



2012 Annual Report



United Nations Peacebuilding Support Office

Peacebuilding Support Office

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Foreword from the Assistant Secretary-General for Peacebuilding Support, Judy Cheng-Hopkins



Since its creation, the United Nations has assisted governments and peoples to build and sustain peace. In 2005, the World Summit created a new Peacebuilding “architecture” in the UN comprising the Peacebuilding Support Office (PBSO), the Peacebuilding Fund (PBF) and the Peacebuilding Commission (PBC) to further strengthen the coherence and impact of national, UN and wider international peacebuilding efforts.

It gives me great pleasure to share with you the first PBSO Annual Report (2012). In early 2012, PBSO revamped its strategy for 2012-2013 in close consultation with Member States and the UN family. The purpose was to tighten PBF/PBC synergies, to help define a better delineation of roles between PBC and UN leadership on the ground, to build a tighter results-based system for measuring PBF’s impact, to have a better communications outreach on peacebuilding. This report sets out some key highlights of our progress. We have worked hard to position PBSO as a successful centre of competence for the UN’s peacebuilding policy-making, programming and partnership formation.

This year, I was pleased that both Australia and the United Kingdom (for second time) conducted reviews of the PBF’s performance, resulting in

continued and increased contributions. The PBF is ever more strategically positioned, both to provide immediate, gap-filling support at critical moments in a peace process, and to catalyze longer-term international support for sustained peacebuilding. This year, the PBF provided such rapid funding in support of transitions in Libya, Somalia and Yemen. In Libya, for example, PBSO organized quick support for civic and women’s education in advance of the country’s historic election. Momentum for peacebuilding processes was bolstered through longer-term support in Guinea, Nepal and Sierra Leone.

We have worked with the PBC to strengthen support to the efforts of national and UN leaders on the ground. This year, particular efforts were dedicated to resource mobilization for countries on the PBC’s agenda, and to supporting national and international actors to prepare for the successful transition of UN peacekeeping and peacebuilding missions. The PBC’s support to Liberia is one such case in point, where efforts have focused on bringing together donors and regional actors behind the country’s peacebuilding plan, and national readiness to take on all security responsibilities from the UN. Lastly, as Chair of the PBC in 2012, Bangladesh organized a high-level side event at the General Assembly, which resulted in world leaders reaffirming their strong commitment to peacebuilding.

In 2012, we led the drafting of the Secretary-General’s report on peacebuilding in the aftermath of conflict, highlighting the necessity of an inclusive approach to peacebuilding and early and sustained emphasis on institution building.

In 2012, PBSO also deepened crucial partnerships. We are working with the African Development Bank, European Commission and the World Bank to strengthen collaboration between our funds in the field. We and our UN

List of Acronyms

counterparts are working with the g7+ group of fragile and conflict-affected countries to support implementation of the “New Deal” for engagement in fragile states. We are working with Interpeace in support of national reconciliation efforts, with the PeaceNexus Foundation to strengthen country support for successful PBF implementation, with the International Peace Institute and the Social Science Research Council to develop evidence-based policies, and with global private sector actors and NGOs to foster partnerships for better natural resource management in conflict-affected countries.

Going forward we will redouble efforts to strengthen these global partnerships and international coherence, and we will work with the UN system and our partners to better monitor results. In 2013, we will continue to contribute to the discussions on the post-2015 development agenda. I have taken advantage of my role as Chair of the World Economic Forum’s Conflict Prevention Council to form alliances with influential leaders who have an interest in seeing that the post-2015 framework encompasses bold and highly relevant peace, security and governance dimensions.

We thank you for your continuous support. In 2013, we will work even harder to make a difference and look forward to continuing our collaboration with all of you. ■

ASG	Assistant Secretary-General
AfDB	African Development Bank
AU	African Union
BCPR	Bureau for Crisis Prevention and Recovery (UNDP)
BINUCA	UN Integrated Peacebuilding Office in the Central African Republic
CoP	Community of Practice
CSC	Country-Specific Configuration (of the Peacebuilding Commission)
CSIS	Center for Strategic and International Studies
CSO	Civil Society Organization
DDR	Disarmament, Demobilization and Reintegration
DFID	Department for International Development
DOCO	UN Development Operations Coordination Office
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of Congo
ECOWAS	Economic Community of West African States
EU	European Union
GA	General Assembly
HQ	Headquarters
IATF	Inter-Agency Task Force
ILO	International Labour Organization
IOM	International Organization for Migration
IRF	Immediate Response Facility (of the Peacebuilding Fund)
NRM	Natural Resources Management
PBA	Peacebuilding Architecture
PBC	Peacebuilding Commission
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PDA	Peace and Development Adviser
PRF	Peacebuilding and Recovery Facility (of the PBF)
RC	Resident Coordinator
SPF	State and Peacebuilding Fund (World Bank)
SPG	Senior Peacebuilding Group
SSR	Security Sector Reform
SRS	Special Representative of the Secretary-General
UN	United Nations
UNCDF	UN Capital Development Fund
UNCT	UN Country Team
UNDP	UN Development Programme
UNECA	UN Economic Commission for Africa
UNEP	UN Environment Programme
UNHCR	UN High Commissioner on Refugees
UNICEF	UN Children’s Fund
UNIPSIL	UN Integrated Peacebuilding Office in Sierra Leone
UNISDR	UN Office for Disaster Risk Reduction
UNMIL	UN Mission in Liberia
UNMISS	UN Mission in the Republic of South Sudan
UNOWA	UN Office for West Africa
UNPOS	UN Political Office for Somalia
UNRCCA	UN Regional Centre for Preventive Diplomacy for Central Asia
UNSMIL	UN Support Mission in Libya

