Joint Project Document for the Republic of Yemen

Project Title: Local Governance Support Project

Joint Project Outcome(s): Enhanced transparency and accountability of public institutions and participation of all constituencies in systematic national and local decision-making within the scope of Yemen's Constitution and international treaties ratified by the Republic of Yemen

Project Duration: May 2010 – Dec 2014
Anticipated start/end dates: May 2010
Fund Management Option(s): Pass-through
Administrative Agent: UNDP

Total estimated budget*: US $ 12,045,000
Out of which:
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2. Unfunded budget: US $ 5,495,000

* Total estimated budget includes both programme costs and indirect support costs

Sources of funded budget:
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- UNDP US$ 3,500,000
- UNCDF US$ 1,000,000
- UNIFEM US$ 50,000

UN organizations

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Date: 25th April 2010

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UNCDF

Date: 25th April 2010

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Date: 25th April 2010
### Acronyms

<table>
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<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CBOs</td>
<td>Community-Based Organizations</td>
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<td>CBDs</td>
<td>Community-Based Development</td>
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<td>CD</td>
<td>Capacity Development</td>
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<td>COCA</td>
<td>Central Agency for Control and Audit</td>
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<td>DANIDA</td>
<td>Danish International Development Association</td>
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<td>DEX</td>
<td>Direct Execution</td>
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<td>DFT</td>
<td>District Facilitation Teams</td>
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<td>DLDSP</td>
<td>Decentralization and Local Development Support Project</td>
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<td>DiM</td>
<td>Direct Implementation</td>
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<td>GE</td>
<td>Gender Equality</td>
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<td>GLA</td>
<td>Governorate Local Authority</td>
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<td>GOY</td>
<td>Government of Yemen</td>
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<td>GWDD</td>
<td>General Women Development Directorate</td>
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<td>ICT</td>
<td>Information and Communication Technologies</td>
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<td>JP</td>
<td>Joint Programme</td>
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<td>Joint Project Monitoring Framework</td>
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<td>LA</td>
<td>Local Authority</td>
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<td>LDP</td>
<td>Local Development Programme</td>
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<td>LADF</td>
<td>Local Authorities Development Fund</td>
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<td>LED</td>
<td>Local Economic Development</td>
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<td>Local Government Forum</td>
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<td>Local Government Support Project</td>
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<td>LPAC</td>
<td>Local Project Appraisal Committee</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MIS</td>
<td>Management Information System</td>
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<td>Ministry of Civil Service</td>
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<td>MOF</td>
<td>Ministry of Finance</td>
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<td>Ministry of Planning and International Cooperation</td>
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<td>NSTLG</td>
<td>National Strategy for the Transition to a Local Government</td>
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<td>NEX</td>
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<td>NiM</td>
<td>National Implementation</td>
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<td>National Women Committee</td>
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<td>PEM</td>
<td>Public Expenditure Management</td>
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<td>PG</td>
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<td>Public Works Project</td>
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<td>SCER</td>
<td>Supreme Commission for Election and Referendum</td>
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<td>SFD</td>
<td>Social Fund for Development</td>
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SHD  Sustainable Human Development  
SSC  South-South Cooperation  
TOR  Terms of Reference  
TS  Technical Secretariat  
UN  United Nations  
UNCDF  United Nations Capital Development Fund  
UNDAF  United Nations Development Assistance Framework  
UNDP  United Nations Development Program  
USAID  United States Agency for International Aid  
WDS  Women Development Strategy  
YWU  Yemen Women Union
Joint Project Document

1. Executive Summary

The aim of the project is to support the Government of the Republic of Yemen (GoY) in its effort to transform its Local Authority System to a Local Governance system as articulated in the National Strategy for Transition to Local Governance (NSTLG) that was approved by the Cabinet in 2008. The core activities of the project will be articulated around supporting the development and implementation of the GoY National Programme which will guide and manage the implementation of the National Strategy for Transition to Local Governance (NSTLG). The project will provide support at three levels – to the National Programme Management Structure to formulate and coordinate implementation, to central government institutions, particularly the Ministry of Local Administration and to Local government units to support them in undertaking specific reforms as part of the implementation of the overall National Programme agenda.

Towards achieving that aim, the Local Governance Support Project (LGSP) will support the development of a comprehensive legal framework for the local governance system including the amendment of relevant articles of the Country’s Constitution, the formulation of a new Local Government Law to replace the current Local Administration Law number 4 of 2000, and the alignment of relevant primary and sector policies, legal and regulatory frameworks with this new law. In particular the project will support the use of participatory mechanisms to ensure that the legal reform process contributes to national consensus and state building.

The LGSP will support institutional and capacity building of the National Programme Management Structure. It will also develop the capacities of the Ministry of Local Administration (MOLA) and other central institutions to enable them to undertake their assigned roles within the Local Governance system and implement related activities in the National Programme to achieve the transition to a Local Governance system. The project will also directly support the process of institutional and capacity development of the Governorate and District tiers to enable them to undertake their redefined mandates as Local Governments and to perform their newly assigned functions. Building on the experience of the Decentralization and Local Development Support Programme (DLDSP) it will further strengthen and develop the base operating systems, procedures and capacities of Local Government units, including institutionalizing the District Facilitation Team approach and extending this to all Governorates and Districts. Lessons derived from the implementation of project activities on the ground will contribute to inform policy-making at the central level. Focus will be given to ensuring public participation and transparency to promote a broad sense of ownership of the national governance reform agenda. A focus on Gender mainstreaming will also be maintained in project activities at all levels.

Also building on the experience of the DLDSP, the project will continue to support participatory Local Development Planning processes, with an increased emphasis on integrating Local Economic Development and Natural Resource Management components to accelerate the achievement of the MDGs and the promotion of broad-based local development. The LGSP will build on Local development Plans to target strategic investment in local development initiatives to enhance leverage for local resource mobilization.
2. **Situation Analysis**

Administratively, Yemen is divided into a total of 22 Governorates and 333 Districts and is classified by UN as an LDC. Yemen has a total population of 23.8 million (2008 estimates) with an annual growth rate of 3%. Yemen remains a largely rural country, with three quarters of the population scattered in small villages or communities. About 50% of the population live in Sana’a Governorate and the five more densely populated Governors (Taiz, Ibb, Hajjah, Dhamar and Hodeidah), whereas only 3% live in the three least densely populated Governorates (Al-Mahra, Al-Jawf and Marib). Yemen’s high mountains and desert terrain have allowed some areas to remain isolated. In many places local cultural practices continue to be rooted in tribal identity and traditional social structures. The strong tribal system in Yemen is marked by high levels of intra and inter-tribal conflict which impact on the potential for local development, including localized conflicts relating to access to land, water and other resources. The need to promote equity and foster social cohesion is therefore emerging as a key priority for the country.

In 2008 Yemen ranked 138 out of 179 countries on UNDP Human Development Index (HDI) with a per capita income of US$ 1,035 (2009). The 2006 UNDP/World Bank/Government of Yemen Poverty Assessment Report concluded that 34.8% of the population lives below the national poverty line (20.7% in urban areas and 40.1% in rural areas). Given the poor economic performance during the last four years (as indicated in the Mid-term Review of the third Development Plan for Poverty Reduction), continued dependence on a volatile oil-based economy and only some improvements in the HDI, Yemen is not likely to attain any of the MDGs (with a possible exception of primary universal education and under-5 mortality rate) unless economic growth picks-up to 7% annually for the remaining period of the MDG cycle (2010-2015) and only if resources are allocated and managed appropriately. This remains a major challenge in the current environment, especially given the decline of oil production and reduced international oil prices, lack of proper policy and strategy to address subsidies on oil products and the negative impact this has had on the economy and the failure to diversify the economy away from oil. On top of the existing development challenges, this poor economic performance discourages people’s participation in local development. In addition, these economic constraints have created difficulties for the Government of Yemen in allocating the required financial resources for addressing local development and reducing inequalities/disparities at all levels. Moreover, Yemen receives a relatively small amount of external aid, amounting to $13 per capita which is equivalent to 2.2% of GDP compared to an average of US$ 33.4 per capita and 18.7% of GDP for all Least Developed Countries (LDCs).

Recognizing the need to strengthen local administration, the Government of Yemen adopted the Local Administration Law (LAL) in 2000 and issued executive and financial regulations and organizational bylaw for Governorates and Districts. Local council elections were also successfully conducted in 2002 and 2006. However, despite the achievements the decentralization process has not yet delivered the desired results due a number of constraints including:

1. Persisting inconsistencies in the legal frameworks that contribute to lack of clarity between central and local authorities on the roles and responsibilities on local development in Yemen;
2. Lack of participation of local authorities in formulation of national planning frameworks and annual national budgets, which do not reflect local needs;
3. Weak capacity at central government level and often weaker capacity at local authority level; and
4. Absence of tools and systems at all levels for the operationalization of decentralization and improved delivery of services to the population.
Finally, there is a lack of coordination amongst existing activities to strengthen local governance and support local development with raises issues about the sustainability of such initiatives within the context of an overall framework for local governance reform.

3. Strategies, including lessons learned, and the proposed joint project

Background/context:

The Local Governance Support Project is a joint UNDP/UNCDF Project designed to support the Government of Yemen formulate, manage and implement the National Programme which will be the vehicle for implementation of the Local Governance Strategy.

The process for developing the National Programme has already begun and is considered a high political priority. Direction and oversight bodies for the National Programme have already been established by Ministerial decree. These include an Inter-Ministerial Committee chaired by the Prime Minister with ten members to provide overall policy guidance, oversee implementation of local government agenda in the country, and ensure proper coordination and alignment of line ministries and other players. A Technical Committee under the chairmanship of the Minister of Local Administration is in the process of being established. Finally, a Technical Team has been charged with the development of the framework for the National Programme followed by the formulation of a detailed work plan. Five working groups have been set up to develop the framework for each of the key pillars of the strategy. By the 1st quarter of 2010 a clear process for the development of the National Programme should be in place, and the formulation of the full National Programme in a participatory manner involving all stakeholders is expected to take place during the 2nd quarter of 2010. In addition an executive management body is currently being designed that will take responsibility for coordinating the implementation of the National Programme across all agencies.

The project will provide support at three levels: – to the National Programme Management Structure to formulate and coordinate implementation of the full National Programme, and to central government institutions, particularly the Ministry of Local Administration as undertakes it role in supporting and supervising local governments and to Local Government Units to support them in undertaking specific reforms and on introducing and performing their newly introduced functions as part of the implementation of the overall National Programme agenda. The LGSP will apply specific attention to the variation in the level of capacity which that exists at governorates and districts and will support the rollout of a capacity development and function deployment process which takes that into consideration to ensure that LG absorptive capacity is given a chance to evolve.

The LGSP will ensure that the support it provides will efficiently contribute to the development of a sustainable system of local government capable of maintaining momentum in contributing to local development to foster social cohesion and the alleviation of poverty. The Project will also aim to support the processes of strengthening required central level capacity for supporting and supervising the nascent LGs.

The overall aim of this joint Project is expected to contribute to the achievement of the UNDAF outcome “Enhanced transparency and accountability of public institutions and participation of all constituencies in systematic national and local decision-making within the scope of international treaties ratified by the Republic of Yemen.”
The joint Project has been structured around the delivery of three main outputs:

1. Enhanced Government efforts to develop comprehensive institutional, legal and regulatory framework for local Governance;
2. Enhanced Government efforts to develop required capacities at central and local levels for a functioning local Governance; and
3. Improved Local Governments capable of equitably and strategically investing public resources and effectively promoting local development and contributing to the achievement of some of the MDGs.

**Lessons Learned:**

Experience in several developing countries indicates that devolution of responsibility to local Governments can contribute to socio-economic development and the achievement of MDGs. Such a shift in power for decision making and action can ensure that local issues and problems are not lost when aggregated at the national level. Decentralized governance, planning and budgeting helps to focus socioeconomic development responses on locally identified needs and priorities, and develop communities’ sense of ownership in resolving them. Local issues like availability of basic amenities including schools, health services and drinking water when resolved locally shall help to alleviate poverty and also achieve some of the MDGs. Furthermore, decentralized governance makes it easier for citizens to participate and hold their local governments accountable for results.

Despite the enactment of the Local Administration Law (LAL) in 2000, the decentralization process has not yet been able to yield satisfactory results that live up to the expectations of the public. The shortcomings can be attributed to a number of factors including:

1. Limitations in the level of empowerment of Local Authorities in the current local government policy and legal framework and incomplete implementation of the Local Administration Law.
2. Lack of alignment between sectoral legal frameworks and the Local Authority Law which constrains full implementation of the LAL
3. A lack of clarity in the assignment of functions, roles and responsibilities between local authorities and central/ministries which causes gaps and inefficiencies in the delivery of services and the performance of other critical LD related functions.
4. Significant gaps in local level community/citizen participation in decision making (planning and allocation of public resources) resulting from underdeveloped systems of downward accountability.
5. Low levels of funding to meet the base recurrent costs of service delivery and the performance of basic LA functions which significantly undermines their ability to deliver services, upgrade or maintain service quality and respond to need.
6. Low levels of funding allocated to meet the capital investment needs of localities for expanding service coverage and quality and closing the local development and MDG achievement gap.
7. Weakness and limited development of LA institutional structures, operating systems and procedures for service delivery and the performance of other critical LD related functions.
8. Limitations in human resource capacity in LAs and central agencies and the mismatch between the skill sets of available civil servants and the tasks at hand.
The Decentralization and Local Development Support Project (DLDSP) implemented by UNDP and UNCDF from 2003 to 2009 was designed to help to address some of these key issues. The DLDSP was evaluated in 2008 and the evaluation produced the following key findings:

1. Substantially strengthened local governance in the pilot districts, which needs to be deepened through increased community involvement, including women’s groups (direct as against representative democracy);
2. Very effectively built institutional capacity within the pilot districts for budgeting and planning, and further work is needed to demonstrate that this translates into more effective service delivery, notably in the local economic development and environmental spheres;
3. Very substantially supported national decentralization policy & strategy and this now needs to be made known in the right quarters and aligned with the President’s vision;
4. In a good number of its projects, improved social service delivery in a way that meets the needs of the poor, but has yet to demonstrate this in the economic and environmental spheres;
5. While it has not as yet demonstrated that it can produce services at lower cost than, for example, the SFD and PWP, holds out the promise of providing services at similar costs, more sustainably once its delivery models have been fully tested.

