

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



PBF PROJECT DOCUMENT

Country (ies): Global	
Project Title: Humanitarian-Development-Peacebuilding and Partnership Facility	
Project Number from MPTF-O Gateway (if existing project): 00117260	
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund: <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund: UNOPS
List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, CSO etc.): <ul style="list-style-type: none"> • United Nations Office for Project Services List additional implementing partners, Governmental and non-Governmental: <ul style="list-style-type: none"> • PBSO Offer technical support through the UN-World Bank Partnership Adviser • UN entities on behalf of DSRSGs/RC/HC and/or based on agreed priorities 	
Expected project commencement date: July 2019 [Actual 10 September 2019] Project duration in months: 18 months + 9 months non-cost extension = 27 months [31 December 2021] Geographic zones for project implementation: Global (up to 12 countries)	
Does the project fall under one of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative <input type="checkbox"/> Youth promotion initiative <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): UNOPS: 4,405,507 \$ Total: \$ 4,405,507 <i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account</i> Any other existing funding for the project (amount and source): Project total budget:	
PBF 1st tranche: UNOPS: \$ 4,405,507 Total: \$ 4,405,507	

The **Humanitarian-Development-Peacebuilding and Partnership (HDPP) Facility** will provide advisory support and grant funding to UNCTs to establish strategic and/ or operational frameworks with partners across the humanitarian, development, and peace nexus in crisis-affected situations. The facility will support

- a) joint analysis and priority setting
- b) joint assessment and planning;
- c) joint project preparation, including seed funding;
- d) joint lessons learned; after-action reviews and guidance/ capacity development; and
- e) technical assistance/staffing support.

Through this support, the HDPP will enable UN operations to leverage partnerships to increase impact in efforts to build resilience of the most vulnerable, reduce risk and sustain peace in crisis-affected situations. The facility will advance the strategic objectives and priorities determined by the Steering Committee of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations (22 April 2017).

Summarize the in-country project consultation and endorsement process prior to submission to PBSO, including through any PBF Steering Committee where it exists:

The present IRF is global in nature and therefore consulted at the global level with the ASG-Senior Director Steering Committee of the UN-World Bank Partnership Framework for Crisis-Affected Situations, and with the office of the Deputy Secretary-General. Further consultations took place with the donors supporting this initiative, and the UN's Peacebuilding Contact Group has also been consulted, as has the donors supporting this initiative.

Project Gender Marker score: 1 ¹

Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: 15%

Project Risk Marker score: 1 ²

Select PBF Focus Areas which best summarizes the focus of the project (*select ONLY one*):

 4.3 ³

If applicable, **UNDAF outcome(s)** to which the project contributes:

N/A

If applicable, **Sustainable Development Goal** to which the project contributes:

Supports achievement of the SDGs in crisis-affected contexts – particularly SDG 16 and 17.

¹ **Score 3** for projects that have gender equality as a principal objective

Score 2 for projects that have gender equality as a significant objective

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

² **Risk marker 0** = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

³ **PBF Focus Areas** are:

(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management;

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

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

<p>Type of submission:</p> <p><input type="checkbox"/> New project</p> <p><input checked="" type="checkbox"/> Project amendment</p>	<p>If it is a project amendment, select all changes that apply and provide a brief justification:</p> <p>Extension of duration: <input checked="" type="checkbox"/> Additional duration in months: 9 months for a new total of 27 months and a new end date of 31 December 2021.</p> <p>Change of project outcome/ scope: <input type="checkbox"/></p> <p>Change of budget allocation between outcomes or budget categories of more than 15%: <input checked="" type="checkbox"/></p> <p>Additional PBF budget: <input type="checkbox"/> Additional amount by recipient organization: \$XXXXXX</p> <p>Brief justification for amendment: Following the first Amendment to the PBF Project Document signed between UNOPS and PBSO on 22 May 2020, we are extending and amending this PBF Project document in order to:</p> <ol style="list-style-type: none"> 1. Align with the country-grants duration (18 months). This has been requested by UNOPS to comply with their rules and regulations (i.e. the financing agreement between PBSO and UNOPS should cover the duration of intended activities, hence be reflected in this project document as well); 2. Update risks related to COVID-19; 3. Develop a UNOPS direct execution modality for the HDPP Facility support to risk analysis, joint data and analytical efforts in the wake of COVID-19 for cost-effectiveness; and 4. Include the approved global policy project on advancing UN-WB partnership in the Security Sector Reform to be directly implemented by UNOPS to recruit UNOPS personnel, procure preselected vendors, and arrange travels.
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PROJECT SIGNATURES:

<p align="center">Peacebuilding Support Office (PBSO)</p> <div style="background-color: black; width: 100px; height: 20px; margin: 5px 0;"></div> <p><i>Name of Representative</i> <i>Signature</i> Assistant Secretary-General, Peacebuilding Support Office <i>Date & Seal</i> September 15, 2020</p>	<p align="center">United Nations Office for Project Services</p> <p><i>Name of Representative</i> <div style="background-color: black; width: 100px; height: 20px; display: inline-block;"></div> <i>Signature</i> <i>Date & Seal</i></p>
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I. Peacebuilding Context and Rationale for PBF support

Creating sustainable development solutions for countries affected by crisis, conflict, and violence is a global responsibility. More than one billion people have lifted themselves out of poverty in the past 25 years⁴, yet risks from both natural and human made crises, threaten these hard-won gains.

Total funding requirements for humanitarian action reached \$22.1 billion in 2016, a nearly 70 percent increase from 2012. If current trends persist, more than 80% of the world's poorest populations will live in fragile contexts by 2030, constituting a major obstacle to national development progress, as well as to global efforts to achieve the Sustainable Development Goals (SDGs).

The complex and protracted nature of many crises today (box 1) has highlighted the need to look beyond linear, siloed approaches to crisis response, relief and recovery. Effective, efficient and adaptable operations require bridges between diplomatic, security and development initiatives and better alignment of short-term assistance and long-term objectives. In these efforts the UN must work with partners, based on comparative advantages and where relevant collective outcomes across humanitarian, development and peacebuilding mandates.

Box 1: The changing nature of crisis

Since 2010 significant qualitative and quantitative changes in the crisis landscape have triggered an increase in the number, duration and cost of humanitarian emergencies, and their impact on international peace and security and development progress. Recent events have highlighted that crises are no longer linked solely to the fragility of state institutions and are impacting low, middle and high-income countries alike. When compounded these crises can contribute to systemic failures which in an increasingly interdependent world can have knock on impacts on regional and even international stability.