Review

The PBSO strategy for 2012-2013 sets out a vision for the PBSO, PBF and PBC to achieve the full realization of the World Summit's original ambition by 2015 when the PBC will be reviewed by the General Assembly and Security Council. Our strategy aims to position PBSO as a centre of competence of the UN's peacebuilding policy-making, programming and partnership formation efforts. To this end, PBSO has three strategic objectives:

1. Increase the prospects for sustainable peace through the PBC and PBF;
2. Strengthen UN system leadership, coherence and coordination on key peacebuilding policy priorities; and
3. Improve communication and understanding of peacebuilding within and beyond the UN.

1 Increase the prospects for sustainable peace through the PBC and PBF

PBSO's strategy aims to increase the prospects for sustainable peace by strengthening PBC and PBF support for national and international actors working on peacebuilding at the country level. We place particular emphasis on supporting national peacebuilding plans, both through UN programmes and by fostering international coherence and support. All our assistance is predicated on the principle of building national ownership, institutions and capacities for peacebuilding.

PBC highlights

Currently six countries are on the agenda of the PBC: Burundi, Central African Republic, Guinea, Guinea-Bissau, Liberia and Sierra Leone. In 2012, PBSO supported the PBC's efforts to mobilize and promote alignment of resources in support of national peacebuilding plans in these countries. For example, we supported the PBC to champion Burundi's development partner conference (Geneva, 29-30 October 2012), which resulted in over US\$2.5 billion in pledges to the

RESOURCE MOBILIZATION AND AID INFORMATION MANAGEMENT FOR PEACEBUILDING

PBSO supported the PBC's Working Group on Lessons Learned, under the chairmanship of Japan, to map peacebuilding resource flows and stakeholders in **Guinea**. This exercise, undertaken in cooperation with Luxembourg as the PBC Chair of the Guinea Configuration, generated comprehensive data on external aid and gaps in support of peacebuilding. With funding from the European Union, PBSO is also engaged in the implementation of a project, **Aid Information Management System (AIMS) for Peacebuilding**, with the objective of providing better aid information for the countries on the agenda of the Commission. **Liberia**, as the pilot country, has a project that is already yielding results that can be applied to other PBC countries and beyond. The ambition of the Government of Liberia is to fully integrate aid data with the Government's budget and planning structures. PBSO is supporting these efforts with technical assistance and capacity development support with a view to ensuring that aid, including for peacebuilding, is aligned with national priorities. It is anticipated that these efforts will yield a new, internet-based instrument for tracking global aid flows to peacebuilding which can be put at the disposal of policy-makers, practitioners and researchers.

PBF Business Plan 2011-2013 Transfers by country (US\$)

country. In the Central African Republic, national political developments and advocacy efforts by the PBC contributed to the start of Disarmament, Demobilization and Reintegration (DDR) activities in important conflict-affected parts of the country. In 2012, in Guinea and Liberia, PBSO dedicated efforts to supporting the PBC and national and international actors to initiate the development of systematic national aid information management systems for peacebuilding, with a view to replication in other countries on the PBC's agenda (see box).

PBF highlights

Initial contributions to the fund far exceeded its target of US\$250 million when it was set up. Commitments continue to grow resulting in a cumulative amount of more than US\$527 million to date

UK, Sweden, Netherlands, Norway, Canada, Japan, German, Spain, Finland and Ireland are the top 10 donors. The Fund has one of the widest donor base of any Multi-Partner Trust Fund administered by the UN with **fifty-one donor countries** (see the list of donors). The high number of "non-traditional" donors testifies to the early aspirations of many countries for the UN Peacebuilding Architecture. Since 2007, the Fund has allocated US\$366 million to projects in 24 post-conflict countries. More than 60 per cent of total allocations (US\$220 million) have gone to the six countries on the PBC agenda. The Fund provides support in 4 priority areas (see graph on Priorities, page 9).

Burundi	9,994,134
Central African Republic	2,711,964
Chad	2,059,511
Comoros	400,000
DRC	6,745,240
Côte d'Ivoire	10,050,000
Guatemala	3,920,000
Guinea	14,790,815
Guinea-Bissau	17,956,262
Kyrgyzstan	7,000,000
Lebanon	3,008,472
Liberia	9,065,469
Libya	1,923,860
Myanmar	16,588
Nepal	914,186
Sierra Leone	8,913,626
Somalia	2,995,185
South Sudan	4,521,990
Sudan	2,461,050
Uganda	5,899,756
Yemen	3,000,000
Total	118,348,106

Transfers made from beginning of Business Plan period, 1 January 2011 through 15 November 2012.

PBSO seeks to promote synergies across all pillars of the UN to enhance country support. For example, PBSO seeks to engage regional Special Representatives of the Secretary-General – such as the Head of the United Nations Office for West Africa (UNOWA), and the Head of the Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA) – in the conceptualization and implementation of peacebuilding programmes. They have been particularly active in our activities in Guinea and Kyrgyzstan. In Myanmar, PBSO's initial programming of PBF resources is being delivered in close cooperation with the Special Adviser of the Secretary-General, Vijay Nambiar, leading to support for the newly established Myanmar Peace Centre. In South Sudan, PBSO supported UNMISS and the UN Country Team (UNCT) to design ways to operationalize the initial draft of the South Sudan Peacebuilding

Support plan, as requested by the Security Council. In Somalia, PBSO allocated US\$1 million through its Immediate Response Facility (IRF) to support both UNPOS and the UNCT to provide immediate assistance for the country's political transition. Activities focused on the benchmarks of the Somalia "Roadmap," including the finalization of Somalia's constitutional process and institutional mapping in newly secured areas. In the Central African Republic, more than US\$2 million was allocated to take advantage of new opportunities to expand DDR work in a joint programme between the integrated peacebuilding mission BINUCA and UNDP.

COUNTRY IMPACT OF UN PEACEBUILDING: RAPID RESPONSE AND SUSTAINED ENGAGEMENT

In **Yemen**, PBSO initiated its PBF support with US\$1 million rapid funding to assist with the country's election in February 2012. The election, which needed to occur within a 90-day limit, was the triggering event for Yemen's Transition Agreement, negotiated by the Gulf Cooperation Council (GCC). The election was considered a watershed moment by most observers, and witnessed a successful turnout of over 60 per cent of eligible voters despite tensions. A follow-up PBF allocation of US\$2 million in July 2012 is supporting a national political dialogue process, in part facilitated by the good offices of the Secretary-General's Special Adviser on Yemen. This joint UNDP, UN Women, UNFPA and UNICEF initiative will ensure meaningful participation of civil society and particularly of marginalised groups (women and youth) in the process.

In June 2012, PBSO approved a US\$8 million renewal allocation from the Peacebuilding Fund for **Nepal**, to support the **Seven-Point Agreement** signed on 1 November 2011. The funding addresses blockages to the implementation of the Comprehensive Peace Agreement (CPA) and the drafting of a new constitution. PBF funding has helped to leverage additional support from other donors for a UN Peace Fund in Nepal to address the challenges associated with: social polarisation along ethnic, religious, cultural, regional and class; land reform; federalism and restructuring of the state to become more representative and decentralized. Using a competitive approach, the Government, UN Resident Coordinator and donors will identify the specific UN activities to work on these issues. This renewal grants builds on the positive, independent appraisal of the initial US\$10 million grant from 2008.



COUNTRY CASE

PBC and PBF Support to Liberia

In May 2010, the Government of Liberia requested to be placed on the PBC's agenda noting that, "peace in Liberia remains fragile, from a national and sub-regional perspective, and there are critical gaps which present unacceptable risks to peace." The PBC's Liberia Country-Specific Configuration was created in September 2010. H.R.H. Prince Zeid Ra'ad Zeid Al Hussein (Jordan) was elected as the first Chair, serving until March 2012. Ambassador Staffan Tillander (Sweden) assumed the role in April 2012 and, in a welcome innovation, was assigned by his Government to work full-time as Chair.

Innovative Efforts

A Statement of Mutual Commitments (SMC) was adopted in November 2010. This instrument of engagement identified three joint peacebuilding priorities of the Government of Liberia and the PBC: strengthening rule of law; supporting security sector reform; and promoting national reconciliation. The SMC was aligned with Liberia's national strategic vision, namely the Poverty Reduction Strategy and security and justice strategic plans. The commitments laid out in the document are measured annually. In 2012, the Government, in collaboration with civil society and the UN, has accelerated progress in implementing the SMC, especially measures to complete work on the first regional "justice and security hub," the development of a draft national reconciliation roadmap, and progress on a number of key pieces of legislation to enhance access to justice. The Government also committed financial resources to the priorities of the SMC in its annual budget for 2012/13.

The Liberia Peacebuilding Programme (LPP), supported by the PBF, is fully aligned with the SMC. It was finalized in May 2011 and has two main components: 1) national reconciliation; and 2) justice and security. The Government of Liberia led its development through its Joint Steering Committee, which involves the executive, legislative and judicial branches of Government. This inclusive process involved donors, the UN, international non-governmental organizations and national civil society actors.

The Gbarnga Justice & Security Regional Hub
In November 2010, the PBF allocated US\$3 million through its Immediate Response Facility to initiate this major initiative, followed by another US\$2.3 million in 2011. The Hub will help bring services critical for the rule of law closer to the people. The Ministry of Justice, the judiciary, the Liberian National Police (LNP) and the Bureau of Immigration and Naturalization

(BIN) all run services out of the Hub. Underlining national commitment, the Government has already deployed 54 per cent of staff and has included US\$730,000 for recurrent costs in its budget for 2013. The first hub is scheduled to operate at full capacity by the end of 2012. The establishment of the Gbarnga Hub is the first in a larger plan to establish five Hubs in the country, with each hub serving three counties. Land is already being identified for the next Hubs, including one close to the Ivorian border. Success for the Hub concept will hinge upon the ability to engage local communities in the roll-out of services.

Reconciliation Roadmap – In 2012, with political and technical support from the PBC and UNDP/BCPR and PBSO, the Government developed a Roadmap for National Healing and Reconciliation. The PBF will be exploring how it can support its implementation.

Resource Mobilization – The PBF allocated US\$15 million to Liberia in 2008. Subsequent to Liberia joining the PBC's agenda, the PBF has allocated an additional US\$21 million towards the Liberian Peacebuilding Plan (with a total budget of approximately US\$80 million), in an effort aimed at kick-starting its priorities and stimulating additional donor investments. From its side, the Liberian Configuration of the PBC has produced a resource mobilization strategy to advocate for further contributions from donors, including specifically for cost-sharing for the remaining four Hubs, to buttress government efforts. The PBF is initiating a process with the Joint Steering Committee to reflect upon priorities for a second phase under the PBC's engagement, including more support for reconciliation. ■

2 Strengthen UN system leadership, coherence and coordination on key peacebuilding policy priorities

In 2012, PBSO focused on strengthening UN system leadership and coherence on key thematic and cross-cutting policy priorities, through the UN Senior Peacebuilding Group (SPG), and in collaboration with the wider UN and international system. PBSO has worked with partners to strengthen peacebuilding policy development and programmatic support with respect to women, youth, and the private sector, as well as on reconciliation and the post-2015 development agenda.

PBSO facilitated the production of a series of multi-partner thematic reviews on peacebuilding that identify promising practices and factors that contribute towards making sectoral interventions relevant, catalytic and sustainable. The reviews focused on three sectors supported by the PBF: administrative and social services, DDR, and SSR. All three reviews seek to draw lessons learned from PBF-funded projects in multiple countries and to inform future approaches to programme design.

The 2012 report of the Secretary-General on peacebuilding in the aftermath of conflict¹, drafted by PBSO through a consultative process involving all UN peacebuilding stakeholders, interested Member States, and

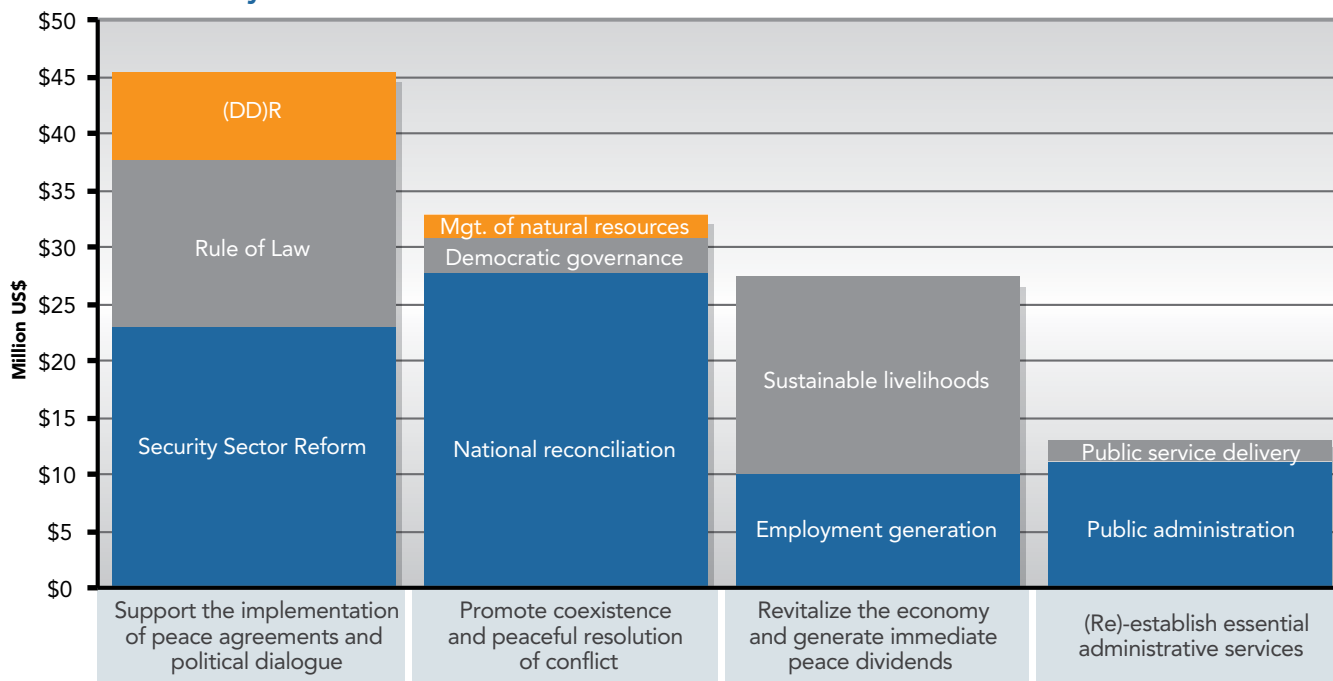
¹ www.un.org/ga/search/view_doc.asp?symbol=A/67/499

TAKING CALCULATED RISKS – IN PARTNERSHIP – TO SUPPORT NATIONAL PEACEBUILDING EFFORTS

In Guinea, PBSO drew upon the advocacy of the PBC and collaborated with the SRSG for West Africa to maximize the impact of PBF allocations. The PBF approved two quick-start, high-risk Security Sector Reform (SSR) projects focusing on a military census (US\$3 million) and pre-retirement of 4,000 army members (US\$4.2 million). These projects, fully endorsed by the Guinea Configuration of the PBC, added to the momentum of the SSR process by supporting the President's initiative to retire 17 per cent of the military. The success of the project also had a catalytic effect on wider international efforts, translating into a new socio-economic reintegration project for demobilized soldiers supported by the EU. And in March 2012, in response to a specific request by the President of Guinea, PBF supported a joint UNOWA/ UNDP project to provide the President with high level strategic support and advice in SSR (US\$841,000).