Building on the DLDSP:

The LGSP aims to build on the successes of the DLDSP. At the central level, LGSP will maintain a continued focus on the development of policy and legislative frameworks. However, recognizing the implementation of effective decentralization will necessarily involve the whole of government, and indeed the whole of Yemeni society the project will adopt a particular focus on addressing the deficiencies in public participation in decision-making through the establishment of a participatory mechanism to inform policy reforms at the central level. The project will also continue to support and build the capacity of the Ministry of Local Administration to define and undertake its key functions in designing and supporting the transition to a local governance system. And it will extend this support to a number of other key central and sectoral ministries to support them in adapting to the transition to increased decentralization.

The LGSP will also strengthen the focus on gender mainstreaming in all project activities including providing support to the recently established departments of Women’s affairs at local government level, and the integration of a gender mainstreaming perspective in the development of all operational systems and procedures and training materials.

At the local level, LGSP will build on the successes of the DLDSP in developing systems and building capacity in participatory local development planning processes and basic administrative and financial systems using a two track approach:

1. LGSP will continue to work in the nine governorates where DLDSP was implemented to support governorate level to:
   a. roll out DLDSP processes to the remaining districts; and
   b. further develop and refine systems and procedures, introduce new elements and carry the planning process to a new stage of development
   c. The LGSP will focus on few governorates with full district coverage for the introduction and activation of the LED promotion and Natural Resource Management
Functions of LGs at both the district and governorate levels. This effort will build on the systems, procedures and capacities already introduced and institutionalized through the DLDSP. The LGs will also receive additional support to deepen their base operating capacities and to introduce some additional ones that have not been addressed by the DLDSP.

2. The project will work with partners to support the development of agreed models for the wider rollout of processes and systems piloted under DLDSP. This will also provide an opportunity to refine these approaches drawing on the experience of fostering community participation and accountability developed by other partners including the Social Fund for Development (SDF), the Public Works Project (PWP), and relevant initiatives supported by NGOs. Implementation of the rollout of the agreed approach will be left to national institutions and LGSP will provide backstopping support to the rollout process as required.

To support the roll out and implementation of approaches developed and piloted under DLDSP in a larger number of areas across the country, LGSP will also shift its focus substantially from providing support directly at the District level to the Governorate level, particularly in building the capacity of Governorates to coordinate between districts and to support and oversee district performance. The project will be introducing procedures and capacities for governorate level integrative and strategic planning as opposed to consolidation of district plans. The former is a missing function at the governorate level which, if introduced, would appropriately supplement district plans but would also introduce two layers of intervention that districts would not be empowered nor financed to undertake. This would help transform the governorate tier into an intermediate planning and intervention tier which goes beyond a consolidation tier. In addition the LGSP project contains a specific focus on ensuring the integration of economic development and natural resource management components in Local Development Planning which will help to align local and national planning for sustainable development, poverty reduction and the achievement of the Millennium Development Goals.

4. The proposed joint project and sustainability of results:

The LGSP will provide responsive support to the implementation of the GoY’s National Programme to implement local governance reform through the outputs described below. More detailed explanation of the outputs with their corresponding activities is given in the Section 5 - Results Framework.

Output 1: Policy and Legal Development

| Enhanced Government efforts to develop comprehensive institutional, legal and regulatory framework for local Governance |

This component of the LGSP aims to provide support to the Government of Yemen in its efforts to articulate and implement the policy, legal and regulatory reforms recommended by the NSTLG to create the enabling environment for transforming the current local authority system to a local Governance system. The Project will provide support to MoLA and relevant National Programme Management Bodies to identify and amend relevant articles of the Constitution and formulate new Local Government Legislation to provide the legal framework for an effective and responsive local governance system. This will include the development of a participatory mechanism to ensure broad stakeholder participation and ownership in the legal reform process. It will also support relevant agencies to achieve the alignment of key sectoral legislation with the legal framework for local
governance. LGSP will also actively support Yemeni institutions to learn from the experience of other countries in developing the policy and legal frameworks necessary to support the transition to a local governance system. In this regard the project will give particular emphasis in fostering linkages with countries that have faced similar contextual challenges in implementing decentralization reforms, such as high levels of poverty, high percentage of remote rural populations, strong tribal or clan based social structures and localized armed conflict. LGSP will particularly support the development of South-South cooperation (including twining arrangements) as a means for developing ongoing exchanges of contextually relevant information and experience.

**Output 2: Institutional Development**

Enhanced Government efforts to develop required capacities at central and local levels for a functioning local Governance

This component of the LGSP will provide direct support to the National Programme management body and its relevant direction and oversight bodies to support the development, management and monitoring of the National Programme for Local Governance. This will include support for a broad based communications strategy, a resource mobilization strategy and the establishment of a donor forum to ensure harmonization of support for decentralization and local governance.

The project will support the Ministry of Local Administration to build internal understanding and ownership of the National Programme agenda and to develop appropriate organizational relevant capacities to carry out its functions and mandate within the local governance system. Where appropriate it will build existing analysis of MoLA’s institutional arrangements and organizational capacities undertaken under DLDSP. LGSP will focus particularly on building core central functions such as information management communications and, monitoring of LGU performance.

The project will work with other central and sectoral ministries as appropriate to Support relevant central and sectoral ministries to align their institutional arrangements at the central and local level with the evolving institutional architecture of the LG system. The Project will also provide support to these ministries on the alignment of national planning and resource allocation processes with Local development planning approaches and to ensure information on assistance to local governance and decentralisation is integrated into National ODA System at MoPIC

The project will also provide capacity building support to local government units at Governorate and District levels including the development of a complete set of base operating and administrative systems. It will also support the institutionalization of District Facilitation Teams, based on the experience of DLDSP, and their extension to all Governorates and build the capacity of governorates to monitor and follow up LGU performance at district level. Support will also be provided to build the capacity of Local Councils and community organizations in promoting inclusive dialogue with all local stakeholders to address community issues and foster social cohesion.
Output 3: Local Development

Improved Local Governments capable of equitably and strategically investing public resources and effectively promoting local development and contributing to the achievement of some of the MDGs

Under this Output, the project will support the gradual deployment of evolving Governorate and District LGs to contribute more effectively to the promotion of sustainable and equitable local development and social cohesion. This effort will build upon the work that has been done through the DLDSP which introduced and activated Public Expenditure Management procedures and capacities and will provide support to specific target LGs to use this foundation to deploy their mandate and assigned functions to deliver primary social services, promote local economic development and manage natural resources. The local development planning process will be strengthened to foster inclusive dialogue, promote equitable resource access and service provision and strengthen local accountability. Through this Output, the LGSP will also support the broadening of the functionality and will further capitalize the existing Local Development Fund (LDF) to enable target LGs to more effectively finance their service delivery, LED and NRM interventions and to leverage additional resources from public, donor as well private sector sources to supplement their own source contribution to the implementation of their integrated local development strategies. The Project will also support the effort of target LGs to identify other local development (sector focused or thematic) interventions that are delivered through parallel modalities by donors or central government agencies and consolidate to achieve better alignment with local development plans and objectives.

To provide a clearer understanding of the scale and cost of the local development task at hand, LGSP will undertake analysis to determine the state of local development in target localities and determine the capital and recurrent resource requirements for closing the local development gap. This effort will include baseline studies of service coverage, level of economic development and the state of natural resources and will include an analysis of the capital and recurrent cost needed to close this gap.

These outputs are expected to contribute to the achievement of critical UNDAF/CPAP outcomes as elaborated in the Results Framework (Section 5), and ultimately to the achievement of the MDGs.

Stakeholder participation and sustainability of results

In order to build local ownership of the activities and outputs of the project and ensure the sustainability of results, the LGSP will put in place a number of consultative mechanisms to ensure broad participation in the design and implementation of local governance reforms.

This joint Project on commencement will formalize the required procedures for the formation of a Local Governance Forum (LGF). The LGF will have a clear Terms of Reference (ToR) and will be supported by a secretariat housed in an appropriate institution – most appropriately the National Programme management body. The purpose of the Local Governance Forum is to:

1. Mobilize and draw upon a wide spectrum of ideas/experience to inform the design and implementation of local governance reform;
2. Deepen dialogue on local governance in a systematic manner; and
3. Promote awareness and advocacy of the local governance agenda.

Members for LGF will be selected based on the subject matter for discussion, which will also take into consideration gender, rural/urban and public/non public representation (including respective committees dealing with local development at Shoura Council and Parliament, CSOs/NGOs/CBDs, private sector/Chambers of Commerce, syndicates, unions, gender/women group and academicians) in each of the LGF discussions. The LGF Technical Secretariat will organize a workshop for launching the process for the creation of the LGF within the first two month period after the start-up of the project. This will be done in order to ensure that a proper consultation process is undertaken with all relevant stakeholders and to facilitate a review of the LGF ToR and a discussion of a priority list of topics.

In the area of legal reform, this joint Project will work closely with the current UNDP/EU Electoral Support project in order to ensure consistency and electoral changes that will be proposed by the Supreme Committee for Election and Referendum (SCER). A Legal Reform Group will be established with the key task of sharing of information on the proposed legal changes that have an impact on decentralization reforms and on MoLA’s mandate and assigned functions. The Legal Reform Group will be co-chaired by Ministry of Legal Affairs and Ministry of Local Administration (Legal Department), which will be comprised of relevant MoLA officials, Ministry of Legal Affairs (MoLA), SCER and related committees at the Shoura Council and Parliament, as well as technical staff from this joint Project. This joint Project will provide technical and logistic support to the Legal Reform Group. This will eventually facilitate and speed-up the legal reform process. The proposed legal changes will be shared with LGF and PG members, as well as sharing the proposed changes in the form of regional cluster consultation meetings and conferences in order to build consensus among the Yemen population at large.

In addition, the project will seek to institutionalize positive experience and lessons learned from the DLDSP to ensure the long-term sustainability of previous pilot initiatives. District Facilitation Teams (DFTs) developed under the DLDSP, will be scaled-up in order to raise capacities to the same level in all localities over time. Each Governorate will be supported to establish at least one DFT that will be responsible for the training and capacity development for all districts in the Governorate. The DFTs mobile teams established under the DLDSP will expand their Terms of Reference (ToR) to include training the newly established DFTs at the Governorate level and to support training at district level when required. With this approach the Governorate Offices will build capacity to undertake oversight role of their respective districts and also facilitate management of local development projects that are of trans-boundary coverage.

As part of the efforts to build strong sustainability elements from the earlier stages of this joint Project, the Government of Yemen will make available required funding for the DFTs (the existing mobile team and those in the Governorates) for them to undertake their functions smoothly and to contribute to the achievement of development results in a sustainable manner. The LGSP will only support the DFTs Mobile Teams with payment of travel cost and Daily Substance Allowance as part of the project capacity development activity. The Reimbursable Loan Agreement will be drawn at the institutional level during the start-up of the project according to the current procedures of UNDP/UNCDF. In addition As part of boosting oversight capacity at the Governorate level, the LGSP project will support Governor’s offices to undertake Monitoring, Evaluation and Follow-up tasks through releasing MEF Grants to the Governorates for the first two years of the joint Project on the condition that the Central Budget will be made available starting from the third year (2012).
In pursuing the outputs described above, LGSP will adopt an integrated approach that encompasses:

(a) provision of high-quality technical assistance to support the GoY in the implementation of required reforms as set out in the National Strategy for Local Governance, and for building and developing the capacities of national and local institutions;

(b) provision of the 'seed capital' required to attract further resources from donors and national counterparts for local investments on economic and social infrastructure and natural resource management;

(c) support to the advocacy and knowledge-sharing/communication initiatives of national counterparts to mobilize stakeholders that are critical to implement the reforms proposed in the NSTLG (including local stakeholders).

**Partnership Building:**

The DLDSP had succeeded to build a strong base in forging partnership with major donors (USAID, France, Italy, Denmark, and including two national institutions i.e. SFD and PWP) during project life span (2003-2009). For DLDSP, almost 45% of resources were mobilized from these donors to support the local development agenda, in which Public Expenditure Management procedures were tested in selected districts. This new project will build on this experience and also expand to include other potential donors such as the Gulf Cooperation Council (GCC) countries and key UN agencies (like UNICEF, UNIFEM & UNFPA) with the focus to support GoY efforts as articulated in the NSTLG, to address local institutional building and infrastructure, to attain local development outcomes.

Towards this end a **Partners Group** will be established and chaired by the Ministry of Local Administration as part of the project efforts to enhance Government ownership. This Partners Group will be composed of all key donors (identified under DLDSP), GCC countries, Ministries of Finance and Planning, Chambers of Commerce, PWP and SFD, as well as key line ministries i.e. Ministries of Health, Education, Water and Environment, and Social Affairs and Labor, Yemen Women Union and National Women Committee. The aims of this PG are:

1. Ensure donor and partners alignment of their intervention at local level;
2. Ensure coordination at all levels (sectoral and sub-sectoral, etc.);
3. Resource mobilization to address local development needs (basic infrastructure and service delivery, local economic development and natural resource management at local level); and
4. Sharing of information and exchange of experience and lessons learned.

The Partners Group will convene twice a year and the project will provide technical and logistical support, as well as preparation of minutes of the meeting, distribution and follow-up on its recommendations.

The project will prepare a Memorandum of Understanding identifying the roles and responsibilities of the Partners Group in order to maximize alignment of different stakeholders’ initiatives, improving coordination and build strong sense of ownership by the Government of Yemen. This MoU will be shared in draft form with all members of the Group before been endorsed and signed by them. The MoU will become an instrumental annex to this project document upon its signature.
The LGSP project also will work closely with the Public Financial Management Reform project that will be implemented by the World Bank starting January 2010 (tentatively) in order to make sure that Public Expenditure Management model that was introduced at the district level under the DLDSP on a pilot basis will be incorporated in the PFMR and that the systems and procedures it has introduced will be used at the national level. The LGSP will engage with the World Bank in all discussions, working sessions and preparation for the transformation to the fiscal decentralization.

