

PBF PERFORMANCE FRAMEWORK




































































































































LAST REVISED 5 APRIL 2021

 TARGET


























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PEACEBUILDING  
FUND 

1	OUTCOME	INDICATORS	MEANS OF VERIFICATION	BASE LINE							
	STRATEGIC PEACEBUILDING & PREVENTION EFFECTS: PBF investments lead to more and better nationally led peacebuilding & prevention interventions, including in cross-border and transition contexts, and in support of more inclusion of women and youth	1.0.1 % of PBF active projects considered "on track with evidence of peacebuilding results"	Project score tracked in PBF Reporting Dashboard	36.5%	 30  19.2	 30 	 30 	 30 	 30 	The score is assigned by PBSO based on analysis of project progress reports, end evaluations and other sources. Inclusion criterion is all projects within 6 months of the project end date.	
		1.0.2 % of PRF countries that contribute to higher-order collective outcomes	SDCFs, ISFs, PBF Strategic Frameworks	 N/A  N/A	 N/A  N/A	 50% 	 60% 	 70% 	 80% 	PBF revised its approach to PRF countries' 5-year eligibility requests in 2020. This revision calls for the adoption of country-level strategic frameworks to guide PBF investment strategy in certain country settings. PBF began rolling out this new policy in January 2021. These frameworks are designed to better articulate joint peacebuilding results and theories of change at the outcome level to allow for better monitoring by the UN Country Teams and, in time, evaluation of cumulative PBF project results through independent portfolio evaluations	
OUTPUTS											
 1.1	PBF meets annual approval targets set for 2020-24	1.1.1 Total PBF annual approvals in USD	Annual PBF approval table	\$191m	 \$175m  \$173.7m	 \$210m 	 \$295m 	 \$350 	 \$400m 	Annual approval targets relate to the "sustained growth scenario" set out in the PBF Strategy 2020-24. They are based on anticipated demand and management capacity as well as on available income and will have to be adjusted as these factors can fluctuate.	
	 1.2	PBF approves projects in line with priority windows, and in support of gender-responsive peacebuilding	1.2.1 % of PBF approvals that support gender-responsive peacebuilding	End of year review of project budgets dedicated to GEWE	 30%  40%	 30  40	 30 	 30 	 30 	 30 	This is the target set in PBF's Strategy 2020-24. To note: the UN's guideline is for all UN initiatives to have at least 15% of budgets dedicated to gender and women's empowerment.
			1.2.2 % of annual PBF approvals to transition settings	PBF Annual approval table	30%	 35  20.4	 35 	 35 	 35 	 35 	Indicator calculated on the basis of dollar amounts, not numbers of projects.
			1.2.3 % of annual PBF approvals to women's and youth empowerment	PBF Annual approval table	21%	 25  34.4  G-13.5; Y-20.9	 25 	 25 	 25 	 25 	Indicator on Gender includes Gender Marker 3 projects in both GYPI and regular program; indicator on youth includes all projects that have a primary focus on youth in both GYPI and regular program. Projects that are GM 3 and primarily focused on youth are counted only in the Gender indicator, which will slightly undercount PBF's overall achievement.
			1.2.4 % of PBF approvals to cross-border initiatives	PBF Annual approval table	8%	 20  16.5"	 20 	 20 	 20 	 20% 	
 1.3	PBF distributes project approvals along priority areas as outlined in Terms of Reference	1.3.1 % of PBF approvals approved towards Implementing and Sustaining Peace Agreements	PBF annual approval table	16%	 19.3					These indicators do not have predetermined targets as explained in the PBF Strategy, given that the Fund has to retain flexibility on specific needs identified. It is nonetheless important for the Fund to track to establish comparative emphasis and inform learning and partnership approaches.	
		1.3.2 % of PBF approvals approved towards Dialogue and Peaceful Coexistence	PBF annual approval table	65%	 65.5						
		1.3.3 % of PBF approvals approved towards Peace Dividends	PBF annual approval table	8%	 8.5						
		1.3.4 % of PBF approvals dedicated approved towards Re-establishing Basic Services	PBF annual approval table	11%	 6.6						
 1.4	PBF supports national ownership through establishment of Joint Steering Committees (or equivalent)	1.4.1 % of PRF-recipient countries that have Joint Steering Committee or equivalent in place that help ensure national ownership and facilitate strategic partnership and oversight between national, UN and other stakeholders	PRF country tracker	50%	 N/A  45	 60 	 70 	 75 	 80 	"PBF encourages the creation of Joint Steering Committees in PRF countries to facilitate prioritization, partnerships and strategic oversight of PBF investments. These can be dedicated PBF JSCs, OR, to avoid duplication and where applicable, existing steering committees such as those of national MPTFs or other aid coordination frameworks that can integrate PBF steering functions at country level.  The Fund has committed to establish or support existing JSCs for countries seeking eligibility or re-eligibility that fall into tiers one or two as part of the 2020-2024 Strategic Planning cycle."	
 1.5	The PBF ensures a robust Monitoring, Evaluation & Learning system	1.5.1 % of PRF countries with strategic frameworks where outcome-level data is collected	PRF country tracker	N/A	 N/A 	 80 	 80 	 80 	 80 	The Fund has committed to support the collection of strategic outcome-level data within the first 9-12-month period for most tiers one and two countries seeking eligibility or re-eligibility as part of the 2020-2024 Strategic Planning cycle.	
		1.5.2 % of projects requiring project evaluations for which a final evaluation has been completed	Project evaluation tracking table	31.6	 > than previous year  36.4	 > than previous year 	 > than previous year 	 > than previous year 	 > than previous year 	PBF requires independent project end evaluations for all projects. The responsibility for conducting these lies with recipient entities. This indicator tracks compliance.	
		1.5.3 % of PRF countries with Strategic Frameworks that engage in community-based monitoring mechanisms or other feedback loops.	CBM analytic reports; minutes of JSC meetings	0%	 0  0	 20  0	 30  0	 35  0	 40  0	"The feedback loop is the Community-based monitoring mechanism, which will provide a vehicle for including the voices of our ultimate stakeholders within the JSCs (or their equivalents). JSCs include senior level government, UN, CSOs and donors at country level.  PBF is committed to testing the viability of this approach, but full implementation will be contingent on: 1) sufficient Fund capitalization to allow for additional M&E budgets to PBF Secretariats, and 2) evidence of uptake within the JSCs and broader UN of the information provided by stakeholders.	
		1.5.5 Number of Thematic Reviews commissioned annually	Thematic Review final reports published on the PBF website		 2  1	 2 	 2 	 2 	 2 		



















































