



2013 Annual Report



United Nations Peacebuilding Support Office

MAY 2014

List of Acronyms

7PAP	Seven-Point Action Plan
ACCORD	African Centre for the Constructive Resolution of Disputes
ASG	Assistant Secretary-General
AU	African Union
BINUCA	UN Integrated Peacebuilding Office in the Central African Republic
BNUB	United Nations Office in Burundi
CAR	Central African Republic
CoP	Community of Practice
CPLP	Community of Portuguese Language Countries
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
ECOWAS	Economic Community of West African States
EU	European Union
IDP	Internally Displaced Person
ISSSS	International Strategy for Support to Security and Stability
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OHCHR	Office of the High Commissioner for Human Rights
PAM	Peacebuilding Assessment Mission
PBC	Peacebuilding Commission
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PDA	Peace and Development Advisor
PNG	Papua New Guinea
PSG	Peacebuilding and Statebuilding Goals
SPG	Senior Peacebuilding Group
SSR	Security Sector Reform
SRSR	Special Representative of the Secretary-General
UN	United Nations
UNCT	UN Country Team
UNDP	UN Development Programme
UNICEF	UN Children's Fund
UNIOGBIS	UN Integrated Peacebuilding Office in Guinea-Bissau
UNIPSIL	UN Integrated Peacebuilding Office in Sierra Leone
UNISDR	UN Office for Disaster Risk Reduction
WB	World Bank

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Cover photo:
UN Photo / Stuart Price



Foreword

Peacebuilding lies at the very heart of the UN's aspirations in countries emerging from conflict. It encompasses a variety of political and developmental interventions by United Nations peacekeeping operations, special political missions, Country Teams and, most importantly, national actors — not just governments, but all actors including civil society. Although many work in the area of peacebuilding, the Peacebuilding Support Office (PBSO) was specifically created to support and enhance the impact of the whole UN system in this area. Guided by our strategy for 2012-2013, we have worked over the past year to enhance the role of the Peacebuilding Commission (PBC) and deployed the Peacebuilding Fund (PBF) in support of critical transitional processes and programmes in over twenty countries. This practical experience and PBSO's ongoing evaluation efforts and policy work have given the UN a greatly improved understanding of peacebuilding's possibilities and challenges. Working with the entire UN family, our efforts sought to help countries emerging from conflict to rebuild their institutions and create new opportunities for the lives and livelihoods of the people.

Over the past two years, PBSO focused primarily on increasing the impact of the PBC and the PBF in countries emerging from conflict. This Annual Report, only our second, outlines some of the examples and settings where, I believe, we have made a real difference. Of course, peacebuilding remains a challenging endeavour. Relapses into violent conflict in the Central African Republic and South Sudan, as well as prolonged transitional processes in countries such as Guinea, Guinea-Bissau and Yemen underline how difficult a road this is. But we have been able to play an important role in support of the UN's response to acute crises and in the transitional processes that unfolded during 2013. Yemen's National Dialogue and the successful parliamentary elections in Guinea are two examples in this regard. We have also maintained our longer-term engagement in support of peacebuilding in Burundi, where the road is still difficult, as well as Liberia and Sierra Leone — the latter moving towards the end of a long-standing UN mission presence in 2014.

We continue to look forward: in 2015, the Security Council and General Assembly will undertake a ten-year review of the peacebuilding architecture. This will be an important opportunity to reflect on what we have learned so far and how we can improve the institutional mechanisms at our disposal to enhance our impact and effectiveness. We in PBSO are already hard at work to seize this opportunity, and we look forward to working with all our partners and stakeholders to ensure continued success.

Judy Cheng-Hopkins

*Assistant Secretary-General
for Peacebuilding Support*



Judy Cheng-Hopkins

UN Photo

Crisis response and addressing relapse

Three examples in 2013 — Central African Republic, Guinea and Guinea-Bissau — illustrate how PBSO worked with the PBC, UN missions and agencies in the field to address the risk of relapse. Each situation is unique and demanded tailor-made support. PBSO's interventions reflect this reality while aiming to achieve concrete impact and results, which build the foundations of more sustainable peace.

In the **Central African Republic (CAR)**, despite the severity and depth of the crisis, PBSO explored ways to support a coordinated international response to this country's relapse into violent conflict.

