



# INVESTING IN LEADERSHIP FOR PEACE

## SECRETARY-GENERAL'S PEACEBUILDING FUND

STRATEGIC PLAN RESULTS 2017-2019



# THE SECRETARY-GENERAL'S PEACEBUILDING FUND

**T**he unanimous joint Security Council and General Assembly resolutions adopted in 2016 recognized that the task of peacebuilding and sustaining peace depends on national ownership and leadership, and requires integrated, cross-pillar efforts across the peace continuum. Upon taking office, I placed prevention as a thread of reforms to ensure that the UN system is better at avoiding crises of all kinds, thus sparing the considerable costs of crisis response, lost lives and reversed development gains.

The Peacebuilding Fund is a critical instrument at the heart of these reforms. Over the past three years, with guidance and support from Member States, the Fund has grown, becoming the central and effective tool envisaged at its inception in 2006. With \$531 million approved for support to 51 countries, the Fund more than doubled its approvals compared to the previous three-year strategic plan cycle. These investments not only ensured inclusivity and national ownership but drove cohesion of UN strategies across pillars and enabled partnerships with civil society organizations, the World Bank, the African Union, the European Union and others.

I am especially proud of the Fund's achievements in supporting young people and women. The Fund helped make it possible for many youth organizations to engage in public policy making that affects their lives. And with the Fund's allocation of almost 40 per cent of its funding to gender-sensitive peacebuilding, exceeding the UN target for five consecutive years, it has set an admirable example for the UN system's efforts to advance women's leadership and gender equality.

Unfortunately, despite these achievements, financing for peacebuilding has not kept pace with needs, jeopardizing years of investment in peace and sustainable development. I strongly appeal to Member States to meaningfully increase financial contributions to the Fund. Those resources must be shared more widely across Member States, and be channeled more predictably through pooled mechanisms such as the Peacebuilding Fund if we want to break down silos, which is essential for effective peacebuilding.

This report summarizes the efforts and impact of the Peacebuilding Fund and its implementing partners over the period 2017 to 2019. The results show the immense value of working with Member States and all our partners to prevent conflict and sustain peace in the lives of the people we serve.

**“ The United Nations Peacebuilding Fund is a critical vehicle to support resilience and prevention. Over the past several years, the Fund has shown the tremendous capacity of Governments, the UN entities and partners to deliver results.**

**ANTÓNIO GUTERRES  
SECRETARY-GENERAL**

The Secretary-General's Peacebuilding Fund is the organization's financial instrument of first resort to sustain peace in countries or situations at risk or affected by violent conflict. The Fund invests with UN entities, governments, regional organizations, multilateral banks, national multi-donor trust funds or civil society organizations. The Fund works across pillars and supports integrated UN responses to fill critical gaps; respond quickly and with flexibility to peacebuilding opportunities; and catalyze processes and resources in a risk-tolerant fashion.



A handwritten signature in blue ink, reading 'António Guterres', is located above the printed name.

**ANTÓNIO GUTERRES,  
SECRETARY-GENERAL**

# INTRODUCTION

**THE 2017 - 2019** period was a watershed for the Secretary-General's Peacebuilding Fund (PBF). The Peacebuilding Support Office (PBSO) sought to turn the tide of underinvestment in peacebuilding and conflict prevention efforts, heeding the Secretary-General's call for a quantum leap in peacebuilding financing. It aimed to increase the PBF's scope and strategic value as a system-wide instrument designed to facilitate catalytic and innovative peacebuilding initiatives for Member States. **Looking back, the Fund can report some successes. It approved a record amount of \$531 million for 51 countries, exceeding its target of \$500 million and more than doubling the amount and number of countries supported in the previous three-year period. Moreover, the PBF helped catalyze almost eight dollars in additional resources for every dollar it invested.**

These numbers illustrate several important points. There is a clear need and demand for more peacebuilding and prevention efforts following the increase in violent conflict globally since 2010. There is increased effort and capacity in the United Nations system to support countries, driven by ongoing UN reforms and evidenced by the much broader range of United Nations agencies, funds and programmes who have received PBF funds in the past three years. The Fund's model as a catalytic financing instrument works. And, given the PBF depends entirely on voluntary contributions, donors have begun to respond to the Secretary-General's call to significantly increase funding, enabling the United Nations and its partners to play a larger role in sustaining peace. This manifests a crucial degree of confidence in the Fund's strategy and capacities.

Taking stock at the end of a cycle, this report provides an illustrative overview of the peacebuilding results achieved by partners PBF resources. **PBSO publishes such a report for the first time, complementing the Secretary-General's annual reports to the General Assembly as well as evaluations, reviews and other reports highlighting the results achieved by the Fund.** The examples presented here provide a remarkable tableau of peacebuilding efforts the world over. They range from countries undergoing historical transitions, changing or rebuilding their institutions to foster more inclusive societies and recover from the scourge of violent conflict; to women and men in local communities learning new skills and claiming their rights

to fulfil their aspirations for more peaceful and prosperous lives. What all these examples have in common is they demonstrate that peacebuilding works—with the right support at the right time, based on national ownership and inclusivity.

There have also been many challenges. The PBF often takes risks, investing where other actors cannot yet venture. Invariably this means not all initiatives will be entirely successful. The Fund was catalytic but didn't meet its goal of mobilizing ten dollars for every one dollar invested, showing a need for more effective partnership strategies and sequencing at country level. The PBF was often able to help partners respond rapidly to new opportunities, demonstrating that it is one of the timeliest financing instruments available. Yet in other cases the process from an original project idea to implementation still takes too long, not least in the complex context of cross-border programming.

The PBF continues to evolve and rise to these challenges. Over this period, the PBF significantly strengthened its monitoring and evaluation system, building a strong foundation for increased learning. It enabled direct funding to civil society organizations and widened the range of United Nations recipient agencies, funds and programmes. It is working hand in glove with the reformed Resident Coordinator system to drive coherent and integrated peacebuilding support. And the integration of the PBSO into the Department of Political and Peacebuilding Affairs (DPPA) in 2019 enhanced the PBF's ability to connect with and support the wider system's analysis and strategies.

The report is structured around the PBF's main investment areas and provides additional information about the changes introduced in the past years to enhance the efficiency and effectiveness of managing the increased investments. The PBF introduced Priority Windows to concentrate and better track investments in areas experiencing gaps or needing catalytic funding: women and youth inclusion; cross-border approaches, and transition contexts. In these and other contexts, the PBF maintained the four Focus Areas stipulated in its Terms of Reference and therefore tracks results accordingly. The PBSO is grateful to all partners who provided their views and are quoted throughout the report.

“ **THE PEACEBUILDING FUND** is crucial in enabling an integrated and coherent response across the peace and security pillar and the United Nations system to support governments and societies dealing with complex conflict risks. The Fund's pioneer work facilitating transitions between UN configurations, fostering inclusion of women and youth in peacebuilding processes, and on regional and cross-border areas is vital in the prevention of violent conflict and sustaining peace around the world.”



**ROSEMARY A. DICARLO**  
Under-Secretary-General  
for Political and Peacebuilding Affairs

“ **THE PEACEBUILDING FUND** has acquired the scale and scope to achieve the impact envisaged when established in 2005. Over the past three years, the Fund is recognized as a central instrument for the UN system, active in twice as many countries as before and working with a much larger set of agencies, funds and programmes. We are grateful to all Member States who responded to the call of the Secretary-General for a quantum leap of support. The Fund has proven its effectiveness and relevance. It is now in a position to drive peacebuilding investments which will save significant resources in response costs.”



**OSCAR FERNÁNDEZ-TARANCO**  
Assistant Secretary-General  
for Peacebuilding Support



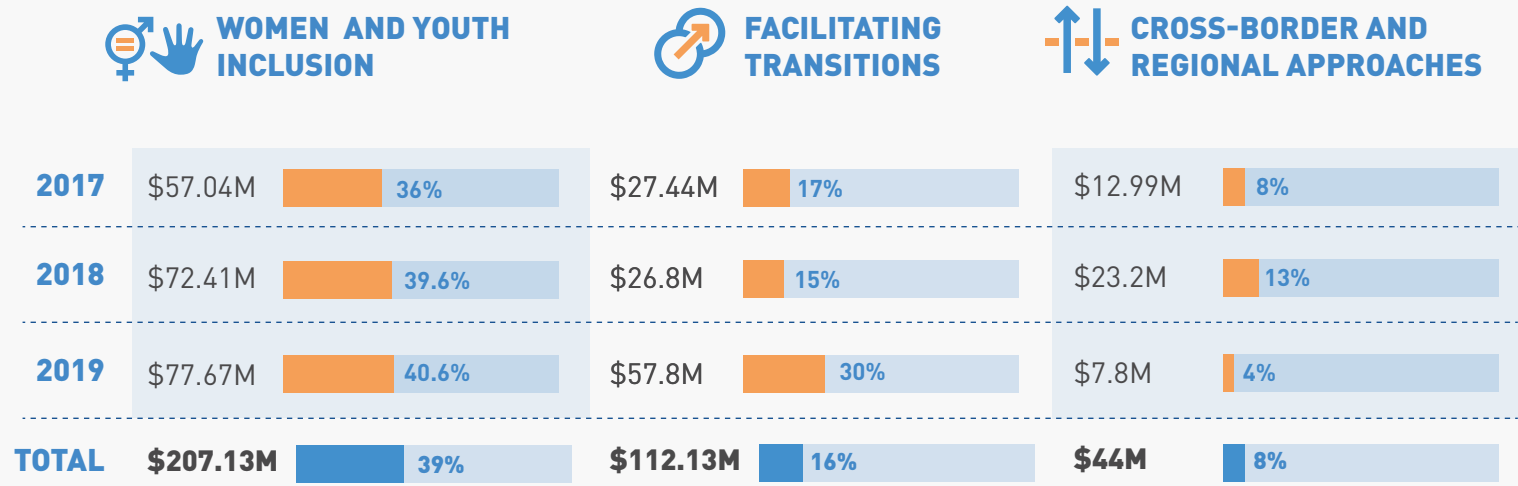
# KEY INVESTMENTS 2017-2019

## FIGURES AT GLANCE

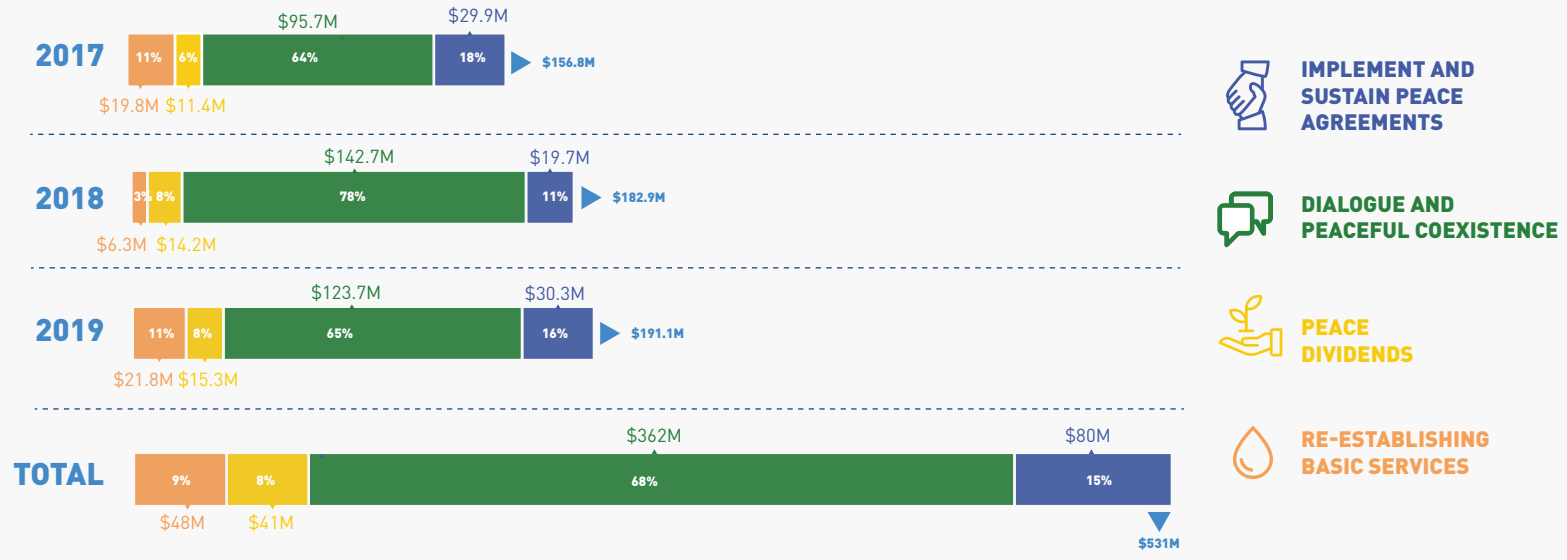
THE PBF HELP CATALYZE **\$7.76** FOR EVERY **ONE DOLLAR** INVESTED

**\$531.45M** APPROVED DURING 2017-2019

### PRIORITY WINDOWS

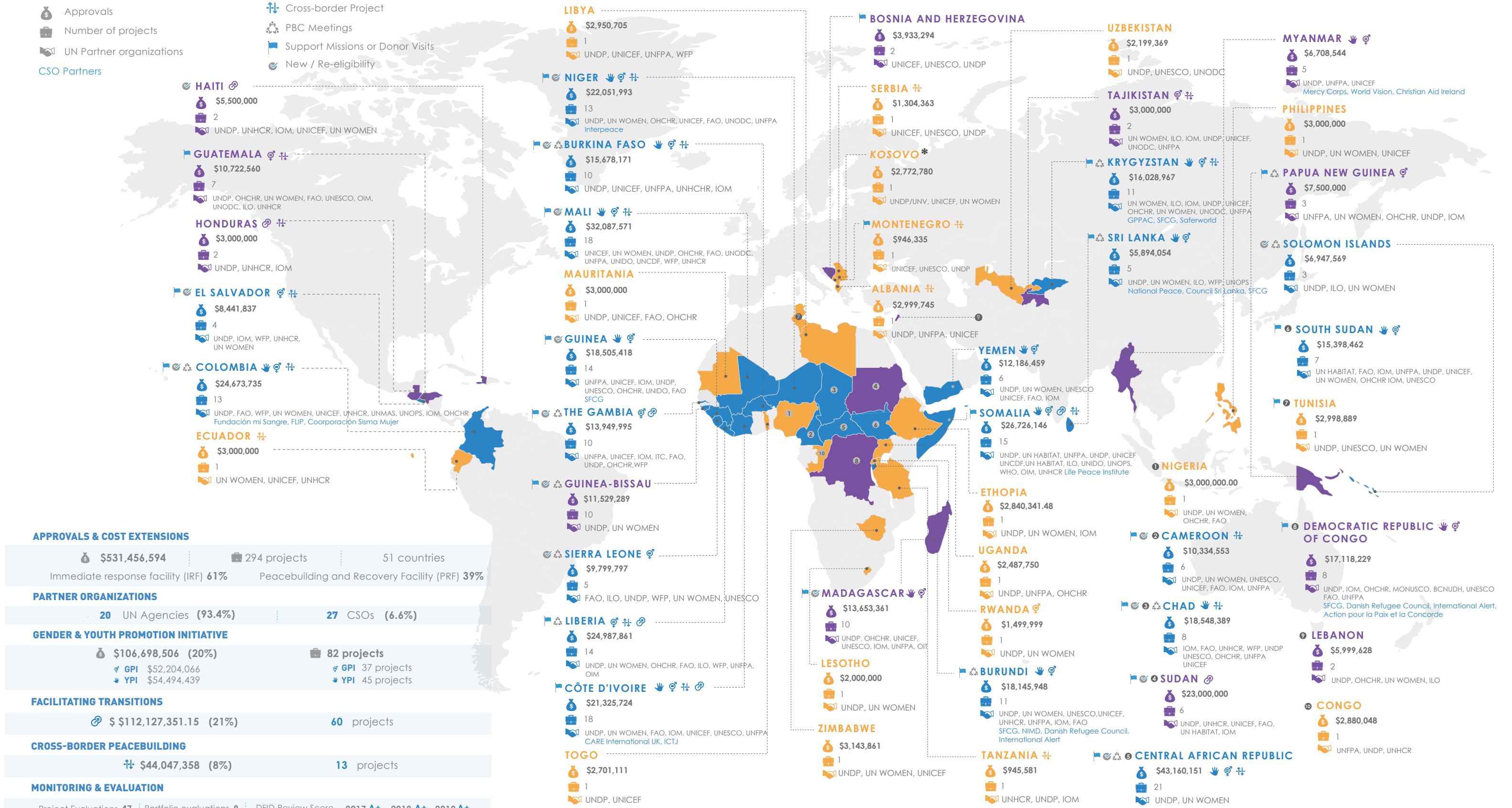


### PRIMARY FOCUS AREAS



# PBF APPROVALS 2017-2019

- Approvals for **one** year
- Approvals for **two** years
- Approvals for **three** years
- 💰 Approvals
- 📁 Number of projects
- 🏢 UN Partner organizations
- 👤 Youth Promotion Initiative (YPI)
- ♀ Gender Promotion Initiative (GPI)
- 🔄 Support to transition from Peacekeeping
- 🌐 Cross-border Project
- 🗺️ PBC Meetings
- 🚩 Support Missions or Donor Visits
- 🔄 New / Re-eligibility
- CSO Partners



### APPROVALS & COST EXTENSIONS

💰 \$531,456,594 | 📁 294 projects | 🌍 51 countries  
 Immediate response facility (IRF) **61%** | Peacebuilding and Recovery Facility (PRF) **39%**

### PARTNER ORGANIZATIONS

🏢 20 UN Agencies (93.4%) | 👤 27 CSOs (6.6%)

### GENDER & YOUTH PROMOTION INITIATIVE

💰 \$106,698,506 (20%) | 📁 82 projects  
♀ GPI \$52,204,066 | ♀ GPI 37 projects  
👤 YPI \$54,494,439 | 👤 YPI 45 projects

### FACILITATING TRANSITIONS

🔄 \$112,127,351.15 (21%) | 📁 60 projects

### CROSS-BORDER PEACEBUILDING

🌐 \$44,047,358 (8%) | 📁 13 projects

### MONITORING & EVALUATION

Project Evaluations **47** | Portfolio evaluations **8** | DFID Review Score **2017 A+** **2018 A+** **2019 A+**  
 Peacekeeping **33%** | Special Political Missions **16%** | Projects on Track **81%** & with strong evidence **29%**  
 Gender equality / women's empowerment **39%** | Joint Programmes **64%** | Africa **73%**  
*\*Percentages indicate percent of total approved*

\* Reference to Kosovo should be understood to be in the context of Security Council resolution 1244 (1999).  
 The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations.

**\$207.1M** to advance gender equality and the empowerment of women in **51 COUNTRIES.**

**WOMEN AND YOUTH INCLUSION**

<b>2017</b>	\$57.0	25.7%
<b>2018</b>	\$72.4	39.6%
<b>2019</b>	\$77.7	40.6%
<b>TOTAL</b>	<b>\$207.1</b>	<b>39%</b>

“ The Peacebuilding Fund has been a trailblazer for the inclusion of young women and men in peacebuilding processes in 51 countries, helping to open up the doors of power to the vision, agency and leadership of young people. From Madagascar to Myanmar, and from promoting young women’s leadership to engaging youth through art, UNFPA has benefitted enormously from the Fund’s support.”



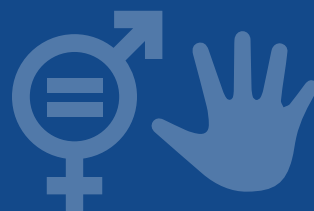
**DR. NATALIA KANEM**  
Executive director UNFPA



Inclusion of women and young people as active agents in political and leadership roles remains at the heart of the PBF’s prevention and peacebuilding efforts. The PBF invested significantly more than any other development pooled fund in spearheading engagement of women and youth. It ensured gender equality as an integral part of every single investment through dedicated funds for the promotion of women in peacebuilding efforts.

- Expanded initiatives for innovative projects, in partnership with UN Women, UNFPA and UNV, promoting meaningful participation of women and youth in peacebuilding.
- The gender marker system and a gender-disaggregated budget and reporting requirements tracked in detail the financial allocations to gender equality and women’s inclusion.
- Provided key examples and lessons learned for the Security Council Resolution 2419 on Youth, Peace and Security; The resolution along with the report provided guidance for future investments and significantly raised the number of projects dedicated to youth participation and inclusion.
- Encouraged novel approaches to youth engagement by pivoting from employment programming to more impactful inclusion of young women and men in political and socio-economic processes.
- Engaged youth not only as beneficiaries of project support but also as active agents of change in their societies and political systems.

**WOMEN AND YOUTH INCLUSION**



**GENDER AND YOUTH INCLUSION HIGHLIGHTS**



33 projects implemented directly by Civil Society Organisations (CSOs) in 17 countries, amounting to \$30 million.



82 projects in 23 countries with a total of \$106.7 million approved in funding.



In partnership with Quaker United Nations Office (QUNO) three annual conversations organized with CSOs on the process and further steps for improvement.



In partnership with UN Women and UNFPA, three annual workshops organized on gender-responsive and youth-inclusive peacebuilding for selected UN agencies; Eight global webinars for guidance during the concept note development processes for UN agencies and CSOs.



In 2019, a record amount of \$40 million approved for projects with \$13 million allocated directly to CSOs. \$2 million funded to five local CSOs in Colombia, the Democratic Republic of the Congo, Madagascar and Sierra Leone.

	2017		2018		2019		TOTAL	
<b>GYPI</b>	\$29.4	19%	\$37.2	20%	\$40.1	21%	\$106.7	20%
<b>CSO ENGAGEMENT</b>	\$7.5	4.8%	\$11.8	6.5%	\$15.5	8.1%	\$34.9	6.6%

**GRANDMOTHERS OF SEPUR ZARCO CREATE HISTORY IN GUATEMALA**

“I want everyone to know what happened in Sepur Zarco so it never happens again. Together we can demand transformative reparations,” Demencia Yat, Legal representative of the Jalok U Collective, Sepur Zarco, Guatemala.”

During Guatemala’s civil war, indigenous women were brutally raped and enslaved by the military in a small community near the Sepur Zarco outpost. From 2011 to 2016, 15 women survivors, now known as the Grandmothers of Sepur Zarco, fought back for their rights. UN Women accompanied them and the public prosecutor’s office to bring perpetrators of sexual slavery to justice. This groundbreaking case resulted in the first-ever conviction of conflict-related sexual violence as a war crime and crime against humanity and granted 18 reparation measures to women survivors and their community. A remarkable breakthrough for indigenous women’s access to justice, the judgement encouraged other women survivors of sexual violence in the conflict to come forward and demand justice and promoted the adoption of protocols for transformative reparations.

**WOMEN WAGE PEACE IN YEMEN**

Amid the civil war in Yemen, many Yemenis struggled to fulfill basic needs as desperate conditions led to disputes on the right to use water. FAO and IOM empowered women to resolve the water-based disputes and made farmers communities more resilient in the Governorates of Sana’a and Lahj. Women were trained in conflict prevention and resolution skills and participated in fora to address issues of land and water usage. All water user associations (WUA) boards set a 30 per cent representation quota for women and systematized their involvement on the board’s conflict resolution committee. This led to

greater acceptance by communities of the inclusive role of women as mediators. 38 new WUAs were built, 15 water-related conflicts resolved, and an estimated 27,000 farmers received increased access to irrigation water. The initiative helped resolve the 17-year dispute over the Al-Malakah water reservoir, considered the first successful case of peaceful conflict resolution over land and water in recent history.

**YOUNG PEOPLE MAKE THEIR VOICES HEARD IN BOSNIA AND HERZEGOVINA**

Despite the many years since the peace agreement, communities in Bosnia and Herzegovina continued to suffer from deep-rooted lack of trust. UNDP, UNICEF and UNESCO brought young women and men together to resolve issues through dialogue on mutual needs at local and state levels. The Dialogue for the Future platform, led by the presidency, promoted trust in communities that typically did not engage in discussions to resolve issues in their localities. Focused on women and youth from all ethnic groups in 27 localities across the region, the platform helped more than 26,000 people develop mediation skills and become active agents of change in their communities.

**YOUNG WOMEN AND MEN WORK FOR PEACEFUL DEMOCRACY IN BURUNDI**

Following a long and violent civil war, the political environment in Burundi, rife with tensions, posed a risk of vulnerable youth being manipulated in committing acts of violence. The Netherlands Institute for Multiparty Democracy and the Burundi Leadership Training Program engaged young women and men in non-violent political participation within the ruling alliance and opposition parties. More than 500 youth from the seven largest parties across the political spectrum in 18 provinces joined forces in inclusive dialogue on peaceful and hands-on democratic practices. Increased advocacy efforts with the provincial representatives opened space for young women and men to become members of the Independent National Electoral Commission.

# SUSTAINING PEACE IN TRANSITION SETTINGS



“ I believe the Secretary-General's Peacebuilding Fund has made an immense difference in consolidating peace gains and delivering inclusive development for the people of Liberia. The PBF was a central instrument in identifying Liberia's peacebuilding priorities and helped to avoid a significant gap in the financial cliff following the withdrawal of the United Nations Mission. It strengthened the institutional mechanisms for peacebuilding support by being the first actor to help the UN and the Government put in place the Liberia Multi-Partner Trust Fund.



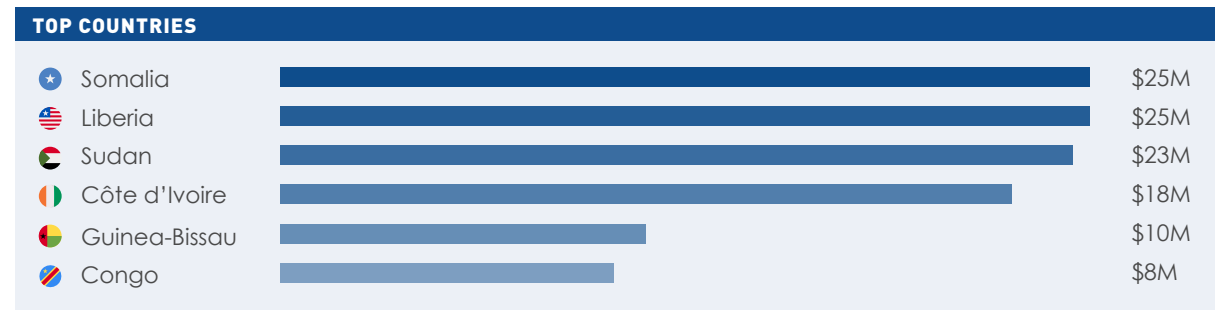
**YACOUB EL HILLO**  
Former Deputy Special Representative of the Secretary-General,  
Resident and Humanitarian Coordinator for Libya



**W**hen countries faced volatile and fragile conditions post-transition settings, the PBF unlocked greater resources to help avert financing shortfalls, avoid conflict relapse and catalyze additional resources for peacebuilding. The Secretary-General's planning directive on transition highlighted the role of the PBF to prioritize and invest in this context. Investments are vital to consolidate peacekeeping gains and sustain peace in key areas like rule of law and reconciliation. They have a multiplying effect when combined with programmatic funds from the assessed budgets of Missions as they strengthen the Resident Coordinator's ability to carry on the engagement and coordination left behind by the mission.

- The PBF continued to integrate strategies between UN country teams and missions for consistent and coherent system-wide UN transition processes.
- The Fund remained one of the few resources available to the UN to scale up efforts in areas previously covered by the missions or ones that required prioritized attention as no other fund could respond quickly to the specific needs.
- PBSO supported every Strategic Assessment Exercise in transition settings and the PBF approved investments in Guinea Bissau, Haiti, Liberia, Sudan, Somalia and Côte d'Ivoire that addressed the peacebuilding and development challenges these countries continue to face during and after mission transitions.
- Beyond transitions, the PBF's support to the peacebuilding mandate of peacekeeping and special political missions increased significantly.

	2017		2018		2019		TOTAL	
<b>TRANSITIONS</b>	\$27.4M	17%	\$26.8M	15%	\$57.8M	30%	\$112.1M	21%
<b>PEACEKEEPING MISSION SETTINGS</b>	\$52.6M	33%	\$49.4M	27%	\$74.5	39%	\$176.5M	33%
<b>SPECIAL POLITICAL MISSION SETTINGS</b>	\$26.6M	16%	\$36.6M	20%	\$23.5	12%	\$87.4M	19%



## 🇨🇮 FACILITATING THE TRANSITION IN CÔTE D'IVOIRE

“ The dialogues were for us something entirely new. We had never seen anything like it. It was the first time we had a face to face discussion with the security forces.” Glazai Jean, Kaadé village”

Côte d'Ivoire has been mired in political and security crises that have led to a spiral of violence and human rights violations and a situation of deep mistrust within communities and between people and the state. FAO, IOM, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, and UN Women addressed a critical gap during the transition from peacekeeping, by increasing the United Nations Country Team's (UNCT) capacities to work jointly with the UN Operation in Côte d'Ivoire (UNOCI). After the drawdown of UNOCI, inter-communal dialogues on conflict resolution, with women and youth involvement, increased mutual trust between the security forces and communities. Over 50 inter-communal discussions enabled more than 100,000 people resolve conflicts and establish joint local development plans. Civil-military committees which grew from six in 2016 to 34 in 2019 proved critical in improving community security and later, institutionalized by the Government.

## 🇸🇩 BRINGING JUSTICE TO THE PEOPLE IN LIBERIA

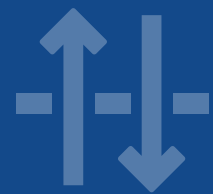
Despite making significant peace gains since the 2003 Peace Agreement the people of Liberia continued to suffer due to land disputes, corruption and concession-related tensions. The UN helped the Government set up and

operationalize the Liberia Multi-Partner Trust Fund, an institutional mechanism for peacebuilding support. FAO, ILO, IOM, OHCHR, UNDP, UNFPA, UN WOMEN, and WFP accompanied the Government to support peacebuilding priorities in the critical transition process. National and local government institutions, communities, civil society, and concession companies worked together to resolve land issues peacefully through an innovative multi-stakeholder platform. Trainings, collaboration and mentoring skills provided to the Independent Commission on Human Rights and CSOs enable them to monitor, protect and promote human rights. The peacebuilding support also contributed to the development and launch of the Second National Action Plan on Women, Peace and Security, endorsed by the government in 2019.

## 🇸🇮 GALVANIZING A PEACEFUL TRANSITION IN THE SOLOMON ISLANDS

In June 2017, the Regional Assistance Mission to the Solomon Islands, RAMSI, ended after 14 years marking an important milestone in the country's peacebuilding trajectory. UNDP and UN Women accompanied the Government and brought communities together through a series of inclusive dialogues launched at national and provincial levels. More than 500 tribal and community leaders, youth, and women from various provinces participated alongside the government in thematic discussions on the country's future policies. These discussions culminated in a national dialogue and enabled the launch of the National Action plan on Women, Peace and Security, and the National Youth Policy.

**\$112.1M**  
**APPROVED**  
**ACROSS 60**  
**PROJECTS IN**  
**60 COUNTRIES**  
**WITH 24**  
**PARTNERS**



# SUPPORTING CROSS-BORDER AND REGIONAL APPROACHES

“The Peacebuilding Fund of the Secretary-General has been instrumental in shaping an effective regional response to multiple challenges to peace and stability in the Sahel region. It contributed significantly to implement various important cross-border projects which helped improve the life conditions of the communities in the Sahel.”



**MOHAMED IBN CHAMBAS**  
Special Representative of the Secretary-General and Head of the United Nations Office for West Africa and the Sahel

The PBF expanded its support for cross-border and regional approaches, and led initiatives focused on providing catalytic funding and fostering joint analysis and collaboration across borders.

**\$44M**

**ACROSS 13  
PROJECTS IN  
21 COUNTRIES  
WITH 11  
PARTNERS**

- With resources for cross-border analysis and joint programmes, the PBF filled a critical financial and strategic gap in support of the UN's Regional Strategies, notably in the Sahel and Lake Chad regions.
- Amplified the focus of the UN and international community on border regions and fostered a transborder response to regional and local drivers of conflict.
- Enabled organizations to extend their presence and pilot new approaches in underserved geographies working holistically across the development-humanitarian-peacebuilding nexus.

	2017		2018		2019		TOTAL	
<b>CROSS-BORDER</b>	\$12.9M	8%	\$23.2M	13%	\$7.8M	4%	\$44M	8%
<b>THE SAHEL</b>	\$32.8M	21%	\$64.4M	35%	\$39.9M	21%	\$137.2M	26%
<b>AFRICA</b>	\$93.7M	60%	\$140.7M	77%	\$152.0M	79%	\$386.5M	73%

## TOP COUNTRIES

Mali	\$6.8M	Burkina Faso	\$2.4M
Niger	\$5.4M	Bosnia & Herz.	\$1.9M
Chad	\$4.5M	Colombia	\$1.9M
Ecuador	\$3M	CAR	\$1.5M
Albania	\$3M	Côte d'Ivoire	\$1.5M

## TAJIK-KYRGYZ COMMUNITIES JOIN FORCES FOR IMPROVED LIVELIHOODS

“After receiving training on greenhouse-based vegetable production, I had three vegetable harvests per year, sold in the surrounding markets and in Kyrgyzstan. The additional income improved my children's quality of life.”  
Ozosa, Lakkon Village, Tajikistan

“We realized the importance of participation in decision-making processes within our families, our communities and even at the national level. This way, we are part of the solution of our own problems.”  
Gobutova Gulayim, Arka village, Kyrgyzstan

Along the border between Kyrgyzstan and Tajikistan, sporadic outbreaks of violence would often ensue over issues related to access to land and natural resources. FAO, UNDP, UNICEF, UN WOMEN and WFP work together with the two Governments to promote cooperative relations across the border. Communities on both sides of the border worked together constructively and resolved immediate challenges with dialogue and mutual agreement. Training farmers on water resource management, greenhouses-based agriculture techniques, and on the usage of drip irrigation systems improved agricultural productivity. Incidents of violence reduced due to improved linkages and cooperation between security providers, local authorities and citizens. The establishment of legal support and complaint mechanisms and people-friendly border services contributed to the mitigation of tensions.

## PEOPLE MITIGATE THE THREAT OF CONFLICT IN THE BORDER AREAS OF LIBERIA AND CÔTE D'IVOIRE

The people of Liberia and Côte d'Ivoire confronted extreme challenges due to violent extremism, cross-border conflicts, and deep mistrust between communities and the security forces. The UNCTs and the UN Peacekeeping Missions in both countries, together with IOM and UNDP strengthened effectiveness and transparency of security measures along the Liberian and Ivorian borders and promoted inter-community harmony. Improved operational capacities of the border control officials and local security forces provided people the ease of quick and secure border crossings. Peace committees set up in 24 communities resolved numerous land and interpersonal conflicts and continue to act as intermediaries for community disputes. Joint civilian-military patrols and community-based conflict prevention committees helped to mitigate acts of violence and expedited the response of security forces in emergency situations. Improved security measures have also revitalized socio-economic activities, increased cross-border trade, and improved the livelihoods of communities residing on both sides of the border.

## COMMUNITIES ADDRESS ROOT CAUSES OF THE CRISIS IN BURKINA FASO, MALI AND NIGER

The Liptako Gourma region bordering Burkina Faso, Mali, and Niger, suffers from absence of state institutions, competition over natural resources, limited livelihood opportunities and violent extremism by armed groups. UNDP accompanied the Governments and increased trust between local populations and security forces and enhanced the social fabric of communities. The setup of 46 local early warning and peacebuilding committees in three countries ensured an improved security environment. Conflicts between farmers and herders reduced markedly by strengthening pastoral infrastructure with an agreement on 31 passage corridors, six water points, four vaccination parks, rest areas, and two marked cattle tracks. 10 local joint infrastructure management committees helped familiarize the pastoralists and farmers on local land laws and reduced





# IMPLEMENTING AND SUSTAINING PEACE AGREEMENTS



“ Transitional justice processes that are context-specific, nationally owned and focused on the needs and informed choices of victims can connect, empower and transform societies, and therefore be a foundation for sustaining peace. The PBF has played an enabling role in the area of transitional justice and human rights, including through support provided to OHCHR. It has contributed to advancing victims' rights, created the space for transformative reparations and reconciliation, and helped restore confidence in State institutions, building a culture of non-repetition and preventing the recurrence of conflict.”



**MICHELLE BACHELET**  
UN High Commissioner for Human Rights

“ The PBF continues to play an instrumental role in supporting discussions and joint decisions between the Government of Papua New Guinea and the Autonomous Bougainville Government and between the two Parliaments. Various awareness activities focused on the Bougainville Peace Agreement, community disarmament initiatives, and local reconciliation initiatives, ultimately leading to a peaceful and highly successful referendum in December 2019 on the future political status of Bougainville within the Constitution of Papua New Guinea.”

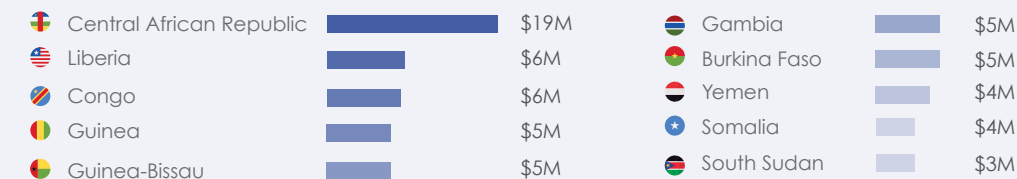


**MAX RAI, AMBASSADOR**  
Permanent Mission of the Independent State of Papua New Guinea to the UN

The PBF invested in implementation of peace agreements in diverse settings ranging from Colombia, the Central African Republic and Papua New Guinea. It spearheaded responses to imminent threats to peace processes and supported the implementation of peace agreements and political dialogue, in particular, to strengthen national institutions and processes set up under those agreements. Working together with 16 partners in 20 countries, PBF strengthened the support to rule of law and transitional justice, security sector reform and disarmament, demobilization and reintegration.

**\$80M**  
**ACROSS 43 PROJECTS**  
**IN 20 COUNTRIES**  
**WITH 16 PARTNERS**

## TOP COUNTRIES



FOCUS AREA	PROJECTS	COUNTRIES	APPROVED
1.1 SSR	13	6	\$20,939,321
1.2 Rule of law	13	10	\$29,425,847
1.3 DDR	5	4	\$12,500,000
1.4 Political dialogue	12	10	\$17,162,706
<b>TOTAL</b>	<b>43</b>	<b>20</b>	<b>\$80,027,873</b>

### ENABLING A HISTORIC REFERENDUM IN THE AUTONOMOUS REGION OF BOUGAINVILLE

Following a decade-long conflict, the Papua New Guinea (PNG) national government and the representatives of Bougainville signed a peace agreement in 2001. Since 2015, UNDP, UN Women, UNFPA, IOM and OHCHR helped to strengthen the relationship between the PNG national government and the Autonomous Bougainville government and created an enabling environment for a referendum on the future political status of Bougainville. The historic referendum held credibly and peacefully in 2019 had an 85% turnout with 97.7% of votes in favor of independence. Mass awareness campaigns, road shows, dialogues, art exhibitions and adverts, on the referendum and the peace agreement took place across all communities of Bougainville. Women and men demonstrated the confidence to make informed choices in the referendum process through access to objective and accurate information and fora for dialogue and debate on crucial peacebuilding issues, both within communities and with their political leaders.

### PREVENTING VIOLENT EXTREMISM IN THE PHILIPPINES

Violent extremism and lingering consequences of armed conflict posed threats to peacebuilding on the island of Mindanao in the Philippines. UNDP, UNICEF and UN WOMEN accompanied the Government in advancing the Bangsamoro peace process. They facilitated community

dialogues, supported insider mediators to the peace process leading to the historic ratification of the Bangsamoro Organic Law by the Parliament in 2018. The UN also supported public awareness campaigns for the subsequent plebiscite, held in Mindanao in 2019 on the Organic Law. The Law and the plebiscite paved the way for the Bangsamoro Transition Authority, an important step in the implementation of the Peace Agreement. The Government followed the adoption the National Action Plan on preventing violent extremism with a series of peace discussions involving youth, women and indigenous peoples, which helped reduce the threat of violent extremism in the region.

### ACCOMPANYING GOVERNMENT-LED PEACE IMPLEMENTATION IN COLOMBIA

Decades of violence and armed conflict created significant obstacles for sustainable peace in Colombia. UNDP, FAO, UNICEF, WFP, IOM, OHCHR, UN Women, UNMAS, UNOPS and UNHCR worked together with the Government for the social and economic reintegration of communities most affected by the armed conflict. The timely establishment and operation of the Comprehensive System for Truth, Justice, Reparation and No Repetition and the Jurisdiction for Peace provided legal security for the laying down of the weapons process by the Revolutionary Armed Forces of Colombia-People's Army (FARC-EP). The sustainability of both institutions has been guaranteed through regular allocations from the national budget.

## IN FOCUS FORMER COMBATANTS COMMIT TO PEACE

“ Being a survivor of the conflict for more than 50 years allows me to echo once again that the struggle for peace is worthwhile and that I reaffirm my commitment to work on it.”

Marcela Moreno, a former FARC-EP combatant and the Founding Associate of the Humanicemos DH Corporation, an organization created under the Peace Agreement between the Government and the FARC-EP.



**\$4.3M** APPROVED BUDGET

**2018-2020** IMPLEMENTATION PERIOD





Dialogue and peaceful coexistence were a major growth area for the PBF in the past three years, following the response to the Peacebuilding and Sustaining Peace Resolutions to engage earlier with greater focus on prevention. From Mali to Côte d'Ivoire and the Central African Republic, the PBF facilitated inclusion of marginalized groups, countered hate speech and other divisive practices, and invested in civic education. It promoted coexistence and peaceful resolution of conflict among the displaced and host populations by complementing humanitarian efforts with investments in conflict management and dialogue.

**\$362.2M**  
**ACROSS 196 PROJECTS**  
**IN 47 COUNTRIES**  
**WITH 42 PARTNERS**

# ENABLING DIALOGUE AND PEACEFUL COEXISTENCE



## TOP COUNTRIES

Mali	\$24M	Somalia	\$17M
Sudan	\$23M	Côte D'Ivoire	\$17M
Niger	\$22M	Burundi	\$16M
Chad	\$19M	Liberia	\$13M
Colombia	\$18M	CAR	\$12M

FOCUS AREA	PROJECTS	COUNTRIES	APPROVED
2.1 National reconciliation	33	21	\$62,004,314
2.2 Democratic Governance	172	12	\$29,438,984
2.3 Conflict prevention/management	146	41	\$270,782,424
<b>TOTAL</b>	<b>196</b>	<b>47</b>	<b>\$362,225,721</b>

### PAVING THE WAY FOR RECONCILIATION IN THE GAMBIA

Gambians faced a severe political and social crisis in 2017 with absence of justice institutions and rampant human right abuses. FAO, IOM, OHCHR, UNDP, UNFPA, UNICEF and WFP's timely response accompanied the newly elected democratic Government on an urgent reform agenda that ensured coherence of peacebuilding priorities and inclusion of women and youth in the political process, the transitional justice process, strengthened human rights mechanisms, and management of mass migrant returns. The Truth Reconciliation and Reparations Commission was formally launched in October 2018, fostering national reconciliation through a participatory and accessible process with the participation of victims and their families, witnesses and perpetrators to public hearings and investigations. A victim participation fund was also set up to support the participation of the victims to the hearings. At the same time, the National Human Rights Commission became operational in 2019 with five commissioners, paving the way for increased awareness of human rights and reporting of their abuse. The first-ever National Security Policy launched in June 2019 was a key step in starting a security sector reform process.

### SUPPORTING PATHWAYS TO STABILIZATION IN GUINEA-BISSAU

For much of its recent history, Guinea-Bissau experienced instability and tensions between the civilian and military leadership and between political parties. The UN Integrated Peacebuilding Office in Guinea-Bissau, IOM, UNDP, UNFPA, UNICEF, UNODC, UN Women and WFP worked together with the Government to engage civil society, women and youth

groups on inclusive dialogue, systemic reforms process and national reconciliation. The Stability Pact signed in February 2019 was an important step towards peaceful legislative and presidential elections in 2019 despite continued political tensions. Informed by mass awareness campaigns, women actively engaged in the political process through their right of vote. A National Forum of Women and Girls for Peace brought together 800 women activists and amplified the voices of rural women at the national level. A women's council comprising 25 elected representatives helped sensitize political representatives on the vital role of women and youth on the country's future. A new parity law for women's political participation adopted in 2018 ensured the continuity of women's inclusion in political processes.

### PROMOTING PEACEFUL CONFLICT RESOLUTION IN NIGER

The people of Niger faced continuous threats to their lives and livelihoods due to weak rule of law and inter-communal violence that had resulted in the displacement of entire communities. UNDP, UNFPA, UNHCR and UNICEF provided critical assistance to help bridge peacebuilding gaps by joining forces with the Government on national and cross-border initiatives. Dialogue and early warning mechanisms increased trust between host communities and refugees, benefitting more than 200,000 refugees and internally displaced people. Young men and women from 30 communities developed a local conflict analysis, laying the basis for local peace action plans to be designed jointly by youth and local authorities.

## IN FOCUS

### FARMERS AND PASTORALISTS WORK TOGETHER TO RESOLVE DISPUTE

“ Since we started our mediations, the farmers accepted the passage of cattle in their fields thanks to the creation of the passage corridors. Peace between farmers and herders has been re-established.”

Ramatou, a woman mediator in the Dimitra Club. In the small town of Fabidji in the Dosso region in Niger, local disagreements



As conflicts became recurrent and threatened the peaceful coexistence of communities, community-based 'Dimitra' clubs included women in central roles as mediators. More than 350 clubs in 60 villages were established with 10,000 members, the majority women, and deployed 150 women mediators to 20 land commissions for the first time to address and prevent local conflicts. "All the clubs get together in a village and prioritize the problems and find solutions in a safe space. We have been able to restore dialogue among ourselves as we don't want to be dependent on outside support to solve our issues", explained Abdoulaye, a farmer.

**\$2.7M** APPROVED BUDGET

DEC 2018 - NOV 2020 IMPLEMENTATION PERIOD

UN WOMEN PARTNERS

# HARNESSING PEACE DIVIDENDS AND SOCIO-ECONOMIC RECOVERY



“Colombia believes in the work of the PBF, not only as we are recipients of its funds, but also after learning about their work very closely in our capacity as chair of the PBC in 2019. Thanks to the support of bilateral donors and the PBF, we have been able to strengthen the work on: first, consolidating and strengthening the institutions responsible for the implementation of the Peace Agreement; second, encouraging education for peace and generating conditions for reconciliation; and third, attending the victims and communities affected by the violence.”

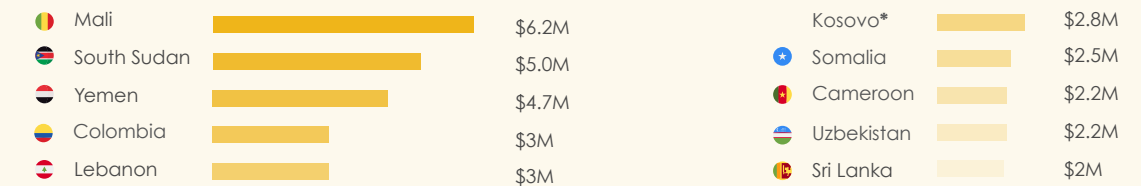


**AMBASSADOR GUILLERMO FERNÁNDEZ DE SOTO**  
Permanent Representative  
Permanent Mission of Colombia to the UN

**\$41M**  
ACROSS **21**  
**PROJECTS** IN **16**  
**COUNTRIES** WITH  
**20 PARTNERS**

The PBF helped revitalize economies and generate immediate peace dividends for conflict-affected populations with a focus on employment generation and equitable access to social services. Stronger integrated approaches linked the participation of youth, women and vulnerable groups in decision-making processes and conflict prevention and peacebuilding with employment and livelihood opportunities. In 2018, the independent study *The Missing Peace*, coordinated by UNFPA and PBSO together with the Secretary-General's Envoy on Youth, made important recommendations on enhancing the positive role of youth in peacebuilding. On this basis the PBF jumps-start new partnerships and encouraged engagement in previously neglected or higher risk geographies, on livelihoods, food security and peacebuilding in remote rural or border regions.

## TOP COUNTRIES



\*Reference to Kosovo should be understood to be in the context of Security Council resolution 1244 (1999).

FOCUS AREA	PROJECTS	COUNTRIES	APPROVED
3.1 Employment	13	11	\$23,950,308
3.2 Equitable access to social services	8	7	\$17,158,620
<b>TOTAL</b>	<b>21</b>	<b>16</b>	<b>\$41,108,928</b>

## YOUTH FOSTER ECONOMIC RESILIENCE IN LEBANON

The influx of Syrian refugees added pressure on the already weak socio-economic infrastructure of Lebanon. ILO, UNDP and UNICEF helped to mitigate tensions between the displaced and host communities, both vulnerable to the socio-economic crisis with worsening employment opportunities, especially for youth. Syrian and Lebanese youth acquired skills and generated livelihood opportunities in agriculture and hospitality including internship placements with existing businesses. More than 1,000 youth developed around 220 business plans. 34 joint business ventures launched in the Bar Elias, Riyak and Qaa regions helped to jumpstart economic activity.

## COMMUNITIES LEAD PEACEBUILDING PRIORITIES IN COLOMBIA

As the signing of the peace agreement in 2019 brought a formal end to the 53-year old conflict, Colombians had to face new challenges and embark on a journey to revitalize their economy. FAO, IOM, OHCHR, UNDP, UNHCR, UNICEF, UNMAS, UN WOMEN and WFP accompanied the Government to ensure alignment of development priorities with needs of the communities. Active and inclusive participation of local communities helped negotiate four Special Territorial Development Plans. Afro-descendant and indigenous communities of 12 municipalities in Chocó and two in Antioquia reached a historic

consensus resulting in the only development plan in the country with an ethnic focus. Over 22,000 people benefited from 122 initiatives to improve housing and public services, economic recovery and reconciliation activities. By kickstarting 50 local agriculture and commercial projects, more than 4,400 people gained access to sustainable employment opportunities.

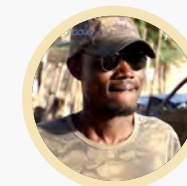
## STUDENTS REBUILD SOCIAL FABRIC IN MALI

Protracted political, security, and humanitarian crisis in Mali led to a plethora of challenges for its people, including access to formal education for children. IOM, UNESCO and UNICEF worked with the Government to improve prospects for peacebuilding through peace education programmes. Some 3,800 children aged between 7 to 18 years, including 1,800 girls, who had never attended schools or had interrupted schooling, trained in the accelerated programme for reintegration into the formal education system. More than 70 per cent enrolled in regular schools. A module on peace education was developed and included in the standard curriculum for all the teachers in Mali. The module, formerly adopted by the Ministry of Education, marked a significant contribution in the peacebuilding process and impacted the lives of around 42,500 children in 200 schools, 850 teachers and 10,000 community members.

## YOUTH BUILD A BRIGHT FUTURE

## IN FOCUS

“With this apprenticeship, my day-to-day life has changed and it enabled me to practice the job of my dreams and rebuild my image in society. I manage to support my parents and provide for their needs.”



Dedeou Cisse, participant in the community skills initiative which benefitted more than 1,800 youth across 60 communities in Mali.

Dédeou, a 24-year-old man, came from a household with meager resources in the Abaradjou district of Timbuktu. To meet the needs of his family, he dropped out of school and helped his father in masonry work. Later, Dédeou joined the Ganda-Izo militia in 2015 which included 1,500 volunteers, but left after nine months. When he returned home, Dédeou was treated as a petty criminal by his community, and no one hired him for work. Mercy Corps equipped Dédeou and other young men and women with vocational skills for sustainable employment. Dédeou started an apprenticeship in metal carpentry under the guidance of Ousmane Achor, the workshop manager. At the end of the apprenticeship term, Dédeou was hired by Ousmane to work as his regular employee.

**\$1.7M** APPROVED BUDGET

**2019-2020** IMPLEMENTATION PERIOD





# RE-ESTABLISHMENT OF BASIC SERVICES

## TOP COUNTRIES

	Central African Republic	\$11M		Kyrgyzstan	\$3M
	Liberia	\$5M		Guinea	\$2M
	Madagascar	\$5M		Guinea-Bissau	\$2M
	Colombia	\$4M		Côte d'Ivoire	\$2M
	Somalia	\$4M		Guatemala	\$1M

FOCUS AREA	PROJECTS	COUNTRIES	APPROVED
4.1 Strengthening of essential national state capacity	3	3	\$2,869,000
4.2 Extension of state authority/local administration	6	4	\$18,369,748
4.3 Governance of peacebuilding resources (including PBF Secretariats)	25	13	\$26,855,323
<b>TOTAL</b>	<b>34</b>	<b>16</b>	<b>\$48,094,071</b>

The PBF helped to establish or re-establish essential administrative services and related human and technical capacities in areas that had little to no presence of state services by focusing on strengthening of essential national state capacity, extension of state authority or local administration and governance of peacebuilding resources.

## \$48M

## ACROSS 34

## PROJECTS IN 16 COUNTRIES

## WITH 13

## PARTNERS

“The PBF helped Madagascar to support local communities to prevent violence and conflict mainly among the young generation through the creation of broadcasting radio programs for youth to increase their involvement in various important issues. It supports the context of peaceful legislative and presidential elections both to institutional and governance progress at the national level as well as progress in addressing security and marginalization in the Deep South where the UN now has a permanent presence in Betroka



**ZINA ANDRIANARIVELO-RAZAFY**  
Ambassador and Permanent Representative a.i.  
Permanent Mission of the Republic of Madagascar to the UN

### BRINGING STABILITY TO THE PEOPLE OF MADAGASCAR

Political and socio-economic instability in Madagascar led to long-standing grievances in remote marginalized communities, diminished trust between the people and the Government. FAO, IOM, OHCHR, UNDP, UNESCO, UNFPA, and UNICEF helped initiate reforms in the security sector, promoted anti-corruption and justice institutions, encouraged dialogues among the people and the State, and provided targeted socio-economic support empowering marginalized communities to implement their peacebuilding and socio-economic priorities. Security situation in the targeted Deep South zones commenced to improve with the set-up of five gendarmerie posts and deployment of gendarmes trained on the usage of drones for monitoring banditry and similar crimes, along with dialogues between the communities and the security personnel, and support for inclusive development of community peace plans. Greater access to local tribunals and legal clinics enabled the communities to resolve over 350 disputes. At the national level, the first anti-corruption hub established in 2018 enabled more integrated investigation and prosecution of corruption cases.

### INTRODUCING STATE SERVICES IN UNCHARTED TERRITORY IN SOMALIA

Weakened government infrastructure, and limited state resources place major constraints to the peace and state-building efforts in Somalia. ILO, UNDP, UN HABITAT, UNICEF and UNIDO accompanied the Government's efforts in setting up local governance infrastructure to enhance state

capacities for the delivery of basic services to the people. To improve infrastructure development services on the ground, federal funds were, for the first time, channeled through a new Federal Government system to state and district levels. Seen as a high-risk intervention, this move into uncharted territory has now brought an unprecedented change to the Somali people. The effective set-up of accountability mechanisms in administrative and financial departments and the successful linkages between the federal, state and district levels increased the citizens' confidence and trust vis-à-vis the Government's legitimacy, due to its enhanced ability to deliver services.

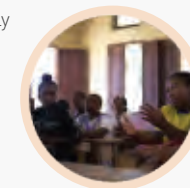
### PAVING THE WAY FOR PEACE IN SUDAN

Marked by decades of political instability and armed conflict, the people of Sudan continued to suffer from a large-scale internal displacement crisis, inter-communal violence and weak rule of law. UNDP and UNICEF worked together with the Government on the first-ever peacebuilding initiative in Golo, Jebel Marra region and shaped durable solutions to address forced displacement along with creating a conducive environment for the return and integration of displaced populations. A newly established family and child protection unit addressed child right violations. 30 paralegals trained by staff from the Bar Association helped to resolve familial and property cases. Strengthened rule of law mechanisms significantly decreased communal conflicts related to violations of child rights and gender-based violence and improved trust between communities and local authorities.

## IN FOCUS WOMEN LEAD PEACE NEGOTIATIONS IN GOLO, SUDAN

“I led the negotiations between the youth and the Sudanese Armed Forces in front of the military camp in Golo town, when youth were demonstrating and managed to suppress a potentially explosive situation.”

Om-elfaghra. The CBRMs have been included in the broader Golo Peace Committee reporting directly to the State Governor and Peace Council.



\$3M

2018-2020 IMPLEMENTATION PERIOD





\$213M



\$47.5M



\$46.6M



\$46.3M

CSOs

\$34.9M



\$28.9M



\$26.7M



\$15.7M



\$13M



\$12.9M



\$11.7M



\$8.9M



\$5.5M



\$4.7M



\$4.6M



\$1.2M



\$801K



\$800K



\$770K

# TOP FUND RECIPIENTS



# CONTRIBUTING TO A STRONGER RESIDENT COORDINATION SYSTEM

“The reinvigorated Resident Coordinator System has been pivotal to our transformative efforts on the ground. Across the globe, we see UN Country Teams stepping up to deliver more effective and coordinated support to governments to accelerate progress on sustainable development and prevent crises and human suffering. The Secretary-General's Peacebuilding Fund is a critical support to RCs and UNCTs to help societies vulnerable to conflict or recovering from crisis achieve the Sustainable Development Goals. The Fund provides critical resources and fosters effective coordination, in line with the UN development system reform. By bringing together the strengths of the UN system around national efforts we can maximize and better support peacebuilding results for people.”