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OUTCOME	INDICATORS	MEANS OF VERIFICATION	BASE LINE						
<b>CATALYTIC EFFECT:</b> PBF investments catalyze more investments in peacebuilding at country level, help unblock critical processes, and enable innovative approaches for peacebuilding and prevention	2.0.1 Additional \$ leveraged for peacebuilding initiatives after initial PBF investment	Three-year estimates in collaboration with PBF Secretariats, plus project reporting, and through portfolio evaluations	(2017-2019) 7 to 1	(2018-2020)  10 to 1 	(2019-2021)  10 to 1 	(2020-2022)  10 to 1 	(2021-2023)  10 to 1 	(2022-2024)  10 to 1 	
	2.0.2 % of PBF approved projects leveraging innovative/blended finance	PBSO tracking through annual approval table and reporting on projects identified as aiming at innovative/blended finance	N/A	 TBD					PBSO's Project Appraisal Committee will mark projects with clear pilot or innovation aspects and track them and their end evaluations to analyse their effects. There are not specific targets but rather an effort to better assess degree to which this kind of catalytic effect manifests itself.
OUTPUTS									
<b>2.1</b> PBF approves projects that are considered risk-tolerant	2.1.1 % of PBF approvals considered "high-risk" (Risk marker 2)	PBF annual approval table	N/A	 23.3					PBF will not set targets for these types of initiatives but commits to tracking implementation of this policy for evaluation at the end of Strategic Plan 2020-2024.
<b>2.2</b> PBF approves projects that seek to pilot new or untested approaches	2.2.1 % of PBF approved projects which include pilot components	Project Appraisal Committee (PAC) score card	N/A	 TBD					PBF will not set targets for these types of initiatives but commits to tracking implementation of this new policy for evaluation at the end of Strategic Plan 2020-2024.

