

**PRF – PROJECT EXTENSION/ BUDGET RE-ALLOCATION WITH NO COST IMPLICATIONS  
TEMPLATE 3.5**



**PEACEBUILDING FUND  
Project Extension/ Budget Re-allocation with No Cost Implications<sup>1</sup>**

<p><b>Project Title:</b> PBF/YEM/D-1 Joint Emergency Capacity Development Support to National NGOs Working in Communities Affected by Conflict</p>	<p><b>Recipient UN Organization(s):</b> UNDP</p>
<p><b>Project Contact:</b> Rawhi Afaghani          Address: Sana'a Yemen          Telephone: +967 71 22 21 759          E-mail: rawhi.afaghani@undp.org</p>	<p><b>Implementing Partner(s) – name &amp; type (Government, CSO, etc):</b> 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)</p>
<p><b>Project Number:</b> 00091370  <i>Use project number provided by UNDP MPTF Office</i></p>	<p><b>Project Location:</b> Yemen</p>

<sup>1</sup> Please use this form if there is a no-cost extension with no substantive effect of project results OR if there is a within-the-budget re-allocation of funds, affecting more than 15% of any budget category. This form does not need to be accompanied by a Transmittal Form (template 3.3). However, within 3 months of the proposed change, there should be JSC minutes indicating non-objection to the change by the JSC. The form and the minutes by JSC need to be submitted to MPTF and PBSO for information.

<p><b>Project Description:</b>  <i>One sentence describing the main reasons of the revised initial project document in terms of project strategy and how it contributes to the peacebuilding process in the country with reference to the main expected overall project outcomes / theory of change.</i></p>	<p><b>Total PBF project budget: 1,000,000 USD</b>  <b>Any non-PBF project contribution: \$ 457,596 USD</b>  <b>Total project budget:</b>  <b>Project Start Date: 25.07.2014</b>  <b>Initial Project End Date: 31.07.2016</b>  <b>Revised End Date (if applicable): 31.12.2016</b></p>
<p><b>Gender Marker Score<sup>2</sup>: <u>  2  </u></b>  <i>Score 3 for projects that have gender equality as a principal objective.</i>  <i>Score 2 for projects that have gender equality as a significant objective.</i>  <i>Score 1 for projects that will contribute in some way to gender equality, but not significantly.</i>  <i>Score 0 for projects that are not expected to contribute noticeably to gender equality.</i></p>	
<p><b>Project Outcomes:</b> 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.</p>	
<p><b>PBF Focus Area<sup>3</sup> which best summarizes the focus of the project (select one):</b>  Strengthened social cohesion at the sub-national and community level increases resilience to conflict.</p>	

<sup>2</sup> PBSO monitors the inclusion of gender equality and women's empowerment all PBF projects, in line with SC Resolutions 1325, 1888, 1889, 1960 and 2122, and as mandated by the Secretary-General in his Seven-Point Action Plan on Gender Responsive Peacebuilding.

<sup>3</sup> PBF focus 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) Conflict prevention/management;


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

(3.1) Employment; (3.2) Equitable access to social services

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

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including JSC/PBF Secretariats)

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<i>(for PRF-funded projects)*</i>	
<b>Recipient UN Organization(s)</b> <i>(include one signature box per RUNO)</i>	
Mr. James Megoldrick UN Resident Coordinator UNDP Resident Representative	
Signature Date & Seal	 12   06   2016
<b>Peacebuilding Support Office (PBSO)</b>	
Oscar Fernandez Taranco Assistant Secretary General Peacebuilding Support Office, NY	
Signature Date & Seal	

**\*Government Co-Chair of the JSC signature is not required for this extension due to the exceptional situation in the country.**

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**I. Reason for changes to the project and justification**

**a) Nature of change and justification:**

Due to the eruption of the war in Yemen, the project activities were suspended on April 10<sup>th</sup>, 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 April 2016. After a year of working in an unpredictable and challenging situation, UNDP learned many lessons. One of the main lessons is the importance of supporting local communities in mitigating local conflicts and creating space for community dialogue and peacebuilding. This type of peace initiatives in Yemen requires building up the capacities of national NGOs (NNGOs) in conflict-sensitive humanitarian delivery, development, and early recovery.