PBF Business Plan 2011-2013

Transfers by thematic area



Transfers made from beginning of Business Plan Period, 1 January 2011 through 15 November 2012

experts from academia and NGOs, details progress against agendas set out in previous reports of the Secretary-General. It also outlines additional actions through which the UN and other international actors can better assist conflict-affected countries in building lasting peace, stressing the necessity of an inclusive approach to peacebuilding, early and sustained emphasis on institution building, and the importance of mutual accountability between post-conflict countries and their international partners.

PBSO also partnered with UN Women to support implementation of the Secretary-General's Seven-Point Action Plan on gender-responsive peacebuilding, including through the initiative "Building Back Better: Gender-Responsive Peacebuilding." This project supports international efforts to build inclusive and sustainable peace in conflict-affected countries through enabling women to participate in, and the provision of gender expertise to, key peacebuilding processes. There are longer-term, resource intensive efforts focused on the Central African Republic, Liberia and South Sudan. In

the short term, PBSO and UN Women jointly supported targeted and catalytic initiatives from women's groups and the UN in Guinea, Kenya, Libya and Yemen. The partnership also established mechanisms for longer-term "light-touch" engagement with the UN Country Teams in the Central African Republic, Chad, Comoros, DRC, Guatemala, Guinea-Bissau, Kyrgyzstan, Liberia, Mali, Nepal, Sierra Leone and Sudan, which have self-nominated to pilot implementation of the Seven-Point Action Plan by mapping gender-responsive peacebuilding into existing efforts.

PBSO has also supported a number of UN entities, such as UNICEF, in integrating peacebuilding into their activities. PBSO has further emphasized the critical importance of youth for peacebuilding. PBSO and the NGO Search for Common Ground are co-chairing a sub-group on youth and peacebuilding within the Inter-Agency Network on Youth Development. The sub-group emerged from a January 2012 meeting jointly hosted by the two institutions. PBSO is also working to ensure

that peacebuilding is an important building block in the System-Wide Action Plan on Youth that is being developed in support of the Secretary-General's Five-year Action Agenda, to deepen the youth focus of existing UN system programmes at all levels.

PBSO has identified the private sector as a key peacebuilding actor with whom engagement needs to be strengthened, particularly in the context of natural resources management (NRM). UN expertise in this area, while substantial, has yet to be reflected consistently throughout the system, especially in field programming. PBSO is collaborating with UNEP to foster the identification of potential ways forward for better operationalisation and implementation of the existing relevant policies, tools and guidance as well as the development of strategic partnerships with the private sector.

More broadly, the Office has stepped up its engagement both within and outside the UN system with a range of different partners with the view to maximizing the positive impacts of economic actors in peacebuilding contexts and minimizing their negative effects. PBSO has provided PBC Country Configurations Chairs with options on a range of focused, "catalytic" potential interventions that the Configurations could support to improve post-conflict peacebuilding involving business. PBSO also partnered with UNEP, UNDP and UN Women to identify policy options to better take into account the gender dimension of NRM in peacebuilding contexts. PBSO works closely with the Geneva Peacebuilding Platform to develop an action framework that would promote and support effective multi-stakeholder action on risk mitigation and conflict prevention in the context of large-scale business investment in fragile environments. At the country-level, PBSO and the Global Compact jointly supported the launch of a local network in Myanmar to support sustainable and responsible investment and business activity.

In June 2012, PBSO and the Norwegian Peacebuilding Resource Centre, with support from the Quaker UN Office and Interpeace, co-hosted a workshop on reconciliation at

the Kofi Annan International Peacekeeping Training Centre in Ghana. The objective of the workshop, "Building Just Societies: Reconciliation in Transitional Settings", was to create a practitioners dialogue among forty participants from fifteen different countries that have undergone or are currently undergoing a reconciliation process. Four PBC countries currently dealing with reconciliation challenges (Burundi, Guinea, Liberia, Sierra Leone) were represented and acknowledged the value of the approach and some requested additional support. Follow-up support is envisaged for Guinea, where a PBF-funded project will be implemented by UN partners, Interpeace and the Folke Bernadotte Academy, in order to enhance the role of the Provisional National Reconciliation Commission.

PBSO has played a leading role in the peace and security aspects of discussions on the post-2015 development framework. It was a member of the United Nations system Task Team, which in its report to the Secretary-General in June 2012 identified peace and security as one of four dimensions for the post-2015 UN development agenda. With UNDP, UNICEF and UNISDR, PBSO is jointly leading the global thematic consultations on conflict and fragility, which will culminate in a synthesis report in March 2013. The report will be an input into various related processes and reports, including the Secretary-General's report for the Special Event of the President of the General Assembly in September 2013 and the report of the Secretary-General's High-Level Panel of Eminent Persons on the Post-2015 Development Agenda.

In 2012, PBSO helped to lay the foundations for joint national, UN and PBC decision-making on processes for countries to join and to transition from the agenda of the PBC. PBSO and the International Peace Institute organized a high-level meeting to develop these inter-governmental decision-making processes, including the utility of drawing on peacebuilding benchmarks and indicators to support national and PBC actors to monitor the effectiveness of their partnerships, and to inform collective decisions on engagement and transition of a given country.



COUNTRY CASE

PBC and PBF in Sierra Leone

Sierra Leone has been on the agenda of the PBC since 2006. The PBC's work in Sierra Leone focuses mainly on advocacy, promoting donor coordination and providing political support to the country's peacebuilding efforts.

