



2018 - 2019

STAKEHOLDER SURVEY RESULTS



Background

The YHF conducts annual stakeholder surveys to gain insights on different stakeholders' perception of its work and assess their satisfaction. The survey focuses on the following five areas: (i) Familiarity with YHF resources; (ii) Fund performance against 2018-2019 priorities; (iii) Allocation process; (iv) YHF project cycle and trainings; and (v) OCHA Humanitarian Financing Unit (HFU) support.

The survey was administered through Survey Monkey between 3 and 16 October 2019. YHF partners, cluster representatives and Advisory Board members were invited to participate. The survey was comprised of 37 quantitative and qualitative questions.

Survey Results

The survey received 95¹ responses (compared to 62 in early 2018) from all constituencies: 83 representatives of YHF eligible partners, 8 Clusters, and 4 donors. Perception of YHF performance against 2018-2019 priorities was largely positive and 85 per cent of respondents agreed that YHF allocations priorities responded to the most urgent need on the ground. Of note, 91 per cent of respondents found the HFU support to be satisfactory (excellent, good or fair).

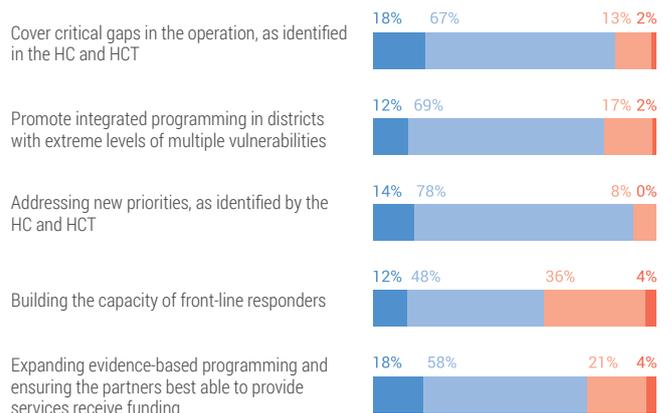
¹ This excludes 6 partial survey responses that only responded to the "respondent information" section, therefore providing no substantial response on the work of the fund.

PERCEPTION OF FUND PERFORMANCE AGAINST 2018 / 2019 PRIORITIES

■ Strongly agree ■ Agree ■ Disagree ■ Strongly disagree

2018

2019

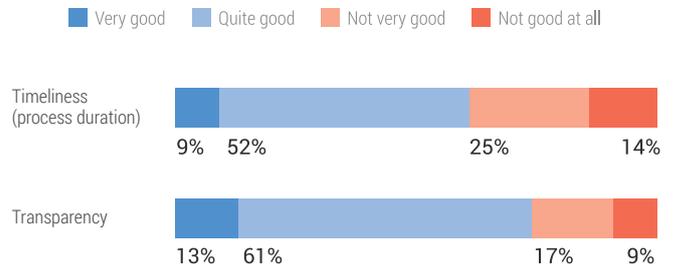
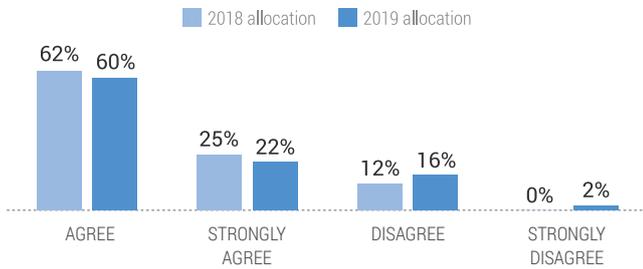


ALLOCATION PROCESS

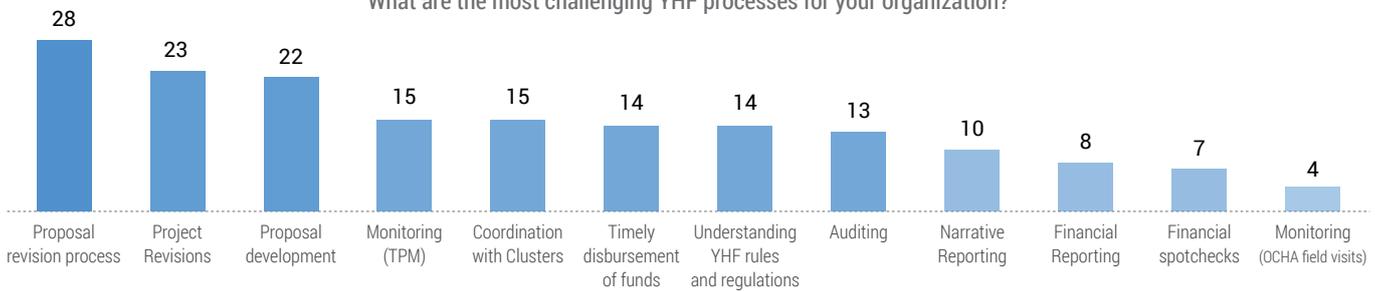
Do you think that the YHF allocation priorities responded to the most urgent needs on the ground?