The project is aimed at building the capacity of NNGOs in specific thematic areas so that they can help mitigate local conflicts. The importance of the project is recognized by stakeholders in Yemen, especially in the current conflict situation, as it equips credible and capable NNGOs 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.

UNDP would like to take this opportunity to underline the need for resuming the project's activities, which has been highlighted by both the development and humanitarian communities. The duration for the proposed activities is 8 months. Currently the project end date is 31 July 2016. **UNDP requests that the project end date to be extended to 31 December 2016. UNDP is planning to use the remaining funds of \$593,878 as explained in the Implementation Plan and Budget below.**

**b) Objective**

The overarching objective of the project remains building the capacity of governorate based NGOs (GB NGOs) in Yemen to make them sustainable, reliable and professional partners for the Government of Yemen, UN agencies and international partners, thus increasing national capacity to deliver aid to those in need.

**c) Implementation strategy**

UNDP would like to resume the project activities focusing on: (i) training Governorate based NGOs (GBNGOs), (ii) providing small grants, and (iii) creating an online platform to facilitate networking and partnership.

**1. Output 1.1: GBNGOs in priority conflict affected governorates have the capacity to implement high quality conflict sensitive projects.**

Training will focus on up to 60 GBNGOs, which already received basic training (project and finance management and monitoring and evaluation) in previous phase of the project. The training will be aimed at strengthening conflict sensitive approaches to humanitarian assistance, early recovery and development in Yemen and will focus on three thematic areas:

- Humanitarian response including humanitarian principles, core humanitarian competencies and humanitarian leadership;
- Early Recovery with focus on laying the foundations for sustainable recover including restoring national capacities to provide secure environment, offer services, restore livelihoods, coordinate activities, prevent the recurrence of crisis, and create conditions for future development.
- Conflict-sensitive development to allow GBNGOs 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.

2. Output 1.2: GBNGOs implement peacebuilding and conflict sensitive interventions in target areas.

Eligible GBNGO that participated in the training will receive small grants to strengthen peacebuilding and conflict sensitive interventions in target areas. Small-grants funds will range from \$3,000 to \$5,000 and will target 2 GBNOGs in each targeted governorate, the grants are intended to increase GBNGOs capacities in delivering humanitarian aid, recovery and development with conflict sensitive approaches.

These small grants can help supporting strategic partnerships between GBNGOs and other groups and sectors such as the private sector and youth groups. Recent examples from the conflict have proven that these strategic partnerships have yield better knowledge of local needs, better access to local communities and more efficient service delivery. During the current conflict, partnership between NGOs and the private sector presented one of the most effective tools to deliver humanitarian aid to areas of active conflict. A strong example comes from Aden and Al Hudaidah, where the private sector helped provide basic supplies to Hadramout in cooperation with Nahid Society (local NGO). Pharmaceutical companies in both cities provided medical supplies, while NGOs such as Nahid Society delivered them to conflict areas using Zakat lists (a list used for providing charity). This example provides a model that might be replicated by NGOs who can use the small grants fund to organize effective delivery, and increasing their capacity by working with the private sector partners.

Another excellent example is related to utilizing youth groups in delivering aid. There have been a number of success stories to learn from in Aden and Taiz (e.g. Youth Initiative in Aden and Youth Courage Initiative in Taiz), where youth became an important part of aid delivery to conflict areas. The success of youth initiatives can be attributed in part to the fact that youth groups have little or no political affiliation, which make them trustworthy and allow them better and easy access to targeted areas. Grantee NGOs can replicate these efforts by collaborating with youth groups to better facilitate youth access to local communities in need.

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The above provided examples are particular to the dynamics of the Yemeni conflict and are describing potential areas where NGOs can use the grants to strengthen their capacities particularly in conflict sensitive humanitarian and development operations. The provided example came out of an elaborate consultation meetings made last year by the UN country office with Yemeni stakeholders in Yemen and abroad. Partnership between NGOs and private sector was referenced by the stakeholders as a conflict sensitive approach to humanitarian delivery in the Yemeni context. Additionally, utilizing the access of youth in aid delivery is perhaps very unique in the Yemeni context, as they are considered trustworthy, which gives them unique access to affected communities. Cooperation between NGOs and youth group to facilitate safe and wider access to conflict affected communities can be regarded as a conflict sensitive approach to aid delivery.