Consultations with the ongoing Government Civil Service Reform Project (CSRP) will also be institutionalized to ensure that CSRP directives and human resources management arrangements are responsive to the requirements of transformation of local administration to local government.

**Gender Mainstreaming:**

Taking into account the highlights of the UNDP/UNCDF joint evaluation of DLDSP, the gender dimension will be addressed at all levels of this project implementation. To expand women’s participation in the decentralization agenda and central and local levels, women’s organizations i.e. YWU and NWC will be invited to participate in the LGF and PG meetings. International and national gender specialists recruited under this LGSP will be engaged to work on specific issues related to enhancing equity and equality at policy and development levels. The Women’s Development Strategy will provide additional guidance to this project to support Government effort to enhance the role of women in decision-making and local development agenda.
5. Results Framework

**UNDAF (or other relevant framework) Outcome:**
Enhanced transparency and accountability of public institutions and participation of all constituencies in systematic national and local decision-making within the scope of international treaties ratified by the Republic of Yemen.

**Related CP outcome:**
Improved government structures and mechanisms at both centralized and decentralized levels responding to citizens' needs and rights.

**Joint Project Outcome (if different from UNDAF Outcome), including corresponding indicators and baselines:**

<table>
<thead>
<tr>
<th>JP Outputs (Give corresponding indicators and baselines)</th>
<th>Participating UN organization-specific Outputs</th>
<th>Participating UN organization corporate priority</th>
<th>Implementing Partner</th>
<th>Indicative activities for each Output</th>
<th>Resource allocation and indicative time frame* (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project ID: 000xxxx</td>
<td>UNCDF and UNDP</td>
<td>MoLA</td>
<td></td>
<td><strong>Activity 1:</strong></td>
<td><strong>Y1</strong></td>
</tr>
<tr>
<td>Output 1 Enhanced Government efforts to develop comprehensive institutional, legal and regulatory framework for local Governance</td>
<td>UNCDF and UNDP</td>
<td></td>
<td></td>
<td>Support the process of constitutional and legal reform, based on the active participation of all key stakeholders to build a broad consensus and put in place a local governance system.</td>
<td><strong>Y2 - Y3</strong> $1,000,000</td>
</tr>
<tr>
<td>Baseline: Current Constitution and LA Law # 4 (2000)</td>
<td></td>
<td></td>
<td></td>
<td><strong>Activity Results:</strong></td>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Indicators:</td>
<td></td>
<td></td>
<td></td>
<td>Required technical support provided to ensure:</td>
<td></td>
</tr>
<tr>
<td>- Participatory mechanisms in place</td>
<td></td>
<td></td>
<td></td>
<td>- Participatory mechanisms ensure that all key stakeholders are involved in the process of constitutional and legal reform</td>
<td></td>
</tr>
<tr>
<td>- Legislation comprising the Legal framework for local governance system in place</td>
<td></td>
<td></td>
<td></td>
<td>- The legal Relevant Articles in the Constitution are amended</td>
<td></td>
</tr>
<tr>
<td>- Primary and major sector laws aligned with legal framework for LG system</td>
<td></td>
<td></td>
<td></td>
<td>- The current Local Administration Law is replaced with a new law consistent with the principles of Local Governance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Reforms are introduced to other related laws and regulations to ensure their alignment with the legal framework of the Local Governance system</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Action:</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1. Support establishment of a Legal Reform Group including securing the participation of women's groups participation in the reform process</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2. Review and map existing legal framework and required changes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3. Provide technical assistance for legislative formulation and drafting, including study tours to consider relevant legislative models as required</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$375,000</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$481,000</td>
<td></td>
</tr>
</tbody>
</table>

*The three outputs have been slightly modified from those identified by UNDAF, UNDP CPD and the CPAP, to align them to the specific challenges associated with the transition to a LG system.

*In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible and accountable for achieving all shared joint programme outputs. However, these participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.
4. Support broad consultation process to inform legal frameworks reform process

5. Ensure gender mainstreaming and empowerment of women's participation in legal framework and legal reform process

<table>
<thead>
<tr>
<th>Project</th>
<th>Project Cost</th>
<th>Indirect Support Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN organization 1</td>
<td>Project Cost **</td>
<td>Indirect Support Cost **</td>
</tr>
<tr>
<td>UN organization 2</td>
<td>Project Cost</td>
<td>Indirect Support Cost</td>
</tr>
<tr>
<td>Total</td>
<td>Project Cost</td>
<td>Indirect Support Cost</td>
</tr>
</tbody>
</table>

**TOTAL BUDGET OUTPUT I $1,000,000**
<table>
<thead>
<tr>
<th>Project ID: 000xxxx</th>
<th>Output 2</th>
<th>Enhanced Government efforts to develop required capacities at central and local levels for a functioning local Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline:</strong></td>
<td>In 2009, 48 districts in 8 Governorates were producing participatory local plans</td>
<td></td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
<td>• LG Tools and systems established and operational at central and local levels</td>
<td></td>
</tr>
<tr>
<td><strong>Activity 1</strong></td>
<td>Jan 2010 National programme still under development</td>
<td></td>
</tr>
<tr>
<td><strong>Baseline:</strong></td>
<td>National Programme related activities supported and implemented by GoY</td>
<td></td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
<td>• National Programme activities supported and implemented by GoY</td>
<td></td>
</tr>
<tr>
<td><strong>Activity 2</strong></td>
<td>Current level of support for Local Governance and decentralization provided by MoLA</td>
<td></td>
</tr>
<tr>
<td><strong>Baseline:</strong></td>
<td>Capacity in MoLA in core areas of support to LGUs, information management and performance monitoring</td>
<td></td>
</tr>
<tr>
<td><strong>Indicators:</strong></td>
<td>• Capacity in MoLA in core areas of support to LGUs, information management and performance monitoring</td>
<td></td>
</tr>
</tbody>
</table>

### Participating UN organizations
- UNCDF and UNDP
- UNCDF and UNDP

### Participating UN organization corporate priority
- MoLA

### Indicative activities for each Output

<table>
<thead>
<tr>
<th>Activity 1</th>
<th>Support the National Programme Management Structure and relevant directorates and oversight bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity Result:</strong></td>
<td>Development, coordination and oversight of the implementation of the National Programme</td>
</tr>
<tr>
<td></td>
<td>Improved harmonization of donor assistance to the National Programme and support for governance</td>
</tr>
<tr>
<td></td>
<td>Effective communication of the National Programme objectives and activities to a variety of audiences</td>
</tr>
<tr>
<td></td>
<td>Mobilization of additional resources to support National Programme implementation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Action 1</th>
<th>Provide technical assistance for National Programme management structure and oversight bodies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Support development of a Local Government Forum to enable the participation of all key stakeholder groups in the development and implementation of the National Programme</td>
</tr>
<tr>
<td></td>
<td>Support development of a Donor Forum to ensure harmonization of assistance to National Programme activities for decentralization and local governance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activity 2</th>
<th>Support institutional reform and capacity building of MoLA and other relevant central government bodies in alignment with the new local governance framework</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity Result:</strong></td>
<td>Implementation of National Programme started through definition of MoLA roles and responsibilities</td>
</tr>
<tr>
<td></td>
<td>MoLA strengthened to provide leadership to the local governance system through institutional reform, introduction of operating systems and capacity development</td>
</tr>
<tr>
<td></td>
<td>Improved information on local government activities and context is available</td>
</tr>
<tr>
<td></td>
<td>Central level planning and resource allocation is better aligned with local planning processes in a number of key sectors</td>
</tr>
</tbody>
</table>

| Action 1 | Build ownership of the National Programme agenda across MoLA by an internal participatory process to define roles and responsibility of MoLA and its organizational units |

### Resource allocation and indicative time frame

<table>
<thead>
<tr>
<th>(US$)</th>
<th>Y1</th>
<th>Y2-Y5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$23,000</td>
<td>$490,000</td>
<td>$135,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>$208,000</td>
<td>$45,000</td>
<td>$1,994,000</td>
<td>$738,000</td>
</tr>
</tbody>
</table>

3 In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible and accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.
### Activity 3

**Baseline:**
- In 2009, 48 districts in 8 governorates benefit from DFTs to support local planning and basic administrative systems

**Indicators:**
- No of districts and governorates with established District Facilitation teams to support local planning and basic administrative systems in LGUs

<table>
<thead>
<tr>
<th>UNCDF and UNDP</th>
<th>UNCDF and UNDP</th>
<th>MoLA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity 3:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional and capacity development of LGUs supported at Governorate and District level to fulfill their functions under the new Local Government System</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Activity Result:**
- Standardized basic operating systems and procedures are developed and implemented in Local government units at Governorate and District levels
- Capacity at Governorate level to support and train district level LGUs is enhanced through the extension of District Facilitation teams to all governorates and districts
- Capacity at Governorate level to monitor, evaluate and follow up performance of district level LGUs is increased
- Local government capacity to lead inclusive, participatory processes and foster social dialogue is enhanced
- Local accountability systems are developed and strengthened

**Action**
1. Finalize the development of the full package of basic operating systems and procedures of Local Government in target LGUs focusing on the Governorate level & Governorate training of District levels, to include
   - Core administrative procedures
   - Public Expenditure management
   - Asset management
   - Revenue mobilization
   - LG MIS
   - Public participation, and inclusive dialogue processes
   - Local accountability systems and processes
   - Local Council functions
   $1,316,000
2. Extend District Facilitation Teams (DFTs) to all Governorates and Districts
   $100,000
3. Support Governor’s offices to undertake Monitoring, Evaluation and Follow-up of district LGUs through MEF Grants
   $383,000

**Total Cost:** $1,799,000
<table>
<thead>
<tr>
<th>Activity 4</th>
<th>Baseline: Project team under DEX/DIM modality indicator: Technical and administrative team established under the NIM modality</th>
</tr>
</thead>
<tbody>
<tr>
<td>MoLA</td>
<td>Number of quarterly project board meetings and other groups established under this project</td>
</tr>
<tr>
<td>UNCDF and UNDP</td>
<td>UNCDF and UNDP</td>
</tr>
<tr>
<td>Activity 4: Establish project team to manage activities and to enquire results</td>
<td></td>
</tr>
<tr>
<td>Activity result: Efficient and effective LGSP project management which contributes to building project management capacity in MoLA</td>
<td></td>
</tr>
<tr>
<td>Strengthening of project management systems and processes within MoLA</td>
<td></td>
</tr>
<tr>
<td>Action:</td>
<td>Establish Project Board, Project Management Team and operational mechanisms</td>
</tr>
<tr>
<td>1. Establish Project Board, Project Management Team and operational mechanisms</td>
<td>$1,638,000</td>
</tr>
<tr>
<td>2. Form Partners Group and conduct quarterly meetings and reviews</td>
<td>$20,000</td>
</tr>
<tr>
<td>3. Monitoring and evaluation</td>
<td>$300,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>TOTAL BUDGET OUTPUT 2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UN organization 1</th>
<th>Project Cost **</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect Support Cost **</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UN organization 2</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect Support Cost</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indirect Support Cost</td>
<td></td>
</tr>
</tbody>
</table>
### Project ID: 000xxx

#### Output 3:
- **Improved Local Governments capable of equitably and strategically investing public resources and effectively promoting local development and contributing to the achievement of the MDGs**

#### Baseline:
1. **Fund Flows:**
   - Resources Mobilized and managed by Target (Pilot) LGs (Current level)
2. **Development Outcomes:**
   - i) Service Coverage in Target LGs in 2009.
   - ii) Size of local economy in target LGs in 2009.

#### Indicators:
1. Resources mobilized and leveraged for local development channelled and implemented through and by target local governments
2. Local Development Outcomes:
   - i) Increase in service

### Participating Organizations:
- UNCDF and UNDP
- MoLA

### Implementing Partner:
- MoLA

### Indicative activities for each Output

<table>
<thead>
<tr>
<th>Output</th>
<th>Indicative activities for each Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1:</td>
<td>Broaden support for participatory local development planning processes including institutionalization of the Local Economic Development (LED) &amp; Natural Resource Management (NRM) promotion function at target LGUs.</td>
</tr>
</tbody>
</table>

**Activity Result:**
- Define and introduce the LED & NRM functions at target LGs.
- Support the development and implementation of more comprehensive and sustainable Local Development Plans including LED and NRM components.
- Increased capacity of Governorates to perform their own integrative and strategic planning and local development function and coordinate inter-district local development.
- Improved efficiency and effectiveness of local development resources for LDPs through coordination and alignment of local development initiatives and targeted resource mobilization.
- Improved availability of local development information systems to support development planning.
- Increased capacity of LGUs to manage their natural resources to support sustainable development.
- Increased capacity of LGUs to support local economic development and create a business enabling environment.