How would you rate the timeliness (process duration) and transparency of the allocations and review processes?

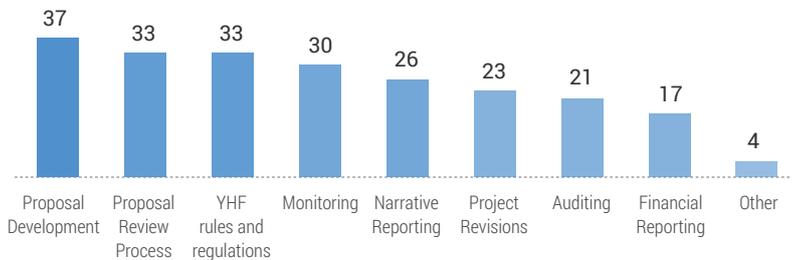


What are the most challenging YHF processes for your organization?

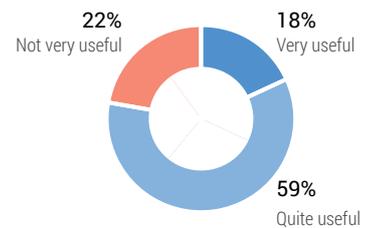


TRAININGS

Which part of the YHF project cycle would you like more training on in 2019-2020?

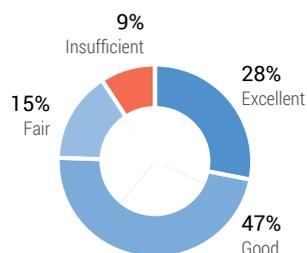


How would you rate the usefulness of the trainings you attended?

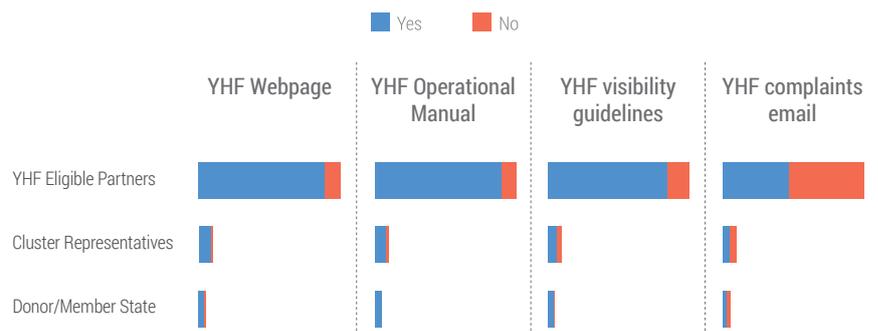


SUPPORT OF THE YHF

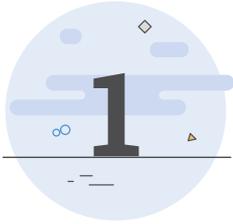
How would you rate the overall support of the OCHA HFU to you?



FAMILIARITY WITH YHF RESOURCES



The following recommendations arose from the survey:



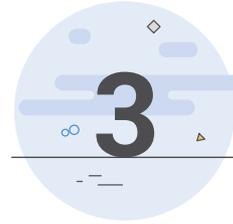
Strengthen support to National NGO partners

Building the capacity of frontline responders was one of the five 2019 priorities for the Fund. However, only 60 per cent of respondents agreed that the Fund met this priority (compared to 78 and 92 per cent for the other four YHF priorities). Several qualitative comments called for increased support to national partners throughout the project cycle and additional capacity building efforts specifically for NNGOs. **To respond to the demand, the YHF will pilot funding a capacity building project in the Second Standard Allocation 2019 and will continue its monthly clinics for all partners.**