Facilitating access to conflict affected communities through these means, and strategic partnerships associated with this effort, will be part of the training on conflict sensitivity, which indeed would strengthen NGOs' capacities in conflict sensitive humanitarian operations, early recovery and development.

Small grants scheme will also allow sampling the effectiveness of the training through monitoring and evaluating the grants' projects. UNDP will develop concise and simple proposal standards to guide GBNGOs applying for the grant. A committee formed of UNDP, the implementing partner and the PBF Secretariat (when available) will be responsible of receiving, reviewing, and making decisions for approval of submitted funding proposals. UNDP will be responsible for dispersing the funds to winning GBNGOs.

3. 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. This will encourage building NGOs' coalitions and networks to effectively share information and resources for better conflict-sensitive humanitarian deliver, early recovery and development. Additionally, it will facilitate better partnership with UN agencies, international partners and the government (local and centre).

As part of the project original exit strategy for ensuring the sustainability of the project, the online pool was going to be managed by Social Fund for Development beyond its life. The project document explains that "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." However, due to the current situation Social Fund for Development may not be ready to take over maintenance of the online pool coming January 2017.

To address this issue, our implementing partner Humanitarian Forum Yemen (HFY) will maintain the online pool for the first six months beyond the project life using project funds allocated specifically for this purpose.

As for the sustainability of the online pool beyond the first six months after the project ends, our implementing partner will perform the following responsibilities:

- a. Maintaining and operating the online pool: The online pool will be featured on HFY website and will be maintained as part of their website operation and maintenance schedule. HFY staff whose responsible for updating their website will also be responsible for this operation, which includes: responding to queries, providing access to users to detailed profiles of GBNGOs, documenting users, feedback received and analysing the information to gauge the usefulness of the pool.
- b. Annual update of the online pool: Annual updating of the online pool involve collecting feedback of users on the performance of the pool, re-grading GBNGOs based on their performance and removing those that have low satisfactory performance or those that are no longer active, update the documents of the existing GBNGOs; and identifying new GBNGOs for the pool. HFY will conduct annual fund raising campaign to fund the annual update of the online pool. Plans for fundraising will include: HFY will include fundraising for updating the online pool as one of the activities in its annual work plan, advocate within the HCT to gain the interest of finding donors, and present the online pool to HFY donors to mobilize resources. In addition, HFY will contribute some resources for the annual update from its core funding to cover minimum costs.

Meanwhile, HFY will continue working with Social Fund for Development to facilitate possible handing over of ongoing maintenance and update of the online pool.

4. Output 1.4: Management and monitoring of the project.

UNDP will work closely with the implementing partner to recruit a project team for the duration of the project. The UNDP Project Manager will be responsible for the overall management, while the implementing partner will be responsible for delivering the training and managing the small grants. Additionally, the implementing partner will also produce annual and quarterly work plans, reports and budgets. The implementing partner will develop monitoring tools and regularly evaluate the project and coordinate with project partners and other agencies working in the area of capacity building of NGOs to ensure synergies.

d) **Location**

In line with UNDP's Yemen Resilience Program, the project will target the following governorates in Yemen: Sa'ada, Abyan, Hajjah, Sanaa, Aden and Taiz. These locations represent the South and the North of the country and include relatively low conflict contexts and high conflict contexts. Additionally, UNDP and other UN agencies have been operating in these areas and have built a strong network of partners while at the same time investing in building up recourses. The program will benefit from existing networks and will share resources from projects in the areas of livelihood and economic recovery, civil society protection of human rights and peacebuilding initiatives.

e) **Implementing Partner**



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The implementing partner for this project is the Humanitarian Forum Yemen (HFY). HFY is ready to help UNDP resuming the project to deliver on the ground. 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.