In 2009, the PBC offered Sierra Leone a platform for the launch of its peace and development strategy, the Agenda for Change. The PBC endorsed the main risk factors to peace outlined in the Agenda as its own peacebuilding priorities. In doing so, the PBC helped to put in motion a chain of events: 1) the Agenda became the single national strategy for national and international actors; 2) international partners have progressively aligned their support behind the Agenda in a coordinated fashion; and 3) the UN system developed the UN Joint Vision for Sierra Leone which is aligned to the Agenda and delivered through integrated UN programmes.

In support of the PBC's engagement, the PBF has invested over US\$45 million in Sierra Leone. The nature of PBF investment has evolved over time in parallel with the evolution of the PBC's work and with the progress achieved on the ground. The first installment of US\$35 million was devoted to promoting peacebuilding and democracy, for example, through funding for the establishment of the Anti-Corruption and Human Rights Commissions and for compensation to war victims. The second installment of over US\$8 million has focused on capacity building and professionalizing the media; enabling non-state actors to become promoters of political tolerance and non-violence; and supporting political parties to act in accordance with the principles of democracy and non-violence. The full alignment between the PBC and the Agenda created an incentive for the Government to produce a progress report on implementation of the Agenda in collaboration with its international partners and

civil society. What became the *Joint Progress Reports on the Agenda for Change* would later be utilized by the PBC to assess adherence to mutual commitments by the Government and by the members of the PBC. Importantly, the same report was used by the Government to demonstrate its achievements and to advocate for support for the remainder of its programme; and for international partners to situate their contributions better within the overall national strategy. One single streamlined process has become useful for a number of actors.

Over 2012, the PBC has been closely involved with preparations for the presidential, parliamentary and local elections of November 2012 (the third electoral cycle since the end of the war). In 2013, the PBC will be closely involved in supporting national actors, UNIPSIL, the Security Council and donors to manage a successful transition in the country when UNIPSIL draws down. ■

3 Improve communication and understanding of peacebuilding

Throughout this year, priorities were given to the communications on peacebuilding and liaising with media outlets for coverage of peacebuilding stories and initiatives.

To showcase progress and challenges in peacebuilding to a global audience, the Secretary-General delivered a keynote speech on peacebuilding at the Center for Strategic and International Studies (CSIS) in Washington D.C. The event highlighted the evolving nature of peacebuilding and critical role of national ownership and leadership in the process of building a sustainable peace.



Washington D.C., 7 May 2012: Secretary-General Ban Ki-moon and Zbigniew Brzezinski, former United States National Security Advisor and CSIS Counselor. To read the full speech, visit: www.un.org/en/peacebuilding/pbso/pdf/Secretary-General-CSIS-7May12.pdf

PBSO revamped its communications tools by introducing a monthly electronic newsletter for the media, UN, Member States and multilateral organizations and policy research organizations and think tanks. In addition, major revisions are in track to the PBSO website to become an authoritative source of information on peacebuilding efforts. PBSO also expanded the use of social media tools to communicate peacebuilding policy priorities, lessons and progress.

PBSO also expanded the Peacebuilding Community of Practice (CoP), which currently brings together nearly 800 peacebuilding practitioners from 65 countries and 40 UN departments and agencies. PBSO strengthened the Peacebuilding CoP and expanded its reach in 2012 by adding about a 100 new members, including practitioners, policy-makers and academics

In the margins of the high-level segment of the General Assembly in September 2012, PBSO supported the PBC's communications for its High-Level Event on Peacebuilding, which drew Heads of States and Government, Ministers and other senior officials from among the PBC membership. The event's concluding declaration affirmed global commitment to peacebuilding and the need to continue efforts to ensure that the United Nations was adequately equipped to support national peacebuilding efforts.

www.un.org/apps/news/story.asp?NewsID=43018&Cr=peacebuilding&Cr1=#.UGNQ87KPWSo

PBSO also produced three Thematic Reviews on Disarmament, Demobilization and Reintegration; Security Sector Reform; and on "Peace Dividends and Beyond: Contributions of Administrative Social Services to Peacebuilding" in cooperation with several United Nations entities. To read the reports, visit: www.un.org/en/peacebuilding/pbso/pbresources.shtml ■

Partnerships

In 2012, PBSO deepened existing partnerships with a number of organizations to further strengthen peacebuilding processes and achieve the best results in countries receiving support from the PBF or on the agenda of the PBC.

World Bank Under the guidance of the Fund's Advisory Group, the Peacebuilding Fund is reaching out to the WB and other interested post-conflict financing instrument partners to make an extra effort to leverage increased funding in support of Government-led peacebuilding plans. In particular, these efforts build on the important role that the Bank can play in the nexus between security and development in fragile countries affected by conflict or political crisis. To support these efforts, the PBF and the World Bank's State and Peacebuilding Fund (SPF), together with other transition and post-conflict financing instruments, co-organized the first in a series of dialogue meetings for joint action, strategy and response in July 2012.

In 2012, the PBC Chairs' Group met with the WB senior officials and Executive Directors. The discussions focused on the potential areas of complementarity in countries on the Commission's agenda, with a view to ensuring the alignment of the PBC and the Bank's strategies in support of national peacebuilding and development objectives.

PBSO has worked directly with UN system partners and the World Bank on specific peacebuilding issues, such as the development of peacebuilding and statebuilding indicators that are linked to the work of the International Dialogue on Statebuilding and Peacebuilding. In addition, PBSO hosts the Partnership Adviser seconded from the World Bank to work with the UN system.

