



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

PROJECT DOCUMENT COVER SHEET

Project Title: Peacebuilding Fund Secretariat	Recipient UN Organization: UNDP
Project Contact: Paola EMERSON Address: c/o UNDP Yemen Telephone: +967.712.222.205 E-mail: paola.emerson@undp.org	Implementing Partners: Ministry of Planning & International Cooperation and RCO
Project Number: <i>(To be completed by UNDP MPTF Office)</i>	Project Location: Sana'a, Yemen
Project Description: Support to the Joint Steering Committee to manage the peacebuilding programme in Yemen	Total Project Cost: \$1,100,000 Peacebuilding Fund: \$1,100,000
	Project Start Date and Duration: May 2014 – April 2016
Gender Marker Score¹: 2 (based on gender sensitivity of overall programme)	
PBF Outcomes²: Secretariat support to all applicable outcomes.	
Project Outputs and Key Activities: The delivery of quality secretariat services to the Joint Steering Committee in the management of the Peacebuilding Priority Plan (PPP), including project implementation, coordination, support for the implementation of a monitoring & evaluation framework, reporting on Priority Plan results, and liaising with implementing and other partners.	

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

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure).

(for PRF-funded projects)

Co-chairs of the Joint Steering Committee

Mr. Paolo Lembo

United Nations Resident Coordinator

Signature

Date & Seal

Mr. Jamal Benomar

Special Advisor to the Secretary-General on Yemen

Signature

Date & Seal

Recipient UN Organization(s)

Ms. Mikiko Tanaka
UNDP Country Director

Signature

Date & Seal

25/5/2017

HE Mr. Mohammed Al-Sa'adi

Minister of Planning and International Cooperation

Signature

Date & Seal

29/05/2017

Representative of National Authorities



COMPONENT 1: (The "Why")

a) Project Justification and relevance to Peacebuilding

Yemen is currently undergoing a major transition from the 33-year rule of President Ali Abdullah Saleh that ended in November 2011, after 11 months of popular protests that gained the support of the main opposition alliance and several military units. The change in leadership set in motion a new political dispensation that brings both opportunities and risks. Meanwhile, long-standing conflicts, development, and humanitarian challenges persist, undermining stability and governance. Since the country was deemed eligible to access funding available through the Peacebuilding Fund by the United Nations Secretary-General at the request of the Government of Yemen, the UN Country Team has been working with partners, including government counterparts, to support confidence building programmes in peace agreements and transitional processes, and to contribute to restoring social contracts and strengthening social cohesion.

This current project will establish the PBF Secretariat in Yemen, under the overall supervision of the Co-Chairs of the Joint Steering Committee (JSC). The Joint Steering Committee was established in September 2013 and is co-chaired by the Prime Minister, the Special Adviser of the United Nations Secretary-General for Yemen (SASG) and the United Nations Resident Coordinator. The Prime Minister has delegated the chairmanship of the JSC to the Minister of Planning and International Cooperation and the SASG has delegated it to the Senior Officer of the Office of the SASG based in Yemen. The Government is represented by the Minister of Finance, the Minister of Foreign Affairs and the Secretary General of the Prime Minister Office; bilateral donors are represented by the GCC, Netherlands, Turkey, UK and US; the multilateral agencies by IOM, UNDP and UNHCR; and the INGO Forum Chair represents the International NGOs. Finally a representative of the Yemeni society is in the process of being added.

The PBF Secretariat in Yemen will effectively coordinate collaboration among all key actors implementing the Peacebuilding Priority Plan, including the various Government institutions and agencies, civil society organizations, UN Agencies and donors. The main project focus of the PBF Secretariat in Yemen will be to ensure overall coordination, undertake monitoring and reporting of the Priority Plan at the outcome level, support evaluative exercises, as well as provide capacity building in peacebuilding programming, and communication of all Priority Plan results.

The Secretariat will be accountable to the Joint Steering Committee and PBSO, and report to the Prime Minister or his alternate, the Minister of Planning and International Cooperation, the United Nations Special Adviser of the Secretary-General and the United Nations Resident Coordinator as co-chairs of the JSC.

Coordination with other donors, in addition to those that are already members of the JSC, that may include contributors to the Peacebuilding Fund, would ensure better complementarity of all peacebuilding activities in the country. During the period of implementation of the project, the Secretariat will present recommendations and explore ways in which to ensure that existing coordination mechanisms, such as the Donors Forum and the G14, could serve to strengthen peacebuilding beyond the end of the project.

COMPONENT 2: (The "What")

a) Project focus

The PBF Secretariat in Yemen will be set up to provide key support to the Joint Steering Committee, particularly though not exclusively through coordination of RUNO activities in support of achieving results identified by the Peacebuilding Priority Plan. The tasks of the Secretariat, among others,

Include the coordination of the implementation of the Yemen Peacebuilding Priority Plan, the organization and preparation of JSC meetings, conducting consultations with relevant stakeholders, communicating the process of implementation of the PPP to all relevant stakeholders, as well as monitoring and reporting on the peacebuilding outcomes of the PPP. To ensure the full engagement of national actors, including Government and civil society, the Secretariat will also be expected to provide capacity building on topics relevant to peacebuilding to the national and local authorities, implementing partners and the people involved in the peacebuilding programme. The Secretariat serves as an interface between the strategic decision-making level bodies, the state institutions and the UN Agencies in the country and PBSO.