**Action:**
1. Support the definition and introduction of LED promotion and NR management functions at the district and governorate LGs and launch in target localities
2. Support improved Local Development Planning including stronger local accountability arrangements and integration of LED and NRM components in Local Development Plans
3. Support the development and launch of integration and coordination of development planning at the Governorate level in target governorates
4. Support coordination and alignment of Local Development initiatives with LDPs
5. Support resource mobilization for local development at local level
6. Develop data collection methodologies for local development information at Governorate & District levels

### Resource Allocation and Indicative Time Frame

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>130,000 (UNCDF)</td>
</tr>
<tr>
<td>Y2 - Y5</td>
<td>140,000 (UNCDF for HR)</td>
</tr>
<tr>
<td>Total</td>
<td>2,245,000 (Unfunded)</td>
</tr>
</tbody>
</table>

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4 In cases of joint programmes using pooled fund management modalities, the Managing Agent is responsible/accountable for achieving all shared joint programme outputs. However, those participating UN organizations that have specific direct interest in a given joint programme output, and may be associated with the Managing Agent during the implementation, for example in reviews and agreed technical inputs, will also be indicated in this column.
<table>
<thead>
<tr>
<th>Coverage and in primary LD indicators (MDGs)</th>
<th>7. Develop and pilot procedures for Natural Resource Management at governorate level</th>
<th>$379,000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8. Develop &amp; pilot procedures for Local Economic Development at governorate level</td>
<td>$534,000</td>
</tr>
<tr>
<td>UNCDF and UNDP</td>
<td><strong>Activity 2:</strong> Collect baseline data collected on local development, development &amp; service delivery needs and costs of meeting these needs to inform local development planning</td>
<td></td>
</tr>
</tbody>
</table>
| MoLA                                       | **Activity Result:**  
- Accurate data on the state of local development (quality & coverage of services, state of LED, NRM & other LD contributors);  
- Accurate estimate of the capital investment gap for achieving local development objectives and MDGs at the local level;  
- Accurate estimate of the gap in the LG recurrent budget necessary to enable LGUs to perform their assigned functions and fulfill their local development mandate |
|                                             | **Action:**  
1. Benchmarking survey of Local development and progress towards MDGs in target LGUs |
|                                             | 2. Costing exercise for development gap (i.e., develop full costing of Local Development Plan) in target LGUs |
|                                             | 3. Costing exercise for full set of LG functions in target LGUs |
| UNCDF and UNDP                             | **Activity 3:** Invest strategically in Local Development (Services, LED & NRM) through the creation of a Local Development Fund to increase leverage of resource mobilization for local development. |
| MoLA                                       | **Activity Results:**  
- A capitalized Local Development Fund availing investment funds and innovative financing modalities for service delivery, economic development and natural resource management interventions by LGUs  
- Develop and introduce financing modalities of local development interventions through target LGs and qualified financial service providers  
- Increased leverage of other resources to support local development initiatives |
|                                             | **Action:**  
1. Establish/further capitalize the Local Development Fund (LDF) to target strategic investment to initiatives identified through LD plans |
|                                             | **$1,318,000** |
|                                             | **$318,000** |
2. Grants for appropriate development projects
3. Mobilize additional LD financing through LGs and leverage and consolidate other investment and intervention flows bypassing LGs and ensure alignment with local development plans of target LGs.

<table>
<thead>
<tr>
<th>Project</th>
<th>Contribution</th>
<th>UN Organization 1</th>
<th>Project Cost</th>
<th>$500,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN Organization 2</td>
<td>Project Cost</td>
<td>Total contribution from UNIFEM</td>
<td>$500,000</td>
<td></td>
</tr>
<tr>
<td>Indirect Support Cost</td>
<td>Total UNCDF contribution from UNCDF Core Resources (subject to a 5% management fee)</td>
<td>$500,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Project Cost</td>
<td>$1,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Support Cost</td>
<td>TOTAL PROJECT BUDGET</td>
<td>$12,045,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Management and Coordination Arrangements

UNDP/UNCDF have been requested by the Government to provide technical and substantive assistance in setting-up the project. Both UNDP and UNCDF will be “Participating UN Organizations” in the Joint Project and both UNCDF and UNDP will assist the Government of Yemen to manage the implementation of the Joint Project, including the disbursement of the external resources contributed to the program (see details in Fund Management Arrangements below).

UNDP/UNCDF is in a prime position to assist the Government through its ability to build partnerships, coordinate between the various parties involved, obtain knowledge from global experiences, develop capacities and assist with fundraising efforts. UNDP and UNCDF, as well as Government representatives will be represented in the project organizational structure, as follows:

![Project Organization Structure Diagram]

### Project Board

A Project Board will be established to oversee the implementation of the Project. The **Ministry of Local Administration** will act as the **Executive** (Chairs the Board Meeting) of the Project Board. The Executive chairs the Board. UNDP and UNCDF will act as **Senior Supplier**. The Senior Supplier is the individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier’s primary function within the Project Board is to provide guidance regarding the technical feasibility of the project. The respective department at the
Ministry of Local Administration, (MoLA) and the Ministries of Planning, Education, Health, and Water will act as Senior Beneficiaries. The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary’s primary function within the board is to ensure the realization of project results from the perspective of MoLA. Membership in the Project Board should ensure gender balance to the extent possible. The Project Board should meet beginning of each quarter.

The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager/CTA), including recommendations for UNDP/Implementing Partner approval of project annual work plans and revisions. In order to ensure UNDP/UNCDF’s ultimate accountability, the Project Board decisions are made in accordance to standards that ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision will rest with the UNDP Resident Representative or his/her delegate.

The Project Board has the following specific responsibilities:

1. Provide overall guidance and direction to the project, ensuring it functions within any specified constraints;
2. Address project issues raised by the Project Manager (i.e. CTA);
3. Provide guidance and agree on possible countermeasures/management actions to address specific risks;
4. Agree on Project Manager’s tolerances in the Annual Work Plan and quarterly plans when required;
5. Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
6. Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
7. Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review;
8. Review and approve end project report, make recommendations for follow-on actions;
9. Provide ad-hoc direction and advice for exception situations when project manager’s tolerances are exceeded; and
10. Assess and decide on project changes through revisions.

National Project Director

The Ministry of Local Administration as the Executive Agency will nominate a Project Director who will oversee the project from an institutional perspective. The project Director will be an employee of the Ministry and will receive no payment from project funds.

Project Management under National Implementation

The Project will be implemented by MoLA using National Implementation modalities. This involves a cooperative operational arrangement in which Government entities take responsibility and assume accountability for the formulation and management and reporting of UNDP supported projects.
The key principles for National Implementation are:

(a) Use of government rules and procedures, where they are consistent with internationally recognized practices, to ensure integration with and relevance to national programmes and structures;
(b) Government accountability for the effective use of UNDP resources through adequate financial reporting and the achievement of project objectives;
(c) Adherence to UNDP regulations and rules, when the UNDP country office provides support services.

The Ministry of Local Administration as the Executing Agent / Implementing Partner will have full programmatic and financial oversight of the project. This includes responsibility for:

- Planning and overall management of project activities,
- Reporting, accounting, monitoring and evaluation of the project,
- Supervision of any other agencies involved in implementing activities;
- Management and audit of the use of UNDP/UNCDF resources.

Project activities will be implemented through Implementing Agents which may be Government entities, UNDP, UNCDF or other bodies whose role is to provide services and carry out activities such as the procurement and delivery of inputs to achieve the agreed project outputs and objectives. The Ministry of Local Administration will be the lead implementing agent. In addition, in its role as Executing Agent / Implementing Partner MoLA will be responsible for identifying and contracting with other agencies as required to implement agreed project activities.

The Local Development Fund to be set up by UNCDF shall be governed by a separate Memorandum of Understanding, to be signed between the parties concerned.

Support from UNDP and UNCDF for Project Administration

While under the National Implementation modality the Government of Yemen assumes overall management and accountability for the project, this modality provides for support from UN agencies in order to ensure:

(a) Capacity-building, self-reliance and sustainability;
(b) Ownership and internalization of external inputs; and
(c) Relevance and impact, particularly when used in the conjunction with the programme approach.

Under National Implementation, government rules, procedures and systems will be used for core project management activities including:

a) Management and Administration of project activities
b) Recruitment of Project staff and national and international experts
c) Training
d) Procurement of goods and services through subcontracts
However, the Capacity Assessment (Annex III) reveals that MoLA is facing critical capacity challenges in many of these areas. Project output number 2 on capacity development will address many of these identified challenges.

In addition a project support unit comprising a Finance Manager and Admin Assistant (to be recruited amongst resident Yemeni nationals) will be established as part of the LSGP to assist in building the capacity MoLA in project related resource management, budgeting and procurement of goods and services.

Where Government mechanisms do not meet international standards, operating rules and procedures will be agreed between UNDP and MoLA based on the *National Implementation Manual for Yemen* which is currently being developed by the UNDP Country Office. In the interim, the *UNDP Procedures for National Execution (1998)* guidance will serve as the reference for establishing the project’s operating mechanisms.

UNDP will provide support for human resources and procurement activities as per UNDP Yemen’s NIM Support Services Agreement, and in accordance with UNDP rules and regulations. Where MoLA officially requests UNDP to directly undertake the procurement of goods and services and the organization of workshops and in-country training sessions, this will be done in full partnership with relevant MoLA departments as part of LGSP’s capacity building mandate.

In order to ensure proper transfer of knowledge within MoLA as part of capacity development efforts, the following MoLA’s department would required to work very closely with International and National Experts that will be recruited under this project: MoLA shall apprise the CTA of names of focal points from these departments who shall facilitate interaction.

- Legal Affairs;
- Human Resources;
- Capacity Development/Training;
- Gender/Women Unit;
- IT Unit;
- Communication Unit;
- Planning and Statistics; and
- Local Development.

All intellectual property right for the project products that will be funded under this project will remain for the Government of Yemen, UNCDF, UNDP and any other funding partner to come during the life span of the project. After completion of the project, the intellectual property right shall devolve as mutually agreed with suitable acknowledgements.

**Chief Technical Advisor (CTA):**

In order to ensure day-to-day operation of the project and smooth cooperation with various entities within MoLA, the project foresees the post of a Chief Technical Advisor (CTA) as the Project Manager to be responsible for project activities and will be accountable to the National Project Director (Appointed by MoLA) and the Project Board. Apart from specialized technical responsibilities as specified in the CTA ToR, s/he would have the following specific managerial responsibilities:
A. **Overall project management:**

1. Manage the realization of project outputs through activities;
2. Provide direction and guidance to project team(s)/responsible party(ies);
3. Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
4. Identify and obtain any support and advice required for the management, planning and control of the project;
5. Responsible for project administration;
6. Liaise with any suppliers;
7. May also perform Team Manager and Project Support roles.

B. **Running a project:**

8. Plan the activities of the project and monitor progress against the initial quality criteria.
9. Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
10. Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
11. Manage requests for the provision of financial resources by UNDP, if any, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
12. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
13. Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
14. Be responsible for managing issues and requests for change by maintaining an Issues Log.
15. Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
16. Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board; and
17. Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

**Project human resources structure**

There will be an annual assessment of project staffing needs, taking into account the ratio of Human Resources (HR) costs to total project costs.
7. Fund Management Arrangements

MoLA will bear the salary costs of all Ministry personnel assigned to work with the LGSP, and also make provision for in-kind contribution that will, at the initial stages, consist of office space for all project personnel (short and long-term), access to communication facilities (including internet) and meeting room.

MoLA will allocate sufficient budget to cover payments to the DFTs established under DLDSP and the new ones to be established for each governorate. The project will establish Reimbursable Loan Agreement (RLA) with MoLA for the DFT Mobile Teams that were created under DLDSP to cover cost of travel and DSA as part of capacity development related activities to be carried by these Teams at the local level as per agreed work plan and timeframe. Moreover, MoLA officials should also coordinate with the Country Office on the issue related to security of the project personnel in order to ensure compliance to the current security requirements.

UNDP / UNCDF will provide funding for the specific activities and support services agreed on with MoLA and included in the project work plan and budget, in accordance with UNDP rules and regulations. Under these rules Civil servants government employees assigned to work on the project or who participate in the implementation of a UNDP-supported project, including the national project director or coordinator, cannot receive any remuneration from the UNDP project budget.

Once the detailed work plan for the project has been developed a schedule of quarterly advances will be established based on the forecast of expenditures identified in the work plan.

The joint programme will be financed by contributions from UNDP TRAC and UNCDF core contributions, as specified in the budget. These funds will be utilized using the parallel fund management option. UNCDF core funds will be subject to a 5% Management Fee. UNDP will apply its own policies and procedures for the TRAC funds. In addition, development partners will be invited to contribute to the joint programme to cover remaining funding requirements, as specified in the SRF and budget. The financial contributions of each organization identified at the time of signature of this programme document are reflected on the signature page of this document.

The funding arrangements for contributions from development partners consist of a pass-through funding modality. This implies that development partners wishing to contribute to the programme are requested to channel their contributions through one of the participating UN organizations acting as Administrative Agent (AA). It is agreed that UNDP will act as AA in joint programme and as such will transfer a share of the donors’ contribution to UNCDF in accordance to the terms of the Memorandum of Understanding that will be signed for such purpose.

All programme management arrangements for these funding options are based on the United Nations Development Group Guidance on Joint Programming December 2003.

UNDP will act as Administrative Agent (AA) to this Joint Programme taking into consideration UNDP’s country presence and its financial and administrative capacity and ability to interface between the Government of Yemen, development partners and UNCDF. With UNDP acting as the AA it is also

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5 UNDG Guidance on Joint Programming.
envisioned that transaction costs will be reduced to Government of Yemen, development partners and to the UN.

As Administrative Agent of the Joint Program, UNDP will sign a Memorandum of Understanding with UNCDF and will enter into Standard Administration Agreements (SAAs) for the purpose of receiving and administering contributions from donor development partners and applying them to the financing of the Joint Programme.

The Local Development Fund to be set up by UNCDF shall be governed by a separate Memorandum of Understanding, to be signed between the parties concerned.

**Accounting**
The funds received from the development partners as per the SAAs will be recorded by the AA in a joint programme account. The AA records as income only those funds for which it is programmatically and financially accountable (i.e. for its part of the joint programme as a participating organization).

MoLA will maintaining an accounting system that contains regularly updated records or advances received and disbursed, expenditure records by implementing agents and direct payments made by UNDP/UNCDF. MoLA will also maintain an inventory recording the acquisition and disposition of property and equipment purchased with project funds. MoLA, assisted by the Finance Manager will ensure that the receipt and disbursement of UNDP/UNCDF funds is properly identified and that budgetary categories approved are not exceeded.

Each UN organization participating in the joint programme will account for the funds distributed by the AA in respect of its components in the joint programme in accordance with its financial regulations and rules.

**Reporting**
MoLA will submit financial reports to UNDP on a quarterly basis using a standard financial reporting format in accordance with UNDP rules and regulations.

Each participating UN organization will prepare reports in accordance with its financial regulations and rules and operational policy guidance. Reports will be shared with the Joint Oversight Committee of PGSP. To the extent possible, reporting formats will be harmonized.

The AA shall prepare consolidated narrative progress and financial reports consisting of the reports submitted by UNDP and UNCDF, and shall provide those consolidated reports to development partners, in accordance with the timetable established in the SAAs.

