.*

To pursue these objectives, the Initiative will undertake ‘core institutional’ and ‘thematic technical’ capacity building, including “mentoring” during pilot project implementation of selected NGOs at Governorate level. Once acceptable standards have been reached, verified by a specific and official “accreditation/ certification” from an academic organization and a committee composed of representatives from the signatories to the MOU, eligible NGOs will be registered in a NGO ‘pool’. NGOs registered in the pool will be accessible to UN agencies and International NGOs, as well as to the Government of Yemen, to be selected as implementation partners. Donors will also have access to the pool if direct funding is a preferred option.

PRINCIPLES

The signatories UN organizations agree on the following principles in support of the ‘Joint Capacity Development Support to National NGOs working in communities affected by the conflict’:

Article 1

To support the Initiative as members of the Project’s Steering Committee by **providing strategic guidance, programme orientation and advocacy** in favour of capacity development of National NGOs in Yemen.

Article 2

To join efforts to ensure high quality capacity building for National NGOs at the governorate level by: contributing to the identification of potential NGO partners; ensuring balance of thematic and geographic coverage; leading the delivery of thematic modules according to agency comparative advantage; and participate in mentoring of NGO targeted by the Initiative.

Article 3

To support the **sustainability of the local NGO ‘pool’** by integrating certified/accredited NGOs into their programmes as new implementing partners where possible; advocating for the use of the ‘pool’ by donors, international and national partners; and participating in the NGO ‘Pool’ board during the duration of the project cycle.

Article 4

To participate in the evaluation of the Initiative’s performance and provide strategic and technical recommendations to enhance its impact.

Signed in Sana’a, Republic of Yemen, August 2013

Julien Harneis

Country Director, United Nations Children’s Fund (UNICEF), Republic of Yemen

Date:

Bishow Parajuli

Representative and Country Director, United Nations World Food Programme (WFP), Republic

of Yemen.

Date:

Lene Christiansen

Country Director, United Nations Population Fund (UNFPA), Republic of Yemen.

Date:

Mikiko Tanaka

Country Director, United Nations Development Programme (UNDP), Republic of Yemen.

Date: