Acknowledgments

dZ µšZ}Œ šZ vl• oo]vš ŒÀ] Áinput during the key informant interviews. A
‰ ŒŸ µo tŒ šZ vl•

D > + } Œ š • š Z š } u ‰ devel v šŸ Æ‰]ŒŒ }•iX š-

ñ

]•• u]v Ÿ}vU vP P u vš }(‰ µ]o]vP }uuµv]šÇ }(‰Œ
development/training.

Going forward, šŒ v Œ}•• l Ç]v(}Œu vš]vš ŒÀ] Á• Á • šZ •µPP •Ÿ}v (}Œ W
work, **focus future IRF-99 funding more strategically** in line with an encouragement to commit to 'less is
more,']v oµ]vP ‰Œ]}Œ]Ÿì]vP Œš]v ‰Œ} •• • }À Œ }šZ Œ• }Œ À v
products that have seemed less helpful.

D}Œ •‰]. oo Çpuovišlz sthe EEollèwvingÁeight _____:

1) **Re-**

I. Background

dZ h v] š E Ÿ } v • ^ Œ š Œ Ç ' v Œ o [• W µ] o] v P & µ v ~ W & • Á •
' v Œ o •• u o Ç Z • } o µ Ÿ } v l ò ì l í ô ì v ^ µ Œ] š Ç } µ v] o Z • } o µ Ÿ - } v ^ l Z ^ l í ò
(} µ • P o } o ‰ } } o (µ v š Z š (µ v Ÿ • À ‰ Œ µ] • v Ÿ ‰] v] Ÿ v } v G] š
spectrum X dZ W µ] o] v P ^ µ ‰ ‰ } Œ š K 8 ~ W ^ K •] • Œ • ‰ } v •] o (} Œ š Z
the Secretary-General's authority X dZ -D W µ o Œ Ÿ š v Œ d Œ µ • š & µ v K 8 ~ D W d & K •] • š Z
agent. In 2020, the PBF launched a strategic plan covering the 2020-2024 period; a mid-term review was conducted in late 2022.

The PBF/IRF-99 ^ } µ v š Œ Ç ^ µ ‰ ‰ } Œ š (} Œ •] P v U D ‰ v Œ š } i Œ š v P Z v Œ 99 ” À Œ µ ^ Ÿ Z v & _
funded by the PBF Á • . Œ p r š approved in November 2014 to provide for an enhanced design, monitoring,
À o µ , Ÿ a n d learning (DMEL) (µ v Ÿ } v š t W support country-based development of
peacebuilding programming directly and to manage country- • À o µ Ÿ } v • } u u] • •] } v Ç W ^
While reviewing the latest cost extension proposal (July 2022-December 2023), the Project Appraisal
} u u] © ~ W • Œ ‹ µ • š š Z š • µ u u Œ Ç Œ ‰ } Œ š } (Ÿ - 9 9 v b e µ v Œ š l
‰ Œ } µ v o] P Z š š } µ Z À o µ Ÿ } v } v µ š X

The PBF Secretariat in New York manages IRF-99 funds. They mainly • µ ‰ ‰ } Œ š ‰ µ] o i n] v P] v] Ÿ Ÿ
country and global learning and guidance products aimed at À v] v P ‰ µ] o a t t h e ‰ Œ Ÿ
country level.

-99 strategic review

The overall of this IRF-99 strategic review is to summarize the main achievements of the IRF-99
v Œ Ÿ µ o š] š • } À Œ a s p a r t o f W & À • o ‰ µ] o] v P •] P v U u } a n d š } Œ] v P U
o Œ v] v P ~ D > • (µ v Ÿ } v X dZ Œ À] Á Á] o o Æ u] v š Z Œ o À v v µ
š Z] • ‰ Œ } i š U Œ } o Ç • ‰ l] v P - 2 0 2 2 , a n d f o c u s i n g o n t h e m o r e r e c e n t p e r i o d
since the beginning of the current strategy period 2020. The review will also document areas that appear
š }] u ‰ } Œ š v š Œ i n t h e f u t u r e X d Z] v] • š Z . Œ • š • š Œ š P] Œ À] Á } (š Z]

III. Key -99 in recent years

d Z] • • Ÿ } v ‰ Œ } À] • v } À Œ À r] u c i Á d e v e l o p m e n t s i n] š v] W Œ & [ ] •] P (> (µ v Ÿ } v • •] v
î ì í ñ X ‰ Œ Œ G • ‰ } v] ‰ (Œ Z } Á • • • v ‰ Œ } µ š • Á Œ µ • v ‰ ‰ o]

	x Review of PBF strategy x Synthesis review x } Z } Œ š À o µ Ÿ } v x / u ‰ š À o µ Ÿ } v