Partnerships (cont'd)

PBSO has also partnered with the World Bank, AfDB, the ILO, ECA and UNDP to launch a Global Facility for Employment Creation in Fragile Situations. The aim of the facility is to promote job creation in conflict-affected countries. Initial joint work has been initiated in 2012 in Guinea-Bissau and Burundi.

African Development Bank Steps have also been taken to strengthen collaboration between the AfDB and the PBC, starting with joint initiatives in the countries currently on the Commission's agenda. PBSO is also in discussion with the AfDB on the UN's lessons on peacebuilding programming and how to collaborate in specific sectors such as NRM.

Interpeace is an independent, international peacebuilding organization which has been a strategic partner of the UN since 1994 when it was born as a UN initiative. The idea behind this partnership is to provide demand-driven expertise, facilitation and project management to PBSO, taking advantage of Interpeace's field presence in 16 countries and territories and its

extensive experience in peacebuilding. As a result of this partnership, an Interpeace staff member has been seconded to work with PBSO. The two institutions are developing joint activities in the area of reconciliation, including the reconciliation workshop highlighted in this report.

PeaceNexus Foundation has assisted PBSO since 2010, helping the Peacebuilding Fund, in a first phase of cooperation, think through what it means to be 'catalytic' and how it can enhance catalytic programming. 'Catalytic' has been determined to be meaningful for the PBF beyond the narrow financial sense, to include also PBF-funded activities triggering policy changes and initiatives critical for peacebuilding. Lessons from this first phase of cooperation are being put into practice in new country programmes, and incorporated into the updated *Applicant Guidelines*. Cooperation with PeaceNexus Foundation is being expanded to include support for specific country-level programme design, monitoring and evaluation and thematic expertise. ■

g7+ and the International Dialogue on Peacebuilding and Statebuilding

The International Dialogue on Peacebuilding and Statebuilding provides a platform for fragile and conflict-affected countries and their partners in the international community to share peacebuilding and statebuilding experiences; gather and discuss good practices and constraints to delivering effective international assistance in support of peacebuilding and statebuilding; identify a realistic set of objectives for peacebuilding and statebuilding that could guide national and international partners; and build trust between participating countries and organizations.

PBSO is engaged with the International Dialogue at several levels. The Assistant Secretary-General for Peacebuilding Support is a member of the Dialogue's Steering Group. PBSO, together with a representative of the Democratic Republic of the Congo, co-chairs a Dialogue working group tasked with developing indicators for the Peacebuilding and Statebuilding Goals that have been agreed by participating countries. At United Nations Headquarters, PBSO and UNDP co-chair an inter-agency and inter-departmental task team on implementation of the New Deal for Engagement in Fragile States, which has emanated from the Dialogue. PBSO has also provided support, where requested, to the g7+ group of fragile and conflicted-affected countries that participate in the Dialogue. In line with its current strategy, PBF will seek to support countries that have taken concrete steps to implement the New Deal.

How we measure our performance

One of the long-standing challenges to successful peacebuilding has been the difficulty of measuring results and generating evidence to identify what kind of intervention works best.

PBSO is committed to transparency in the use of its funds, accountable business practice and the collection and systematic sharing of lessons learned to improve its programme contributions to governments' peacebuilding efforts.

PBSO has taken important steps to enhance the overall effectiveness of PBF support for country portfolios through the more rigid *management for results*. The PBF global Performance Management Plan was inaugurated and 'rolled out' to the field in mid-2011. This step laid the foundation for monitoring and reporting on strategic results and the cost effectiveness of the fund.

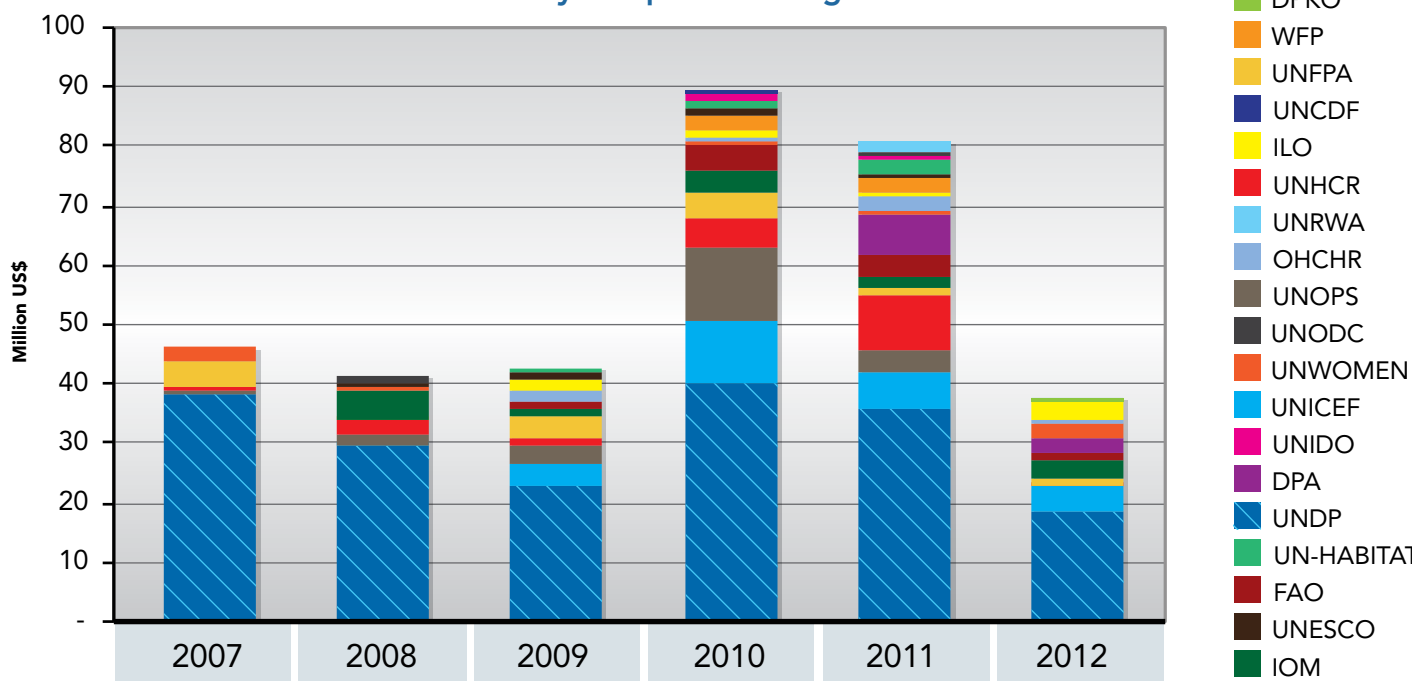
PBSO used the PBF Performance Management Plan as a reference for reporting on results for the annual report of the Secretary-General (2011).