Enhance consultation and communication around allocations' priority identification process

While YHF allocations are transparent by nature, the survey revealed that less than a third of respondents could confirm their organization was consulted during the development of allocation priorities. Additionally, there was a perception from some respondents that consultations with Aden-based partners could be improved. **The YHF will work Cluster Coordinators and humanitarian hubs to ensure partners understand the priority identification process and opportunities to provide inputs.**



Allow additional time for proposal preparation and/or announce allocation priorities ahead of time

Despite the Funds' efforts to increase the project submission period for standard allocations from 10 to 12 working days in 2019, several partners still felt the timeline was too tight to submit quality proposals. Understanding the pressure to get funds to the ground as soon as possible, some suggested to announce the launch date and overall priorities well ahead of time as an alternative to extending the submission period itself. **The YHF, in consultation with Cluster Coordinators, will bring this discussion to the Advisory Board for recommendation.**



Clarify YHF processes to stakeholders

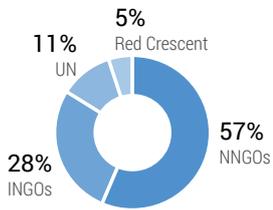
Qualitative comments on the survey revealed that there is some misunderstanding among respondents on YHF processes. For instance, several respondents were not aware that the YHF reviews project proposals against a pre-defined scorecard and systematically ensures review committees, appointed by Cluster Coordinators, include representatives from all partner constituencies (UN, INGO, NNGO). Of particular concern, more than half of respondents did not know that the YHF had a dedicated complaints email (yemenhpfcomplaints@un.org). **To address these gaps, the YHF will hold a debriefing session on the survey and clarify its processes to stakeholders.**

Detailed survey responses can be found in the annex for further information.

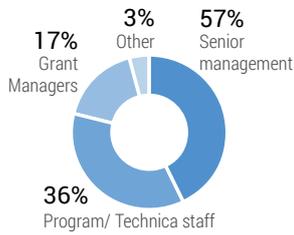
Responders background

IMPLEMENTING PARTNERS

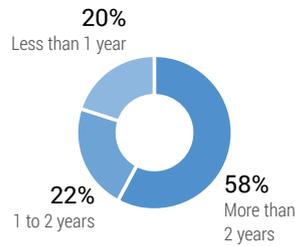
Eligible Partners respondents by organization type



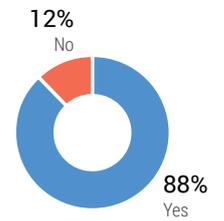
Eligible partners respondents by role



Experience with the YHF or other pooled funds

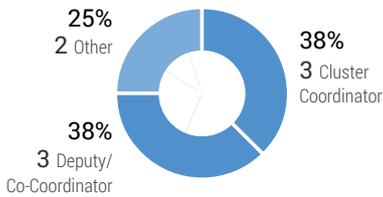


Did your organization receive YHF funding in 2018-2019

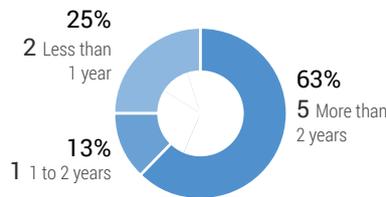


CLUSTER REPRESENTATIVES

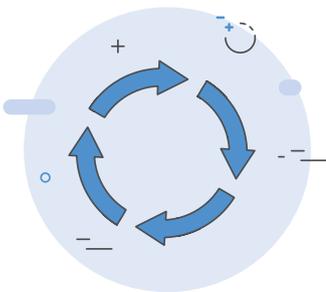
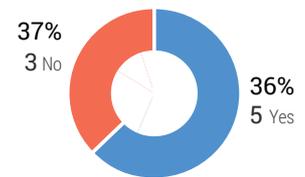
Cluster representatives by role



Experience with the YHF or other pooled fund



Have you participated in a YHF Strategic and Technical Review Committee?