- **Conflict and Violence:** Whilst interstate war continues to be rare, a surge in civil wars since 2010 has reversed an almost 30-year decline in the number of armed conflicts. This increase has contributed to a surge in battle deaths, civilian casualties and resources spent on crisis response. Violence has moved from civil wars employed to gain control over the resources of a centralized state, to more diffuse and often localized competitions, fueling global terrorist networks, organized crime and international interference. Whilst there have been notable successes at efforts at prevention and sustaining peace, many recent conflicts have proven resilient to traditional solutions, bringing into question traditional instruments of international cooperation in resolving global peace and security challenges (UN-World Bank, Pathways for Peace 2018).
- **Natural Disasters:** At the same time, disaster losses are rising rapidly, with an increase in the frequency and magnitude of climate-related hazards. Between 2005 and 2015, disasters caused \$1.4 trillion in damages, killed 700,000 people and affected 1.7 billion people. By 2050, it is estimated that the urban population exposed to cyclones will increase from 310 million to 680 million, and exposure to major earthquake risk will increase from 370 million to 870 million people.
- **Pandemics:** Pandemics pose an increasingly serious threat to global health and development. The emergence and outbreak of diseases that can spark pandemics appear

⁴ World Bank. 2018. Poverty and Shared Prosperity 2018: Piecing Together the Poverty Puzzle.

to be increasing in frequency, driven by urbanization, global economic integration, climate change, and other factors. The economic disruption caused by the Ebola outbreak reduced GDP growth by an estimated 2.1 percent in Guinea, 3.4 percent in Liberia, and 3.3 percent in Sierra Leone (World Bank 2014). The economic costs of the 2015-2016 Zika infection in the Latin America and Caribbean region have been estimated to range from \$555 million to \$4.7 billion (Das and Friedman 2016).

For many stakeholders, this evolving landscape underscores the need for complementarity of the **United Nations (UN)** and **World Bank Group (WBG)** in mitigating the risks of crisis, building resilience to its impact, and enabling sustainable recovery. The UN remains today the pre-eminent multilateral institution focused on crisis response and recovery. With an annual budget of over \$48 billion and responsibilities in the coordination of humanitarian relief and the delivery of multilateral responses to regional and international insecurity, the UN today manages over 80% of international peace and security operations and 50% of Humanitarian aid. The World Bank's record \$75 billion commitment under the International Development Association's (IDA) 18th replenishment and the doubling of resources for countries affected by FCV to \$14,4 billion⁵ has confirmed it as one of the world's largest development financiers, and marked a strategic shift towards reducing the risk of fragility and conflict as a top development priority.

The complementary mandates and capacities of the two organizations, has been demonstrated through collaborations on complex global challenges such as joint responses to the Ebola epidemic in 2014-2015, the forced displacement resulting from the Syria regional crisis and the risk of Famine in Eastern Africa in 2018.

The importance of this collaboration has been recognized in policy commitments across humanitarian, development and peacebuilding policy domains, including the following:

- At the **World Humanitarian Summit**, former UN Secretary-General Ban Ki-moon and the heads of UNICEF, UNHCR, WHO, OCHA, WFP, FAO, UNFPA and UNDP, with the endorsement of the World Bank and the IOM, adopted the Commitment to Action on the New Way of Working to Transcend Humanitarian and Development Divides. The Commitment to Action itself defines the new way of working as working towards collective outcomes across the UN system and the broader humanitarian and development community. To overcome long-standing attitudinal, institutional, and funding obstacles, it commits the signees to work over multi-year timeframes (recognizing the reality of protracted crises) and supporting "collective outcomes" aiming to contribute to longer-term development gains, in the logic of the SDGs.
- Within the **UN Development System** the partnership is highlighted as one of the areas for action in the General Assembly Resolution 67/226 on the 2012 GA Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations System (QCPR). Paragraph 104 and 105 respectively "Encourages the United Nations system and the Bretton Woods institutions to continue strengthening their efforts to improve coordination with regard to the transition from relief to development, including, where relevant, the development of joint responses for post-

⁵ This new financing also includes \$2 billion to support refugees and host communities, \$2.5 billion to spur private enterprise in crisis-affected situations, as well as support for countries to mitigate the risk of falling into fragility.

disaster and post-conflict needs assessments, programme planning, implementation and monitoring, in full consultation with affected Member States, including funding mechanisms, in order to deliver more effective support and to lower transaction costs for countries in transition from relief to development". This was further underscored in the recent QCPR resolution A/71/468/Add.1 adopted in 2016

- With the **UN Peace and Security pillar**, the partnership is recognized through the General Assembly and Security Council resolutions on the Review of the United Nations Peacebuilding Architecture (A/RES/70/262 and S/RES/2282 (2016)), "Requests the Secretary-General to explore options for strengthening the United Nations–World Bank collaboration in conflict-affected countries in order to: (a) assist such countries, upon their request, in creating an enabling environment for economic growth, foreign investment and job creation, and in the mobilization and effective use of domestic resources, in line with national priorities and underscored by the principle of national ownership; (b) marshal resources, and align their regional and country strategies, to promote sustainable peace; (c) support the creation of enlarged funding platforms bringing together the World Bank Group, multilateral and bilateral donors and regional actors to pool resources, share and mitigate risk, and maximize impact for sustaining peace; (d) enable and encourage regular exchanges on priority peacebuilding areas."

Responding to these calls the UN Secretary-General⁶ and World Bank President signed a **UN-WB Partnership Framework for Crisis-Affected Situations** on 22 April 2017.⁷ This framework highlights a joint commitment to reducing needs, risks, and vulnerability, contributing to the 2030 Agenda and efforts to leave no one behind. The framework identifies four areas of operational collaboration:

- identify and reduce critical multi-dimensional risks of crisis, and prevent violent conflict in relevant countries or regions within the mandate of both institutions;
- coordinate support for situations of protracted crisis, including aligning strategies, objectives and collective outcomes, in particular for populations affected by forced displacement, and based on joint analyses and assessments;
- develop joint analyses and tools where the complementarity of mandates may enable more effective solutions; and
- scale up impact, by leveraging existing financing and comparative advantages, and ensuring that operational policies, frameworks, and tools used by both organizations facilitate cooperation and improve efficiency and complementarity.

⁶ The importance of this partnership has been further emphasized by the Secretary-General in his reports on the Outcome of the World Humanitarian Summit (A/71/353), Repositioning of the Development System (A/72/24-E/2018/3 and A/72/684-E/2018/7), and Peacebuilding and Sustaining Peace (A/72/707–S/2018/43).

⁷ This Partnership Framework will be monitored by a joint UN-WB Steering Committee on Crisis-Affected Situations, focused on setting joint strategic priorities around prevention; protracted crisis; forced displacement; and countries at risk. This framework builds on almost a decade of efforts to strengthen collaboration in crisis-affected situations, updating an earlier framework signed in 2008, and commits the two organisations to work in complementary ways to: reduce the multi-dimensional risks of crisis and help prevent violent conflict; develop joint analyses and tools for more effective solutions; coordinate support to address protracted crises including forced displacement; and scale up impact by leveraging financing. <http://www.worldbank.org/en/news/press-release/2017/04/22/un-world-bank-joint-statement-on-signing-of-new-framework-to-build-resilience-and-sustain-peace-in-conflict-areas> This Partnership Framework also contributes to the UN-WB Strategic Partnership Framework for the 2030 Agenda signed on 18 May 2018, which also underscores the joint work in post-crisis and humanitarian settings as one of the four priorities.

Implementation of this agreement has been advanced by noteworthy progress in the last year, including through the joint publication of *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, the development of the *Famine Action Mechanism*, the launch of a *UN-WB Humanitarian-Development-Peace Initiative (HDPI)* and continued advancements on the issue of *forced displacement*.⁸ Further priorities and monitoring are undertaken by a joint UN-WB Steering Committee for Crisis-Affected Situations.

The initiative outlined in this project document, entitled the Humanitarian-Development-Peacebuilding and Partnership (HDPP) Facility, is designed to further advance the the implementation of **UN-WB Partnership Framework for Crisis-Affected Situations**.

- Numerous reviews (Advisory Group of Experts Report on Peacebuilding Architecture Review, Pathways for Peace, High-Level Panel on Peace Operations) have highlighted the importance of **joint analysis and planning** to (a) ensure development responses are brought to bear to sustain peace; (b) that peacebuilding help reduce humanitarian needs; and (c) humanitarian responses enable long-term development approaches. The HDPP Facility thus responds to the changing nature of crisis by enabling country management of the UN to leverage partnership to achieve results across the nexus. However, achieving complementarities between the humanitarian, development and peacebuilding actors requires support for the transaction costs of partnership. This is underscored by reviews of the precursor to this Facility, and of UN-World Bank joint initiatives: The *Independent Portfolio Review of the Fragility and Conflict Partnership Trust Fund*, (2016) found “that the Trust Fund has been a strong enabler of often catalytic, partnership initiatives, [and] has equipped teams with flexible and timely financing and support to cover the transaction costs inherent in collaboration, particularly where core resources have either been insufficient or simply not been available.” This was reinforced by the finding that “[Whilst] in almost all cases of collaboration, Trust Fund grants have in fact been blended with core resources,... there is ... an ongoing need for Trust Fund resources. This is not a question of volume, but rather quality. Trust Fund resources offer a risk-appetite and flexibility that core resources do not, and Trust Fund resources are able to support the creation of a robust authorizing environment for collaborative operations.”
- *Humanitarian-Development-Peace Initiative: Taking Stock of a UN and World Bank Joint Initiative in seven Country Contexts (2018)* finding that “having both a UN and a WB window of the Trust Fund, has been beneficial in terms of ensuring accountability and jointly owned results.”

II. Project content, strategic justification and implementation strategy

a) Brief description of the project

To operationalize the **UN-WB Partnership Framework for Crisis-Affected Situations**, the UN is establishing the **Humanitarian-Development-Peacebuilding and Partnership (HDPP) Facility** to catalyze collaborative efforts between the United Nations, the World Bank Group, and partners.

⁸ United Nations - World Bank Partnership Framework for Crisis-Affected Situations, Partnership Report July 2017 – June 2018

The HDPP Facility will provide grant financing and advisory support to UN entities for the development and implementation of joint operational frameworks with the World Bank in crisis-affected situations.

The objective of these grants is to catalyze existing instruments (e.g. PBF, IDA projects, CERF) to achieve greater impact towards common objectives that cut across the humanitarian-development-peace nexus. The overall outcome statement of the HDPP Facility is **UN programmes and projects leverage partnerships and increase impact in efforts to “build resilience of the most vulnerable people, reduce poverty, enhance food security, promote shared prosperity, and sustain peace” (UN-World Bank Partnership Framework for Crisis-Affected Situations, 2017).**

b) **Project result framework,**

To address the challenges noted in section one and in line with the strategy presented in section two, the HDPP Facility will support:

Output 1: Improving data, joint analysis and developing the evidence base for programming

The HDPP will support country managers to establish a common understanding of risks, needs, gaps and existing capacities through sharing analysis and pooling of relevant data. Joint data will serve to support the setting of joint strategic priorities for the achievement of collective outcomes, but equally the convening of policy dialogue and coordination platforms with national governments and partners. Gender sensitivity and gender disaggregated data will be a requirement for any data and analytical processes supported by the HDPP Facility.

Activities at the country-level that the HDPP Facility could support include

- Establishing a common/shared data mechanism at country level with humanitarian, development, and/or peace actors operating within the same geographical area;⁹
- Conducting a public expenditure review of security and justice sector (UN-WB);¹⁰
- Based on data gaps, conduct joint UN-WB diagnostics aimed at (re)building and/or strengthening core government functions in fragile and conflict-affected settings;¹¹
- Mapping of HDP actors and their activities (i.e. Overlaying OCHA’s 5W (humanitarian action mapping of who is doing what where) with development and security/political actors) to increase synergies and leverage complementarities; and
- Joint risk and resilience assessments leading to a joint gender sensitive understanding of the drivers of conflict and fragility;
- Joint analysis of gender issues in crisis-affected situations;
- Joint analysis of the role of youth in crisis affected countries.

Output 2: Enabling Joint Assessments and joint planning frameworks

The HDPP will support through advisory capacity and, where required, financing, the development of aligned and/or shared operational planning between the UN and WB. Aligned

⁹ Humanitarian-Development-Peace Initiative: Taking Stock of a UN and World Bank Joint Initiative in seven Country Contexts, 2018

¹⁰ Securing Development: Public Finance and the Security Sector, Harborne et al; 2017

¹¹ (Re)Building Core Government Functions in Fragile and Conflict-Affected Settings, 2017

planning frameworks will identify collective outcomes and priorities across the HDP nexus, bringing together priorities across the strategic plans (e.g. UNDAF, Humanitarian Response Plan or SAM, and the Country Partnership Framework), or sectorally, with a focus on delivering specific results on specific sectors. Aligned planning frameworks will work with a multitude of tools currently available – from the revised UNDAF, or Recovery and Peacebuilding Assessments of the EU-UN-World Bank, as well as context specific planning instruments, such as country based compacts.

Potential areas of support include:

- Joint planning through UNDAF, Strategic Assessment Missions, or other planning frameworks;
- Recovery and Peacebuilding Assessments (with WB and EU);
- Establishment of gender strategies and principles for programming;

Output 3: Design and implementation support to scale up impact

Given the specific challenges of operating in fragile and conflict-affected situations, beyond planning and analysis, catalytic support including targeted technical assistance may be needed to achieve desired project results. Project preparation support and operational assistance can be accessed either remotely or in country through stronger collaboration across humanitarian, development, peace actors leveraging each other's comparative advantages. At times these initiatives require short-term deployment of Partnership Advisers. This can include specific support to improve gender sensitivity.

Potential examples of support include:

- Establishment of joint UN-WB transition teams to identify, design, and implement projects to bridge the gap between the humanitarian, development, peace/security interventions
- Piloting the implementation of activities through joint delivery platforms at country level, which could include catalytic seed-funding;
- Implementation at country level of conflict prevention activities involving government, UN or other peacebuilding actors;
- Support governments and national stakeholders to develop and implement prevention strategies; and
- Capacity building of relevant HDP actors to facilitate unblocking of implementation challenges of operating in crises affected situations.
- Adoption of a methodology and systems to allocate 30% of funds to gender equality and women's empowerment across HDP programming.

C) Theory of change

Given that shared data and analysis, assessments, guidance capacity and joint operational frameworks are needed to enhance the collaboration between the UN and WB across the Humanitarian-Development-Peace nexus;

And that lack of financing for joint analysis, planning, evidence and prioritization is a constraint for UN-World Bank collaboration in crisis-affected settings;

If the UN has access to guidance, expertise, support and HDPP Facility resources dedicated to enable joint analysis, planning, evidence and prioritization;

Then, more UN Resident Coordinators and UNCTs, and other UN entities will partner with the World Bank to align strategies and strengthen their collaboration with the World Bank;

Which will scale up resources and achievement of results for collective outcomes across the Humanitarian-Development-Peace nexus.

- **Project implementation strategy** –

The HDPP Facility will advance the strategic objectives and priorities determined by the Steering Committee of the United Nations-World Bank Partnership Framework for Crisis-Affected Situations (22 April 2017). The Facility is based on the lessons learned by the United Nations-World Bank Fragility and Conflict Partnership Trust Fund, and advances the institutionalization of partnership within the United Nations.

The implementation strategy is in line with the PBF Strategic plan commitment to engage with the World Bank's scale-up in fragile and conflict-affected countries through IDA 18, and the Secretary-General's restructuring of the Peace and Security pillar of the United Nations which calls on the Peacebuilding Support Office to serve as a 'hinge' connecting the peace and security pillar with the development system, humanitarian actors, and the human rights pillar in accordance with the call of the General Assembly and Security Council for the revitalization of the Office

Two types of country support will be offered:

a. Dedicated advisory support assisting country operations

The UN-World Bank Partnership Adviser and the HDPP support staff will:

- Coordinate, and where required, offer advisory support to country/or regional operations on modalities and opportunities for collaboration, in consultation with relevant UN entities;
- Document and report lessons learned from country operations in support of regional and global partnership;
- Support effective engagement between UN and other multilateral planning processes. This support could cover all planning processes, e.g. strategic assessment missions, humanitarian appeals, UN Development Assistance Framework (UNDAF) preparations and the many variants that occur in different contexts;
- Provide a focal point for coordinating engagement on strategic country diagnostic processes, risk assessments; and
- Organize regional and global community of practice events, bringing together leadership of the UN and World Bank at the country level with interested donors, to discuss challenges, and facilitate joint work.

b. Seed financing to Resident Coordinator's offices, agencies funds and programmes

Beyond the provision of technical advice, the Partnership Adviser and the HDPP support staff will also support grants enabling strategic, operational and programmatic collaboration between the UN, the World Bank Group and non-UN entities across humanitarian, development and peacebuilding operations.

Grants to country operations will focus on joint analysis and priority setting, joint assessment and planning, joint project preparation, including seed funding; joint lessons learned and guidance/ capacity development, and technical assistance / staffing support. The Facility needs to flexibly be able to respond to priorities of the UN system, rather than work on a list of countries at the outset. The facility can realistically support up to 12 countries through the lifecycle of the present project.

Update for COVID 19: In light of the COVID-19 pandemic and noting the importance of conflict sensitive responses, the Facility will make arrangements for fast-track projects for UNOPS to directly implement for COVID -19 response (up to \$50,000 to Resident Coordinators and Country Teams requiring consultancy support for joint data, analysis and assessment with the World Bank (hereafter “COVID-19 offer”).

Projects will contribute to ensuring a conflict-sensitive response to the impact of the pandemic across the HDP nexus.

Grants to headquarters units will be provided on an exceptional basis and focus on supporting the development of innovative joint thematic and operational knowledge, capacity and guidance to support country level delivery. This again builds on the Portfolio reviews observation, that operational and thematic tools enable partnerships and are assessed to be “catalytic [...] across both institutions”.

➤ Direct execution by UNOPS, will be offered in cases where a RC/headquarter unit (who does not have an operational capacity) nominates UNOPS to carry-out project objectives. It will also operationalize the “COVID-19 offer”, where the HDPP Facility may be solicited by UNCTs in priority countries to advance the UN-WB partnership on the ground on establishing a joint evidence base and joint priorities. In these cases, UNOPS will directly contract consultants/companies to carry out services based on presented TORs to reduce the administrative and transaction costs proportionate with the small-scale nature of these grants (up to \$50,000).

Grants should be focused on the four areas of collaboration identified in the **2017 UN-World Bank Partnership Framework for Crisis-Affected Situations**, (see page 6) and aligned with the broader strategic objectives and country priorities of the two organizations. These grants will focus less on joint projects and more on joint results and setting joint strategic priorities, building on the observation that Trust Fund projects have maximized results when operating within existing operational arrangements and management accountabilities [Portfolio Review page 4] to target collective outcomes. In contrast joint projects are viewed as “more difficult, cumbersome” by UN and World Bank staff under joint implementation modalities [Portfolio Review Page 4].

Finally, the HDPP recognizes the commitments made under the **Secretary-General’s seven-point action plan on gender-responsive peacebuilding** which “commits the United Nations to allocate a **minimum of 15 per cent** of all UN-managed funding in support of peacebuilding projects to advance gender equality and women’s empowerment as a principal objective.” This commitment has been further reiterated in subsequent reports including Peacebuilding and Sustaining Peace (A/72/707–S/2018/43) the SG “request that all United Nations funding mechanisms in support of peacebuilding projects meet and exceed this 15 per cent target and that Member States contribute specifically in this area, where resources are scarce but the impact great.” The HDPP will therefore contribute to addressing gender related analytical and planning gaps existing across humanitarian, development and peacebuilding operations. All analytical processes and data collection efforts funded by the facility must be gender sensitive at minimum. Noting the lack of a gender focus in the previous Trust Fund, a 15 per cent target for HDPP

facility projects would constitute a significant improvement on the previous arrangements in support of gender sensitive analysis, with a commitment that further cost-extensions be conditional on a methodology to achieve 30 per cent target for allocations to Gender Equality and Women's Empowerment – based on lessons learned from the implementation of present IRF. The present IRF therefore falls under Gender Marker 1, with an ambition of reaching a Gender Marker 2 following a potential future cost-extension.

D) Project management and coordination

a) Recipient organizations and implementing partners –

The HDPP Facility will be managed as a dedicated project by the Peacebuilding Support Office on behalf of the UN system, and will work in partnership with the Humanitarian, Development and Peace window established in the World Bank's Statebuilding and Peacebuilding Fund.

Under PBSO management, UNOPS will provide operational support to a grant giving mechanism, through which funds will be transferred to an RC or DSRSG/RC/HC designated UN grantee entity (except for cases where UNOPS is the implementing partner, under the Direct Execution modality). UNOPS is the implementing UN entity responsible for administration, transfer, coordination of reporting for grants, fiduciary responsibilities, at the formal instruction of the ASG for Peacebuilding Support. UNOPS will contract two staff members to be housed in PBSO under the supervision of the Partnership Adviser (see diagram "Partnership Adviser and support staff"). The staff members will ensure among other tasks:

- a. Timely transfer of grants (project budget) to the bank account of the UN agency awarded as grantee
- b. Obtain grant disbursement data from grantees and in coordination with the Partnership Adviser and grantees, provide a report on the disbursement rate of fund for grants every six months.
- c. Provide final financial report at the closure of the grant or respective project.

- b) Project management and coordination –** present the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explain project coordination and oversight arrangements. Fill out project implementation readiness checklist in **Annex C**.