With the re-emergence of conflict in 2013 and the fall of the Government, the PBF suspended ongoing programmes. However, by the second half of 2013, the Libreville Accords offered

a new path towards a peaceful resolution. In order to take advantage of this new opportunity, PBSO supported an effort, led by the United Nations Integrated Peacebuilding Office in the Central African Republic (BINUCA), to revive the civilian police and gendarmerie in close collaboration with the European Union (EU).

As the violence worsened in December 2013, PBSO supported the Office of the High Commissioner for Human Rights (OHCHR) with PBF funding to enable the urgent deployment of seven human rights officers to BINUCA to advance the implementation of Security Council resolution 2121 (2013) and the Secretary-General's Rights Up Front agenda. This allowed the mission to increase its monitoring of the human rights situation and provide necessary support to national human rights actors.

The PBC has also intensified its engagement in CAR during this period, bringing together senior UN Secretariat and World Bank (WB) staff with a diverse group of Member States. These meetings sought to support the UN's ongoing efforts to ensure regional coherence in support of the African Union (AU) peace-keeping mission and to reinforce the Transitional Authorities.

PBSO also worked with the WB and the UN Development Programme (UNDP) to provide critical and rapid support for the Transitional Authorities

PBSO Strategy 2012–2013

Strengthened peacebuilding impact and results in the field

Inspired in large part by the 2010 review of the peacebuilding architecture, PBSO's strategy for 2012-13 set an ambitious agenda for strengthening the impact of the PBC and the PBF in the field. This Annual Report seeks to convey this new direction through concrete, country-specific examples focused on peacebuilding impact and results.

PBSO's ability to support and guide field projects was aided by the development of new Monitoring & Evaluation (M&E) guidelines and the launch of the Gender Promotion Initiative — a specific funding window for gender-focused projects. Helped by new programme design tools, the PBF approved more than US\$ 120 million in new allocations over the two-year period. PBSO also led the work on a new report of the Secretary-General on peacebuilding in the aftermath of conflict, focused on inclusivity, institution-building and long-term international support to help guide activities throughout the UN system.

The PBSO strategy for 2012-13 also targeted support for the refinement of the PBC's three core functions — advocacy, resource mobilization and coherence — and the strengthening of the PBC's collaboration with the Security Council.

Looking forward, the next peacebuilding architecture review in 2015 will be another critical milestone for Member States to chart their collective vision of the future direction of the peacebuilding architecture, and how PBSO, the PBF, the PBC and the UN system more broadly can best and most efficiently support and advance this vision.

through the payment of salaries for police and gendarmerie. These measures helped the Transitional Authorities restart basic government services.

With the establishment of a UN peacekeeping operation and beyond, PBSO will work to support comprehensive plans for reconciliation and political dialogue, which are being developed jointly by the mission, UNDP and CAR's Transitional Authorities.

Guinea is in the midst of a historic transition towards democratic government. Aware of the risks of the post-crisis period, Guinea requested

to be placed on the agenda of the PBC in 2011, becoming the only country on the PBC's agenda without a Security Council-mandated mission.

Assistance from the PBF has been a critical part of the international community's support of the transition in Guinea. In 2013, PBSO provided PBF backing to the mediation and facilitation efforts led by the Special Representative of the Secretary-General (SRSG) for West Africa, Said Djinnit. His efforts, bolstered by diplomatic support from the PBC, helped the Guinean political parties

reach an agreement that allowed the country to hold legislative elections in September 2013. PBSO maintained PBF support throughout the period of the elections providing assistance to a network of local women's organizations to help monitor the elections and ensure their peaceful conduct.

PBSO and the PBC continue to support further stabilization efforts in the three priority areas identified by the Government: (1) security sector reform (SSR); (2) national reconciliation; and (3) youth and women's employment.