Familiarity with YHF resources

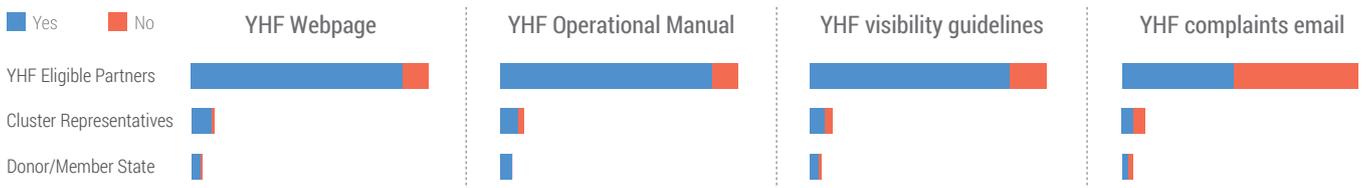
In this section, 95 respondents were asked whether they were familiar with key YHF resources.

Key Results:

Most respondents (88 per cent) were familiar with the YHF website and Operational Manual, and 84 per cent of partners were familiar with the YHF visibility guidelines. However, more than 50 per cent of respondents did not know that the YHF had a dedicated feedback and complaints email.

Follow-up action:

HFU to inform partners on the YHF complaints email.





YHF performance against 2018 / 2019 priorities

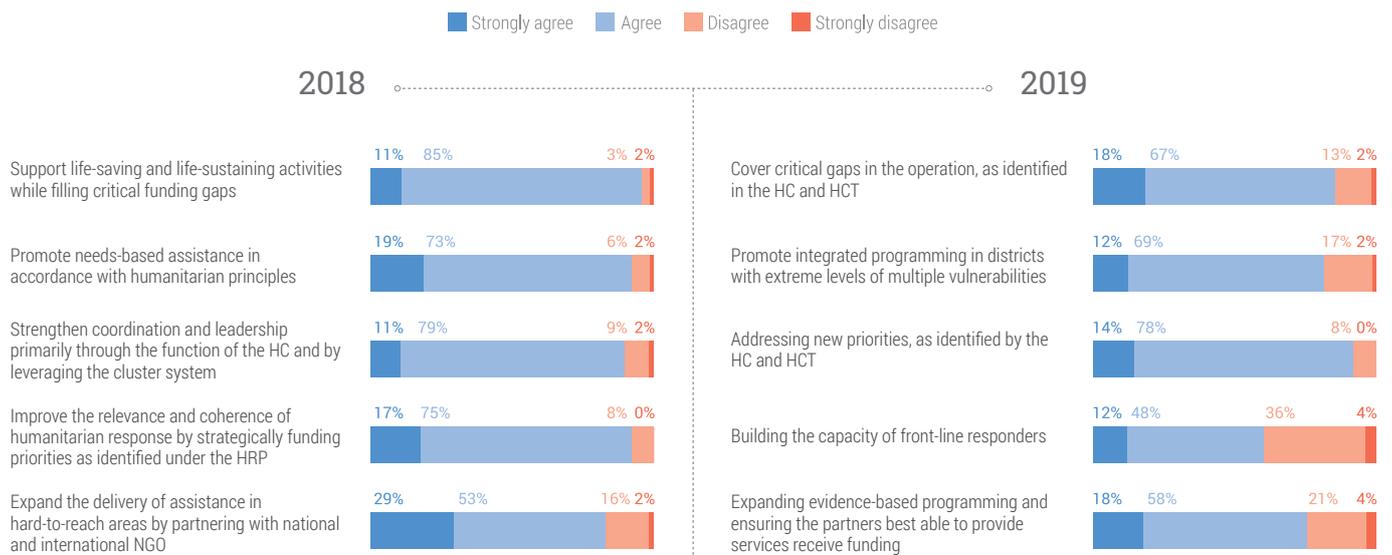
In this section, 80 respondents were asked whether they felt the YHF met its annual priorities.

Key Results:

About quarter of respondents selected “neutral/do not know”. Remaining respondents largely agreed the YHF met its first objective of covering critical operational gaps (96 per cent for 2018, and 85 per cent for 2019). However, only 60 per cent agreed that the Fund built the capacity of front-line responders in 2019.

Follow-up actions:

The HFU will clarify its role in capacity building for partners, which focuses on all aspects of YHF grant management through specific trainings as well as feedback throughout the project cycle. The HFU will update YHF stakeholders on trainings conducted so far and pilot supporting a capacity building project for NNGOs under the next Standard Allocation (SA2 2019).