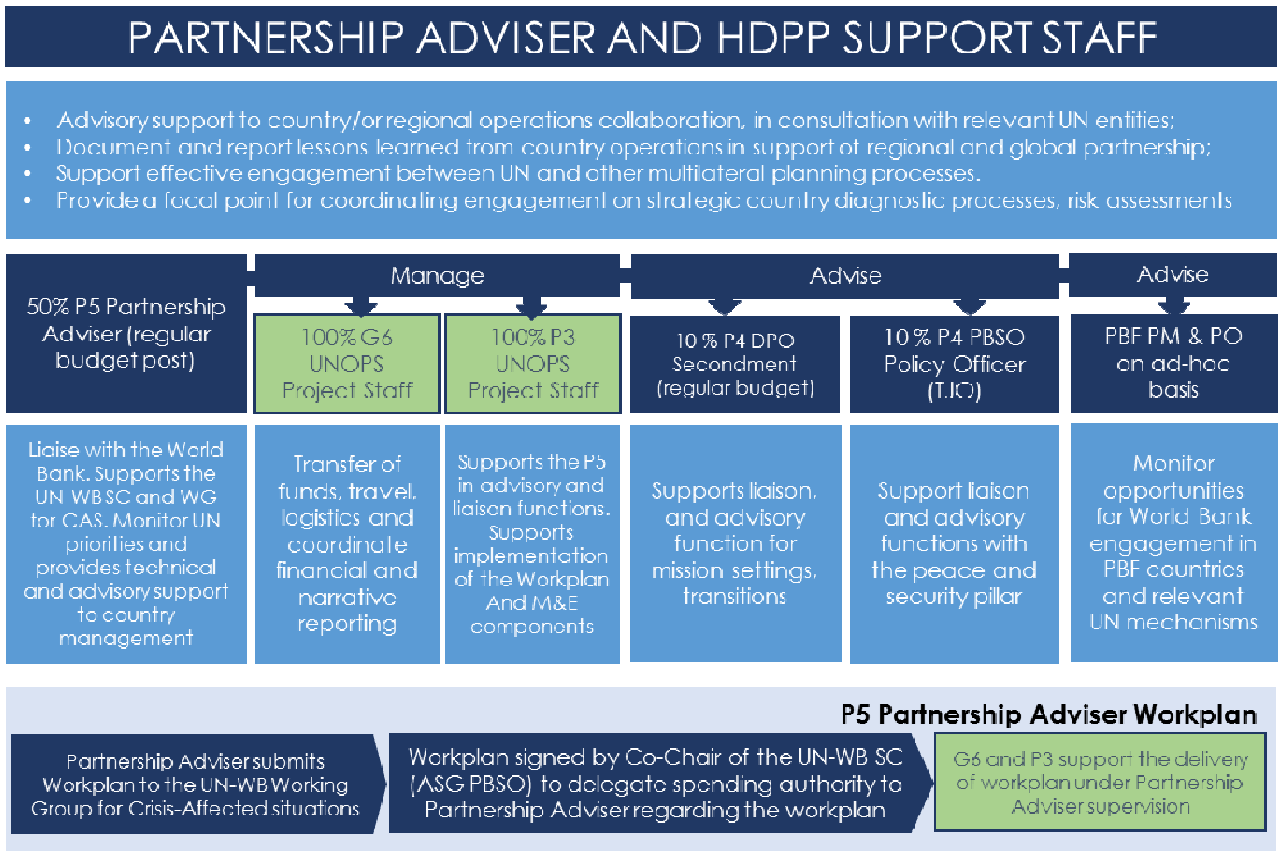
The HDPP facility will be managed by a Partnership Adviser reporting. The Partnership Adviser will have direct responsibility for ensuring that the project's outputs are achieved on time and on budget. As part of the Secretary-General's Reforms of the Peace and Security Pillar the post of the partnership adviser will be covered under the UN Programme budget for the Biennium 2018-2019 (A/72/859).

Beyond direct responsibilities for the HDPP facility, the Partnership Adviser will take primary responsibility for liaison between the UN's peace and security, development and humanitarian communities and provide secretariat functions to the UN and WB Steering Committee for crisis-affected situations in support of the UN's commitment to implement the 2017 Partnership Framework for Crisis-Affected Situations. As part of these functions the Partnership Adviser will liaise internally within relevant organizations and track opportunities for engagement between UN and other multilateral planning and assessment processes;

As foreseen in the Peace and Security Reforms of the Secretary-General, and in line with the 'hinge' function of PBSO, the Partnership Adviser will focus on deepening engagement between

the World Bank and the peace and security pillar, single political-operational structure of DPPA and DPO. The Partnership Adviser will work in close consultation and coordination with dedicated focal points within the humanitarian and development communities.

Under the overall guidance of the Partnership Adviser, the HDPP will work jointly with the WBG Fragility, Conflict and Violence Group to ensure that all processes, results and resources committed by the HDPP Facility are effectively managed in partnership. The Partnership Adviser will submit an annual workplan to cover centralized deliverables as outlined in the budget. The Partnership Adviser will have delegated authority to reallocate up to \$50,000 per annum within the existing outcomes identified in the workplan.



Technical support missions with staff from UNDP, UNHCR, OCHA, WFP, UNICEF, DPPA, DPO, or other entities are funded at the discretion of the Partnership Adviser through his/her annual workplan - in consultation with the head of Peacebuilding Strategy and Partnerships Branch of the PBSO. Mission support should be requested by the RC or DSRSG/HC/RC and the UNOPS G6 will support the ticketing and logistics.

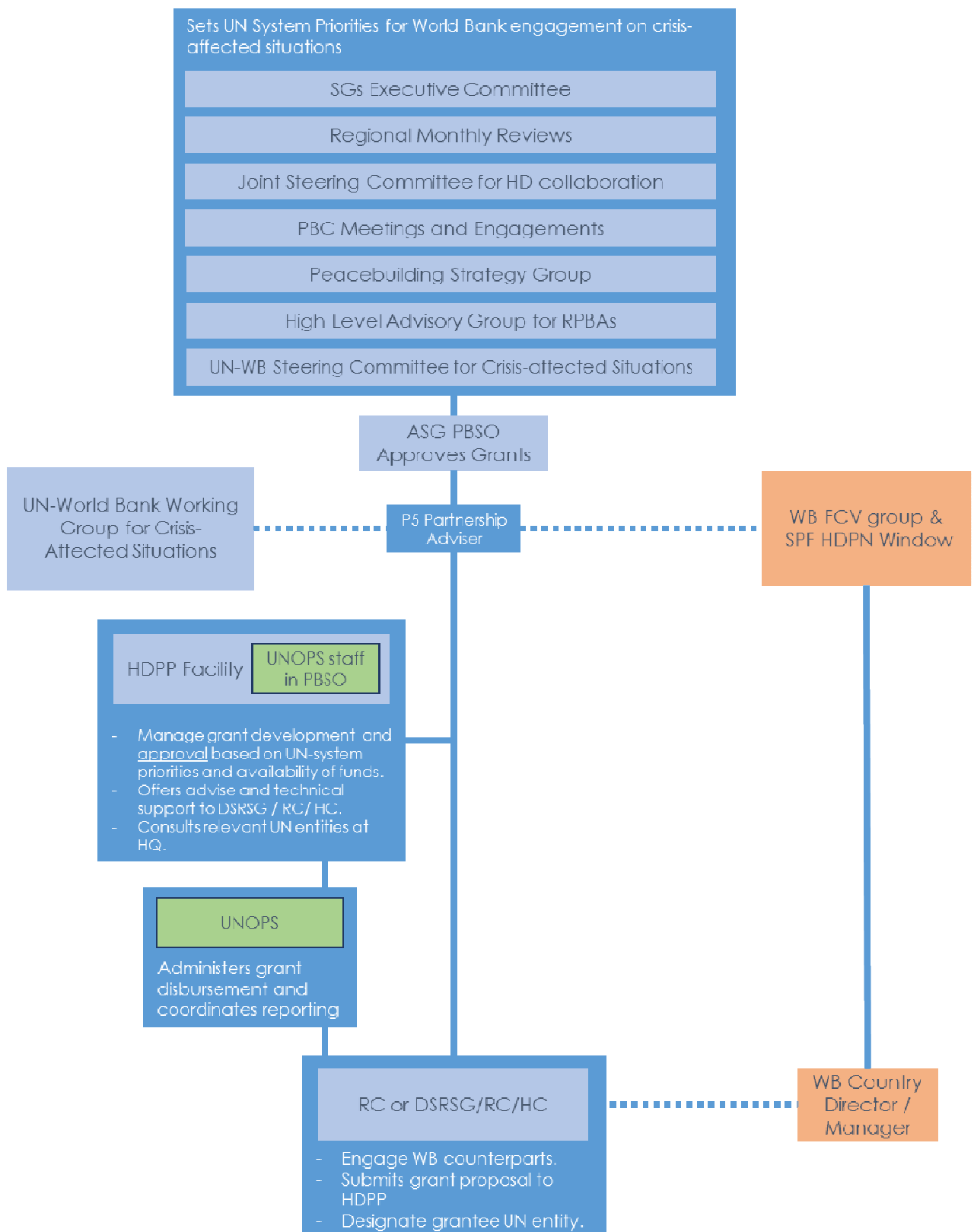
The governance mechanism of the **UN-WB Partnership for Crisis-Affected Situations** will advise on the strategic direction of the HDPP Facility on a biannual basis. Specific countries for priority engagement are in addition set by the various bodies outlined below (diagram on management arrangements for HDPP grants).