HFY will have the overall management and monitoring responsibility for the project. The Project Manager will be responsible for the day-to-day management and monitoring responsibility under the guidance and oversight of the HFY. The roles of the Project Manager and project staff is as follows:

	<b>Position</b>	<b>Role</b>	<b>Location</b>
1	Project Office - UNDP	The Project Officer will be responsible for the timely and cost-effective implementation of the activities which includes: ensuring the project results and outcomes, coordinating with the national counterparts and implementing partners to guarantee on-time delivery. ensuring effective communication and knowledge management.	UNDP- Office, Sanaa
2	Project Manager	The Project Manager will be responsible for the day-to-day project management including: planning, implementation, monitoring and internal reporting, staff management and budget management. The Project manager will also assist the HFY in recruitment of the project team and procurement of services of consultants for the project. He/She will also have overall responsibility for field communication and coordination.	Office of the HFY, Sanaa
3	Training and grant Specialist	The role of the Training and Grant Specialist will be to monitor the trainings including: facilitating and monitoring the work of the consultant hired for developing the manuals, identifying master trainers and training them on the manuals, identifying trainers and supervising training of trainers, monitoring trainings of GBNGOs, producing detailed reports on trainings. As a grants specialist, he/she will play the role of supervising and facilitating the work of the consultant hired for developing guidelines for the grant scheme, implementing the grant scheme and mentoring the selected GBNGOs during implementation of projects under the grant scheme.	Office of the HFY, Sanaa
4	Project Admin and Accountant	The Project Admin and Accountant will be responsible for managing the financial aspects of the	Office of the HFY, Sanaa

		project as well as administration (including drafting staff contracts, filing, follow up to receive training reports and data, logistical support, etc.) and communication and coordination.	
5	Field Representatives (members of the HFY)	There will be Field representatives (at least two field representatives, one in the South and one in the North) in the governorates where the trainings will be conducted. The role of the Field Representatives will be to organise the trainings (including logistical preparations for the trainings) supervising the trainings on a daily basis, collecting data from the field and field reporting.	Target Governorates where trainings will be conducted

HFY will have the overall responsibility for quality assurance, monitoring and donor reporting. The HFY will appoint a Project Supervisory Committee which will monitor project performance. The committee will conduct field visits during the trainings and produce reports based on standard formats of the HFY. It will also hold monthly meetings with the Executive Management of the HFY and Project Manager to discuss project progress and performance.

HFY has also developed standard monitoring formats including formats for collecting data on trainings. There are also formats for evaluating the learning of the trainings. The formats have been well tested in the Phases I & II of the Capacity Development of NNGOs project. The project team will use these formats for collecting an monitoring data, evaluating the trainings and reporting.

Assisted by the project team, the Project Manager will be responsible for monitoring and internal reporting. The Project Team will periodically collect monitoring data using the standard formats developed by the HFY and develop monthly internal reports. Based on the collected data, the Project Manager will develop monthly internal reports. Lastly, HFY will develop donor reports based on the monthly reports of the Project Manager.

## II. Budget impact

### a) Budget revision:

No change to the budget is proposed. UNDP is planning to use the remaining funds of \$593,878 as explained in Annex A: Implementation Plan and Budget (2016).

**Table 1: Project Activity Budget (2016)**

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.
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Output number	Output name	Output budget	Any remarks (e.g. on types of inputs provided or budget justification)
Output 1.1	GBNGOs in priority conflict affected governorates have the capacity to implement high quality conflict sensitive projects.	\$336,623	This component will include training for 60 GBNGOs in 6 governorates. Activities include: <ul style="list-style-type: none"> <li>- Conduct capacity assessment and selection of GBNGOs for the training</li> <li>- Develop and print training modules and manuals</li> <li>- Deliver comprehensive accredited training programme on core skills in conflict-sensitive development and humanitarian areas and early recovery</li> <li>- Develop an Automated Accounting System and Establishing it within selected GBNGOs</li> </ul>
Output 1.2	GBNGOs implement peacebuilding and conflict sensitive interventions in target areas.	\$75,600	This component to include small grants provided for up to 12 NNOGs in 6 governorates: <ul style="list-style-type: none"> <li>- Developing Guidelines for the Grant Scheme</li> <li>- Appoint committee from UNDP, implementing partner and donor to select GBNGOs</li> <li>- Contract selected proposals</li> <li>- Project implementation and monitoring</li> </ul>
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.	26,250 USD	This will encourage building NGOs' coalitions and networks to effectively share information and resources for better conflict-sensitive humanitarian deliver, early recovery and development: <ul style="list-style-type: none"> <li>- Designing the online pool in consultation with potential users</li> <li>- Organize an event to launch the online pool</li> <li>- Operating and maintaining the pool for six months, collecting</li> </ul>

			feedback of users and analysing it
Output 1.4	Management and monitoring of the project.	\$116,550	<ul style="list-style-type: none"> <li>- Hire staff of Implementing Partner (Project Manager, Training and grant Specialist, Project Admin and Accountant, Field Representatives)</li> <li>- Hire Project Officer- UNDP</li> <li>- The above staff will be responsible for project planning and budgeting in addition to Monitoring implementation of the project and reporting.</li> <li>- Hire independent consultant to evaluate the project.</li> </ul>
GMS (7%)		38,852 USD	
<b>TOTAL</b>		<b>593,874 USD</b>	