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OUTCOME	INDICATORS	MEANS OF VERIFICATION	BASE LINE						
<b>SYSTEMIC COHERENCE:</b> PBF investments enable the United Nations system and partners to implement more coherent and integrated approaches to peacebuilding in a timely manner	3.0.1 % of PBF approved projects that are joint UN-CSO projects	PBF annual approval table.	0%	 10.6					Joint UN-CSO projects were first piloted in 2020 with the first Gender and Youth Promotion Initiative welcoming joint UN-CSO proposals. PBF will not set targets for these types of initiatives but commits to tracking implementation of this policy for evaluation at the end of Strategic Plan 2020-2024.
	3.0.2 Number of PRF countries where PBF planning is aligned with new SDCFs	Annual Strategic Reports from RCs, PBF/DCO reporting	N/A	N/A	 1 	 2 	 2 	 2 	PBSO is coordinating with DCO to identify countries who start new Sustainable Development Cooperation Frameworks in a given year and where PBF can align or integrate its planning processes (such as eligibility applications and Strategic Framework)
	3.0.3 In countries with Peace and Development Advisors (PDAs), % of PBF countries where PDAs provided support to PBF processes including eligibility, design, implementation, and quality assurance	PDA reporting and annual survey through the Joint "PDA" Programme	95%	90	90	90	90	90	"A joint indicator with UNDP/DPPA's Joint Programme on conflict prevention capacities (PDAs), indicative of complementarity of different key UN system-wide instruments
	3.0.4 % of government, UN and donor respondents who rate PBF's integration role highly	Annual targeted partner survey in PRF countries	N/A	N/A	50	50	50	50	PBSO is introducing a new limited survey in 2021, working through PBF Secretariats, that will ask a set of targeted questions on an annual basis
OUTPUTS									
<b>3.1</b> PBF supports both short term and medium-to-long term peacebuilding initiatives	3.1.1 % of PBF approvals to IRF and PRF facilities	PBF annual approval table	IRF - 43.2%/ PRF - 56.8%	 45/55  57.7/42.3		 45/55 	 45/55 	 45/55 	
<b>3.2</b> PBF provides support in UN peacekeeping and special political mission settings	3.2.1% of PBF approvals in peacekeeping mission settings	PBF annual approval table	39%	 20					
	3.2.2 % of PBF approvals in special political mission settings	PBF annual approval table	12%	 6.6					
<b>3.3</b> PBF provides funding to civil society organizations	3.3.1 % of PBF funding to civil society organizations	PBF annual approval table	8%	 10.5					