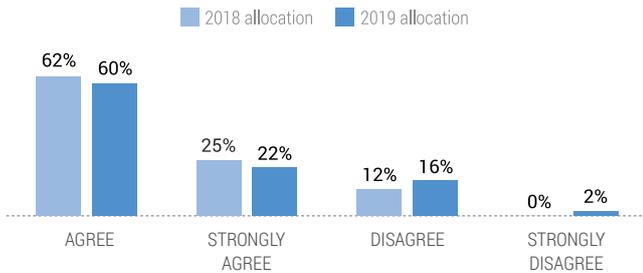




Allocation process

In this section, 80 respondents were asked for feedback on the YHF allocation process.

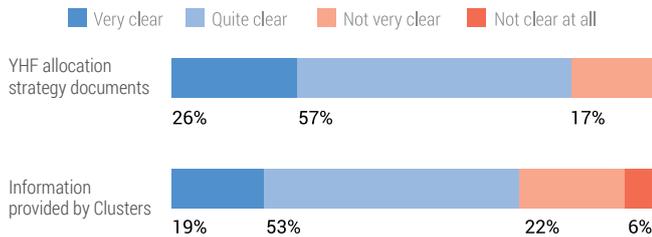
Do you think that the YHF allocation priorities responded to the most urgent needs on the ground?



Key results:

Of the 65 respondents who had an opinion on this question, 88 per cent agreed that the YHF priorities matched the most urgent needs on the ground in 2018, and 82 per cent in 2019.

How would you rate the clarity of YHF allocation strategy documents and information provided by Clusters in guiding you in preparing individual project proposals?



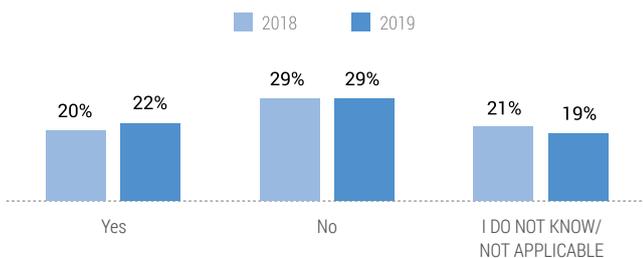
Key results:

83 per cent of respondents found the YHF Allocation strategy documents quite clear or very clear. 72 per cent of respondents found the information provided by Clusters quite clear or very clear. However, 6 per cent of respondents found the Cluster information not clear at all.

Follow-up actions:

HFU to share partners' feedback on guidance with Cluster Coordinators. Comments from donors seemed to suggest a lack of agreement on how detailed the allocation strategies should be, that merging HRP and YHF defenses was not the best solution and encouraged a review of allocation strategies and what these achieved. HFU will bring these points to the AB's attention.

Was your organization consulted during the development of allocation priorities? (Ips only)



Key results:

Less than a third of respondents could clearly indicate that they had been consulted in 2018 and 2019.

Follow-up actions:

HFU and Cluster Coordinators to reflect how to ensure (i) partners are consulted by Clusters on prioritization, and (ii) how to ensure partners in the hubs are consulted.

STRC Composition

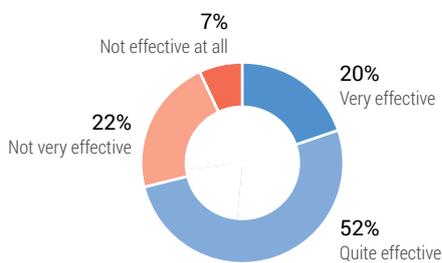
Key results and comments

The survey included a question on whether participants felt the STRC had a balanced composition. However, results could not be analyzed as it appeared clearly from the comments that many respondents interpreted the question as whether the funding allocated between UN, INGO, NNGOs was balanced. Relevant comments nevertheless revealed a significant lack of understanding of the STRC committee selection process among respondents.

Follow-up actions:

HFU to clarify that STRC member selection process is entirely up to Clusters. Clusters to explain their respective selection process to their members.

According to you, how effective was the S/TRC in recommending the most suitable projects for funding?

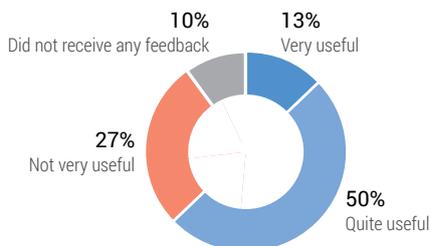


STRC effectiveness in recommending the most suitable projects

Key Results:

72 per cent of respondents found the STRC process quite effective or very effective in recommending the right projects. Only 7 per cent did not find it effective at all.