AMINA J. MOHAMMED  
Deputy Secretary-General

- 1** RCs played a critical role in increasing coherence and complementarity across the humanitarian, development and peace nexus through the three main UN pooled funds: The PBF, the Central Emergency Response Fund and the Sustainable Development Goals Fund.
- 2** The PBF provided integrated support and utilized existing planning tools like the UN Sustainable Development Cooperation Framework to enable the conflict-affected countries address key peacebuilding priorities and gaps and helped ensure conflict sensitivity. It contributed to the peacebuilding mandates of UN missions through the eligibility process and projects that needed to be integrated into the UN transition strategies.
- 3** All proposals submitted by RCs strengthened the authority of the RCOs through joint programming, analysis and partnerships and ensured a well prioritized and coordinated approach to peacebuilding.
- 4** PBF secretariats consisting of 1-4 staff are integrated in the RCO to strengthen the RC role as part of the UN Development System Reform, raising capacities to analyze and provide strategic coordination and support to the peacebuilding components of the UNSDCF.
- 5** As a whole-system fund 64 per cent of all PBF investments were for joint programmes, of which more than 90 projects were implemented with two agencies and over 75 projects implemented with three agencies.
- 6** The PBF eligibility process whereby a country submits its peacebuilding priorities to the Secretary-General, contributes to the analysis of the CCA and is integrated into the UNSDCF, whenever possible.

“As the Reform of the UN Development System takes shape across the globe, a robust and empowered Resident Coordinator System is central in integrating peacebuilding priorities into new cooperation frameworks and making the UN deliver as One. The PBF plays a critical role in fostering joint strategies which drive UN reforms at the country level, supporting the empowered Resident Coordinators in linking development responses to impact on the ground.”



ROBERT PIPER  
Assistant Secretary-General for  
Development Coordination



## THE HUMANITARIAN-DEVELOPMENT-PEACEBUILDING INITIATIVE WITH THE UN, WORLD BANK AND THE EUROPEAN UNION

- The Secretary-General and World Bank President signed a joint Partnership Framework for Crisis-Affected Situations in 2017 with the PBSO as the Secretariat for the partnership.
- In 2019, PBSO took stock of the early results and launched the Humanitarian-Development-Peacebuilding and Partnership (HDPP) Facility, hosted under the PBF to expand on the pilot initiative.
- The HDPP Facility provides grants up to \$400,000 for priority prevention and transition countries and supports multi-country UN-WB policy engagement on risk analysis and SSR/justice.
- Notable country-based achievements:
  - In Cameroon, the formulation of share recovery and peacebuilding priorities helped the country access the World Bank's Refugee and Host Community window to support displacement-affected communities in the North and unlock a Development Policy Loan.
  - In Tunisia, joint missions resulted in a risk mitigation strategy for youth inclusion.
  - In Yemen, a staff-secondment from the World Bank to the Special Representative of the Secretary-General's office enabled to advance strategic and operational collaboration in support of transition.

# ENHANCED MONITORING AND EVALUATION

The PBF recognizes its central role in contributing to the knowledge base on what works and what doesn't when supporting conflict-affected communities. The Fund placed a premium on learning and accountability, and adapted its monitoring and evaluation approach to better measure the impact of its investments at global, country and project levels. The strength of its M&E approach has yielded important results, as evidenced by an A+ rating from the United Kingdom's annual review process for all three years of the 2017-2019 Strategic Plan.

## COMMUNITY-BASED MONITORING

**During the Strategic Plan** period, the Fund financed perception surveys in nearly every country declared eligible by the Secretary-General to receive PBF support.

**Complementing perception** surveys, from 2017 to 2019, the PBF committed to rolling out innovative Community-Based Monitoring (CBM) initiatives in Cote d'Ivoire and Madagascar. Underpinned by detailed PBF guidance, CBM captures community voices in real time.

**CMB is central to how PBF both** generates important data about what really matters to the people PBF serves and, as a means to amplify their voices in the governance and oversight mechanisms that guide PBF programming.

**The Fund's two-fold approach** to capturing important data at the impact level has driven improvements not only within PBF programming, but also in the quality of final evaluations of PBF investments.

## EVALUATIONS

In line with changes to country eligibility timeframes, the PBF revised its evaluation framework to provide more opportunities earlier in the implementation cycle to adapt programming to the fluid contexts in which PBF operates.

	2017	2018	2019
<b>PROJECT EVALUATIONS</b>	14	14	19
<b>EVALUABILITY ASSESSMENTS</b>	1	2	2
<b>PORTFOLIO EVALUATIONS</b>	3	1	4

## PROJECT EVALUATIONS

- Conducted mid-term and/or end of each project to assess outcomes, individual project evaluations are commissioned and managed implementing agencies.

the end of a country's five-year eligibility cycle. They provide critical insights into the strategic use of Fund resources, help inform decisions about potential eligibility renewal, and are a substantive component of the Fund's learning and accountability system.

## EVALUABILITY ASSESSMENTS

- Conducted during the first six to nine months of project implementation to allow for timely adjustments to the project's M&E approach.
- Through Evaluability Assessments in Cote d'Ivoire, The Gambia, Kyrgyzstan, Madagascar, and Sri Lanka, the PBF encouraged fund recipients to critically reflect and adapt programming approaches where needed to give Fund-supported initiatives the best chance of affecting positive change on the ground.

## PORTFOLIO EVALUATIONS

- Consolidating learning and accountability, the Fund further commissioned final evaluations of country portfolios in eight countries during the reporting period. PBSO commissions independent portfolio evaluations at

## SYNTHESIS REVIEW

- At the end of this Strategic Plan period, the PBF commissioned a Synthesis Review of all project and portfolio evaluations to take stock of the Fund's relevance and effectiveness over the past three years.

The Review confirmed the PBF's unique role as a funder of first resort for countries struggling to sustain peace, and recommended that PBF's future investments be guided by strategic results across the five-year eligibility period and matched with a more flexible M&E toolkit.

- Taking forward these recommendations, the PBF will ensure its effectiveness in driving system-wide coherence and capacity, and advocating for meaningful change for conflict-affected populations.

“

The PBSO's monitoring and evaluation has two dimensions to it. Of course, the first is the evaluation of the relevance of the projects and the success of implementation. The second, and more subtle, is gauging the extent to which new approaches for supporting communities emerging from conflict can be identified, new partnerships established, and projects undertaken in other countries possibly relevant to the context investigated. PBSO evaluation and monitoring is a very dynamic affair.



**CHARLES PETRIE**  
Independent Expert

“

The PBF receives high praise in the evaluations for prioritizing government ownership. The PBF puts governments in the driver's seat even in countries with limited government capacities, where few other funders are willing to. This has led to significant contributions to, for instance, rebuilding trust in government through service delivery in post-conflict societies." Anita Ernstorfer, Author of the Synthesis Review of PBF project and portfolio evaluations 2017-2019.



**ANITA ERNSTORFER**  
Author of the Synthesis Review of PBF project and portfolio evaluations 2017-2019

## ADVISORY GROUP

### PBF ADVISORY GROUP FUNCTIONS

- The Secretary-General appoints ten eminent individuals to serve the Advisory Group for a term of two years, taking into consideration gender and regional balance. Candidates are nominated by Member States, including countries contributing to the PBF.
- The group convenes twice a year and provides advice and oversight on the Fund's priorities and policies, and on how financing can support and strengthen UN system-wide efforts to build and sustain peace.



"The PBF is the only instrument in the UN system empowered to work across three key international engagement silos - politics, security and economic development. It does this with great effect, and has earned respect from multiple agencies within and outside the UN. A plethora of independent evaluations have commended the Fund for its impact, speed, relevance, convening power and ability to draw in additional non-UN funding. In 50 years of working in conflict-affected countries, the PBF is the most impressive institution of its type that I have seen."

**NIGEL ROBERTS**  
Chair of the Fourth Advisory Group

### FOURTH ADVISORY GROUP 2016-17

- The AG accompanied the fund through the financial crisis and subsequent strategic repositioning, helped the PBF sharpen its niche to navigate and respond to recent UN reforms and commitments to peacebuilding and sustaining peace as a system-wide responsibility.
- Advised on implications of the twin General Assembly and Security Council resolutions on the review of the peacebuilding architecture on PBF's activities, and on measures to adapt the 2017-19 strategic plan.
- Participated in donor visits to Côte d'Ivoire and Mali and advised PBF on its outreach and Member State engagement strategy.

"The PBF is uniquely placed to bring the UN system together across the pillars in response to the present-day challenges facing the world in terms of conflict and fragility. As such, the Fund is a key instrument in support of the Secretary-General's reform agenda and his efforts to strengthen the UN's performance on prevention. The PBF is unique for the way in which it can engage in conflict settings. It acts as a first responder whenever there are opportunities for peacebuilding and conflict prevention and can pave the way for others like the World Bank, the EU and bilateral donors to come in and scale up the PBF's groundbreaking efforts."



**MARISKA VAN BEIJNUM**  
Chair of the Fifth Advisory Group



"The UK is proud to be a strong supporter of the PBF. One of the great strengths of the PBF is its national ownership, combined with the best evidence-based actions and programmes. This is a crucial combination. We also believe that the PBF plays a key role in bringing the UN system together to deliver better together in the field. The UK will continue its support to the PBF to help save lives by addressing conflict and instability head on and building global peace and prosperity by tackling the underlying causes of instability."

**AMBASSADOR JONATHAN ALLEN**  
Acting Permanent Representative of the United Kingdom to the UN

"In peacebuilding, we aim to prevent, mitigate and solve conflict, by demonstrating to those involved that peace yields dividends. The PBF is uniquely positioned to do just that, with its unrivaled ability to provide swift, flexible and conflict-sensitive funding, bringing together different actors in the process. As such, we see the PBF as an essential, cost-effective instrument to prevent and address conflict, and to arrive at a more integrated UN system. Because of this we are proud to be one of its top donors"



**AMBASSADOR KAREL J.G. VAN OOSTEROM**  
Permanent Mission of the Kingdom of the Netherlands to the UN

### FIFTH ADVISORY GROUP 2018-19

- Members prioritized the scale-up of programming ensuring the Fund adjusts oversight capabilities and systems.
- Advised the PBF's new Strategy 2020-24, relevant resource mobilization approaches, and alignment with other instruments.
- Provided recommendations to broaden and diversify the donor base, and the to move beyond the reliance on voluntary contributions.
- Encouraged greater engagement with the PBC to advance discussions among Member States.
- Facilitated enhanced strategic engagement with key partners through dedicated meetings with Member States, with the Chair and Vice-Chair of the PBC, the Chair of the Advisory Group of the Central Emergency Response Fund, and European Union institutions in Brussels.
- Participated in partners' visits to The Gambia, Niger, Papua New Guinea and Colombia.



# FUND GOVERNANCE

## GROUP OF FRIENDS OF THE PBF

- Co-chaired by Sweden and the United Kingdom and comprises all countries who contribute to the PBF in the preceding two years.
- Convenes four times a year through the Permanent Missions in New York.
- PBSO briefs on PBF's income and approvals and discusses pertinent issues related to the strategy and management, also involving recipient agencies when appropriate.

### HIGHLIGHTS OF THE 2019 DIALOGUE

- The Secretary-General addressed participants to explain his vision and funding target for the PBF.
- Participants provided a range of recommendations to help shape the PBF's new Strategic Plan 2020-24.
- Key issues raised included the need for clear analytics underpinning thematic priorities; enhanced outreach and profiling of PBF at regional and country level; increased use of joint analysis and strategies across the multilateral system; an articulated approach to human rights and respective partnerships; clarifying PBSO's capacity needs for a growing Fund; and further enhanced impact assessments.

### ANNUAL STRATEGIC FINANCING DIALOGUE

- Bring together decision-makers of the PBF's top twelve donors with the leadership of the Fund and its implementing partners.
- Supports the Secretary-General's call for significantly increased contributions to the PBF.
- Provides inputs on PBF's strategic direction.
- Hosted in turn by donors at capital-level, with Sweden organizing the first Dialogue in 2019.