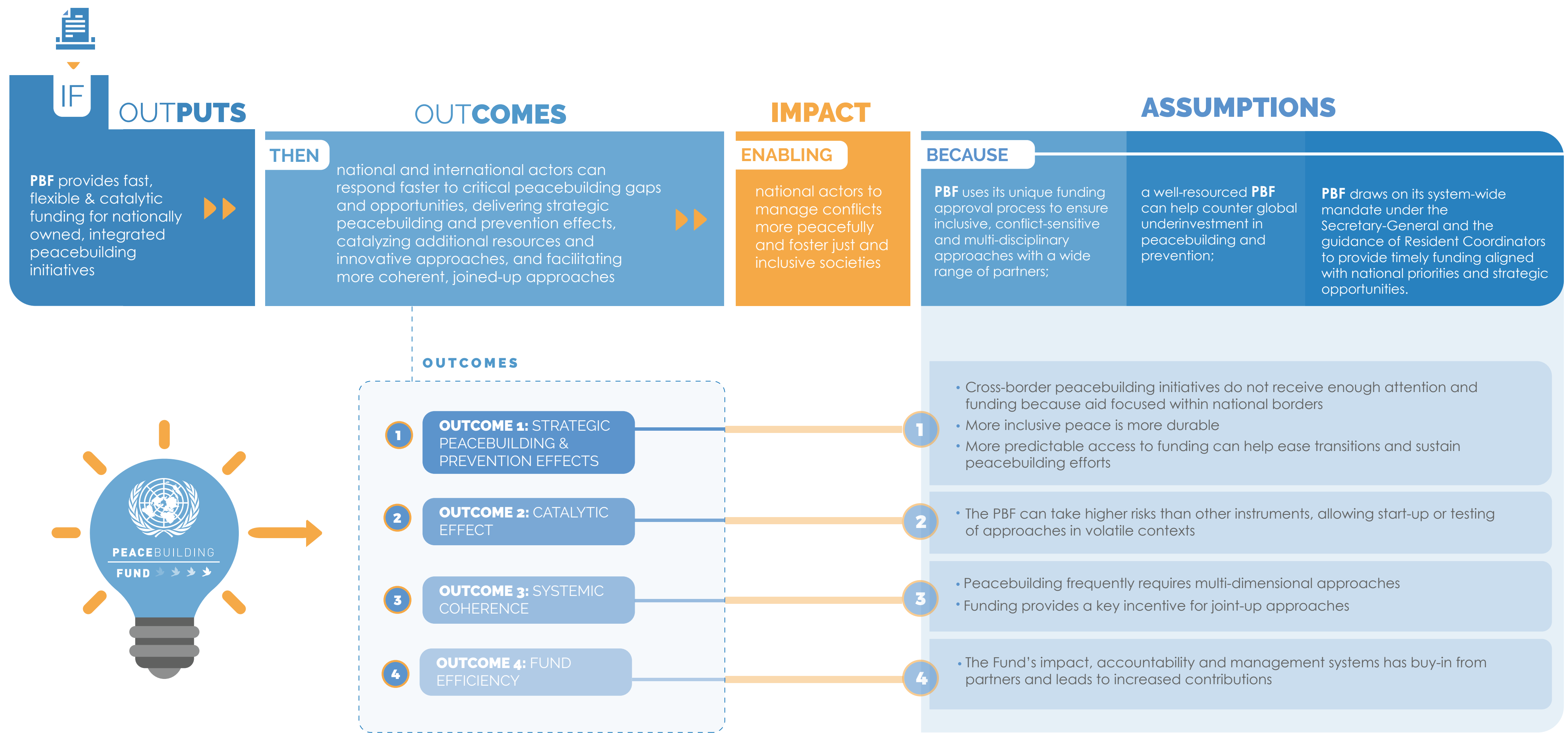
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OUTCOME	INDICATORS	MEANS OF VERIFICATION	BASE LINE						
<b>FUND EFFICIENCY &amp; EFFECTIVENESS:</b> The PBF maintains and enhances management & governance systems that consolidate it as leading multilateral, pooled financing instrument with increased resources	4.0.1 Annual financial contributions to PBF in USD	MPTF Gateway	\$134.8m	 200m  \$180.2m	 200m 	 275m 	 330m 	 385m 	
	4.0.2 # of contributors to PBF (disaggregating for existing versus new contributors in the current Strategic Plan)	MPTF Gateway	24	 24 	 > than previous year 	 > than previous year 	 > than previous year 	 > than previous year 	
	4.0.3 % of donors with multi-year commitments	MPTF Office	6	8	11	11	14	16	
	4.0.4 % of contributions from top 12 donors	MPTF Gateway	96%	 < than previous year  95.2%	 < than previous year 	 < than previous year 	 < than previous year 	 < than previous year 	
OUTPUTS									
<b>4.1</b> The PBF manages funds in a responsible and transparent way	4.1.1 PBF overhead as percentage of annual contributions	Fund Status / Administrative Records	1.8%	 < 3%  TBD	 < 3%  TBD	 < 3%  TBD	 < 3%  TBD	 < 3%  TBD	
	"4.1.2 Projects that are financially closed within one financial reporting year after project end date.	Project reporting dashboard: overdue analysis	N/A	50	60%	65%	70%	75%	
	4.1.3 The PBF commits to maximize transparency and accountability through regular, informative updates to donors.	Minutes meetings and Chair's summaries of meetings	N/A	 TBD 	 4 meetings 	 4 meetings 	 4 meetings 	 4 meetings 	



# PBF THEORY OF CHANGE

LAST REVISED 5 APRIL 2021



# PBF RISK MANAGEMENT MATRIX

LAST REVISED FEBRUARY 2021



**The Peacebuilding Fund’s (PBF) Strategy 2020-24** sets out how the Fund will capitalize on its unique comparative advantage as a timely, catalytic and risk-tolerant investor, with increased emphasis on quality assurance and learning, and a balanced approach to scale and focus. Meeting increased demand and supporting approximately forty countries requires faster and more systematic feedback loops for the benefit of beneficiaries and implementing partners and to inform the Fund’s investment decisions. The PBF is increasingly supporting new approaches in high-risk environments, which requires adaptation and learning from failure. Balancing scale and focus means investments large enough to make a meaningful difference to catalyze national and international peacebuilding efforts while maintaining clear sight of the Fund’s niche and priorities.

Implementing this strategy requires the Fund to manage a number of risks. The Fund has put in place a series of controls over the years but recognizes the need to continually adjust these to ensure the Fund remains “fit-for-purpose”. This matrix organizes and registers the main risks that the Fund sees within its control to manage.

The Fund’s risk management approach is informed by findings of the Office of Internal Oversight Services (OIOS), as well as project and country portfolio-level evaluations and the Fund’s regular Synthesis Review. As early as 2010, OIOS grouped key risks in relation to the operation of UN general trust funds, particularly those that give funds to entities outside the UN secretariat, into four categories: Loss of legitimacy, loss of financing, loss of knowledge capacity and loss of operational capacity. Many of these risks remain applicable for the PBF’s operation and have been used as the base starting point for this risk management strategy. More recently, a subsequent 2019 OIOS audit of the PBF’s programme and operational management found that the Fund had appropriate governance and coordination arrangements in place and was adequately enhancing its funding risk management, resource mobilization and project closure activities. It recommended that the Fund improve monitoring, documentation and evaluation of projects, and application of project evaluation results. PBF’s Strategy 2020-24 explains measures the Fund has put in place in response to the 2019 audit recommendations, which also feature, where applicable, in this risk management matrix.

The PBF Secretariat uses the risk management matrix to monitor and track the status of key risks and related mitigating actions and is updated annually. The matrix is not to be considered as a separate work stream for the PBF; it is rather a lens on the PBF’s regular workplan and maps our initiatives against the risk areas that they help mitigate and helps to identify potential gaps in risk mitigation.

Risk and Potential Impact	Existing Controls	Additional Mitigation Actions	Status February 2021
<p><b><u>RISK AREA 1 - Performance Monitoring and Accountability</u></b></p> <p>The PBF's <b>reliance on agency monitoring and evaluation systems</b> presents advantages in terms of cost savings and the ability to maintain a lean management structure. It is also a structure that has been reviewed and approved by agencies' executive boards and a function which is resourced at country and headquarter levels. A downside and risk to manage is each agency has different policies, practices and capacities which means limited uniformity and requires efforts to analyse and aggregate.</p>			
<p><b><u>Risk</u></b></p> <p>Reliance on agency monitoring and evaluation systems leading to:</p> <ul style="list-style-type: none"> <li>- Lack of adequate performance and results information.</li> <li>- Lack of verified and timely beneficiary level information.</li> <li>- Lack of credible project level evaluation.</li> </ul> <p><b><u>Potential Impact</u></b></p> <ul style="list-style-type: none"> <li>- Inability to adequately demonstrate PBF results or impact at the project level.</li> <li>- Hampered learning and adaptation, and thus, improvement.</li> <li>- Possible loss of confidence by donors and member states.</li> </ul>	<ol style="list-style-type: none"> <li>1. The <b>PBF Guidelines</b> (2018) delineate accountability and responsibilities for monitoring and evaluation and introduced mandatory, agency-led end-evaluations.</li> <li>2. Independent PBF <b>country portfolio evaluations</b> provide an additional level of assurance in PRF countries about the PBF's added value and help gauge performance at outcome level.</li> <li>3. <b>PBF Secretariats</b> in countries with larger portfolios provide frontline oversight and monitoring assistance while ensuring timely reporting.</li> <li>4. PBF's <b>biannual progress reporting</b> requirements allow PBSO to monitor project performance and take mitigating measures for underperforming projects.</li> <li>5. <b>PBF guidance</b> on project</li> </ol>	<ol style="list-style-type: none"> <li>i. With the Fund's new Strategy 2020-24, beginning in 2021 the Fund is rolling out a new approach to develop outcome-level 'Strategic Frameworks' in PRF countries.</li> <li>ii. The Strategy 2020-24 committed to pilot new impact evaluation approaches. PBF has partnered with Germany on a special project launching in 2021 to this effect.</li> <li>iii. New PBF Strategic Performance Framework replacing the former results framework, to monitor performance against the PBF's strategic objectives 2020-24.</li> <li>iv. Strengthen collaboration and coordination with agency evaluation departments to improve PBF coverage in agencies' own evaluations and studies.</li> </ol>	<ol style="list-style-type: none"> <li>i. In 2021, Strategic Framework exercises have taken place or are planned in: Guatemala, Western Balkans, Kyrgyzstan, Sudan, South Sudan, Haiti, Madagascar, Guinea-Bissau and Burundi.</li> <li>ii. The impact project formally launched in January 2021. Case study selection is expected to be completed by April 2021 and implementation running through December 2022.</li> <li>iii. Draft developed and discussed with key donors in late 2020. To be finalized in February 2021.</li> <li>iv. PBF is already working with UN Staff College, FAO, WFP and WHO on HQ-led capacity building initiatives for improved peacebuilding design, monitoring and evaluation. In Q1 and Q2, PBF is collaborating with UN Women on a thematic Review on gender peacebuilding, and in Q2 and Q3 with UNV on a thematic review on local peacebuilding initiative. In Q4 2021, PBF, FAO and UNICEF will collaborate on a thematic review on climate-related peacebuilding challenges.</li> </ol>