**Administrative Fee and Indirect Costs**
*Administrative Agent:* The AA shall be entitled to allocate one percent (1%) of the amount contributed by donor(s), for its costs of performing the AA’s functions. This will be subject however to a floor of US$ 20,000 and a ceiling of US$ 100,000. In cases where the participating UN organizations and the AA agree that the AA’s responsibilities are more complex than the ‘standard’ responsibilities, a higher percentage for the AA fee may be agreed by the participating UN organizations or included as direct cost in the budget directly managed by the AA as appropriate.
Participating UN Organizations: Each UN organization participating in the joint programme will recover indirect costs in accordance with its financial regulations and rules and as documented in the Memorandum of Understanding signed with the AA. The rate of recovery may vary between UN organizations participating in the joint programme, based on their applicable regulations and rules.

**Interest**

Interest, if any, will be administered in accordance with the financial regulations and rules of each UN organization participating in the joint programme. The AA should not accrue interest on the funds received from the donor(s) because they are expected to flow through almost immediately.

**Balance of Funds**

*Participating UN Organizations:* Any funds remaining after the financial closure of the programme will be returned to the AA.

*Administrative Agent:* Any un-programmed funds remaining in the joint programme account after the financial closure of the Joint Programme will be returned to the donor(s) or utilized in a manner agreed upon between the AA and the donor(s), and approval of the joint programme coordination mechanism.

**Transfer of Cash to National Implementing Partners**

This joint Project will be implemented by the Ministry of Local Administration using the NIM modality.

**Audit**

All nationally implemented projects must be audited at least once during the project lifespan at a minimum. The audit must confirm and certify that:

(a) The disbursements are made in accordance with the activities and budgets of the project document;
(b) The disbursements are supported by adequate documentation;
(c) The financial reports are fairly and accurately presented;
(d) An appropriate management structure, internal controls and record-keeping systems are maintained;
(e) The executing agent and the UNDP country office have undertaken and have prepared reports for monitoring and evaluation of the substantive activities and of the management systems of the programme/project; and
(f) The procurement, use, control and disposal of non-expendable equipment are in accordance with the Government’s or UNDP requirements.

Consistent with current practice, each UN organization will be responsible for auditing its own contribution to the programme as part of its existing regulations and rules. Audit opinions of the individual UN organizations should be accepted by the other UN organizations.

**Quality Assurance**

A UNDP/UNCDF Programme Officer will be in charge of Project Assurance. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are properly
managed and completed. Project Assurance must be independent from the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are properly managed and completed. Project Assurance must be independent from the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. MoLA will be in charge of the overall monitoring of the project ensuring the achievement of results, with the support of UNDP. The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plan and continues to meet the planned targets with quality:

1. Maintenance of thorough liaison throughout the project between the members of the Project Board;
2. Beneficiary needs and expectations are being met or managed;
3. Risks are being controlled;
4. Adherence to the Project Justification (Business Case);
5. Projects fit with the overall Country Programme;
6. The right people are being involved;
7. An acceptable solution is being developed;
8. The project remains viable;
9. The scope of the project is not “creeping upwards” unnoticed;
10. Internal and external communications are working;
11. Applicable UNDP rules and regulations are being observed;
12. Any legislative constraints are being observed;
13. Adherence to Results Management Guide (RMG) monitoring and reporting requirements and standards;
14. Quality management procedures are properly followed; and
15. Project Board’s decisions are followed and revisions are managed in line with the required procedures.
16. In addition, it approves the appointments/termination of and responsibilities of the PM/CTA and international experts.

Communication
UNDP and UNCDF, in consultation with MoLA, shall take appropriate measures to publicize the joint programme and to give due credit to the other participating UN organizations. Information given to the press, to the beneficiaries of the joint programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the GOY, UNDP, UNCDF and any other relevant parties. In particular, the Administrative Agent will include and ensure due recognition of the role of UNDP, UNCDF and GOY partners in all external communications relating to the joint project.
Resource Mobilization needs
The Project has a substantial unfunded budget in the amount of US$ 5,545,000. The GoY and development partners must work collectively in order to mobilize the additional needed resources. The LGSP – through its regular planning exercise – should take into account the resources that are required to effectively mobilize strategic partners and donors.

8. Monitoring, Evaluation and Reporting

Monitoring and Evaluation:
In accordance with the programming policies and procedures outlined in the UNDP User Guide and UNCDF procedures, the project will be monitored through the following joint project monitoring framework:
**Table 2: Joint Project Monitoring Framework (JPMF)**

| Activity Result (Atlas Activity ID) | Short title to be used for Atlas Activity ID: Legal Reform | Start Date: 1 May 2010  
| End Date: 31 Dec 2011 |
|----------------------------------|----------------------------------------------------------|-------------------------|
| Purpose                          | Respective Articles in the Constitution and replacing the current local administration law # 4 of 2000 with new local government law as part of transformation from local authority to local government with wider responsibilities for achieving development results at sustainable manner |
| Description                      | 1. Conduct participatory mechanism for legal reform  
2. Ensure gender balance in the legal reform process  
3. Ensure human-rights based approach is applied  
4. Ensure public is informed of the coming legal changes |
| Quality Criteria                  | Quality Method Means of verification. What method will be used to determine if quality criteria has been met? |
| How/with what indicators the quality of the activity result will be measured? | Date of Assessment When will the assessment of quality be performed? |
| Amendments to the current Constitution | Referendum on the amended articles of the Constitution  | April 2011 |
| Revised (respective) Bylaws       | Issuance of revised Bylaws  | December 2011 |
OUTPUT 2 (Project ID: 000xxxxx):
Enhanced Government efforts to develop required capacities at central and local levels for a functioning local Government

| Activity Result 1 (Atlas Activity ID) | Short title to be used for Atlas Activity ID: Institutional Building & Capacity Development | Start Date: May 2010
End Date: Dec 2014 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Implementation of National Strategy for Transition to Local Government and introduction of systems and tools at central and local levels; define the mandate of MoLA, roles and responsibilities of different departments and individuals in MoLA; and implementation of capacity development packages at central and local levels</td>
<td></td>
</tr>
</tbody>
</table>
| Description                          | 1. Roll-out of a comprehensive institutional reform of MoLA including functional review and organizational redesign at Central, Governorate and District levels
2. M&E Guidelines and establishment of M&E system
3. Communication strategy
4. Formation of Partners Group
5. Launching of Local Government Forum
6. Decentralization sub-sector ODA system (linked to national ODA system at MoPIC)
7. Prepare Resources Mobilization Strategy
8. Support functional design of local-level administrative and executive systems, processes and procedures
9. Participatory preparation of a comprehensive capacity development plan and implement |

<table>
<thead>
<tr>
<th>Quality Criteria</th>
<th>Quality Method</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>How/with what indicators the quality of the activity result will be measured?</td>
<td>Means of verification. What method will be used to determine if quality criteria has been met?</td>
<td>When will the assessment of quality be performed?</td>
</tr>
<tr>
<td>Functional review and organizational redesign at Central, Governorate and District levels</td>
<td>Approval on the revised structures and ToRs and its implementation</td>
<td>End 2010</td>
</tr>
<tr>
<td>Local Government Forum</td>
<td>Number of issues discussed and number of Journals prepared</td>
<td>End 2010 and end 2011</td>
</tr>
<tr>
<td>Resources Mobilization Strategy</td>
<td>Approval of the RMS and amount resources mobilized</td>
<td>Annually</td>
</tr>
</tbody>
</table>
**OUTPUT 3 (Project ID: 000xxxxx):**
Improved Local Governments capable of equitably and strategically investing public resources and effectively promoting local development and contributing to the achievement of the MDGs

<table>
<thead>
<tr>
<th>Activity Result 1 (Atlas Activity ID)</th>
<th>Short title to be used for Atlas Activity ID: Local Development</th>
<th>Start Date: May 2010 End Date: Dec 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose</td>
<td>Deploy Local Governments to contribute to sustainable local development through investing efficient, effectively and equitably in the provision of social services, the promotion of local economic development and the management of natural resources.</td>
<td></td>
</tr>
</tbody>
</table>

**Description**
1. Develop Local Government Management Information System and track the state of local development and MDGs
2. Costing module for infrastructure and social needs, as well as its implementation
3. Strengthen and widen the scope of LG base functions including PEM, Asset Management and revenue mobilization and strengthen community participation
4. Capitalize the Local Development Fund and utilize to strategically finance local development interventions identified through local development plans.
5. Introduce and deploy the LED promotion and NR Management function of LGs

**Quality Criteria**

<table>
<thead>
<tr>
<th>How/with what indicators the quality of the activity result will be measured?</th>
<th>Quality Method</th>
<th>Means of verification. What method will be used to determine if quality criteria has been met?</th>
<th>Date of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comprehensive LG package of procedures and systems for PEM, Asset Management, Revenue Mobilization, participatory system and LG MIS</td>
<td>level of efficiency (economic use of resources) of participating LGs and their effectiveness at meeting local development needs articulated in LD Plans – Improvement is service coverage,</td>
<td>End of each year (starting from 2011 to 2014)</td>
<td></td>
</tr>
<tr>
<td>Operational Local Development assessment system and effective tool for determining the cost of the LD/MDG Gap</td>
<td>Accuracy and usability of information on state of LD/MDG and the cost of the Gap</td>
<td>End 2011</td>
<td></td>
</tr>
<tr>
<td>Institutionalization of the LED (and NRM) Function/s at target LGs and LED Systems and procedures introduced and in use and yielding LED Strategies.</td>
<td>LED Strategies that guide the actions of LGs and other stakeholders towards the promotion of LED. Results in terms of improvements in economic performance of a locality. The level of fund flows through the LDF and number/type/impact of interventions financed</td>
<td>End 2012</td>
<td></td>
</tr>
</tbody>
</table>

**Capitalized and operational LD Fund**
Annual/Regular reviews:

Additional evaluations/reviews may also be carried out by the UNDP/UNCDF or selected consultants.

1. Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level;

2. Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after (not later than 31 January of each year), to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes; and

3. Annual NIM Audit. Based on the established threshold amount of expenditure that is qualified for an annual audit ($300,000), an audit for this project will be organized based on the current UNDP audit procedures.

Evaluation:

Mid-Term Evaluation:

An independent Mid-term Evaluation will be conducted during the third year (ideally the process for the evaluation will be initiated after completion of 18 months of project implementation duration i.e. mid-2012) according to UNDP/UNCDF evaluation policies. Based on the findings of the mid-term evaluation, necessary action will be initiated to implement its recommendation that will contribute in achieving high quality project results. In the event of inadequate project performance at mid-term, as evidenced by a Mid-Term Evaluation report, the Project Board will be mandated to carefully steer the process forward and ensure that the Project duly addresses weaknesses identified. Decision of final evaluation will be taken during the subsequent project board meetings, mainly during year four.

Reporting:

In accordance with the programming policies and procedures outlined in the UNDP User Guide and UNCDF procedures, the project will be monitored through the following:

Within the annual cycle

1. On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Joint Project Monitoring Framework (JPMF) above;

2. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change;
3. Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation;

4. Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot;

5. Project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project; and

6. Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions.

9. Legal Context or Basis of Relationship

Basis of Relationship:

<table>
<thead>
<tr>
<th>Participating UN organization</th>
<th>Agreement</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDP</td>
<td>This Joint Project Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Yemen and the United Nations Development Programme, signed by the parties on 11 April 1977.</td>
</tr>
</tbody>
</table>

The Implementing Partners/Executing Agency\(^6\) agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Project are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project document.

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\(^6\) Executing Agency in case of UNDP in countries with no signed Country Programme Action Plans.
10. Work plans and budgets

Draft Annual Work Plan: Year: 2010

The Annual Work Plan and Budget for Year One and following years will be developed in consultation with the Ministry of Local Administration and other stakeholders in-line with the approved LGSP Project Document. All Annual work plans and budgets will be submitted to the Project Board for approval. The Annual Work Plan 2010 will be adjusted, if needed, upon signature of the PRODOC.

<table>
<thead>
<tr>
<th>EXPECTED OUTPUTS And baseline, associated indicators and annual targets</th>
<th>PLANNED ACTIVITIES List activity results and associated actions</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity Result: Support for legal reform for transformation from local authority to local government provided action: 1. Support establishment of a Legal Reform Group including securing the participation of women’s groups participation in the reform process 2. Review and map existing legal framework and required changes 3. Provide technical assistance for legislative formulation and drafting, including study tours to consider relevant legislative models as required 4. Support broad consultation process to inform legal frameworks reform process 5. Ensure gender mainstreaming and empowerment of women’s participation in legal framework and legal reform process</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Baseline: Current Constitution and LA Law # 4 (2000) Indicators: Revised Articles of Constitution &amp; Replacement of LA Law #4 with New LG Law Targets: Participatory processed launched for Legal Reform and support provided for drafting of respective articles of the Constitution and new Local Government Law Related CP outcome: Improved government structures and mechanisms at both centralized and decentralized levels responding to citizens’ needs and rights</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>MoLA (lead agency); Ministry of Legal Affairs UNDP TRAC allocation</td>
</tr>
</tbody>
</table>
**Work Plan – Year 2010**

**EXPECTED OUTPUTS**
And baseline, associated indicators and annual targets

<table>
<thead>
<tr>
<th>Project ID: 000xxxxx</th>
<th>PLANNED ACTIVITIES</th>
<th>TIMEFRAME</th>
<th>RESPONSIBLE PARTY</th>
<th>PLANNED BUDGET</th>
</tr>
</thead>
</table>
| **Output 2:** Enhanced Government efforts to develop required capacities at central and local levels for a functioning local Government | **Activity 1:** Support the National programme Management Structure and relevant direction and oversight bodies **Action:** 
1. Provide technical assistance for National Programme management structure and oversight bodies
2. Support development of a Local Government Forum to enable the participation of all key stakeholder groups in the development and implementation of the National Programme
3. Support development of Donor Forum to ensure harmonization of assistance to National Programme activities for decentralization and local governance.
4. Support preparation of a comprehensive communication strategy for the National Programme and its action plan for the central and local levels
5. Support preparation of a Resource Mobilization Strategy for the National Programme and conduct annual RM resource mobilization forums | Q1 Q2 Q3 Q4 | MoLA | Funding Source |
| | | X X X | | UNDP TRAC allocation |
| | | | | |
| | **Activity 2:** Support institutional reform and capacity building of MoLA and other relevant central government bodies in alignment with the new local governance framework. | | | |