- The UN-WB Partnership Adviser will manage grant development and approval based on
 - UN-system priorities – which are set in the bodies outline below;
 - availability of funds; and

- requirements agreed with the UN-WB Working Group for Crisis-Affected Countries in the Guidance for applicants.
- Grants are **formally** approved by the ASG for PBSO.
- The Partnership Adviser and HDPP support staff will ensure coordination and coherence with the grants provided by the World Bank's State and Peacebuilding Fund – and ensure review in consultations with the FCV group as outlined below
- All grants will be managed according to the recipient entities rules and regulations.

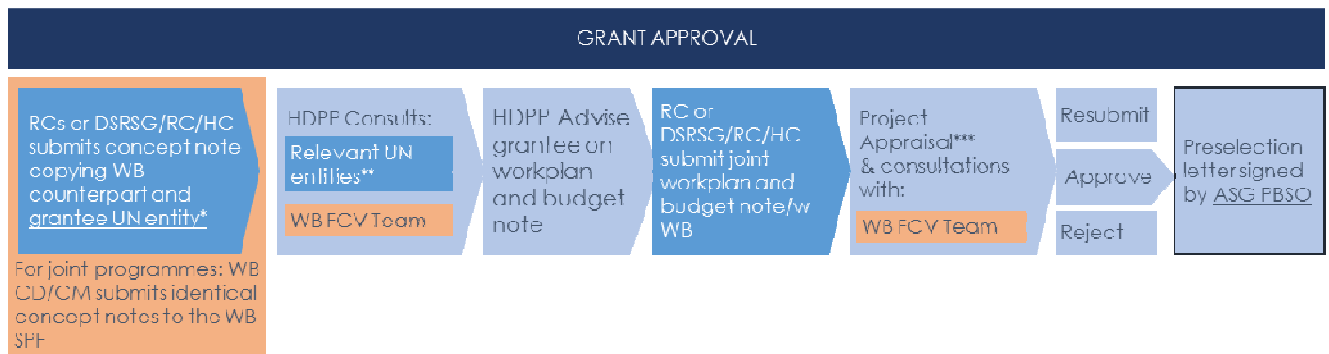
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MANAGEMENT ARRANGEMENT FOR HDPP GRANTS

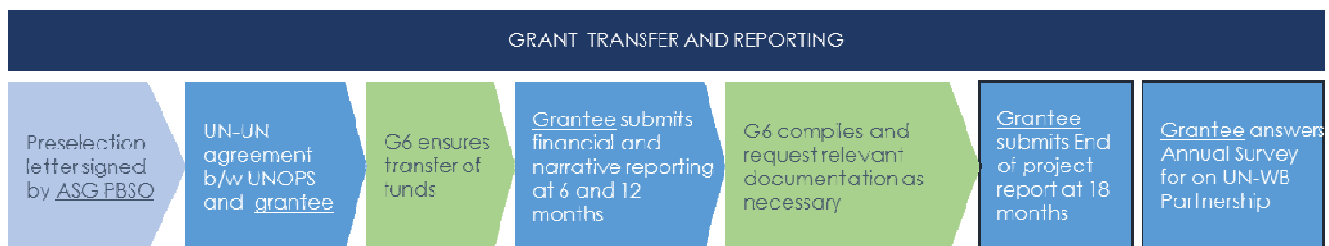


Applications for grants will be received on a rolling basis (with one application per country) for grant between \$100,000-\$400,000.¹² Proposals should be submitted jointly by the most senior leadership of the UN and World Bank in the country. Review of proposals is conducted by the UN-WB Partnership Adviser in consultation with World Bank counterparts in the Fragility, Conflict and Violence Group of the World Bank. As part of this review, the UN-WB Partnership Adviser consults relevant UN entities at HQ as outlined in the diagram below on grant approval. The Partnership Adviser provides feedback to the applicants. A project appraisal committee recommends approval to the ASG for PBSO who ultimately signs off on projects through a preselection letter, ensuring grant transfer to grantee.

Potential applicants must discuss their proposal with the Partnership Adviser before submitting proposals. Examples of joint work to be funded are provided under the Facility’s three output areas listed above. The Facility will provide funding to proposals from UN entities meeting the requirements in the Guidance for Applicants. The guidance will be consulted at the working level of the UN-World Bank Partnership Framework for Crisis-Affected Situations. The grant approval process – including project appraisal and reporting requirements – are outlined in the diagram below.



*RC and DSRSG/RC/HC designates grantee UN entity. On exceptional basis grantee UN entity may be HQ based to work on joint tools or guidance in support of country operations.
 ** Consultation determined through business process based on the type of support requested by the country. The UN-WB WG on Crisis-Affected Situations and the DPPA-DPO regional desks are to be briefed of potential projects and missions.
 *** Project appraisal by P5 Partnership advisor, P3 UNOPS staff and one staff member of the PBSO or relevant UN entity in consultation with World Bank counterparts in the FCV team



¹² The portfolio review of the UN-WB Partnership Trust Fund highlighted that enabling larger, scaled-up projects would allow the Trust Fund to increase its relevance.