	<p>design, monitoring and evaluation, including community-based monitoring.</p> <p>6. Targeted <b>trainings</b> in collaboration with agencies for country teams of sub-regions facing particular programming challenges.</p> <p>7. Regular publication of independent PBF <b>thematic and synthesis reviews</b> (in collaboration with recipient agencies) for comparative lessons learning and transparency.</p> <p>8. Fund level <b>results framework</b> (2016-20) that is reviewed annually and independently by the UK.</p>		
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Risk and Potential Impact	Existing Controls	Additional Mitigation Actions	Status February 2021
<p><b>RISK AREA 2 – Partnerships</b></p> <p>The PBF makes grants primarily to UN agencies, funds and programmes and, to a lesser but increasing extent, civil society organizations. It occasionally also funds – mostly indirectly – Governmental institutions in programme countries and may invest with regional organisations or multilateral development banks. There are potential risks pertaining to all fund recipients, and others that are specific to the type of partner. Given that the Fund preferences funding higher risk initiatives in conflict-affected contexts, <b>partners may not be able to implement projects as planned</b> and risk not spending funds received that could then be spent better elsewhere. A <b>lack of inclusiveness</b> may lead to situations where PBF is not funding the partners best suited to address an identified issue, or not reaching the most relevant actors in a given context.</p>			
<p><b>Risk</b></p> <ul style="list-style-type: none"> <li>- Inability of partners to launch projects and spend funds received in a timely manner.</li> <li>- Too rigid management systems of partners prevent them from adapting to changeable contexts or revising programmatic approaches.</li> <li>- Lack of inclusiveness in partner selection</li> </ul> <p><b>Potential Impact</b></p> <ul style="list-style-type: none"> <li>- Possibility of delayed or untimely response and underspend.</li> <li>- Loss of effectiveness and peacebuilding impact.</li> <li>- Perception of PBF not being flexible enough to reach a diverse set of partners</li> </ul>	<ol style="list-style-type: none"> <li>1. PBF introduced a <b>tranche-based disbursement system</b> to grantees in 2016: the higher the risk, the more tranches (2-4). In cases of under-delivery or contextual changes that do not allow the full completion of a project the PBF will withhold outstanding tranches.</li> <li>2. <b>Resident Coordinators</b> have to submit and countersign every proposal and coordinate strategic partnership identification and development at country level (in PRF supported by PBF Coordinators).</li> <li>3. PBF policy on the <b>Gender Marker</b> aims to require that each project devotes least 30% of budgets on gender-sensitive peacebuilding. This is validated through detailed financial reporting.</li> <li>4. PBF <b>GYPI initiative</b> requires recipients to</li> </ol>	<ol style="list-style-type: none"> <li>i. Dedicated Thematic Reviews in 2021 on support to local peacebuilders and on PBF's gender-sensitive peacebuilding approach.</li> <li>ii. Collaboration with DCO to align PBF prioritisation and planning processes with roll-out of new CCAs and UNSDCF's.</li> <li>iii. Discuss partnership and coherence issues in the PBF Advisory Group and with ASG for Development Coordination</li> </ol>	<ol style="list-style-type: none"> <li>i. In Q1 and Q2, PBF is collaborating with UN Women on a thematic Review on gender and peacebuilding (CSO representative – Global Network of Women Peacebuilders), and in Q2 and Q3 with UNV on a thematic review on local peacebuilding initiative (CSO representative – TBD). In Q4 2021, PBF, FAO and UNICEF will collaborate on a thematic review on climate-related peacebuilding challenges.</li> <li>ii. Priority countries for 2021 identified. New PBF Strategic Frameworks will be fully aligned to new SDCF's. In particular, PBF SF process will help refine SDCF peacebuilding pillars in Sudan, South Sudan and Madagascar by December 2021.</li> <li>iii. Dedicated break-out group discussion with Advisory Group planned for Q1 2021.</li> </ol>