**Baseline:**
In 2009, 48 districts in 8 Governorates were producing participatory local plans

**Indicators:**
LG Tools and systems established and operational at central and local levels

**Targets:**
LG tools and system finalized for launching, LGF established and contributed to deepening consultation processes, M&E established, and PG established and first meeting convened

**Related CP outcome:**
Improved government structures and mechanisms at both centralized and decentralized levels responding to citizens' needs and rights

**Baseline:**
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**Activity 1:** Support the National programme Management Structure and relevant direction and oversight bodies

**Action:**
1. Provide technical assistance for National Programme management structure and oversight bodies
2. Support development of a Local Government Forum to enable the participation of all key stakeholder groups in the development and implementation of the National Programme
3. Support development of Donor Forum to ensure harmonization of assistance to National Programme activities for decentralization and local governance.
4. Support preparation of a comprehensive communication strategy for the National Programme and its action plan for the central and local levels
5. Support preparation of a Resource Mobilization Strategy for the National Programme and conduct annual RM resource mobilization forums

**Activity 2:** Support institutional reform and capacity building of MoLA and other relevant central government bodies in alignment with the new local governance framework.
**Action:**
1. Build ownership of the National Programme agenda across MoLA by an internal participatory process to define roles and responsibility of MoLA and its organizational units,
2. Plan and roll-out comprehensive institutional reform of MOLA, including functional review and organizational redesign
3. Prepare and implement comprehensive capacity development plan through strategic planning workshops and consultations
4. Establish Guidelines and systems for Monitoring, Follow-up and Evaluation of LGU performance including criteria for a merit scheme of best actors/players and champions
5. Support finalization of the Local Government Management Information System (LGMIS)
6. Support improved communications with LGUs including communications strategy and improvements to MoLA website
7. Support relevant central and sectoral ministries to align national planning and resource allocation processes with Local development planning approach.
8. Ensure aid information on Decentralization sector is integrated into National ODA System at MoPIC
Activity 3:
Support Capacity Building of LGUs at Governorate and District Level to fulfill their functions under the new Local Government System

Action:
4. Finalize the development of the full package of base operating systems and procedures of Local Government in target LGUs to include:
   - Core administrative procedures
   - Public Expenditure management
   - Asset management
   - Revenue mobilization
   - LG MIS
   - Public participation processes
   - Local Council functions

2. Extend District Facilitation Teams (DFTs) to all Governorates and Districts
3. Support Governor’s offices to undertake Monitoring, Evaluation and Follow-up of district LGUs through MEF Grants

Activity 4:
Establish project team to manage activities and to enquire results

Action:
1. Establish Project Board, Project Management Team and operational mechanisms
2. Form Partners Group and conduct quarterly meetings and reviews
3. Monitoring and evaluation

TOTAL 600,000
## Work Plan – Year 2010

### Expected Outputs

**And baseline, Associated Indicators and Annual Targets**

<table>
<thead>
<tr>
<th><strong>Expected Outputs</strong></th>
<th><strong>Planed Activities</strong></th>
<th><strong>Timeframe</strong></th>
<th><strong>Responsibl E Party</strong></th>
<th><strong>Planed Budget</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 3:</strong> Improved Local Governments capable of equitably and strategically investing public resources and effectively promoting local development and contributing to the achievement of the MDGs</td>
<td><strong>Activity 1:</strong> Broaden support for participatory local development planning processes including institutionalize the LED &amp; NRM promotion function at target LGs and</td>
<td>Q1 Q2 Q3 Q4</td>
<td>UNCDF/UNDP</td>
<td>UNCDF</td>
</tr>
<tr>
<td><strong>Baseline:</strong></td>
<td><strong>Action:</strong> 1. Introduce and deploy systems and procedures to support inclusion of LED and NRM components in local develop 2. Support sector, clusters or value chain analysis in target LGUs</td>
<td></td>
<td></td>
<td>International &amp; national consultants</td>
</tr>
<tr>
<td><strong>3. Fund Flows:</strong> Resources Mobilized and managed by Target (Pilot) LGs (Current level)</td>
<td><strong>Activity 2:</strong> Invest strategically in Local Development (Services, LED &amp; NRM) through the creation of a Local Development Fund to increase leverage of resource mobilization for local development.</td>
<td>X X X X</td>
<td>UNCDF</td>
<td>UNCDF, GOY &amp; Donor Partners</td>
</tr>
<tr>
<td><strong>4. Development Outcomes:</strong></td>
<td><strong>Action:</strong> 1. Establish a Local Development Fund to target strategic investment to initiatives identified through LD plans 2. Develop criteria for operationalising LDF investments</td>
<td></td>
<td></td>
<td>International travel &amp; DSA</td>
</tr>
<tr>
<td>iii) Service Coverage in Target LGs in 2009.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv) Size of local economy in target LGs in 2009.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Indicators:</strong> 3. Resources mobilized and leveraged for local development channeled and implemented through and by target local governments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Understanding state of LD/MDG</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Estimating the cost for closing the LD/MDG gap</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Activity 3:</td>
<td>UNCDF/UNDP</td>
<td>UNCDF</td>
<td>National &amp; International consultants</td>
<td></td>
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<tr>
<td>------------</td>
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<td>--------------------------------------</td>
<td></td>
</tr>
<tr>
<td>1. Conduct a benchmarking survey of the state of local development in target LGs</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>2. Carry out a Costing exercise to identify the local development gap (i.e., full costing of local development plans)</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Carry out a Costing exercise to identify the base recurrent (operating) budget required by LGs to effectively perform their base and LD functions</td>
<td></td>
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</tr>
</tbody>
</table>

Supplementary Funding: UNDP, GOY & other Donor Partners

International/ local travel, DSA

$300,000
List of Annexes

Annex I: Risk Analysis

Annex II: Terms of Reference: TOR for key project personnel
   a) CTA
   b) NPM
   c) Accountant
   d) Admin Assistant

Annex III: Capacity Assessment

Annex IV: List of Project Personnel

Annex V: Mapping of LGSP Activities in support of implementation of the National Programme for Local Governance

7 The remaining ToRs will be developed by CTA in consultation with UNDP/UNCDF and MoLA.
## Annex I: Risk Analysis

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Mgt response</th>
<th>Owner</th>
<th>Submitted, updated by</th>
<th>Last Update</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Emergence of new priorities that supersede decentralization and local governance reform as a consequence of new developments in the economy and in the overall political environment.</td>
<td>March 2010</td>
<td>Political/Economic</td>
<td>Key expected outcomes of the project (e.g. policy reform) might be more difficult to attain if new priorities emerge superseding the implementation of the NSTLG. Probability = 3, Impact = 4</td>
<td>Engage national counterparts on a continuous dialogue to review areas of support; Reconsider project scope/activities with national counterparts if situation so deems necessary.</td>
<td>Khaled Magead, PO Governance Team; National Programme Manager</td>
<td>Mazen Gharzeddine, UNCDF's Local Development Portfolio Specialist</td>
<td>At project formulation (March 2010)</td>
<td>No changes</td>
</tr>
<tr>
<td>2</td>
<td>Project alignment, especially sectoral and donor coordination for local activities</td>
<td>April 2008</td>
<td>Strategic</td>
<td>Lack of coordination and duplication of efforts which might contribute to the creation of confusion in planning processes at local level. Probability = 3, Impact = 4</td>
<td>Creation of Partners Group to address this shortcoming and introduction of planning tools at central and local levels.</td>
<td>Khaled Magead, PO Governance Team</td>
<td>Abdo Seif, Project Advisor, Advisory Team</td>
<td>During formulation stages of the project</td>
<td>So far, no changes</td>
</tr>
<tr>
<td>3</td>
<td>Lack of proper financial accounting system and staff capacity</td>
<td>Aug 2009</td>
<td>Financial</td>
<td>Difficulties in managing project resources for implementation of activities as central and local levels. Probability = 4, Impact = 4</td>
<td>Creation of PMU consist among other staff, Finance Manager and Admin Assistant</td>
<td>Khaled Magead, PO Governance Team</td>
<td>Abdo Seif, Project Advisor, Advisory Team</td>
<td>During formulation stages of the project</td>
<td>So far, no changes</td>
</tr>
<tr>
<td>No.</td>
<td>Issue</td>
<td>Date</td>
<td>Environment</td>
<td>Action</td>
<td>Responsible</td>
<td>Source</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>4</td>
<td>Security and safety of project personnel if required to travel to problematic Governorates and Districts</td>
<td>Oct 2008</td>
<td>Environmental</td>
<td>Limit staff movement to project areas&lt;br&gt;Probability = 5&lt;br&gt;Impact = 5</td>
<td>LGSP can predominantly target Governorates/ Districts with low/moderate security risks. Additional cost allocated to allow beneficiaries in the problematic areas to travel to safer areas for training and capacity building; greater reliance for the implementation of field activities should be placed on national, field-based, staff to reduce the need for internal travel to a minimum, and minimize external staff exposure to unsafe locations</td>
<td>Khaled Magead, PO Governance Team&lt;br&gt;Abdo Seif, Project Advisor, Advisory Team</td>
<td>During formulation stages of the project</td>
<td>So far, no changes</td>
<td></td>
</tr>
</tbody>
</table>
Terms of Reference

Title: Chief Technical Advisor (CTA)
Duration of Contract: 36 months
Post Supervisor:
Duty Station: Sana’a – Republic of Yemen
Post Level: TBD
Financing: 50% UNDP / 50% UNCDF (subject to available funding)

Background:
The aim of the Local Government Support Project is to support the Government of the Republic of Yemen in its effort for the transformation from Local Authority to a Local Government system as articulated in the National Strategy for Transition to Local Government (2020).

The project is also expected to contribute to the creation of an enabling environment during the transitional period through provision of required expertise, mechanisms and structure for application of participatory processes by amending of some articles of the Country’s Constitution and in the formulation of a new Law for Local Government in replacement of the current Law number 4 of 2000 on the Local Administration.

Systems and tools will be designed to foster the capacity of MOLA, other central institutions and local authorities as part of the National Strategy for Transition to Local Government. Focus will be given to gender mainstreaming into the work of decentralization at all levels and advocacy will be undertaken in order to increase public participation/transparency and promote the sense of ownership.

Participatory development planning process at local level will be promoted; tracking system for local development and MDGs at local levels will be established and applied; costing modules for local services and infrastructure will be introduced; and Public Expenditure Management at local level will be expanded, along with required capacity for local development planning to deliver results.

Summary of Tasks:
The Chief Technical Advisor (CTA), under the overall guidance and supervision of (MoLA) and in close cooperation with UNDP and UNCDF will manage and coordinate the activities of MOLA project. In case of any disagreement on the decisions taken by the CTA, MoLA will resolve the same in consultation with UNDP RR. The decision of UNDP RR shall be final. He/She will work to ensure the implementation of the activities in accordance with the detailed outline of project document agreed upon between UNDP/UNCDF and the Government of Yemen.

Appointment (to include termination of contract) of the CTA shall be done by the UNDP/ UNCDF in consultation with MoLA. In case of any disagreement, MoLA will resolve the same in consultation with UNDP RR. The decision of UNDP RR shall be final.

Responsibilities of the CTA will include:
1. Work with the national counterparts, experts and the UNDP/UNCDF to ensure that project results are achieved;
2. Work with the Ministry of Local administration in Yemen to implement the activities of LGSP as outlined in the project document and the approved project work plan;

3. Establish functional linkage; promote dialogue and best practices among the stakeholders with respect to project activities;

4. Prepare annual and quarterly work plans and strategy for implementation /execution of the activities of the project with the National Project Manager;

5. Monitor the progress of the project against the work plan;

6. Prepare adequate project budgets and negotiate with donors their potential contributions with the NPM;

7. Identify the criteria for selecting and draft term of reference of the national personnel, national and international experts and consultants for the project and qualified implementing institutions;

8. Prepare a resource mobilization strategy for the project and support the government in coordination donor efforts in the sector and translating the national priorities into effective donor assistance;

9. Facilitate the development of strategic initiatives, legal reform in close consultation with legal experts and legal institutions in the country;

10. Provide policy advice and guidance to the MoLA;

11. Receive deliverables from experts / consultants and supply them with comments and remarks;

12. Assist in organizing meetings, workshops, conferences, etc. relating to facilitating co-ordination activities of the project;

13. Will be responsible for monitoring and evaluation of the project by preparing indicators to monitor progress on the project document and submitting Project Annual Reports and quarterly progress reports on the implementation status;

14. Follow up/ coordinate, together with the national counterpart, the conduct of the periodic meetings of the project board and follow up on the recommendation made to evaluate the achievements and to monitor the progress of the project towards its outputs and outcomes;

15. Assist in monitoring field visits by UNDP/UNCDF and assist in the preparation of evaluation and reporting; and

16. Assist in providing guidance to the national teams implementing the various components and activities of the project.

Qualification:

✓ A post graduate degree in Political Science, Public Administration, Social Sciences, Law or related discipline.

✓ Excellent Knowledge and Command of Information Technology preferably in the field of local government/development

✓ Knowledge of norms on local government and decentralization and United Nations Development Project policies on Democratic Governance

✓ At least 10 years of extensive working experience in the area of design, management and implementation of local government processes and decentralization

✓ Excellent knowledge of English and working knowledge of Arabic is desirable.

✓ Excellent management and communication skills

✓ Strong skills in partnership building
Terms of References

Title: National Project Manager (NPM)
Duration of Contract: 60 months
Post Supervisor:
Duty Station: Sana’a – Republic of Yemen
Post Level: TBD
Financing: 50% UNDP / 50% UNCDF (subject to available funding)

Background:
The aim of the Local Government Support Project is to support the Government of the Republic of Yemen in its effort for the transformation from Local Authority to a Local Government system as articulated in the National Strategy for Transition to Local Government (2020).

The project is also expected to contribute to the creation of an enabling environment during the transitional period through provision of required expertise, mechanisms and structure for application of participatory processes by amending of some articles of the Country’s Constitution and in the formulation of a new Law for Local Government in replacement of the current Law number 4 of 2000 on the Local Administration.

Systems and tools will be designed to foster the capacity of MOLA, other central institutions and local authorities as part of the National Strategy for Transition to Local Government. Focus will be given to gender mainstreaming into the work of decentralization at all level and advocacy will be undertaken in order to increase public participation/transparency and promote the sense of ownership.