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**Table 2: Project budget by UN categories by RUNO**

<b>PBF PROJECT BUDGET – RUNO 1 (add other tables if more than 1 RUNO)</b>			
<b>CATEGORIES</b>	<b>Original Budget</b>	<b>Proposed increase/ decrease</b>	<b>Proposed new budget</b>
1. Staff and other personnel	\$100,000	\$20,000	\$120,000
2. Supplies, Commodities, Materials	\$4,000	\$0	\$4,000
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$20,000	\$35,000	\$55,000
4. Contractual services**	\$750,000	(\$253,864)	\$496,136
5. Travel	\$20,000	\$0	\$20,000
6. Transfers and Grants to Counterparts	\$0	\$75,600	\$75,600
7. General Operating and other Direct Costs	\$40,579.44	\$123,264	\$163,843.44
<b>Sub-Total Project Costs</b>	<b>\$934,579.44</b>	<b>\$0</b>	<b>\$934,579.44</b>
8. Indirect Support Costs* (GMS 7%)	\$65,420.56	\$0	\$65,420.56
<b>TOTAL<sup>4</sup></b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>\$1,000,000</b>

\* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

\*\* Contractual services include salaries for implementing partner's staff.

<sup>4</sup> The total in the original budget and in the proposed new budget must be the same if using this template.

**b) Annex A: Implementation Plan and Budget (2016)**

*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.*

*Baseline: UN and INGO implementers consultants refer to weakness of partners as major constraint in strategies for including HCT and UNCT*

*Locations: Sa'ada, Abyan, Hajjah, Sanaa, Aden and Taiz*

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME										RESPONSIBLE PARTY	Amount	
		2016												
		5	6	7	8	9	10	11	12					
<i>And baseline, associated indicators and annual targets</i>	<i>List activity results and associated actions</i>													
<b>Output 1.1: Governorate based NGOs (GB NGOs ) in priority conflict affected governorates have the capacity to implement high quality conflict sensitive projects.</b>	<b>Activity Result 1.1: Training for 60 GBNGOs in 6 governorates is delivered</b>												\$ 336,623	
<b>Targets for Output 1.1 for 2016</b> - 60 GBNGOs in 6 governorates trained - 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  <b>- Indicators for 2016</b> - NNOGs Assessment report - # Training manuals - # Tanning hours - # of GBNGOs in # governorate accredited as professional partners - # trainers trained in the TOTs - % of participants with pass marks at the end of evaluation	<b>1.1.1. Conduct capacity assessment and selection of GBNGOs for the training</b> - Update list of GBNGOs for training - Develop assessment forms - Hire consultants to do assessment - Conduct technical capacity assessment on core skills (management, finance, etc.) - Conduct technical capacity assessment on thematic skills - Compile the findings and report writing	X										HFY	\$ 10,500	
	<b>1.1.2. Develop and print training modules and manuals</b> - Hire an expert consultant to develop the manuals - Printing manuals - Pilot testing and developing the final modules and manuals	X	X										HFY	\$ 26,510
	<b>1.1.3. Deliver comprehensive accredited training programme on core skills in conflict-sensitive development and humanitarian areas and early recovery</b> - Hire 2 national lead trainers and 6 thematic trainers - Identify safe places for trainings - Conduct training of trainers (TOT) - Conduct the training for GBNGOs from six governorates - Evaluate and give Certificate to participants - Invite media for opening and closing ceremonies		X	X	X	X							HFY	\$ 273,362
	<b>1.1.4. Develop an Automated Accounting System and Establishing it within selected GBNGOs</b> - Hiring a National Consultant to develop the Automated Accounting System, Establish the System within selected GBNGOs and training relevant staff of the GBNGOs on the system						X	X	X	X			HFY	\$ 26,250