UNDP's Multi-Partner Trust Fund Office, as the administrator of the PBF, also produces an annual report and maintains an on-line gateway presenting up-to-the minute data on the full range of PBF interventions (mptf.undp.org/)

Discussions with the Fund's independent Advisory Group have emphasized the need to increase PBSO's early support at the stage of the programme design, and PBSO is seeking to expand partnerships with departments and organizations internal and external to the UN to assist. PBF is updating its *Guidelines for Applicants* which will take into account many of the lessons learned in its early years of implementation. The PBF will undertake a major, global review in 2013.

Independent external programme evaluations of PBF are a crucial 'means of verification' for reporting on effectiveness. Since 2010, PBSO has integrated the findings of 12 independent programme evaluations into its performance management framework. PBSO aims to evaluate 50 per cent of its active programme portfolio each year (see box).

PBF Transfers by Recipient UN organizations



PBF INDEPENDENT COUNTRY REVIEW FINDINGS

PBF requires independent country evaluations. Here are example findings from two undertakings in 2012:

Kyrgyzstan - The *'ability of PBF to engage quickly post-crisis reduced some of the critical drivers of the conflict'*, namely youth unemployment, which *'could have ignited a further spate of violence if not addressed in immediate term'*. Important capacity has been built with youth and women's organizations but also within government ministries. This capacity building in particular within the government was *'critical to rebuild the confidence of society in the government's ability to respond to issues that divide and foment conflict'* in Kyrgyzstan. However, programme effectiveness can be improved if a sound conflict analysis ensures a conflict sensitive programming, and implementing partners selected with effective procurement mechanisms in place.

www.unpbf.org/countries/kyrgyzstan/

Guinea - PBF support in the area of *'mediation and inclusive dialogue'* has played an important role in supporting the international mediation at the early stages of the transition in Guinea. This process was *'indispensable in managing severe tensions during the presidential elections'* in 2010. Support to the **security sector** was widely considered as a major dividend of the transition due to: partial demilitarization of the capital, significant improvements in the level of discipline of the armed forces, and a reform process that is clearly being taken seriously. *'PBF has played an important role in energizing this process in a context where no other actors were able to provide direct support'*. By contrast, activities with respect to criminal justice, human rights and citizenship education were conceived as emergency measures, but lacked an enabling political framework.

www.unpbf.org/countries/guinea/

How we operate

PBSO is not an operational entity. Its role is to enable and support improved coherence and impact of national and international peacebuilding efforts. It does so through the PBF, which is channelled through United Nations Agencies, Funds, Programmes and Missions; through the PBC, which aims to build international coherence in support of national peacebuilding efforts; and through the Senior Peacebuilding Group, UN system-wide policies and developing good practices for the UN system's peacebuilding support.

The PBF relies on the strategic guidance of UN Missions and Country Teams in the field in prioritizing support to national actors, and draws on the strengths of the entire UN system to deliver peacebuilding programmes. Currently, the PBF is providing support through a total of 18 recipient UN organizations, including DPKO and DPA. The PBF and PBC work in close synergy to support the countries on the PBC's agenda. The PBF draws on the political weight of the PBC to help identify priority issues and accompany states through post-conflict reconstruction. For more information about the Fund, please see www.unpbf.org. ■



PBF Business Plan 2011-2013 Contributors

Australia, Bangladesh, Belgium, Canada, Chile, China, Colombia, Denmark, Egypt, Finland, Germany, India, Indonesia, Ireland, Japan, Luxembourg, Mexico, Morocco, Netherlands, Norway, Pakistan, Peru, Qatar, Republic of Korea, Russian Federation, Spain, Sweden, United Kingdom.

Previous Contributors to the PBF

Austria, Bahrain, Brazil, Croatia, Czech Republic, Cyprus, France, Iceland, Israel, Italy, Kuwait, Libya, Nigeria, Poland, Portugal, Romania, Saudi Arabia, Slovenia, Switzerland, Thailand, Turkey, United Arab Emirates, Organization of the Islamic Conference.

For real-time and historical details on dates and amounts of contributions please see mptf.undp.org/factsheet/fund/PB000