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a) Risk management

Risk	Likelihood (High, medium, low)	Severity of impact (high, medium, low)	Mitigation Strategy
<p>Poor coordination across humanitarian, development and peacebuilding operations increases tensions and inhibits the ability to formulate effective, efficient and impactful country collaborations</p>	<p>Medium</p>	<p>High</p>	<p>The UN and the WB have put in place a joint UN WB ASG Snr Director Steering Committee on Crisis-Affected Situations to monitor and address bottlenecks in the implementation of the 2017 Partnership Framework for Crisis-Affected Situations</p>
<p>Changes in priorities of the World Bank and/ or the UN results in shift in focus away from partnership</p>	<p>Medium</p>	<p>High</p>	<p>The UN Secretary-General and World Bank President have signed a Partnership Framework for Crisis-Affected Situations capturing clear and monitorable commitments to advance the partnership, and have agreed to an annual monitoring report to assess progress. The World Bank's Fragility, Conflict and Violence Strategy adopted in March 2020 offers a new opportunity to operationalize partnerships at country-level.</p>
<p>Insufficient capacity is dedicated to the partnership by HQ and CT teams, particularly in the context of UN reforms</p>	<p>Medium</p>	<p>Medium</p>	<p>The UN Peace and Security Reforms have dedicated a UN WB Partnership Adviser position under the UN Programme budget for the Biennium 2018-2019 (A/72/859). In addition to revitalize PBSO and improve coherence of the Peace and Security pillar, both DPA and DPKO</p>

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			will concentrate current capacities on UN WB within PBSO.
Poor articulation of HDP and partnership priorities of UN HQ	Low	Medium	ASG for PBSO sits on the main bodies of the UN system that generates priorities for World Bank Engagement. The HDPP unit will engage the relevant bodies and desks to offer advisory functions regarding World Bank engagement.
<u>The compounded effects of the health, and socioeconomic repercussions of COVID-19 in countries of operation divert UNCT, WB and governments' attention from the HDP nexus and partnership conversation, as the emergency response diverts critical resources.</u>	<u>Medium</u>	<u>Medium</u>	<u>The HDPP Facility develops a COVID-19 offer to support UNCTs in fragile and conflict-affected countries with just-in-time data and analytical expertise to further the UN-WB partnership. Meanwhile, PBSO advocates for the inclusion of peacebuilding considerations in the response, in line with recommendations from the joint Pathways for Peace report.</u>

b) Monitoring and evaluation

The partnership adviser will manage this project and be accountable for it to the ASG for Peacebuilding Support.

The HDPP Facility will monitor effectiveness of grants based on the outcome and output indicators described in the results framework. This monitoring will take place through:

- 1) Narrative project progress reporting every six months;
- 2) Surveys of UN and World Bank staff as part of the end of project reports; and
- 3) Through the annual monitoring report on the implementation of the UN-World Bank Partnership Framework for Crisis-Affected Situations, conducted annually jointly by PBSO and the World Bank's FCV Group.

The Partnership Adviser will submit a separate annual report to the ASG for Peacebuilding support, all entities receiving HDPP grants will be held accountable for the effective use of resources first and foremost in pursuant to their respective established rules and regulations.

The Partnership Adviser will conduct a final review, to ensure that the HDPP Facility is delivering to schedule, with sufficient budget allocated and delivered, and issues identified. As part of this review, the alignment of the Project with the Peacebuilding Fund Strategic Plan 2020-2022 will be also be assessed. Any required revisions will be integrated and consulted with the Peacebuilding Contact Group and the UN-WB Working Group for Crisis-Affected Situations.

The main purpose of reporting is to offer evidence, based on data, of progress against results to help with project implementation and learning. Whilst grant recipients of the facility will need to keep more detailed records of project implementation and progress in line with their own rules and regulations, HDPP project reports need to be succinct and focused on results.

Reporting requirements of grantees

Type of Report	Due When	Submitted by
Grantee Interim Financial report	6 months 12 months	Recipient of grant from HDPP facility
Grantee Final Financial report	18 months	Recipient of grant from HDPP facility
Grantee project progress report	6 months 12 months	Recipient of grant from HDPP facility
Grantee end of project report covering entire project duration	Within three months from the operational project closure (after 18 months)	Recipient of grant from HDPP facility.

Although the present IRF proposal has a lifecycle of 18 months as well – with likelihood of extension - this does not prevent grantees from finalizing and implementing the project after the formal (current) end date of the present IRF proposal.

Grantees should inform the Partnership Adviser of any changes in the timeline and should request approval for any extension of the time limit or alteration in activities to be funded.

c) Project exit strategy/ sustainability

At the end of the project, modalities for effective partnership across the HDP nexus will be more developed and further integrated into the core financing, planning and monitoring frameworks of the UN.

Recommendations for integrating practices and lessons learned into core UN strategic planning and assessment systems can be put forward to the Steering Committee for UN-World Bank Partnership Framework for Crisis-Affected Situations and other relevant decision-making bodies.

E) Project budget *(updated July 2020 budget with no-additional cost. Overall adjustments are presented in the Annex alongside the initial budget)*

The budget changes mainly pertain to subtracting the equivalent of two country grants which will be directly executed by UNOPS rather than as a pass-through country grant, to support the “COVID-19 offer” (retainer and contractual services). It also includes the global policy project on advancing UN-WB partnership in the Security Sector Reform approved on 2 July 2020, to be directly implemented by UNOPS.

As a result, the indirect fees have also been updated (lower pass-through fees, higher direct management fees) in line with the introduction of the direct execution modality for the COVID-19 offer and the SSR project, as well as an increase in the CMDC, in line with the extension of the project duration. The overall budget remains the same as the original and a full budget breakdown with variance is presented in Annex.

Fill out two tables in the Excel budget **Annex D**.

1) Project Budget HDPP

CATEGORIES	Item	UNOPS (18 months)		Total
		Workplan	Grants	
Staff and other personnel	ICA 2	154,058	-	832,694
	Retainer	50,000	-	
	LICA 6	128,636	-	
	Retainer COVID-19 response	500,000	-	
Supplies, Commodities, Materials	Supplies, Commodities, Materials	7,500	-	7,500
Equipment, Vehicles, and Furniture (including Depreciation)	Two Laptops	3,000	-	3,000
Contractual services	12 x Grants to countries x 300,000	-	2,437,742	2,740,242
	2 x lessons learned and guidance x 33,750	67,500	-	
	1 x annual report	10,000	-	
	1 x Final Evaluation	25,000	-	
	4x Contractual Services COVID-	200,000	-	

	19 response			
Travel	12 x 5,000 technical support missions	60,000	-	90,000
	2 x Global or Regional community of practice meeting	30,000	-	
Transfers and Grants to Counterparts		-	-	
General Operating and other Direct Costs	CMDC	-	27,000	165,429
	LMDC	-	87,224	
	Rent USD 15900 per person	47,700	-	
	Telephone Expenses	1,633	-	
	Network connection	1,872	-	
Sub-Total Project Costs		1,286,899	2,551,966	3,838,865
Indirect Support Costs	3% for passthrough grants	-	76,559	166,642
	7% for secretariat costs	90,083	-	
TOTAL		1,376,982	2,628,525	4,005,507

2) Project Budget: Jointly advancing policy tools in support of UN-WB partnership in SSR