Was the feedback provided by the S/TRC on your organization's proposal(s) useful? (Ips only)



Usefulness of STRC comments

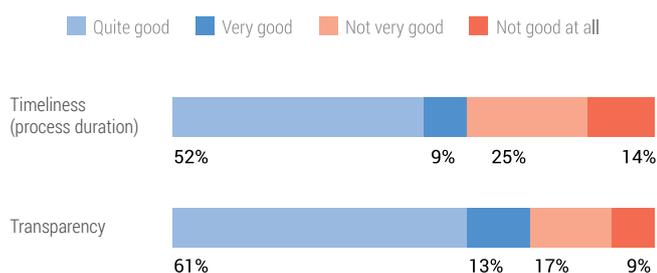
Key Results:

63 per cent of eligible partner respondents found the comments either quite useful or very useful. While no respondent found the comments not useful at all, 27 per cent (one in 4) found the comments not very useful. Of note, 10 per cent noted not receiving comments.

Follow-up actions:

HFU to ensure projects not recommended in future allocations receive detailed feedback.

How would you rate the timeliness (process duration) and transparency of the allocations and review processes?



Key results:

Respondents were asked to rate the timeliness of allocations in terms of process duration, as well as the transparency of allocation. 74 per cent of respondents found transparency good or very good, while 61 per cent of respondents found timeliness good or very good. It is worth noting that while globally, process duration in CBPF is deemed good when it is quick, comments suggested that some respondents rated the timeliness as 'not good' because it was too rapid, not providing sufficient time in different steps of the process, especially proposal preparation.

Follow-up actions:

HFU to discuss the allocation timeline with Clusters and the AB. Based on comments from a donor, HFU / Clusters will continue sharing allocation documents with with the AB ahead of time.

How could the S/TRC process be improved?

Several respondents asked for more transparency on the project selection process and outcomes.

One respondent noted that taking project sustainability into account in the review would improve impact on the ground.

One respondent suggested the STRC should avoid recommending budget or target reductions, and support projects as they are.

One Cluster representative noted that better attention to addressing STRC comments may be needed during the technical review.

One respondent suggested a discussion between HFU, Cluster, and partner could take place before sending comments in GMS.

A few comments showed that partners are not familiar with the STRC process, as they called for measures already in place:

One respondent called for the use of a clear comprehensive scoring system (Response: each allocation uses a detailed scorecard)

One respondent called for technical experts to participate in the selection process (Response: each cluster assigns technical experts for the STRC)

One respondent called for a sectorial based representation of NGOs (Response: each Cluster selects 1 UN, 1 INGO and 1 NNGO member to participate in the STRC).

One asked for HFU guidance on project proposal development and budgeting for partners (Response: a YHF proposal development guide and budget guidelines exist and are shared with partners ahead of each allocation round).

Based on your experience, were there any positive or negative changes in the allocation process between 2018 and 2019?

Respondents mentioned positive changes such as improved consultations, planning and coordination with clusters before the allocation, welcomed the integrated multi-cluster approach adopted in the First Standard Allocation 2019, as well as the sharing of priority interventions and locations prior to the launch. Donors noted improved communications from the HFU to the AB. On the downside, comments noted the 2019 approach to allocations was less clear to partners, and accessing funding was more difficult. Some also felt less priority was given to NNGOs than in 2018.

What could improve the YHF allocation and review processes?

Seven respondents called for an increase in the time allocated for proposal development, or as an alternative for a commitment on a set date for Standard Allocations, together with broad priorities, well ahead of the launch. Two respondents asked for detailed feedback on proposals not recommended by the STRC. Other individual comments included taking into account challenges faced by NGOs in the coordination processes with the authorities, diversifying geographical areas and partners receiving funding, avoiding allocations over holiday periods, reviewing proposals with a greater focus on beneficiaries than on financial and technical quality, supporting partners in obtaining sub-agreement signature, diversify which partners participate in STRCs, showing flexibility during technical reviews and reducing proposal approval time, and further involving NNGOs in allocation processes.