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Figure 1: PBF Allocations by Country and Type in 2013 and cumulative till end 2013 (in US\$ million)

	Cumulative till end 2013 (US\$ million)	2013 Allocations (US\$ million)		Cumulative till end 2013 (US\$ million)	2013 Allocations (US\$ million)
PBC Countries					
Burundi	49.2		Kyrgyzstan	25.1	15.1
CAR	36.8	3.4	Lebanon	3.0	
Guinea	56.9	25.1	Libya	2.4	
Guinea-Bissau	26.2	2.4	Myanmar	3.6	2.1
Liberia	51.8	15.0	Nepal	18.9	
Sierra Leone	50.1	3.1	Niger	3.0	3.0
Subtotal			Papua New Guinea	0.2	0.2
PBC COUNTRIES	271.0	49.0	Somalia	4.0	
Non-PBC Countries			Sri Lanka	3.0	
Bosnia & Herzegovina	2.0	2.0	Sudan	12.5	
Chad	4.8		South Sudan	14.5	10.0
Comoros	11.9	2.5	Timor-Leste	1.0	
Côte d'Ivoire	18.6		Uganda	15.0	
DRC	20.0		Yemen	5.6	2.6
Guatemala	11.0		PBF Review	0.2	0.2
Haiti	3.8		Subtotal		
Kenya	1.0		NON-PBC COUNTRIES	185.1	37.7
			TOTALS	456.1	86.7

Note:
Out of the 290 projects that PBF supported from 2007 to end of 2013 in the 29 countries, 26% were IRF projects while the rest were PRF projects. In 2013, the total amount of funds transferred to UN agencies for PBF projects was US\$ 76.36 million.



At the polls in Freetown, Sierra Leone in the third election since the end of the civil war in 2002.

UN Photo/UNIPSIL

Crisis response and addressing relapse

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Following the successful completion of the legislative elections, the PBC and PBSO are looking for ways to support the effective functioning of the new National Assembly, together with the Government of Guinea and the UN Country Team (UNCT).

In **Guinea-Bissau**, PBSO worked closely with SRSG José Ramos-Horta to support a return to democracy following the 2012 coup d'état. In order to reinforce the transition strategy of the United Nations Integrated Peacebuilding Office in Guinea-Bissau

(UNIOGBIS) for the restoration of constitutional order, PBSO and the Department of Political Affairs (DPA) provided funding for an inclusive High-Level Strategic Planning Commission. This initiative, led by SRSG Ramos-Horta, facilitated continuous high-level political dialogue in the run-up to the April 2014 elections.

During this period, PBSO channelled PBF assistance to local media groups working to promote more balanced radio and newspaper coverage of the elections. Building on the experience from Guinea, PBF also supported women's networks to monitor the elections. In order to reduce tensions created by unemployment, PBF funding was also provided to quick impact, labour-intensive employment projects targeting women and youth.

PBSO's efforts in this regard were reinforced by the diplomatic support from the PBC. Working closely with SRSG Ramos-Horta, the PBC brought together the AU, the Economic Community of West African States (ECOWAS), the EU and the Community of Portuguese Language Countries (CPLP) in a common international platform to support the restoration of constitutional order in Guinea-Bissau. The Chair of the PBC Guinea-Bissau configuration visited the country in early 2014 together with Assistant Secretary-General (ASG) for Peacebuilding Support, Judy Cheng-Hopkins, to convey the PBC's support for the elections and its commitment to subsequently work with a democratically elected government. 

Sustaining peacebuilding achievements

Building sustainable peace takes time. A long time. Success is only possible where national leadership, in government and society, exerts real ownership over the process. While the UN can, and does, provide support as well as expertise and guidance, the ultimate responsibility to succeed remains with the countries concerned.

PBSO looks for ways to ensure the long-term sustainability of the UN's efforts to bring conflicts to an end and build the foundations for durable peace. For example, PBSO supports the PBC's continued advocacy for international attention on countries that have successfully emerged from conflict but which remain unstable. Countries that have emerged from conflict appreciate this advocacy because it can help ensure sustained funding and political support, even after the departure of UN Security Council-mandated missions. In 2014, Sierra Leone and Burundi will see the closure of UN Special Political Missions but both will remain on the agenda of the PBC.

The case of **Sierra Leone** illustrates how sustained, dedicated interventions in political dialogue, institution-building, reconciliation and development over time can help ensure successful outcomes and positive change.

PBSO's support allowed the UN system to strengthen Sierra Leone's

capacity to meet key political milestones during the post-conflict period. In November 2012, democratic national elections were conducted in a free and fair environment and without the violence which had marred previous elections. Recognizing this as a critical step in the progress towards stability, PBF-assisted projects helped build the capacity of political parties to reach out to their respective constituencies. These projects also supported political parties, traditional leaders and civil society organizations to help foster an atmosphere of political tolerance and non-violence. Local early warning mechanisms within the country were also created, so that potential risks to the successful preparation of the elections could be detected as quickly as possible. These investments provided a platform for political parties and civil society associations to engage in broad political discourse and peaceful election. They also strengthen the long-term capacities of Sierra Leone's Political Parties Registration Commission.