Participatory development planning process at local level will be promoted; tracking system for local development and MDGs at local levels will be established and applied; costing modules for local services and infrastructure will be introduced; and Public Expenditure Management at local level will be expanded, along with required capacity for local development planning to deliver results.

Summary of Task:
The National Project Manager will work under the overall guidance and supervision of CTA. He/She will assist the CTA in day-to-day management of the project and report to the CTA directly. After year three, the NPM will take full responsibilities of the CTA as indicated in the CTA’s ToR and the reporting will change accordingly.

The following activities will be undertaken by the NPM for routine management of the project:

Overall Project Management

Will assist CTA and MoLA in the preparation of an Annual and Quarterly work plans in close consultation with UNDP and UNCDF, as well other stakeholders

Facilitate timely implementation of all activities envisaged under the project.
Arrange with the CTA for timely selection and recruitment of required project staff and NGOs/CSOs, independent consultants/researchers and academicians.

Establish functional linkage with the stakeholders with respect to project activities.

Establish network and contacts with UNDP resources in the Local Government sector and other international sources.

Monitor the progress of the project against the work plan and prepare monthly progress reports, annual project reports as set out in the project document.

In consultation with MoLA and project staff prepare action plan for monitoring visits, tripartite reviews/review meetings, and evaluations.

Manage the staff of the project as agreed with CTA.

Undertake regular field visits to the selected sites, preferably while the need-driven and tailor made training courses are being conducted in order to have first hand assessment of project status and find remedial measures to remove bottlenecks.

Assist in monitoring field visits by UNDP/UNCDF and assist in the preparation of monitoring visit reports.

Assist in providing guidance to the national teams (including DFTs) implementing the various components and activities of the project.

Designate authority to the staff responsible for the different activities of the project in order to expedite project implementation.

Financial/Administrative Management.
Arrange for establishing an independent bank account in the name of the project.

Develop and submit to UNDP necessary forms for disbursement of funds and other forms (e.g. advance payments, request for direct payments, etc.) in line with the standard Guidelines for the implementation of NIM modality.

Prepare statements of expenditure and timely submit forms for advance and direct payments.

Facilitate annual audit of the project financial records.

Qualifications:
 ✓ A post graduate degree in Political Science, Public Administration, Social Sciences, Law or related discipline.
 ✓ At least 8 years of experience in project management and/or development issues at a managerial level.
 ✓ Excellent command of the English (Oral, Written and spoken) and Arabic languages. Tests may be conducted for language skills
✓ Excellent Communication and writing skills in English
✓ Proficiency in standard computer software’s (Microsoft Word, Excel and Power Point) and ability to use Internet
✓ Proven skills of team building and partnership
Terms of References

Title: Finance Manager (FM)
Duration of Contract: 60 months
Post Supervisor: NPM
Duty Station: Sana’a – Republic of Yemen
Post Level:

Duties and Responsibilities:
Under the direction and supervision of the National Project Manager, the Finance Officer develops activities from the planning stages of the finance process to the awarding and issuing of the respective contracts. The main responsibilities of the Finance Officer are:

1. Based on the annual work plans the Finance Officer prepares updates and monitors the finance plans of the assigned projects, in coordination with the project implementing units at the central and local levels.
2. Advises the project implementing units in finance strategies for the procurement of goods, works and services to ensure best response to the objectives raised in procurement and the work plans.
3. Ensures the preparation and proper use of standard documentation in line with the particular finance and contracting processes in accordance with the approved finance plans and work plans.
4. Develop standard bidding documents and forms to facilitate the finance of goods and services.
5. Ensures that all finance process files are complete and kept updated prior to the issuance of respective contracts. Elaborates or supervises the issuance of contract for goods, works or services in the corresponding formats by financing source.
6. Represents the finance section in negotiations, meetings and review of the finance and contracting processes.
7. Supervises and gives guidance to his or her assigned team, coordinates the work load and ensures quality control in all activities of the personnel under his or her supervision.
8. Supports in the different activities that are assigned to him/her by the Project Manager, within the framework from his or her experience and competence.
9. Prepare guidelines training material for finance and effective resource management.

Qualification:
✓ University degree in Business Administration, Economy, Finance, Accounts or equivalent disciplines
✓ Minimum 5 years of relevant experience in project financial management.
✓ Excellent knowledge of tools, procedures and international standards for the purchase of goods and services within the context of developmental support programs.
✓ Knowledge of the UNDP administrative and financial management procedures is highly desirable.
✓ Familiarity with UNDP program execution modalities, rules and regulations is an asset;
✓ Significant previous background in institutional environment of development cooperation (NGO's, UN system, multilateral cooperation, etc.)
✓ Computer literate especially, in calculus sheets, excel, access, ATLAS, and ERP (people soft) is highly desirable prerequisite.
✓ Effective communication skills and ability to establish good working relationships with national authorities and international interlocutors;
✓ High moral integrity, as well as diplomacy, impartiality and discretion with proven ability to work and act under pressure and with discretion in a politically sensitive and challenging environment;

**Competencies:**
✓ Excellent analytical skills
✓ Ability to train others and make public presentations
✓ Ability to take initiative and work as a team member
✓ Fluency in English and Arabic (Oral, Written and Spoken). Tests may be conducted for language skills
Annex II-d

Terms of Reference

Title: Admin Assistant
Grade: G5
Contract type: Service Contract
Duration of contract: One year
Duty Station: Sana'a

Objective
The Project support Unit seeks to recruit a full-time Assistant to support the Unit’s Team and report directly to the Project Manager.

Scope of work
1. Assist in all financial and procurement aspects of running the Project including managing and organizing accounts, petty cash, follow up of procurement, field visits, and correspondence.
2. Ensure that documents of finance and procurement are appropriately recorded and stored.
3. Schedule appointments and coordinate for meetings. As well as recording meetings by taking notes, preparing minutes and recording decision points generated.
4. Liaise with the Local Teams to ensure timely submission of reports, plans and relevant documents to the Project.
5. Assist in following-up for Finance and procurement requirements and ensuring proper reporting to the UNDP CO.
6. Arrange the travel and field trips and arrange for flight and hotel booking.
7. Liaise with the Country Office to ensure timely submission of requests of advances and direct payment.

Education and Experience
✓ First University degree in Business Administration.
✓ At least 5 years of relevant experience in office management.
✓ Previous working experience with a UN agency is an asset.

Skills
✓ Good communications and interpersonal skills essential.
✓ Ability to work well in a team.
✓ Comprehensive knowledge of MS Office (Word and Excel) and Internet use.
✓ Fluency in English (Oral, written, spoken). Tests may be conducted for language skills

Core Competencies
✓ Ability to plan, organize and coordinate services.
✓ Ability to handle a high volume of work, multitask and respond to short deadlines.
✓ Excellent drafting and analytical skills required.
✓ Efficient storage and organization of documents.
# Capacity Assessment

## PART I – REFERENCES AND PRELIMINARY CHECKS

### 1.1 History and Compliance with International Resolutions/Standards

<table>
<thead>
<tr>
<th>1.1.1 History</th>
<th>Date of creation and length in existence Has the institution gone through a recent re-organization/re-structuring?</th>
<th>Annual Reports Media Kit Website</th>
<th>Ministry of Local Administration (MOLA) was established in the 60s with a different name. From 1986-1990 it was under the ministry of interior. It was established in its current form in 1990. In 2007 it underwent a restructuring process that produced 7 sectors, 10 deputy ministers and 6 Assistant Deputy Ministers. The MoLA though it submitted reports annually, it has not done so for the past three years.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.2 United Nations Security Council 1267</td>
<td>Is the institution listed in any reference list?</td>
<td>United Nations Security Council 1267 Committee’s list of terrorists and terrorist financiers</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>1.1.3 Certification</td>
<td>Is the institution already certified through international standards?</td>
<td>ISO, Project Management standard, other standards</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROJECT MANAGEMENT

### 2.1 Managerial Capacity

**Ability to plan, monitor and coordinate activities**

| Planning, Monitoring & Evaluation | Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed work plans? Does the institution hold regular Project or project review meetings? Are there measurable outputs/deliverables in the defined project plans? Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies? | Well-designed project and Project documents Action Plans/Work plans Log frame or equivalent Project reports Evaluation reports Indicators available in project plans Lessons-Learned reports | There are detailed work plans, project documents and 1/4ly meetings to see progress and carry out reviews. However, there are also gaps in staff capacities to handle these tasks efficiently. There is a need to assist system development approaching this in a cohesive style across all sectors of MoLA Monitoring work is limited to feed backs from various locations and no structures or skills exist to monitor indicators, design log frameworks or take forward lessons learned. M&E is still done on the traditional ways of monitoring staff attendance, meeting frequencies and |

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*Annex III*
2.1.2 Reporting and performance track record

| Does the institution monitor progress against well defined indicator and targets, and evaluate its Project/project achievements? Does the institution report to its stakeholders on a regular basis? | Reports to donors and other stakeholders Reporting system | MoLA produces its reports including an annual one that is submitted to the government. The reports are compiled from the various sectors within the MoLA. These reports are usually based on achievements and are not necessarily based on base line information, progress, constraints, impact, indicators etc. Since MoLA sees itself as an agent of local development, there seems to be lack of coordination or system in setting indicators related to other sectors like health education etc. The reporting in practice currently cannot be seen in isolation from the general lack of technical skills in M&E. A comprehensive project management with a full cycle of M&E is a gap that needs addressing in the various sectors of MoLA. Systems to monitor staff development and performance need to be in place. |

2.2 Technical Capacity

<p>| 2.2.1 Specialization | Does the institution have the technical skills required? Does the institution have the knowledge needed? Does the institution keep informed about the latest techniques/competencies/policies/trends in its area of expertise? Does the institution have the skills and competencies that complement those of UNDP? | Publications on activities, specific issues, analytical articles, policies Reports from participation in international, regional, national or local meetings and conferences Tools and methodologies Evaluations and assessments | The institution has a variety of people with long experiences and newer ones with less experience. Generally there is a gap in institutionalizing available skills through skill share benefiting from existing old skills and new ones. A profiling of each sector and where/if necessary restructuring and using of specific job descriptions may be necessary to partially address the gaps in |</p>
<table>
<thead>
<tr>
<th>2.2.3 Human Resources</th>
<th>2.2.2 Ability to monitor the technical aspects of the project.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the institution possess adequate expertise and experience?</td>
<td></td>
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<tr>
<td>Does the institution use local capacities?</td>
<td></td>
</tr>
<tr>
<td>Profile of staff, including expertise and professional experience</td>
<td></td>
</tr>
<tr>
<td>Staff turnover</td>
<td></td>
</tr>
<tr>
<td>Years to newer ones with no recent profiling done. Not exactly sure who is capable of doing what?</td>
<td></td>
</tr>
<tr>
<td>Experiences ranging from 30+ years to newer ones with no recent profiling done. Not exactly sure who is capable of doing what?</td>
<td></td>
</tr>
<tr>
<td>Proper use of HR. It is felt that there has been some improvement in the HR management through introduction of periodic evaluation though these changes are negligible and relate to administrative issues. There is generally a felt need for further enhancing through staff training and mentoring.</td>
<td></td>
</tr>
<tr>
<td>Limited access to information and experiences will dictate further enhancing through staff training and mentoring.</td>
<td></td>
</tr>
<tr>
<td>Evaluations and Assessments/training Methodologies/training limited resources.</td>
<td></td>
</tr>
<tr>
<td>MoLA appears to have capacity to monitor technical aspects of the project but there is a need to investigate this through Technical Assessment in order to point the gaps and be able to support the applying of effective approaches and methodologies including collecting and using baseline data from the available expertise. MoLA and its various sectors are connected and an ad hoc networking exists with its branches in the governorates. By virtue of its functions MoLA needs to know about other intuitions like service delivery and the network efficiently and the formation of networking platforms through external technical assistance is necessary. No structured base line data like the service delivery is available yet due to lack of technical know how. Some training received but need to be put in practice with further refresher trainings.</td>
<td></td>
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<tr>
<td>Limited access to information and experiences will dictate further enhancing through staff training and mentoring.</td>
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</tr>
<tr>
<td>Does the institution have access to relevant information/resources and experience?</td>
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<tr>
<td>Does the institution have useful contacts and networks?</td>
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<tr>
<td>Does the institution know how to get baseline data, develop indicators?</td>
<td></td>
</tr>
<tr>
<td>Does it apply effective approaches to reach its targets (i.e. participatory methods)?</td>
<td></td>
</tr>
<tr>
<td>Use of tools, benchmarks/capacity-development tools to monitor technical aspects of the project.</td>
<td></td>
</tr>
<tr>
<td>Database limited access to information and experiences due to limited resources.</td>
<td></td>
</tr>
<tr>
<td>No structured baseline data system institutionalized as of yet due to lack of technical know how. Some training received but need to be put in practice with further refresher trainings.</td>
<td></td>
</tr>
<tr>
<td>Limited access to information and experiences will dictate further enhancing through staff training and mentoring.</td>
<td></td>
</tr>
<tr>
<td>PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT</td>
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<td></td>
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<tr>
<td><strong>3.1 Administrative capacity</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Ability to provide adequate logistical support and infrastructure</strong></td>
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</tr>
<tr>
<td><strong>3.1.1 Ability to manage and maintain infrastructure and equipment</strong></td>
<td></td>
</tr>
<tr>
<td>Does the institution possess logistical infrastructure and equipment? Can the institution manage and maintain equipment?</td>
<td></td>
</tr>
<tr>
<td>Adequate logistical infrastructure: office facilities and space, basic equipment, utilities Computer capability and library materials Proper equipment for area of specialization inventory to track property and cost</td>
<td></td>
</tr>
<tr>
<td>There is a maintenance department in charge of maintaining /up keeping of all assets. This department works hand in hand with the procurement department and is not systemized. No manuals or soft ware's for storage and maintenance facilities. Annual inventory is done by the procurement department</td>
<td></td>
</tr>
</tbody>
</table>

| **3.1.2 Ability to procure goods services and works on a transparent and competitive basis.** |
| Does the institution have the ability to procure goods, services and works on a transparent and competitive basis? Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution’s interests and are enforceable? Does the institution have the authority to enter into contracts? |
| Standard contracts Examples of how procurement is done Written procedures for identifying the appropriate vendor, obtaining the best price, and issuing commitments |
| MoLA has a procurement department working in only procuring through established procedures. It provides all supplies after receiving a request from a committee that approves specifications. There are 5 departments in the procurement, bids handling, storages, archive, purchase and secretarial departments. They abide by good practices of bidding guidelines introduced by WB and are responsible for obtaining best prices for quality goods. The department works on first come first serve basis. It can also enter in to agreement with importers of goods and administers contracts. |
### 3.1.3 Ability to recruit and manage personnel on a transparent and competitive basis

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the institution able to staff the project and enter into contract with personnel?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the institution use written job descriptions for consultants or experts?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### 3.2 Financial Capacity

#### Ability to ensure appropriate management of funds

In addition to the following questions, see also the questionnaire provided in the Guidelines on Micro-assessment of the Framework on Harmonized Approach for Cash Transfer (HACT):

http://www.undg.org/archive_docs/7110-Framework_for_Cash_Transfers_to_Implementing_Partners.doc (ANNEX 3)

The assessment report is reviewed by the UN agencies to select the most suitable cash transfer modality, and establish appropriate cash transfer procedures and assurance activities to be used with the Implementing Partner.