"Through its unique catalytic and flexible features, the Secretary-General's PBF plays a key role within the UN peacebuilding architecture. Its track record shows that an investment in the fund is truly an investment for sustaining peace. The PBF has had an important impact in countries recovering from conflict. As a major donor to the fund, Sweden is particularly pleased to see that over one-third of the Fund's financing goes towards work that promotes gender equality." Ambassador Anna-Karin Eneström, Permanent Representative, Permanent Mission of Sweden to the UN.



**AMBASSADOR ANNA-KARIN ENESTRÖM**  
Permanent Representative, Permanent Mission of Sweden to the UN.



"As an expression of our political commitment to the PBF, we have been supporting the Secretary-General's call for a "quantum leap" in contributions to the Fund. We commend its value addition in resourcing national efforts towards peacebuilding and sustaining peace at the critical phase of countries emerging from conflict. Going forward, we would encourage further efforts for aligning the Fund's work with the priorities of the recipient countries including SDGs implementation."

**AMBASSADOR RABAB FATIMA,**  
PERMANENT Representative of Bangladesh to the UN.





PBSO organized three country visits per year, hosted by the Resident Coordinators.

Donor partners used the opportunity to witness first-hand the effectiveness, relevance and challenges of PBF investments in recipient countries.

Partners gained in-depth insights of the national context and government priorities, and helped explore areas for future UN and the PBF investments.


Visits served as an effective mechanism for the representatives from capitals and from the Permanent Representations to the UN to directly discuss both the successes and challenges of the PBF's investments with beneficiaries, the UNCTs, the host Government and CSOs.

# PARTNER VISITS


## 2019 PARTNERS VISIT THE GAMBIA, NIGER AND EL SALVADOR

 **The Gambia:** Partners reviewed how the Fund had strengthened the transitional justice process and human rights mechanisms through the Truth, Reconciliation and Reparations Commission and National Human Rights Commission.

The visit was viewed as crucial to gauge the PBF's catalytic role as an early supporter of the transition as partners interacted with beneficiaries, victims, women and youth representatives in the new democratic era.

 **Niger:** Partners observed the active engagement of communities to address and resolve farmers-pastoralists conflicts with a strong focus on the prevention of violent extremism and the inclusion of women.

They agreed that prevention is made possible by investment in the meaningful participation of women and youth targeting at-risk groups in the border and cross-border areas.

 **El Salvador:** Partners reviewed the strengthened conditions provided for protection of returning migrants for their social and economic reintegration in a peaceful and inclusive environment with a focus on psychosocial support, legal assistance and livelihood opportunities.

They concluded that the PBF is not only critical in support of government priorities, but also to bring international attention to the country due to limited donor engagement in the country.




## 2018 PARTNERS VISIT THE CENTRAL AFRICAN REPUBLIC, PAPUA NEW GUINEA AND COLOMBIA

 **The Central African Republic:** Partners observed how PBF-funded projects facilitated the non-aggression Pact and promoted social cohesion and reconciliation between communities of Boeing and Bangui's PK5 neighborhood, that previously experienced violent inter-communal clashes.

They reflected on the strategic catalytic and timely response of PBF in a complex environment such as CAR where funding is limited.


 **Papua New Guinea:** Partners saw how the PBF had helped strengthen the relationship and trust between the PNG Government and Autonomous Bougainville Government in effective implementation of the Bougainville Peace Agreement.

They reviewed the One UN approach in action and concluded that the PBF is making a positive contribution to the peace process and progress towards the referendum. In particular, the PBF is seen to be a major source of support for dialogue between the two Governments.


 **Colombia:** Partners observed the UN's support towards the demobilization of ex-combatants, the transition of the FARC-EP to political life and local stabilization in the territories surrounding the zones for the reincorporation of ex-combatants.

They concluded that Colombia has proven how the PBF's targeted, risk-tolerant and strategic funding helped to kick-start longer term peacebuilding efforts and incentivize larger funding from other partners.


## 2017 PARTNERS VISIT KYRGYZSTAN, MALI AND CÔTE D'IVOIRE

 **Kyrgyzstan:** In the Fergana valley, members interacted with local leaders and farmers and reviewed how jointly managed water channels built with the PBF funds defused water-related tension and promoted integration of national minorities.

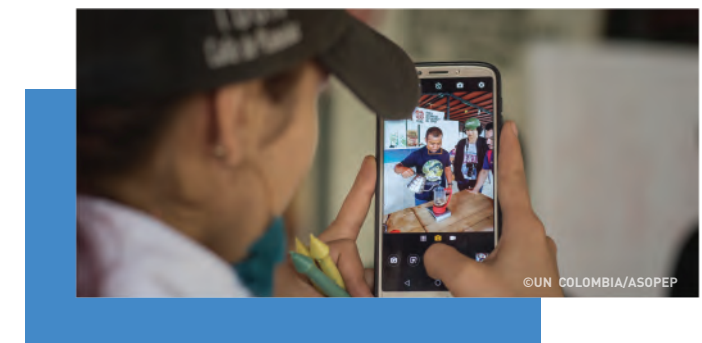
They appreciated the efforts of the PBF projects to help defuse tensions at different levels, from the very local to the national under the locally-driven cross-border project.

 **Mali:** partners viewed the efforts of the PBF in reinforcing the resilience of women by providing access to justice and security for victims of sexual violence through the peace huts.

They concluded that the PBF addressed critical peacebuilding needs with a focus on local governance and community-based conflict resolution mechanisms by delivering quick and catalytic funds for people to gain confidence in peace process.

 **Côte d'Ivoire:** Partners reviewed initiatives implemented in the areas of security sector reform and national and inter-community reconciliation and recovery efforts.

They appreciated the significant impact of the PBF with local and community-driven dialogues and dispute resolution mechanisms in areas deeply affected by conflict.



# RESOURCES

“ The PBF has become one of the most important instruments in delivering fast, targeted and highly effective support to countries with peacebuilding needs. The PBF’s flexibility, its catalytic nature and its visible success to make all parts of the UN system increasingly think as one are the reasons for Germany’s strong support and its substantial contributions to the PBF over the past years. All member states interested in sustaining peace, peacebuilding and prevention should join our efforts to sustain and grow the PBF’s resources, reach and capacity.



**AMBASSADOR CHRISTOPH HEUSGEN**  
Permanent Representative  
Permanent Mission of Germany to the UN

“ We find the PBF to be a key instrument for quick and catalytic investments in building and sustaining peace. Through its first contribution provided by the Service for Foreign Policy Instruments, the EU acknowledges the importance of the PBF in delivering on our shared commitment to uphold global peace and security, enshrined in the UN-EU strategic partnership priorities. In 2020, our contribution will amount to the full pledge of € 2 million, based on the PBF’s new strategic plan 2020-2024. Investing now in preventing conflict not only saves lives, but is much better value than all the money spent once conflicts break out.



**AMBASSADOR OLOF SKOOG**  
Head of the European Union Delegation to the UN



## THE SECRETARY-GENERAL IS GRATEFUL TO ALL **34 PARTNERS** WHO CONTRIBUTED TO THE PEACEBUILDING FUND.

During 2017-19, the total Fund income was \$479 million. This includes \$356 million in contributions from 34 Member States in addition to interests and refunds, and a carry-over of \$116 million from the previous strategic programme cycle.

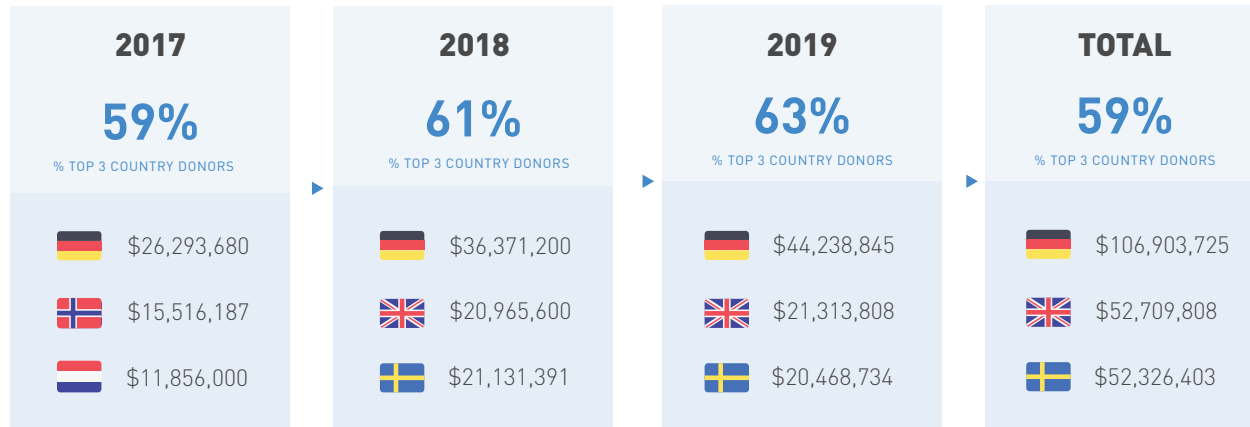
### PBF PARTNERS' CONTRIBUTIONS IN 2017-19

<b>GERMANY</b> \$106,903,725	<b>UNITED KINGDOM</b> \$52,709,808	<b>SWEDEN</b> \$52,326,403	<b>NETHERLANDS</b> \$45,494,265	<b>NORWAY</b> \$31,854,610	<b>CANADA</b> \$16,664,774	<b>DENMARK</b> \$7,801,765
<b>SWITZERLAND</b> \$7,093,858	<b>IRELAND</b> \$6,773,342	<b>JAPAN</b> \$6,500,000	<b>AUSTRALIA</b> \$4,800,575	<b>KOREA</b> \$3,748,000	<b>ITALY</b> \$2,944,870	<b>BELGIUM</b> \$2,806,150
<b>NEW ZEALAND</b> \$2,003,966	<b>LUXEMBOURG</b> \$1,250,196	<b>FRANCE</b> \$1,244,171	<b>TURKEY</b> \$580,000	<b>SLOVAK REPUBLIC</b> \$541,495	<b>INDIA</b> \$500,000	<b>USA</b> \$300,000
<b>ESTONIA</b> \$256,316	<b>POLAND</b> \$240,084	<b>CHILE</b> \$202,900	<b>SPAIN</b> \$149,492	<b>EUROPEAN UNION</b> \$110,780	<b>BANGLADESH</b> \$100,000	<b>ARGENTINA</b> \$50,000
<b>LIBERIA</b> \$50,000	<b>PORTUGAL</b> \$46,902	<b>INDONESIA</b> \$30,000	<b>PERU</b> \$14,810	<b>CYPRUS</b> \$11,100	<b>PAKISTAN</b> \$10,000	