In 2013, PBSO continued its support for Sierra Leone as the country prepared for the closure of the Security Council-mandated mission, the UN Integrated Peacebuilding

Office in Sierra Leone (UNIPSIL). Following a PBC assessment mission to Sierra Leone in February 2013, PBSO launched new PBF-supported project streams backing popular consultations on proposed revisions of the constitution, new efforts in SSR and the strengthening of human rights institutions.



Secretary-General Ban Ki-moon with Ernest Bai Koroma, President of the Republic of Sierra Leone.

UN Photo/Eskinder Debebe

Meanwhile, PBSO provided policy advice and recommendations to the PBC so that the Commission could better define its commitments to the country before, during and after the transition. PBSO helped develop a concrete PBC "transition roadmap" and an action plan to sustain the peacebuilding achievements once the UN's mission departed. In November 2013, with PBSO's support, the first PBC-led Peacebuilding Assessment Mission (PAM) to Sierra Leone was successfully conducted.

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In 2014, PBSO will continue to support UN and Sierra Leonean efforts in the areas of good governance and the rule of law, youth employment and the promotion of gender equality and human rights. Likewise, PBSO will keep an active focus on promoting constructive and open dialogue among political parties and on improving government management of natural resources, as both are critical for sustaining the country's peaceful development.

In 2013, the PBC and PBSO worked closely with the government of **Burundi**, the United Nations system and other key partners to develop a new support package for the country's transition. The country's new poverty reduction strategy was used as the main framework to guide the upcoming phases of peacebuilding support.

Within that framework, the PBC and PBSO prioritized support for the consolidation of the gains from the 2010 political dialogue, which led to successful national elections the same year. The resumption of inter-party dialogue in 2013, with support from the United Nations Office in Burundi (BNUB) and the PBF, was an important moment in developing consensus around a new electoral code and allowed for broader discussion of proposed amendments to the constitution. In early 2013, PBSO began discussions with the UN system in Burundi and the Government of Burundi to launch a third round of PBF assistance.

This new round of funding reflected a joint commitment to support the consolidation of peace despite increasing political tensions. Four strategic peacebuilding priorities were identified jointly with the Government and the PBC. The Peacebuilding Priority Plan was approved in early 2014 and will provide US\$ 11.7 million of funding for projects supporting political dialogue, the independent Human Rights Commission, youth participation in politics as well as the peaceful resolution of land disputes.

With the closure of BNUB planned for the end of 2014, this support from the PBF will also help fill critical political and resource gaps. At that time, it will be all the more important for the PBC and PBSO to closely coordinate in order to help to ensure a conducive atmosphere for the successful completion of the 2015 elections.

Following the inter-ethnic violence and political crisis in **Kyrgyzstan** in 2010, PBSO approved a US\$ 10 million peacebuilding support package from the PBF, which allowed for the development of a new government policy on national unity and inter-ethnic relations. After three years of UN-supported negotiations, the policy was approved in 2013, representing the nation's first policy framework focusing on social cohesion. The Kyrgyz Government Agency for Local Self-Government Affairs and Interethnic Relations was also created, with PBF funding, to lead the policy's implementation.

PBSO evaluations of PBF support to Kyrgyzstan found a dramatic increase of feelings of security and safety in the affected areas. The percentage of the population that felt "safe" or "rather safe" increased



from 61 per cent in 2011, when a baseline survey was conducted, to 82 per cent in 2013. While a number of factors surely contributed to this progress, the results achieved by PBF-supported projects suggest that they have been part of a comprehensive process to reduce tensions and decrease the risk of violent conflict.

Building on the first package of PBF support, authorities in Kyrgyzstan established a Joint Steering Committee in 2013, in which civil society, the UN system and development partners are included. It represents the country's first platform that enables diverse actors to engage in dialogue and agree on the path towards lasting peace. Also in 2013, PBSO approved a US\$ 15 million grant for projects supporting multilingual education, minority representation and more inclusive local self-government. ▀



**PBF-supported
Women's Peace Network,
Kyrgyzstan.**

UN Women / Gerald Gunther

National reconciliation and inclusivity

In post-conflict societies, national reconciliation plays a critical role in addressing the root causes of conflict and in promoting peaceful relations. Inclusive reconciliation processes can be important means to assist states regain broad popular confidence and ensure the peaceful handling of disputes and political competition. In 2013, the PBC identified reconciliation as one of its priority areas, with particular relevance for the situations in Guinea and in Liberia. In December 2013, the PBC's Working Group on Lessons Learned dedicated a session to the discussion of processes that enhance gender-responsive national reconciliation.