#### 3.2.1 Financial management and funding resources

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is there a regular budget cycle?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the institution produce Project and project budgets?</td>
<td>Yes</td>
</tr>
<tr>
<td>What is the maximum amount of money the institution has managed?</td>
<td>YR50 million</td>
</tr>
<tr>
<td>Does the institution ensure physical security of advances, cash and records?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the institution disburse funds in a timely and effective manner?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds?</td>
<td>Yes</td>
</tr>
<tr>
<td>Does the institution have a record of financial stability and reliability?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating budgets and financial reports</td>
<td>List of core and non-core donors and years of funding</td>
</tr>
<tr>
<td>Written procedures ensuring clear records for payable, receivables, stock and inventory</td>
<td>Reporting system that tracks all commitments and expenditures against budgets by line</td>
</tr>
</tbody>
</table>

<table>
<thead>
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<th>Answer</th>
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<td>Does the institution use written job descriptions for consultants or experts?</td>
<td>Yes</td>
</tr>
</tbody>
</table>

There is a finance department in MoLA established by MoF. It has a financial manager, an accountant, a purchasing manager and a cashier all employees of MoF. They are managed by MoLA on their day to day activities and provide reports as well. They also provide periodic report to MoF. They form the structure for procedures on authority, responsibility, monitoring and accountability of handling funds as well as ensuring expenditures according to budget lines. They engage in regular annual budgeting cycle. This department runs under the general system of MoF. Once annual budgets are approved by parliament MoF disburses funds to MoLA in two installments with the exception of funds allocated for purchase of equipment and capital items. Physical security of records, cash and advances are in a safe guarded location in the MoLA's building. Advances can go up to YR15 million at times. Track record of prompt payment is
<table>
<thead>
<tr>
<th>Section</th>
<th>Question</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.2. Accounting System</td>
<td>Does the institution keep good, accurate and informative accounts? Does the institution have the ability to ensure proper financial recording and reporting?</td>
<td>A bank account or bank statements Audited financial statements Good, accurate and informative accounting system Written procedures for processing payments to control the risks through segregation of duties, and transaction recording and reporting</td>
</tr>
<tr>
<td>3.2.3. Knowledge of UNDP financial system</td>
<td>Does the institution have staff familiar with Atlas through External Access?</td>
<td>External access provided</td>
</tr>
</tbody>
</table>
LGSP's human resource model is based on the use of short focused technical inputs from international experts who are paired with national experts within the programme, who, in addition to providing their own technical expertise, will also be to navigate the political and institutional environment, maintain a focus on the outcome and create opportunities for the technical inputs to be used constructively. This approach is also consistent to the general capacity building vocation of the LGSP as it will develop a body of national experts whose skills may be deployed in many areas as the need arises. Experts will work across the three project outputs to provide relevant inputs. The project also includes scope for the involvement of other short term experts, both international and/or national for specific activities as required.

**Output 1: Legal Reform**

**A. Long-term Expert**

1. National Legal Advisor 24 w/m
2. National Gender Legal Specialist 24 w/m
3. Facilitator for Local Government Forum (National) 24 w/m

**B. Short-term Expert**

4. International Legal Advisor 9 w/m over 2 years
5. International Gender Legal Specialist 9 w/m over 2 years
6. International Short-term Consultant 6 w/m
7. National Short-term Consultant 6 w/m

**Output 2: Institutional Building and Capacity Development**

**A. Long-term Expert**

1. International CTA 36 w/m
2. National Project Manager 60 w/m
3. National Institutional Development Specialist 36 w/m
4. National Gender Specialist 36 w/m
5. Accountant 60 w/m
6. Admin Assistant 60 w/m
7. Three Drivers 180 w/m
8. National IT and Database Specialist 60 w/m
9. National Communication Specialist 60 w/m
10. International UNV M&E Specialist 24 w/m
11. National M&E Specialist 48 w/m
B. Short-term Expert

12. Institutional Development Specialist 18 w/m over 36 w/m
13. International Gender Specialist 18 w/m over 36 w/m
14. International Short-term Consultant 24 w/m over project period
15. National Short-term Consultant 24 w/m over project period

Output 3: Local Development

A. Long-term Expert

1. International - Local Development Specialist 36 w/m over 60 w/m
2. National - Local Development Specialist 60 w/m
3. Three National UNVs – Community Participation 48 w/m X 3
4. National - Social Sector Specialist 36 w/m
5. National – Local Development Gender Specialist 36 w/m
6. National Statistic Expert 36 w/m
7. National - Local PEM Specialist 48 w/m

B. Short-term Expert

8. International Short-term Consultants 24 w/m over 60 w/m
9. National Short-term Consultants 24 w/m over 60 w/m
10. Int’l Consultant Community-based Development 12 w/m over 48 w/m
11. Local Data Collection Team (sub contract)
12. Int'l Local PEM Specialist 24 w/m over 48 w/m

Summary

<table>
<thead>
<tr>
<th>Description</th>
<th>Number of Long-term Expert</th>
<th>Number of Short-term Expert</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Expert</td>
<td>4</td>
<td>17</td>
</tr>
<tr>
<td>National Expert</td>
<td>21</td>
<td>1</td>
</tr>
<tr>
<td>Support Staff (National)</td>
<td>5</td>
<td>-</td>
</tr>
</tbody>
</table>
Annex 5: Mapping of LGSP Activities in providing support for National Programme Implementation

<table>
<thead>
<tr>
<th>Policy/Legal/Regulatory Support</th>
<th>Institutional Development Support</th>
<th>Capacity Development Support</th>
<th>Local Development Support</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NP Management Entity</strong></td>
<td>Responsive support to GOY and the designated NP Management Entity to provide strategic guidance, management, and monitoring of the implementation of the National Programme. <strong>Input by LGSP will focus on:</strong></td>
<td><strong>Input by LGSP will focus on:</strong></td>
<td><strong>Input by LGSP will focus on:</strong></td>
</tr>
<tr>
<td>Input by LGSP will focus on:</td>
<td>technical assistance to the National Programme Management Structure &amp; oversight bodies</td>
<td>technical assistance with the organizational design of the NP management entity</td>
<td>targeted capacity building and technical assistance for NP management functions</td>
</tr>
<tr>
<td>Establish a Donors group</td>
<td>Establish consultative Local Governance Forum</td>
<td>Support development of a Communications strategy and related activities</td>
<td>support of a resource mobilization strategy for the National programme</td>
</tr>
<tr>
<td>Support development of a Consultative Local Governance Mechanism</td>
<td>Support development of a multi-agency Legal Reform Group to lead legislative change</td>
<td>Support a broad-based consultative process to inform legislative amendments</td>
<td><strong>Input by other partners:</strong></td>
</tr>
<tr>
<td>Support the GOY to develop required Constitutional amendments, New Local Government Law, and alignment of sector policy and legal frameworks with the new Local Government legislation</td>
<td>Support the GOY to develop required Constitutional amendments, New Local Government Law, and alignment of sector policy and legal frameworks with the new Local Government legislation</td>
<td>Support to strengthen MOLA’s institutional structure &amp; organizational systems to ensure its ability and readiness to undertake its role in the Local Governance system <strong>Input by LGSP will focus on:</strong></td>
<td>Strengthen MOLA to support LGUs to formulate local development plans based on community needs and priorities <strong>Input by LGSP will focus on:</strong></td>
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</tr>
<tr>
<td>Technical assistance for development of legislation</td>
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<td>Technical assistance for preparation and implementation of a capacity development strategy for MOLA <strong>Input by other partners:</strong></td>
<td><strong>Capacity building and awareness raising in MoLA on participative processes for development planning, building on the experience and lessons of DLDSP?</strong></td>
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<td><strong>Capacity building and awareness raising in MoLA on participative processes for development planning, building on the experience and lessons of DLDSP?</strong></td>
</tr>
</tbody>
</table>
| **Central Ministries** | Support Central ministries to align their policies, legal and regulatory frameworks with the New Local Government system and legislation  
*Input by LGSP will focus on:*
  - Support the participation of senior ministries in the Legal Reform Group and associated processes  
  - Support for development of Public Expenditure Management arrangements based on experience of DLDSP (in collaboration with the World Bank)  
*Input by other partners:*
  - Support for Fiscal Decentralization (Ministry of Finance / World Bank from 2010)  
  - Government Civil Service Reform Programme (?) | Support Central ministries to align their institutional structures and functional assignment in alignment with the New Local Government system and legislation  
*Input by other partners:*
Support Central Ministries on the design and delivery of capacity development programmes for LG related departments and de-concentrated branches to perform their newly assigned functions within the LG system  
*Input by other partners:*
Support Central ministries to align national planning and local development activities with Local Development Plans (and actions) of LGUs based on community needs and priorities  
*Input by LGSP will focus on:*
  - Technical assistance to key sector ministries (Health, Education, Water, Electricity, Agriculture) to align service delivery planning and resource allocation processes with local development planning processes  
*Input by other partners:*
| **Sector Ministries** | Support sector ministries to align their policies, legal and regulatory frameworks with the New Local Government system and legislation  
*Input by LGSP will focus on:*
  - Support for the participation of key service ministries in the legal reform group and associated processes  
*Input by other partners:*
Support sector ministries to align their institutional structures and functional assignment in alignment with the New Local Government system and legislation  
*Input by other partners:*
Support sector Ministries on the design and delivery of capacity development programmes for LG related departments and de-concentrated branches to perform their newly assigned functions within the LG system  
*Input by other partners:*
Support sector ministries to align service delivery planning and local development activities with Local Development Plans (and actions) of LGUs based on community needs and priorities  
*Input by LGSP will focus on:*
  - Technical assistance to key sector ministries (Health, Education, Water, Electricity, Agriculture) to align service delivery planning and resource allocation processes with local development planning processes  
*Input by other partners:*
|
| Local Governments | Support to LGs on the elaboration of LG Bylaws and Regulations for the range of assigned functions. *Input by other partners:* | Support the changes to institutional structures, operating systems and procedures for Governorate, District and City/Town Local Government Units (LGUs) to reflect the new mandates and functional assignment *Input by LGSP will focus on:*  - Finalized development of full package of basic operating systems for LGUs including:  - Basic administrative procedures  - Public Expenditure management,  - Assets management  - Revenue Mobilization  - Community participation processes  - Local Council functions *Input by other partners:* | Support capacity development of Governorate, District and City/Town Local Government Units (LGUs) to reflect the new mandates and functional assignment *Input by LGSP will focus on:*  - Establishment and training of District Facilitation Teams in all remaining Governorates based on the experience of DLSP  - Support Governor's offices to undertake Monitoring, Evaluation and Follow-up of district LGUs through MEF Grants *Input by other partners:* | Strengthen the capacity of LGUs to plan, mobilize resources and implement local development initiatives including basic social services, promotion of local economic development and management of natural resources. *Input by LGSP will focus on:*  - Support focus on Local Economic Development and Natural Resource Management in Local Development Plans and implementation in target LGUs  - Invest strategically in Local Development projects through the Local Development Fund  - Benchmarking survey of local development in target LGUs  - Costing study of development gap i.e. Full costing of local development plans in target LGUs  - Costing study of full set of LGU functions in target LGUs *Input by other partners:* |
| Communities/Civil Society and the Private Sector | Support Communities and Civil Society Groups to develop policies to play an active role in local decision making and holding LGs to account through participatory planning, budgeting, and oversight/monitoring. *Input by other partners:* | Support Civil Society, Community and other representative groups to develop organizational structures and processes to ensure full participation in processes of local decision making, resource allocation and accountability *Input by other partners:* | Support citizen focused capacity development programmes for activating and strengthening community participation in local decision making. *Input by other partners:* | Support interventions of community/civil society and private sector that contribute to local development (service delivery, promotion of LED and NRM) to be aligned and integrated with the LD interventions of LGs. *Input by other partners:* |
| Donor Partner Initiatives / Donor harmonization & coordination | Support the GOY to define an effective donor harmonization modality for supporting the implementation of Decentralization | Support the GOY on the Development and launch of Institutional arrangements for donor coordination/harmonization (the | Support the introduction and deployment of donor harmonization capacities at the Donor Forum. *Input by other partners:* | Support the GOY's initiative to leverage and consolidate donor partner interventions for LD at local the level (service |
| Reform/NSTLG, the strengthening of LGs to perform their assigned functions and the promotion of LD. **Input by LGSP will focus on:** | Donor Forum) in support of the implementation of decentralization reforms and the development and deployment of LGs to deliver on Local development. **Input by LGSP will focus on:** | **Input by LGSP and other partners:** |
| - Definition of a mechanism for Donor coordination / Donor Forum and necessary internal bylaws | - Technical assistance on the definition and implementation of a Donor Forum | - delivery, LED & NRM & others) and ensure their alignment with, and direct contribution to, Local Development Plans. **Input by LGSP and other partners:** |
| - Ensure information on aid to decentralization sector is integrated into National ODA system at MoPIC | **Input by other partners:** |