]u‰o u vš Ÿ}vU v u}v}šµŒo]]vš}‰ Z]P]o]vP ‰Œ}PŒ u• v~]]• š P
contribute to šZ À o}‰u vš }(Pµ] v ‰Œ} µ š• v U šZ u, Œ À] Á•U
‰}Œž}o]} À oµ Ÿ}v•X

The PST Z • v }‰ Œ Ÿ}v o •]v :µv îìíõ tem]v]Ÿ ooÇ]v oµ

}+ Œ• © Œ ‰}••]]o]Ÿ • š}]•Ÿ o o o Œ v]vP• ~µv many standalone šZ u Ÿ ‰ Œ}i š À ñ.oµ Ÿ}v•

W}Œž}o]} À oµ Ÿ}v•

PBF's 2022-î ì î ð À oµ Ÿ}v ‰}o] Ç š E•(šZ Œš](-year eligibility cycle, the PBF will procure and manage v À oµ Ÿ}v Strategic Results Framework (SRF) across the v Ÿ Œ]u‰o u vš Ÿ}v Ç o U]v oµ]vP šZ & Œ udÁ}Œ‰]•Œµ]vo]Œ oÀ]vµP Ÿ‰}Œ}ìZ}šµ• Ÿu Œ oÇ v}µPZ š} decisions-making about possible eligibility renewal and launch of new programming. dZ À oµ Ÿ}v ‰}o] Ç (µŒ šZ Œ • š š • šZ š o]Ç not }µvš Œ] Œ ‹µ] Œ š} ‰v} Œ ž ve]}À oµ Ÿ}v v šZ šš} ‰]Œ ž assessment will be a case-by-case decision by PBF. dZ À oµ Ÿ}v ‰}o] Ç } • v}š • ‰](Ç šZ šZ Œ • Z investment. W}Œž}À o]oµ Ÿ}v• Œ vš Œ PBF in New York. Ç

^Çvš Zr •À]} Á• }(À oµ Ÿ}v•

W & Z • }uu]••]}v (}µŒ • Çvš Z •]• Œ À]-Á•À}(o ‰ÀŒ oµ š }fund ‰ }W Ž& o]}
]v]Ÿ Ÿ À • W

- The 2013 synthesis review was • }v v]v ‰ Œ Ž }o] À oµ Ÿ}v• }v µ š š Á v and 2012.
- The 2017-2019 synthesis review x- o v• v v ž}•8 a m `qv# P €@ ƒ• @Ð ü0 n © ed à o€p 0 L/ËË11E¥Ë/cL9ÆE)ÆL@

í ñ

The Mid-Term Review of the PBF Strategy 2020-2024 also states a •]Pv]. vš]vÀ •šu vš]v Àoµ
exercises and eÀ oµ Ÿ}v•U ÁZ]o •],PwU o}vŒšv}]Œ]Pv P Ÿ À]Ÿ • Œ]À •]Pv].
© vŸ}The XMTR recommended that the Fund enhance]š• •µ‰‰}Œš š} •]Pv v, u}v]š}Œ]

The above Á } µ o Œ ‹ µ] Œ š Z À more transparent and precise **one-stop shop'** on PBF's website that serves as a transparent and precise repository of PBF Æ ‰ š Ÿ } v •] v š Z • Œ • U • µ ‰ ‰ } Œ š Ç o] v l • š } À Œ] } µ • guidance products on three levels:
1) P µ] v • ‰] . o o Ç(as (Œ] } µ currently available through u µ o Ÿ ‰ o

assignment, which is Z o o v P] v P (} Œ š Z Œ • ‰ Ÿ À W &] } v • µ š + } Œ š] (š Z Œ] v P] v P (} Œ š Z Œ • ‰ Ÿ À W &] } v • µ š