The PBF Secretariat will be staffed by one international officer (a programme coordinator) and two national officers (one monitoring and evaluation expert and one peacebuilding expert) who will collectively be responsible for:

- Coordinating the implementation of the Peacebuilding Priority Plan, ensuring that the PRF projects complement each other, maximizing their peacebuilding impact.
- Providing PBF secretariat with support, including organising meetings, recording minutes and sharing documents with its members
- Documenting, communicating and ensuring follow-up of the JSC's decisions, particularly submission of documentation on approved projects to the UNDP MDTF Office
- Maintaining a database of implementing partners
- Developing project selection criteria in consultation with partners to be adopted by the JSC
- Reviewing and analyzing concept notes and project proposals, including ensuring all technical review, and submitting recommendations to the JSC
- Supporting inter-project coordination and providing guidance to Recipient UN Organizations on common methodology for Project / project costing, monitoring and related issues
- Organising specific project impact monitoring and evaluation training
- Coordinating evaluative exercises (e.g. evaluability assessments, periodic reviews and evaluations) led by PBF Monitoring & Evaluation Unit.
- Tracking the implementation of projects and making recommendations for improvements, if deemed necessary
- Analysing progress made toward achievement of the Priority Plan objectives by monitoring the Priority Plan objective indicators.
- Identifying problems that may arise in relation to project delivery and management and advising the JSC on appropriate action, with follow up and reporting back on progress or lack thereof
- Reviewing reports and status updates
- Drafting of the Annual JSC Report
- Acting as a local repository of knowledge regarding the rules and regulations of the PBF and related management arrangements
- As directed by the JSC Co-Chairs, supporting information sharing (including bulletins), awareness raising and training as required
- Ensuring linkages of PBF Yemen to national processes, in particular with the Transitional Program for Stabilization and Development (TPSD), the United Nations Assistance Development Framework, the United Nations Transitional Framework and the Yemen Humanitarian Response Plan
- Promoting PBF awareness especially amongst Government and civil society and international partners
- Documenting issues and periodically sharing 'lessons learnt' with the JSC and PBSO
- Any other related tasks as directed by the JSC Co-Chairs

b) Target Groups

The key stakeholders of the project are the national authorities of Yemen and the UN agencies. The key beneficiary is the Joint Steering Committee comprised of 14 members representing governmental institutions, civil society organizations, bilateral partners and UN Agencies as well as the project beneficiaries.

UN Agencies that would implement PRF projects and their implementing partners would be among the beneficiaries of this project, particularly the staff in these agencies working on coordination and communication, as well as monitoring and evaluation.

Other beneficiaries of this project include donors and other stakeholders who do not directly participate in the implementation of the projects, but may benefit from increased coordination in the area of peacebuilding.

The project staff will also work closely with managers of other PBF supported projects (IRFs) to support in the implementation of their projects and ensure linkages particularly for projects with a geographical or topical overlap.

c) Theory of change: linking activities to results

Through continued PBF assistance, the PBF Secretariat in Yemen will be able to support the implementation of the Peacebuilding Priority Plan 2014-2016. By establishing and consolidating its capacities, the PBF Secretariat in Yemen will be able to execute its tasks, ensuring the effective implementation of the PBF supported portfolio that addresses various conflict issues that cut across the Yemeni society. Achieving the abovementioned outcomes will certainly require capacity at the PBF Secretariat to play a meaningful coordination role, involving all key stakeholders, as well as provide training, technical advice and effectively monitor and report on progress and challenges. With PBF support, the PBF Secretariat is expected to fulfill its key mandate, contributing to quality programme results and enhanced coherence, collaboration and synergies among the various peacebuilding initiatives.

COMPONENT 3: (The "How")

a) Implementation approach

Key priorities for the PBF Secretariat include coordination of all key stakeholders involved in the implementation of the Peacebuilding Priority Plan. Related to this, comprehensive monitoring and reporting, capacity building of national partners, and clear communication regarding PRF projects are among the other main priorities.

The secretariat will be managed by an international Programme Coordinator with broad peacebuilding expertise who will assist the Joint Steering Committee in managing the peacebuilding programme. The team will include two National Programme Officers, including one Peacebuilding expert and Monitoring and Evaluation expert, and support staff. While based in Sana'a, the team is expected to travel throughout the project sites. There should be a strong emphasis on capacity building in peacebuilding approaches with the national team and with the relevant counterpart ministries.