National reconciliation was one of the three key priorities set out by the Government of **Liberia** when it requested to be added to the PBC's agenda. In October 2013, PBSO approved a PBF contribution of US\$ 15 million for the Liberia Peacebuilding Priority Plan, which is helping kick-start the National Reconciliation Roadmap and related initiatives. The Plan, which is aligned with the Government's Agenda for Transformation, will support the "Palava Hut" process for truth-telling, atonement and reconciliation in pilot communities. It also seeks to promote increased women's participation in conflict management, peacebuilding and local decision-making.

PBF assistance in **Yemen** also prioritized mechanisms to ensure broad involvement in the political transition.

The "National Dialogue Conference" in Yemen was a critical first step for the country's political transition. The National Dialogue, which concluded in January 2014, sought to establish a national vision for the future and pave the way for a new constitution.

An integrated package of initiatives helped the office of the Special Adviser of the Secretary-General in Yemen, Jamal Benomar, and the UN system ensure broad participation of traditionally marginalized constituencies including women, internally displaced persons (IDPs), minorities and youth, in the political process. PBSO's support allowed for the rapid launch of the National Dialogue and provided time to mobilize an additional US\$ 18 million from other donors.

Political openings often come in the form of brief windows of opportunity, demanding rapid and nimble responses from partners and funding instruments alike. In Yemen, timely PBF funding, when no other resources were available, allowed the UN family to respond rapidly and seize this historic opportunity.

From the start, the project offered a critical platform for traditionally under-represented voices in Yemen. The project helped women and youth to be more effective within the process by providing training and support to maximize their voices in the National Dialogue process. PBSO is continuing to invest in strengthening women's and youth voices in the constitution-making process. ▀

Gender-responsive peacebuilding


PBSO has made the implementation of the Secretary-General's **Seven-Point Action Plan on Gender-Responsive Peacebuilding (7PAP)**, as well as the achievement of the 15 per cent funding target (see box below), an institutional priority. For PBSO, the integration of gender issues into peacebuilding is a precondition for success. However, three years after the adoption of the 7PAP, progress throughout the UN system remains uneven.

Promoting gender-responsive peacebuilding approaches in practice

PBSO is committed to achieving the Secretary-General's target of allocating at least 15 per cent of peacebuilding funds to projects that have gender equality as their main objective. In 2013, only 7.4 per cent of PBF funding met this target. Meanwhile, there has been a steady increase — from 10 per cent in 2008 to 70 per cent in 2013 — of PBF-funded projects where gender, while not a main objective, is fully integrated, which indicates a growing awareness of how gender issues are relevant to peacebuilding efforts. PBSO is working to ensure that 100 per cent of PBF-funded projects incorporate gender into their design, implementation plan and expected results.

In September 2013, a high-level PBC event on “Women’s Economic Empowerment for Peacebuilding” resulted in the adoption of a declaration recognizing women’s economic empowerment as an integral part of effective post-conflict economic activities. The high-level event also highlighted the role of women’s economic empowerment in improved recovery policies and post-conflict sustainable development.

PBSO commissioned an independent **Thematic Review on Gender and Peacebuilding** in mid-2013, in order to capture emerging good practices and analyse PBF efforts and achievements to date. The review identified new opportunities for programme development in the areas of gender equality and women’s empowerment, which should help the UN system close the gap between policy commitments and operational realities.

With respect to the PBF, the Review recommended areas for strengthening outreach and guidance to UN Country Teams to support the development of new gender-responsive programming. In the light of these recommendations, PBSO intends to develop its Gender Policy in 2014 and prioritize the development of operational guidance, with a specific focus on monitoring and evaluation. 