- A polarity to be managed: t Z Œ u] P Z š ‰ } š v Ÿ o } v G] š } ( ] v š Œ • š • might be hesitant š } u } Œ Œ] Ÿ o } (• ‰] . W & ‰ } Œ ž } o] } • } Œ Œ work, as they have an interest in being hired again for future assignments.
- There is a careful balance to be struck related to insider/outsider roles of PST Roster members and what that means for accountability and independence. K v š Z } v Z v U] š] • Œ] advantage for PST Roster members to have in-depth familiarity with PBF and its mechanisms at the country level. Simultaneously U] š u] P Z š } u ‰ Œ } u] •] v ‰ v µ š • Ÿ v } v o • Ç •] • X W raised in this regard include, for example, whether PST Roster members who are involved in • µ ‰ ‰ } Œ Ÿ v P W & d u • Á] š Z š š Œ] v P • } ( ] P v ‰ Œ Ÿ Ç À v, in turn, be also v P P (} Œ Œ À] Á • v u À P o Z µ š Ÿ v } v o • µ š Z š š Z } • • u ‰ } Œ ž } o] } • ~ Á Z] Z • • v Ÿ o a s] Œ e v a l u a t e p a r t o f t h e i r o w n w o r k – a l b e i t i n d i r e c t l y) .

D } Œ Œ } o Ç U] š Á • G P P š } v • µ Œ u p d a t e d w i t h n e w P B F Œ u u developments and guidance to + Ÿ À Z W & u ' T h i s w o u l d a l s o e n a b l e a b r o a d e r s e t o f consultants from the PST to be used for assignments. Overall, PST Roster members should complement PBF's DMEL Team Ÿ À] Ÿ • U Á Z] o Z À] v P • µ 8] v š v • µ • š] v o Œ • } µ Œ • v D > š u] • ‹ µ o o Ç] u ‰ } Œ š v š

V. E

W & Z •] v À • š •] P v] . v š o Ç] v v Z v] v P v • š Œ u o] v] v P] š • À o µ o u] v Ÿ v P] v **2022** - v Á U • } µ š o] v] v • Ÿ } v / / / X

/ š] • Á o } u À o } ‰ u v š š Z š š Z } À Œ o o u } µ v š } (‰ Œ } i š À o µ À o µ Ÿ } v ‰ } o] Ç P µ] o] v • š } } v (µ] Œ ‰ Œ } i š • µ v Œ h ^ í U ñ u] o o] } also have u } Œ •] P v] ‰ } š v š v Ÿ o (} Œ s e l e c t e d v š Z P u] Ÿ Œ s o m e ways, a cohort À o µ Ÿ } v Á] o o (• } u } (š Z • u • š Œ š P] } v •] Œ Ÿ } v • v ‰ } • •] o Œ À] Á • } (À o µ Ÿ } v • U - o À š Z š Z u] • Ÿ o . v d e p e n d e n t o n Œ } s t r e n g t h and š Z u Ÿ] v •] P Z š • Œ G š] v š Z] v] À] µ o ‰ Z Œ • } i š v µ À Ÿ o v µ P Ÿ } v Z • } X Œ š À o µ Ÿ } v • Á] o o Œ ‹ µ] Œ ‹ µ o] š Ÿ À v Œ Ÿ š Á } u] š • Z Ÿ } o } o } P Ç u v } (% š Z u Ÿ ‰ © Œ v • š }] v (} Œ u (µ Œ š Z Œ o Œ v] v P] v Z } š Z š] À v o Ÿ µ . Ÿ } v Œ } (• ' X z W ^ î ì î ì ‰ Œ } i š • Z • v } v µ š V š Z . v o Œ ‰ } Œ š Á •] v P . v o] Ì š š Œ À] Á X } Z } Œ š À o µ Ÿ } v • (} Œ ' z W / î ì î í ‰ Œ } i š • Œ ‰ o v v (} Œ î ì î ð ~ spaces and providing mental health and psycho-social support). It will be necessary for PBF to **learn from** to determine whether these are valuable processes to invest in going forward.

x W } Œ ž } o] } À o µ Ÿ } v • } v µ š] v • š Œ } v P that would implement • each other Ç] P • š u
Œ P v Œ o o Ç © Œ X d Z] •] v o µ v • Ÿ } v š Á v Æ š Œ v o v] v š Œ v o Æ
À o µ Ÿ } v Æ ‰ P Œ } š • } o o } Œ Ÿ } v š Á v Æ š Œ v o v] v š Œ v o Æ

x • ‰ } Œ ž } o] } À o µ Ÿ } v • } v µ š] v • š Œ } v P extended periods, there will necessarily have been a lot of
• š 8 v P Z v P • } µ š v š Œ Ç o À o µ Œ] v P š Z] • ‰ } Œ ž } o] } • } À Œ š Z ‰] v P] v
] v À } o À Á] š Z W & ‰ } Œ ž } o] } • } À Œ š Z ‰] v P] v
posts or countries) P } • o } v P Á Ç š } ‰] v š u } Œ Z } o] • Ÿ ‰] š µ
‰ } Œ ž } o] } o À o X