This will be a single RUND project, with UNDP as the Recipient UN Organization and the PBF Secretariat located within the RC's Office. The Programme Coordinator within the Secretariat will act as the Project Manager, while UNDP will ensure quality assurance of the project. Half-yearly and annual progress reports will be submitted to the JSC, PBSO and the MPTF Office as per the standard requirements.

b) Budget

CATEGORIES	Amount Participating Agency	TOTAL
1. Staff and other personnel	Programme Coordinator (P4) - \$239,590 Programme Officer M&E (NOA) - \$43,810 Programme Officer Peacebuilding (NOA) - \$43,810 Project Assistant (GS5) - \$25,299 Driver (GS3) - \$14,448	\$733,914
2. Supplies, Commodities, Materials	\$25,000	\$25,000
3. Equipment		
Armoured Vehicle (to be cost shared with the Resident Coordinators Office)	\$115,000	\$143,000
Fuel and maintenance costs	\$28,000	
4. Contractual services (translation, perception surveys, etc)	\$56,123	\$56,123
5. Travel	\$20,000	\$20,000
6. Training	\$50,000	\$50,000
Sub-Total Project Costs		\$1,028,037
8. Indirect Support Costs*	7%	\$71,963
TOTAL		\$1,100,000

c) Sustainability

The United Nations system in Yemen has many years of experience collaborating with the Ministry of Planning and International Cooperation, its main counterpart. For this project a department in the Ministry will be identified as the focal point for peacebuilding activities in Yemen. To enhance knowledge on peacebuilding, the work plan will include training and exchanges as well as links with the UN Communications Group.

During the period of implementation of the project, the Secretariat will consider, present recommendations and explore ways in which to ensure that existing coordination mechanisms, such as the Friends of Yemen, the Donors Forum and the GI4, could serve to strengthen peacebuilding beyond the end of the project.

d) Risk management

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
GoY capacity to manage political, economic and security reform is taxed	High	Medium	Align peacebuilding programme with other initiatives such as those envisaged in the Friends of Yemen and the implementation of the Mutual Accountability Framework. Capacity building of Government counterparts in particular MoPIC.
Insecurity in conflict areas threatens programme implementation and staff safety	High	Medium	Close coordination with DSS and national security authorities to monitor the conflict and security trends. Local outreach and sensitization, promoting community ownership and strengthening responsibilities of national staff.
High expectations of the impact of the peacebuilding programme not matched by its reach (geographic and thematic)	Medium	Low	Develop a communications strategy for beneficiaries, local communities and major stakeholders (ministries, PBF donors, other development partners) on the catalytic effect of PBF programming. Ensure joint programming particularly in the field.
Timely recruitment of qualified staff	Medium	Medium	RCO working with UNDP to consider interim mechanisms to bring staff on board while competitive process runs its course (IC, consultancies, etc)
Staff turnover	Medium	Medium	Strong monitoring & evaluation plan to ensure important milestones are met

e) Results framework and monitoring and evaluation

SUPPORT TO THE JOINT STEERING COMMITTEE					
Theory of change: If quality support is provided there will be an expansion of the peacebuilding programme in Yemen					
National priorities	PBF specific outcome	Indicators	Partners	Indicative Budget	Assumptions
	Effective coordination, monitoring, reporting, analysis and	Timely submission of the JSC Annual Report Baseline: n/a	RCO	\$1 million	Priority plan signed off

	<p>communication on the achievement of the Priority Plan results and the projects that support it.</p>	<p>Target: within 7 days of the deadline</p> <p>High quality JSC Annual Reports Baseline: n/a Target: "acceptable" rating by PBSO review team</p> <p>Quality PPP projects Baseline: n/a Target: fully meet selection criteria, including value-for-money criteria</p> <p>Quality coordination and communication from PBF secretariat Baseline: n/a Target: Key partners (e.g. RUNOs as well as non-UN stakeholders) satisfied with level and timeliness of PBF secretariat communication and coordination</p>			
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COMPONENT 4: (The "Who")

a) Implementing agencies and their capacity:

- List of RUNOs and implementing agencies: *UNDP in collaboration with the Ministry of Planning and International Cooperation (MoPIC), who has been delegated by the Prime Minister, who is one of the JSC co-chairs, to support the programme.*

- Implementing agency capacity: *UNDP often provides the operational support to the PBF secretariats at the global level. In Yemen it is expected that UNDP will provide to the PBF secretariat office space and operational support (IT, travel, procurement, etc) with a cost recovery scheme that is based on common premises (based on office space) and common services (based on number of staff).*

b) Project Management Arrangements and coordination:

- Project management and coordination: *The PBF secretariat will be accountable to the co-chairs of the Joint Steering Committee and PBSO. The Secretariat manager will report on a day-to-day basis to the Resident Coordinator through the Head of the Resident Coordinator's Office.*

c) Administrative Arrangements

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

AA Functions

On behalf of the Participating Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008)³, the MPTF Office as the AA of the PBF will:

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

Accountability, transparency and reporting of the Recipient United Nations Organizations

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

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

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

- Bi-annual progress reports to be provided no later than July 31st;

³ Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>

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

Ownership of Equipment, Supplies and Other Property

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

Public Disclosure

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