The YHF project cycle and training opportunities

Key Results:

Although the YHF held monthly trainings in 2018-2019, almost a third of IP respondents had not attended any. This could however be explained by the fact that many respondents were Senior Management, while most trainings are geared towards technical staff (program, finance, M&E and grant writers). 77 per cent of those who attended found the trainings useful. The top 3 most challenging aspects of the YHF project cycle management (PCM) were 1) addressing proposal comments, 2) project revisions, and 3) proposal development.

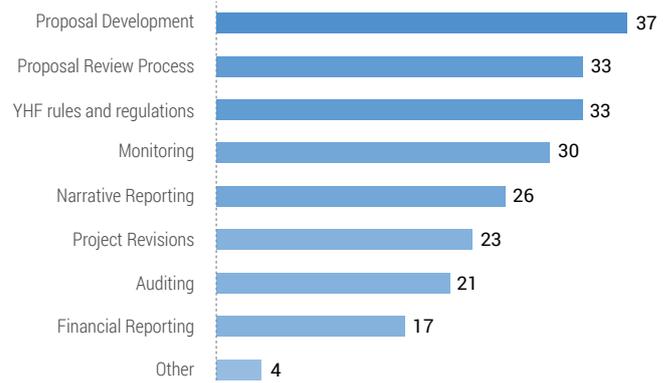
Follow-up actions:

HFU to prioritize the above in training schedule.

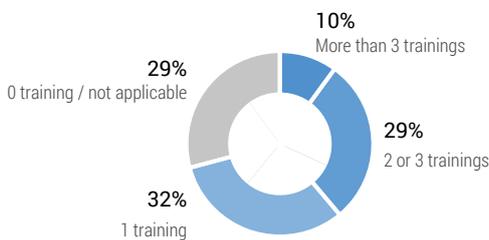
What are the most challenging YHF processes for your organization?



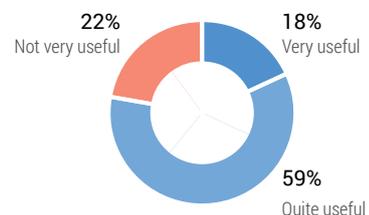
Which part of the YHF project cycle would you like more training on in 2019-2020?

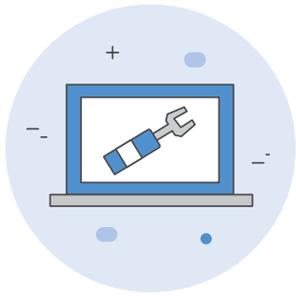


How many YHF trainings have you attended in 2018-2019? (partners only)



How would you rate the usefulness of the trainings you attended?





OCHA humanitarian financing unit (HFU) support

Respondents overwhelmingly acknowledged receiving adequate support from the HFU (91 per cent satisfied) and suggested areas to strengthen the partnership between the HFU and partners.

By being more flexible in allowing project revisions, especially over small changes (x3)

By supporting NNGOs throughout the project cycle and developing their capacity (x3)

By sharing allocation strategy and supporting documents well ahead of the launch to allow better planning (x2)

By sharing performance feedback with the implementing partner to build capacity (x2)

By increasing the percentage of indirect support cost to cover administrative costs and other project costs not considered in the preparation of the proposal.

By prioritizing integrated programming

By supporting partners in resolving the IBY cash liquidity issue

By approving capacity building activities in project budgets

By improving response time

By supporting all prioritized areas

By strengthening the involvement of all parties during allocation strategy preparation

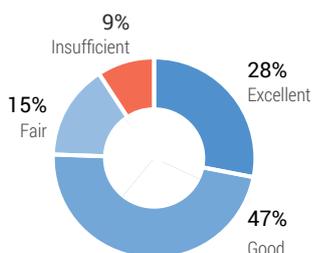
By increasing transparency over fund processes, challenges

By increasing communication over the partner performance ratings and the risk level changes

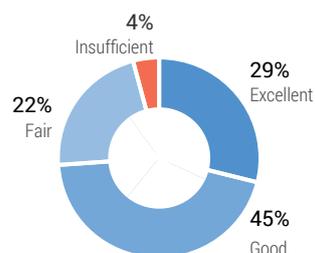
By supporting partners in remote areas and involving them in Fund processes

A number of comments thanked the YHF for the opportunity to share their views through this survey.

How would you rate the overall support of the OCHA HFU to you?



How would you rate the availability of the OCHA HFU?



How would you rate the professionalism of the OCHA HFU?