	<p>channel minimum of 40% of funds to local CSOs.</p> <p>5. <b>Regular discussions of partnership issues</b> through the UN Peacebuilding Contact Group, and the QUNO-convened civil society network, and with key recipient agencies on a needs basis.</p> <p>6. <b>Inclusion of civil society representatives</b> within Peer Review Groups accompanying and validating PBF thematic reviews.</p> <p>7. <b>Due diligence assessments</b> of civil society recipients for every project conducted by MPTFO.</p>		
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Risk and Potential Impact	Existing Controls (Per Sep. 2012)	Additional Mitigation Actions	Status February 2021
<b><u>RISK AREA 3 - Resource Mobilization</u></b> Since inception in 2006, the PBF has received support from over 60 Member States. PBF however <b>relies on a small group of donors with a disproportionate share</b> . This makes PBF vulnerable to fluctuations in the support from the core group of donors.			
<b><u>Risk</u></b> - Heavy reliance on a small group of donors. - Unpredictability of funding due to few multi-year contributions. - Perception that there is insufficient demand and PBF sits on too many reserves.  <b><u>Potential Impact</u></b> - Inability to respond to needs in a timely manner. - Lack of engagement and proposals from key actors who might consider PBF funding too uncertain. - Perception of undue influence or donor/member state bias viz. top donors.	<ol style="list-style-type: none"> <li>1. PBF maintains and updates a <b>resource mobilization strategy</b> targeting specific member states and groups. The strategy is revised regularly in consultation and discussed with the PBF Advisory Group.</li> <li>2. Quarterly briefings to the <b>PBF Group of Friends</b> (once p.a. at Ambassador level) to keep full group of donors informed and engaged</li> <li>3. <b>Annual Strategic Financing Dialogue</b> (since 2019) with Top Twelve Donors at capital level to ensure and maintain full buy-in in the Fund's strategy</li> <li>4. Enhanced <b>communication strategy</b> (since 2019) through social media, targeted publications and audio-visual material</li> <li>5. Dedicated <b>technical donor focal points</b> to ensure trust and direct communication with the PBF Secretariat.</li> <li>6. Members of the <b>PBF Advisory Group</b></li> </ol>	<ol style="list-style-type: none"> <li>i. Ensure adequate staff capacity, procedures, tools and systems are in place to support resource mobilization efforts.</li> <li>ii. Adapt resource mobilization and communications strategy to strengthen initiatives to maintain, broaden and deepen of the donor base.</li> <li>iii. Develop innovative funding and promotional initiatives, including through private sector engagement, to attract new funding and to increase PBF visibility.</li> <li>iv. High-level Replenishment Conference co-chaired for the first time by the SG together with top donors and key recipient countries to raise political profile and buy-in</li> <li>v. Full overhaul of the Fund's website and online presence</li> <li>vi. New donor-facing reporting format through a visually enhanced "results report" on the 2017-19 strategy period</li> <li>vii. Integrate PBF resource mobilization efforts into broader UN initiatives to strengthen peacebuilding and prevention partnerships with emerging or non-traditional donors; and strengthen key donors' involvement to broaden and</li> </ol>	<ol style="list-style-type: none"> <li>i. PBF is recruiting a P5 Strategy and Partnerships in Q1/2021 and his further expanding its communications teams from 2 to 3 staff through the addition of a Web Developer.</li> <li>ii. The Fund is taking stock after the 2021 Replenishment Conference and will adjust its RM/C strategies in consultation with the Advisory Group.</li> <li>iii. PBF is continuously exploring new options to increase visibility and reach new partners. A collaboration with Germany on innovative financing options is being planned.</li> <li>iv. Held successfully in January 2021 with record Member State turn-out at high level.</li> <li>v. Pending recruitment of dedicated web developer.</li> <li>vi. Published in December 2020.</li> <li>vii. Canada and Germany organized joint demarches with other top donors to encourage emerging donors to step up more.  Morocco, as chair of a PBC country configuration, offered to approach other PBC members and lobby them to contribute.  Increased use of recipient agency leaders to advocate on behalf of the PBF.</li> </ol>