The Senior Peacebuilding Group and UN system leadership and coherence

The Senior Peacebuilding Group (SPG), chaired by ASG Cheng-Hopkins, guides the work of the UN on peacebuilding and ensures coherence in UN policy and practice. In 2013, it led a review of the 7PAP on gender-responsive peacebuilding and the implementation of the 2012 Report of the Secretary-General on Peacebuilding in the Aftermath of Conflict, highlighting outstanding gaps in gender-responsive programming in post-conflict environments. The SPG also developed guidelines for PBC Chairs on their role in providing diplomatic and political support to post-conflict transitions and in ensuring sustained international engagement. The SPG also formulated a joint position on the post-2015 development agenda, which argued that peace, rule of law and democratic governance are critical development dimensions and should be part of this agenda. The SPG also reviews any new countries that are seeking funding from the PBF, including through occasional horizon-scanning sessions. In 2013 the SPG endorsed PBF eligibility for Myanmar, Niger, Papua New Guinea and Somalia.



UN system working together

The UN system — comprising field missions and agencies, funds and programmes — continually seeks ways to work more efficiently together, whether operationally in the field or in the development of policy and global standards.

PBSO collaborated closely with various UN agencies and departments and, wherever possible, has taken a proactive stance to strengthen intra-UN collaboration, coherence and leadership. In **Papua New Guinea** (PNG), PBSO worked closely with DPA and UNDP to facilitate the country's request for PBF eligibility and to identify potential programme initiatives aimed at reducing the risk of conflict. In late 2013, DPA and PBSO conducted a joint mission to initiate a peace and development analysis in Bougainville. The visit was an opportunity to foster a common UN vision of the challenges facing

the country and the opportunities for peacebuilding activities. PBSO will continue to work closely with DPA in further developing its PBF support, including the Peacebuilding Priority Plan.

The **Peace and Development Advisor** (PDA) programme, jointly managed by DPA and UNDP, has provided another opportunity to contribute to the strengthening of UN leadership and coherence. PBSO has worked closely with the PDA programme to support deployment of PDAs in countries where UN peacebuilding expertise needs reinforcement. PBSO provided PBF funding for the deployment of PDAs in three countries in 2013, and this support will likely expand in the future.

PBSO is also continuing to take an active role in managing and promoting the **UN-World Bank Partnership Framework Agreement for Crisis**

and Post-Conflict Situations. During 2013, the partnership gained significant impetus from the joint visits of the Secretary-General and the World Bank President to the **Great Lakes region** in May and to the **Sahel** in November. These joint visits demonstrated common commitment to support transformative work for peace and development in those regions. In addition, several key joint UN-WB projects were supported through the UN-WB Partnership Trust Fund, including support to the office of the Secretary-General's Special Envoy to the Great Lakes region, Mary Robinson. Joint WB-PBSO visits to Myanmar and Somalia in 2013 helped define complementary programming streams. Similarly, a WB-led study on Citizen Engagement Practices in Concessions Management in Liberia, to which PBF contributed in 2013, will

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Village-level conflict analysis session in Papua New Guinea.

Interpeace Photo / Koenraad Van Brabant

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assist the Government of Liberia better manage tensions around natural resource concessions.

PBSO has been leading collective efforts to define the foundations of a policy framework aimed at enhancing young people's and youth-led organizations' contribution to peacebuilding. PBSO is the co-chair, with the NGO Search for Common Ground, of a Working Group bringing together the UN, NGOs and academics. The group released the Guiding Principles on Young People's Participation in Peacebuilding. These Principles offer guidance to peacebuilding actors in a field — youth participation — that remains underexplored.