CATEGORIES	Item	UNOPS (18 months)		Total
		Workplan	Grants	
SSR Project implementation (OROLSI/DPO)	Personnel	210,000	-	375,181
	Travel	21,349	-	
	Contractual Services	107,750	-	
	LMDC	-	36,082	
Sub-Total Project Costs		339,099	36,082	375,181
Indirect Support Costs	3% for passthrough grants	-	1,082	24,819
	7% for secretariat costs	23,737	-	

TOTAL		362,836	37,164	400,000
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3) Total Budget

CATEGORIES	Item	UNOPS (18 months)		Total
		Workplan	Grants	
1. Staff and other personnel	ICA 2	154,058	-	832,694
	Retainer	50,000	-	
	LICA 6	128,636	-	
	Retainer COVID-19 response	500,000	-	
2. Supplies, Commodities, Materials	Supplies, Commodities, Materials	7,500	-	7,500
3. Equipment, Vehicles, and Furniture	Two Laptops	3,000	-	3,000
4. Contractual services	12 x Grants to countries x 300,000	-	2,437,742	2,740,242
	2 x lessons learned and guidance x 33,750	67,500	-	
	1 x annual report	10,000	-	
	1 x Final Evaluation	25,000	-	
	4x Contractual Services COVID-19 response	200,000	-	
5. Travel	12 x 5,000 technical support missions	60,000	-	90,000
	2 x Global or Regional community of practice meeting	30,000	-	
6. Transfers and Grants to Counterparts		-	-	
7. General Operating and other Direct Costs	CMDC	-	27,000	165,429
	LMDC	-	87,224	

	Rent USD 15900 per person	47,700	-	
	Telephone Expenses	1,633	-	
	Network connection	1,872	-	
8. SSR Project implementation (OROLSI/DPO)	Personnel	210,000	-	375,180
	Travel	21,349	-	
	Contractual Services	107,750	-	
	LMDC	-	36,082	
Sub-Total Project Costs		1,625,998	2,588,048	4,214,045
9. Indirect Support Costs	3% for passthrough grants	-	77,641	191,461
	7% for secretariat costs	113,820	-	
TOTAL		1,739,818	2,665,689	4,405,507

Annex A.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

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 Recipient 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), 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 the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;

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- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over \$250 , indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters.);
- 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:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

request for additional PBF allocation if the context requires it		
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Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding \$250, 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>).

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Annex B: Project Results Framework (MUST include sex- and age disaggregated data)

Outcome: UN programmes and projects leverage partnerships to increase impact across humanitarian, development, and peace operations in crisis-affected situations.

		Means of Verification/ frequency of collection	Baseline and Targets
Outcome Indicator A: Quality of relations between UN and WB management in crisis-affected countries		Annual survey of UN and WB country management in FCS.	Baseline: Unknown Target: High satisfaction
Outcome Indicator B: Percentage of grants that support implementation of collective outcomes (Indicator shared with World Bank Group results framework for Statebuilding and Peacebuilding Fund)		% of HDPP grants that identify and support implementation of joint priorities/plans across humanitarian, development, and peacebuilding operations	Baseline: N/A Target: 4/8
Outcome Indicator C: 7. Ratio of funding leveraged (Indicator shared with World Bank Group results framework for Statebuilding and Peacebuilding Fund)		End of project reports \$ UN and WB resources allocated against joint priorities/plans/frameworks in FCS % of resources (e.g. IDA, PBF, etc.) allocated against joint strategic priorities/plans/frameworks in FCS.	Baseline: unknown Target: Baseline: N/A % Target: 30 %
Outputs	Indicators	Means of Verification/ frequency of collection	indicator milestones
Output 1 Improving data, joint analysis and developing the evidence base for programming Possible Activities: <ul style="list-style-type: none"> • Establishing a mechanism for common analysis and data sharing at country level with humanitarian, development, and peace actors operating within the same geographical area; • Conducting a public expenditure review of security and justice sector (UN-WB); • Joint UN-WB diagnostics aimed at(re) building and/or strengthening core government functions in fragile and conflict-affected settings; • Mapping of HDP actors and their activities (i.e. Overlaying OCHA's 5W 	Output Indicator 1.1.2 Number of joint datasets produced or data sharing platforms/protocols developed, with, disaggregated information on sex and age; (Indicator shared with World Bank Group results framework for Statebuilding and Peacebuilding Fund)	End of project reports	Baseline: 1 Target: 2

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(humanitarian action mapping of who is doing what where) with development and security/political actors) to increase synergies and leverage complementarities of the interventions. • Joint conflict analysis leading to a joint understanding of the drivers of conflict and fragility			
Output 2 Enabling Joint Assessments and joint planning frameworks Possible Activities: • Recovery and Peacebuilding Assessments (with UN and EC); • Developing country level joint delivery platforms (i.e. Recovery and Resilience Framework) to operationalize and implement the recommendations in needs assessments;	Output Indicator 1.2.1 # of joint UN WB priorities/planning frameworks adopted in crisis-affected countries	End of project reports	Baseline: 1 (Lebanon) Target:5
	Output Indicator 1.2.2 # of joint UN WB priorities/ planning frameworks that reference joint assessments and data	Annual report to the PBF # planning frameworks/ priorities referencing joint assessments and data	Baseline: 0 Target: 5
	Output Indicator 1.2.3 # of references to youth and/or gender inclusion issues in joint frameworks	Annual report to the PBF	Baseline: 0 Target: 3
Output 3 Design and implementation support to scale up impact Possible Activities: • Establishment of joint UN-WB transition teams to identify, design, and implement projects to bridge the gap between the humanitarian, development, peace/security interventions (e.g. joint EU, UN, WB team to support government to implement RPBA recommendations); • Piloting the implementation of activities through (joint) delivery platforms at country level, which could include	Output Indicator 1.3. Percentage of HDPP-grants (by #) that are replicated or scaled	End of project reports	
	Output Indicator 1.3.2 # of funded HDPP projects that leverage other funding	End of project reports	Baseline: 0 Target: 50 %

<p>catalytic seed-funding;</p> <ul style="list-style-type: none"> • Implementation at country level of conflict prevention activities (peace-security-development nexus) involving government, UN or other peace-building actors; • Support governments and national stakeholders to develop and implement prevention strategies. • Capacity building of relevant HDP actors to facilitate unblocking of implementation challenges of operating in crises affected situations. 			
<p>Output 4: Timely delivery of grants, missions and services</p>	<p>Output indicator 4.1: timely delivery of requested services (hiring of staff, consultants, transfer of grants, logistics and ticketing on travel)</p>	<p>Average # of weeks from preselection letter to disbursements of grants</p> <p>Average # weeks delay for 6 monthly financial and narrative reporting by UNOPS</p> <p>% support missions timely organized</p>	<p>Target: 1 Week</p> <p>Target: 0 weeks</p> <p>Target: 100 per cent</p>

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Annex C: Checklist of project implementation readiness

Question	Yes	No	Comment
1. Have all implementing partners been identified?	x		
2. Have TORs for key project staff been finalized and ready to advertise?		x	
3. Have project sites been identified?	x		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project?	N/A		
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done?	x		Portfolio review and 10 year compendium report
6. Have beneficiary criteria been identified?	x		Draft Guidance for Applicants include criteria
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	x		Donor support secured
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	x		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A		

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Annex D: Detailed and UNDG budgets (attached Excel sheet)