	constitute a broad and diverse representation of Member States and function as advocates for the PBF.	deepen the donor base.  viii.Keep staffing for the secretariat function a function of income of the previous year	
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Risk and Potential Impact	Existing Controls	Additional Mitigation Actions	Status February 2021
<p><b><u>RISK AREA 4 – Comparative advantage</u></b></p> <p>The Fund's comparative advantage is its niche as a timely, risk-tolerant and catalytic pooled funding instrument. Some inter-related factors have the potential to affect perceptions about the PBF's comparative advantage. This includes the risk that PBF is not <b>sufficiently focused and conflict-sensitive</b> especially in higher risk contexts, which may lead to situations where PBF is not funding the most strategic interventions or not well coordinated with other funding instruments. A compound risk is the Fund being perceived as being too stretched over too many countries and unable to demonstrate sufficient <b>added value</b> to justify channelling money through such a pooled fund. Similarly, there is a risk that recipients perceive the <b>transaction costs</b> (e.g. in the form of project prioritization, proposal preparation, compliance and reporting) associated with obtaining PBF funds too onerous compared to other funding sources, which would undermine the Fund's timeliness.</p>			
<p><b><u>Risk</u></b></p> <ul style="list-style-type: none"> <li>- Insufficient focus on the right priorities / higher risk contexts</li> <li>- Insufficient conflict-sensitivity at country level for PBF proposals.</li> <li>- Perception of PBF being stretched too thin over too many countries</li> <li>- Perception of insufficient added value of PBF.</li> <li>- Perception of transaction costs being too high.</li> </ul> <p><b><u>Potential Impact</u></b></p> <ul style="list-style-type: none"> <li>- PBF not meeting its objectives of targeting critical peacebuilding gaps, being timely and risk-tolerant, and promoting coherence and inclusion.</li> <li>- Possible loss of funding if donors not convinced of sufficient comparative advantage and added value.</li> <li>- Fund not being used strategically by UN and partners.</li> <li>- Inadequate resources for recipient agencies and their</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>PBF annual investment plans</b> assess country contexts based on RC Annual Strategic Reports, RMRs, consultation with DPPA/DPO Regional Desks and DCO and align investments with PBF priorities as per Strategy 2020-24.</li> <li>2. <b>Country-level portfolio evaluations</b> include value added assessments of PBF's role in peacebuilding contexts.</li> <li>3. <b>Annual Reviews</b> by DFID (now FCDO) include value for money assessments.</li> <li>4. <b>Scorecard for proposal appraisals</b> includes conflict sensitivity, value for money and catalytic potential criteria.</li> <li>5. Regular <b>benchmarking</b> against comparable funding instruments</li> <li>6. <b>Joint guidance</b> on complementarity and delineation between PBF,</li> </ol>	<ol style="list-style-type: none"> <li>i. Assessment within thematic reviews, where relevant, of PBF vis-à-vis comparable Funds.</li> </ol>	<ol style="list-style-type: none"> <li>i. Q1 and Q2 2021, the Gender thematic review will include assessment of PBF with respect to several other similar Funds' performance on supporting gender equality and women's empowerment.</li> </ol>

implementing partners to effectively support implementation of PBF projects.	CERF and SDG Fund, with regular reminders to RCs		
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