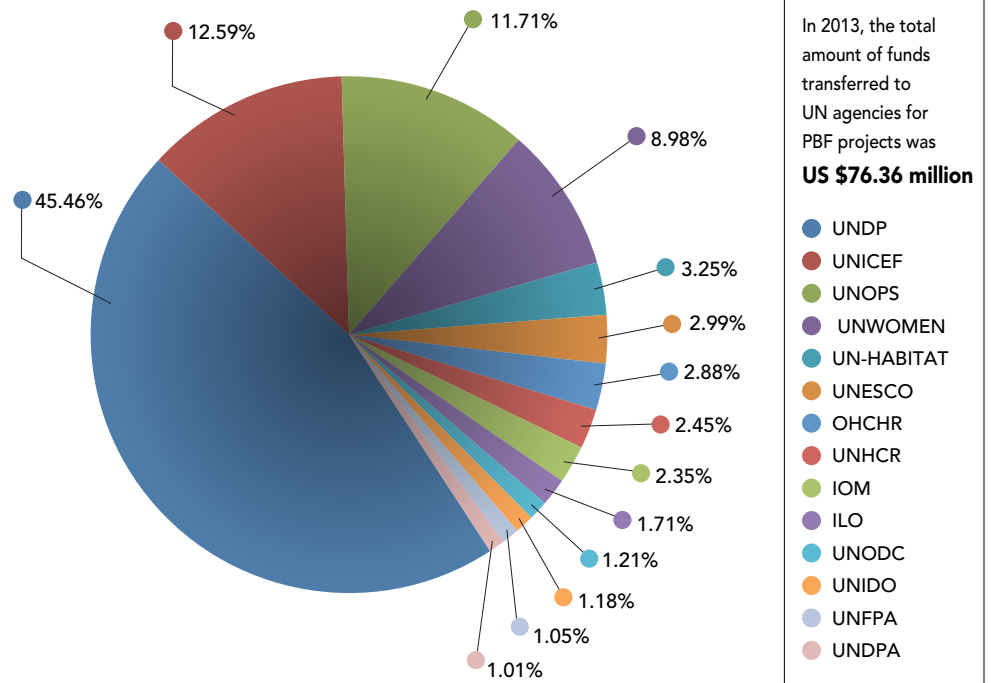
PBSO continued to be actively engaged in discussions on the place of peace, rule of law and governance in the post-2015 development agenda. PBSO organized, with UNDP, the UN Children's Fund (UNICEF) and the UN Office for Disaster Risk Reduction (UNISDR), the global thematic consultations on conflict, violence and disasters, which concluded that the post-2015 framework must address the issue of personal security. PBSO also helped produce an Issues Brief and a statistical note for the UN Open Working Group on Sustainable Development Goals, which argued that peace, rule of law and governance have a significant impact on human well-being and development and should be reflected in the post-2015 development agenda.

How we operate

PBSO's role is to enable and support improved coherence and impact of national and international peacebuilding efforts. It does not conduct operations itself. PBF funding is channelled through UN agencies, funds, programmes and missions. PBSO also advises and assists the PBC, which is an inter-governmental body bringing to bear the collective weight of Member States in support of national peacebuilding efforts and UN mandates and leadership in the field. In addition, PBSO seeks to capture and disseminate policies and good practices in the UN system's engagement in countries affected by conflict.

PBSO relies on the strategic guidance of UN missions and Country Teams in the field in prioritizing PBF support to national actors, and draws on the strengths of the entire UN system to deliver peacebuilding programmes. In 2013, PBSO provided PBF support through a total of 17 recipient UN organizations, including UNDP, the Department of Peacekeeping Operations (DPKO) and DPA. PBSO and the PBC work in close synergy to support the countries on the PBC's agenda. PBSO draws on the political weight of the PBC to help identify priority issues for the PBF and accompany states through post-conflict reconstruction.

2013 transfers to Recipient UN Organizations (RUNOs)



Out of the 290 projects that PBF supported from 2007 to end of 2013 in the 29 countries, 26% were IRF projects while the rest were PRF projects.

Evaluation Highlights from 2013

PBSO undertook programme-wide, independent evaluations of PBF engagement in Burundi and the Democratic Republic of the Congo (DRC) in 2013.

In Burundi, the evaluation covered the entire period of PBF funding, from 2007 to 2013. The evaluation found that PBSO provided funding for critical peacebuilding initiatives. This helped lay the foundation for key democratic institutions, unblock political deadlock and reduce tensions around disarmed ex-combatants and returning displaced people, at a time when there was no equivalent source of funding for peacebuilding in Burundi.

At the same time, the evaluation highlighted some challenges and weaknesses of individual projects, including an insufficient focus on peacebuilding or lacking a plan for sustainability. According to the evaluation, ultimately the success of individual projects depended on “whether they were implemented by teams with political, peacebuilding programming, and monitoring knowledge; whether they were supported by innovative feedback mechanisms from a representative group of stakeholders; and whether they had national partners that were invested in both the idea and the implementation of the activity.”