**TOTAL \$356,114,356**

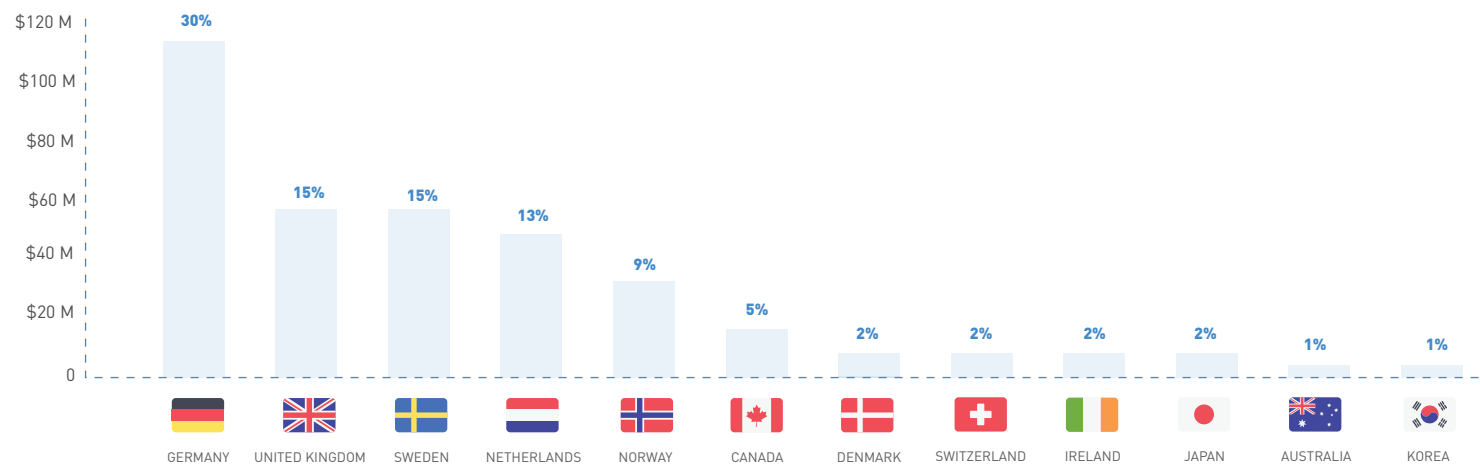
## PERCENTAGE OF INCOME FROM TOP 3 DONORS

% from Top 3 Donors: **59%**

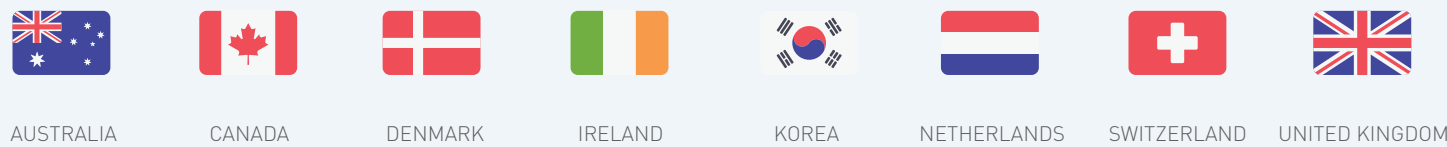


## TOP 12 CONTRIBUTIONS TO THE PEACEBUILDING FUND

% from Top 12 Donors: **96%**



## DONOR CONTRIBUTIONS WITH MULTI-YEAR AGREEMENTS



## ONLINE PORTAL FOR PRIVATE DONATIONS

- Launched in 2019, [the portal](#) allows individuals, companies, foundations or charities to contribute to the PBF.
- Developed in partnership with the United Nations Foundation via the UN Fund for International Partnerships. Due-diligence process for all donations is ensured through FinScan, an advanced anti-money laundering tool.
- All contributions registered as Private Donations by MPTFO in the PBF's Annual Financial Certified Report.
- This initiative continues the ongoing efforts for the diversification of the sources of funding in line with the recommendations in the SG's Report on Peacebuilding and Sustaining Peace, going hand in hand with PBF's communications and outreach efforts.



**JENNIFER TOPPING**  
Executive Coordinator  
UN Multi-Partner Trust Fund Office

“The past three years have witnessed incredible growth and consolidation in the PBF. As its Administrative Agent (fund trustee), we have seen the Fund put new systems and approaches into place, continuously improving and innovating how the UN can deliver better with partners in countries in transition and advance peacebuilding outcomes and the SDGs.”

# RESOURCES

## STRATEGIC PLANS – EXPANSION FROM 2014 TO 2019

STRATEGIC PLAN	CONTRIBUTORS		TRANSFERS			
	TOTAL AMOUNT	TOTAL CONTRIBUTORS	TOTAL AMOUNT	TOTAL RECIPIENTS		
				UN	CSO	NATIONAL FUNDS
STRATEGIC PLAN (2014-2016)	\$189,571,214	31	\$193,170,478	20	2	3
STRATEGIC PLAN (2017-2019)	\$356,114,356	34	\$382,494,966	22	30	7





“ There is universal appreciation not only of the specific & strategic role played by PBF in catalyzing processes, responding quickly to peacebuilding opportunities, but also in providing strong incentives for UN partners, Missions, Special Envoys to work together. The PBF is recognized as one of the most effective instruments with integrated approaches and multiplying effects We will build on this achievement as it means more impact improving lives of people we serve.”

**MARC-ANDRÉ FRANCHE**  
Chief, Financing for Peacebuilding Branch



©UN PEACEBUILDING FUND

The PBF maintained its strategic advantage, driving joint results and improving the impact of peacebuilding strategies while responding to an unprecedented number of requests from the largest set of countries since its inception. The PBF's secretariat expanded as the Fund's portfolio grew with investments of more than \$500 million in 40 countries over the past three years. However, the PBF's management team remained extremely lean, flexible and nimble with costs significantly below 3 per cent.

	2017	2018	2019
<b>STAFF</b>	9	9	9
<b>JUNIOR PROGRAMMES OFFICERS</b>	1	1	4
<b>UN VOLUNTEERS</b>	0	0	3
<b>SECONDED FROM UN AGENCIES</b>	3	3	4
<b>TOTAL</b>	13	15	20

### PBF SECRETARIAT

	2017	2018	2019	TOTAL
<b>TOTAL EXPENDITURE PBF (OVERHEAD)</b>	\$1,712,603.22	\$2,296,869.32	\$2,246,232.57	\$6,255,705.11
<b>ANNUAL CONTRIBUTIONS \$</b>	\$92,400,027	\$128,925,762	\$134,788,568	\$356,114,357
<b>EXPENDITURE AS PERCENTAGE OF ANNUAL CONTRIBUTIONS</b>	1.9%	1.8%	1.7%	1.8%

### PBF SECRETARIATS AROUND THE GLOBE

	2017	2018	2019
<b>NUMBER OF SECRETARIATS</b>	10	12	15
<b>STAFF</b>	37	45	57

### PEACEBUILDING CONTACT GROUP AND PEACEBUILDING REVIEW GROUP

- The Peacebuilding Review Group (PRG) including a wide array of UN Agencies, Funds and Programs at HQ level as well as Secretariat Departments was created in 2019 to share and receive feedback for all PBF projects.
- The Peacebuilding Contact Group (PCG) provided feedback for the multi-year strategy and discusses annual investment plans while also devising responses to cross agency issues.

### ENHANCED PERFORMANCE OF THE FUND

During the Strategic Plan 2017-19, the PBF developed new Guidelines for the Immediate Response Facility (IRF) and the Peacebuilding and Recovery Facility (PRF) as well as new guidance on: Youth and Peacebuilding; Gender Marker Scoring; perception surveys and CBMs; Project Operational and Financial Closures; Cross-Border and Regional Programmes.

- Launched a new tranche-based allocation system to better manage risk.
- Improved analytics through a project-reporting dashboard.
- Enhanced quarterly reporting tools to Member States, through Fund status and letters to PBC Chair;
- Strengthened the Project Appraisal Committee (PAC) process through the introduction of a scorecard system. Rolled-out project appraisal scorecard for scoring and tracking project proposals submitted to PBSO on several key variables including the timeliness, risk-tolerance, and potential to generate catalytic results.

### PROGRAMME SUPPORT TEAM

- Launched in 2019 to provide surge support for peacebuilding programme design, monitoring and evaluation, the roster initially comprises ten experts and is managed for PBSO by UNOPS.
- Experts from the Programme Support Team roster are deployed to provide additional capacities for RCs and UN Country Teams when designing and implementing PBF projects.
- The roster was created to meet increasing programming demand and equip PBF with flexible expertise in peacebuilding priority areas such as gender; women, peace and security; youth, peace and security; preventing violent extremism; reintegration; human rights; and climate security.

### AUDIT

The Office of the Internal Oversight Services conducted an audit of the PBF for the time period **January 2017 to December 2018**. The audit assessed the effectiveness of the programming and operational management of the PBF by PBSO and confirmed the sound management of the Fund.

### KEY RECOMMENDATIONS

- Diligent tracking and systematic follow-up of recipient UN Organisations and CSOs with timely submission of project reports would help overcome and consolidate project implementation challenges;
- Further opportunities expected to emerge from systematic combined/collective results of both internal and independent evaluation assessments and application of lessons learned to enhance best practices in PBF management;
- Continued strengthening of the Monitoring and Evaluation practices would inform new programming and improved learning for the wider peacebuilding community, also allows for a more systematic inclusion of evaluation results in new programs.

# FUND MANAGEMENT

## CONCLUSIONS

- Affirmed a positive performance review of the PBF, particularly on strategy, governance, accountability and transparency.
- Appropriate governance and coordination arrangements established by PBSO to support the strategic management of the PBF with enhanced resource mobilization, funding risk management and project closure activities.
- Expressed satisfaction with the detailed reviews conducted of countries' eligibility for PBF, project proposal requests and periodic narrative reports.

## DFID ANNUAL REVIEWS

- The UK's Department for International Development (DFID), a top PBF donor, conducts comprehensive Annual Reviews of the Fund's performance. From 2016-19, the Fund received an **A+** score every year, indicating that it continuously exceeded expectations.
- The reviews consistently recognized the PBF's flexible approach to deliver politically informed, conflict-sensitive peacebuilding results in high-risk environments, and its ability to support catalytic investments that build on joint analyses.
- They also highlighted continued efforts to strengthen the management of the PBF, and its lead role in promotion of greater UN coherence and implementation of the UN reform process.

## MPTFO STRATEGIC RESULTS

As the Administrative Agent of the PBF, the UN Multi-Partner Trust Fund, hosted by UNDP, the UN center of expertise in pooled funding, worked hand in hand with PBSO to expand partnerships opportunities, open engagement venues for new and traditional partners and continuously improve project delivery and closure. It is responsible for receiving donor contributions, signing and managing Memorandum of Understanding with fund recipients, disbursing funds upon PBF requests, and compiling consolidated financial and narrative reports in accordance with its Memorandum of Understanding with the UN Secretariat. In 2017-2019, the PBF pioneered new pooled funding approaches, consolidating its position as a reference for other UN inter-agency pooled funds. **Some achievements include:**

**ENLARGED DONOR BASE:** 35 Member States signed Standard Administrative Arrangements to contribute to the Fund, the largest amount among pooled funds administered by the MPTF Office. A substantial part of resources still come from a reduced number of partners and the PBF spearheads mobilization resource efforts to increase resource predictability and diversification.

**SUBSTANTIAL INCREASE IN DIRECT ENGAGEMENT OF NGOS:** With revised legal arrangements with Non-UN entities and new capacity assessment tools set in place, the innovative approach taken to partnering with NGOs has enabled the PBF to double the number of non-UN partners direct implementing resources. During the prior Strategic Plan 2014-2016, funds were transferred to 24 recipient organizations 22 UN and two non-UN, for the 2017-2019 period the PBF transferred funds to 50 recipient organizations, 30 of them non-UN entities.

**DEVELOPMENT OF A DIGITAL FUND MANAGEMENT PLATFORM:** Working closely, PBSO and the MPTF Office developed an online platform that will streamline the project management cycle, increasing accessibility to information and data and reporting on results. The platform will be deployed and launched during 2020 and 2021.

**CONSOLIDATED POSITIONING AS A CATALYZER OF COUNTRY AND REGIONAL POOLED FUNDING:** The catalytic function of the Fund has also showcased in its role as a feeder fund for country level and regional funds. From three country-pooled funds in the previous strategic plan, during the period 2017-2019, eight country and regional pooled funds received funds from the PBF.



# FUND MANAGEMENT

# INVESTING IN PEACEBUILDING LEADERSHIP

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## SECRETARY GENERAL'S PEACEBUILDING FUND

STRATEGIC PLAN RESULTS 2017-2019



**DPPA**  
Preventing Conflict. Sustaining Peace



United Nations  
Peacebuilding



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