In DRC, the evaluation considered the PBF contribution to the implementation of the International Strategy for Support to Security and Stability (ISSSS) in Eastern DRC from 2009 to 2013. The evaluation found that PBF support was well aligned to the stabilization strategy of the international community and the Government and relevant to the key peacebuilding needs; that PBF support had a significant financial catalytic effect for the ISSSS; and that just over half the projects achieved their immediate objectives, with others having weak effects or delays. Nonetheless, overall, the projects were not able to have a significant effect on peace in Eastern DRC for reasons that went beyond the PBF and affected the entirety of the ISSSS. Most notable among these were continued chronic insecurity in the region; a focus on conflict triggers more than on root causes; weak state capacity; a perceived deficiency of political will by the national authorities; insufficient coordination at all levels; a lack of strong local-level and regional political processes; and weak ownership of the stabilization process by both the Government and the UN.

The full text of these and other PBSO-commissioned evaluations may be found on the PBSO website: www.unpbf.org

Our partners for building peace

PBSO maintains partnerships with an array of external organizations, including with the African Centre for the Constructive Resolution of Disputes (ACCORD), the Dag Hammarskjöld Foundation, the Geneva Peacebuilding Platform, Interpeace, PeaceNexus, the Social Science Research Council and UN Volunteers.

African Centre for the Constructive Resolution of Disputes (ACCORD)

In 2013, ACCORD financed and facilitated the first-ever regional workshop bringing together partners from ten countries receiving PBF support. Participants included UN staff, government representatives and members of civil society. ACCORD has indicated

its willingness to support a follow-on workshop in 2014.

Dag Hammarskjöld Foundation

With the Dag Hammarskjöld Foundation, PBSO organized a workshop in late 2013 to explore the PBC's strengths and to generate practical ideas on more flexible ways the PBC can engage with countries on

its agenda. It brought together PBC Member States, senior UN officials and external experts. The partnership will continue into 2014 in support of the preparations for the 2015 review of the UN peacebuilding architecture.

Interpeace

In 2013, PBSO continued its partnership with Interpeace, conducting a joint peace and development analysis in Papua New Guinea in collaboration with the Government of Papua New Guinea and the Autonomous Bougainville Government. Interpeace seconded staff to PBSO to support the ongoing work on reconciliation and peacebuilding, including in Liberia.

PeaceNexus

The continued partnership with PeaceNexus aims to strengthen the quality of PBF support at country level. In 2013, this included support to PBF project design in Kyrgyzstan and Niger. PeaceNexus is also supporting PBSO in the development of peacebuilding policies and technical guidance on youth and peacebuilding and in the establishment of a PBF Community of Practice (CoP).

International Dialogue on Peacebuilding and Statebuilding

PBSO continued its engagement with the International Dialogue on Peacebuilding and Statebuilding in 2013, including by co-chairing, together with the Democratic Republic of the Congo (DRC), a working group to develop indicators for the Peacebuilding and Statebuilding Goals (PSGs). PBSO and UNDP provide a platform to support the coherent implementation of the New Deal for Engagement in Fragile States by co-chairing a UN task team. 

How we measure our performance

A significant challenge for actors engaged in the field of post-conflict stabilization and peacebuilding is how to effectively measure results and establish evidence of results and impact.

In 2013, a paper commissioned by PBSO and prepared by the Secretary-General of International Alert, Dan Smith, concluded that the PBC could claim some significant achievements and impact on the ground in the countries on its agenda and in influencing international actors. These achievements are clearest in the PBC's advocacy role and visible also in the areas of coordination and coherence as well as in helping to mobilize resources. The paper noted that these achievements have not been systematically documented and have not been consistent across time or across the six countries on the PBC's agenda. To enhance its impact, the paper recommended that the PBC should play to its strengths, lighten its procedures and focus on its three core functions, namely: advocacy, resource mobilization and furthering coherence.

PBSO is also continually improving its approach to measuring the impact of its PBF investments. The aim is as much about accountability as about contributing to knowledge about what works and what is less effective. In addition to an active evaluation agenda (see box on page 11, "Evaluation Highlights from 2013"), PBSO regularly monitors the implementation of PBF-supported projects and rates their progress using a set of standard criteria, including whether projects are on track to deliver expected outcomes and whether these outcomes are producing evidence of a contribution to peace. Individual project scores are obtained through a consultative ranking process, providing PBSO and implementing partners an opportunity to discuss implementation challenges and successes. The Secretary-General's annual reports on the PBF present summary findings based on this work.



United Nations Peacebuilding Support Office

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

Previous Contributors to the PBF

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

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