x 03>]TJ /00E18>5<011 F -12 2.3 <anakmenÁÀ U¡ØRà Ð× n snP •A 6 0

VI. PBF's role as a knowledge broker and facilitator of learning

In the area of **learning**, PBF Z •]v Œ •]š• ŸÀ]Ÿ • •]Pv]. všoÇ •]v îìîíX E
reviews and guidance notes highlighted above, PBF organizes regular brown bag discussions within PBSO,
for example, Œ}µv šZ .v]vP• }(‰}Œž}o]} Àoµ Ÿ}v•U šZ W &]o]v]Ÿ
~u}Œ }v W &[• }uuµv]šÇ }X(‰ŒE ‹µ in the future seem to be how š}]v vŸÀ]Ì
further o Œv]vP š šZ }µvšŒÇ o Ào v ZµQ .po À‰•0 bt01

dZ W & }uuµv]šÇ }(WŒ Ÿ ~ }W• ÆZvP •]v oµ W & ^
À o}‰u vš À]• Œ•U ,µu ¡RUNJ3,Zš• }šÀZ]•ŒŒ•]vÀ}oÀ]v W & ‰}Œž}o
country level. In 2019, PBF convened a global in-person CoP in Kenya. Since 2022, PBF has facilitated virtual CoPs ‹µ Œ šFor 2024, PBF is planning to convene another global in-person CoP gathering.

Source: PBF partner survey 2023 (internal data)

PBF Secretariats and those involved in u v P]vP W & ‰}thŒ žjun]v•levels appreciate the
}uu]šu vš v o Œ•Z]‰ šZ š W & Z • u}v•šŒ š Á]šZ šZ }uuµv]
(}Œ Æ u‰o U šZŒ}µPZ šZ ‰ ŒŸ]‰ Ÿ}v }(W & • v]}Œ •š +U]v 4Q^g

Regarding the

•µ•š]v o (µv]vP v Œ potential]v ÁŸ]švZ }(‰ µ]o]vP ‰ Œ}P Œ uu
DMEL skills; others have been struggling to secure consistent funding and might also not have all the
Œ ‹µ]Œ •l]oo• v ‰]o]Ÿ •

VIII. Looking Ahead

d Z µ Ÿ o] š Ç v ‰ ‰ Œ -99 support have been documented in this strategic review. In the future, it seems • • v Ÿ for PBF to consider the learnings from past PBF/IRF-] u ‰ o u v š Ÿ } v š } • Z ‰ future v P P u v š ‰] } o Œ] Ÿ À Œ P š Z ‰ } š v Ÿ o } ‰ ‰ } Œ š µ v] Ÿ • u Œ P] v P] u ‰ š Z µ X } š Z] • • µ • Œ Œ G š µ ‰ } v] v š Z] • • Ÿ } v X

1. going forward

< Ç] v (} Œ u v š •] v š Œ À] Á (} Œ š Z] • • š Œ š P] Œ À] Á Æ ‰ Œ • • o Œ PBF/IRF 99 DMEL support:

- x Use IRF-99 more strategically š } š o Ç Ì l u ‰ o] (Ç • µ • š] v o ‰] Ÿ • š š Z] š Z v } v o Ç] v À • š] v • ‰] . • µ ‰ ‰ } Œ š ‰ Œ } i š •
- x Develop a more apparent ‰ l P } (W & ‰ µ] o] v P ‹ µ o] š Ç • š v Œ (} µ v Ÿ } v o ‰ µ] o] v P D >] v µ Ÿ } v – p XÐ • € Ö ‰ • • Ü Xp ˜ @ Ô • `

2.

(geared towards PBF Secretariats, PDAs, etc.).

It could also be explored how to leverage the role of PBF Secretariats and Peace and Development

IX

ANNEXES

Documents reviewed

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ƒ DFID Review of the PBF 2018/2019, September 2019.
ƒ

Key informant interviews

Marcus Lenzen	Senior Adviser and Deputy Chief, UN PBF
µ • Z Œ , • • v	, } (D > š u U h E W &
Deborah Gribaudo	D } v] š } Œ] v P v À o µ Ÿ } v K 8 Œ U
Diane Sheinberg	UN W & W Œ } P Œ u K 8 Œ
Tammy Smith	Former ^ v] } Œ À] • Œ U Z } (D > 2022)
Nigina (Khaitova) Qminacci	< v } Á o P u v P u v š } 8 Œ Á] š Z September 2023
-related	
Patrick Vinck	Independent consultant to PBSO on impact hub.] Œ š } Œ } (Z • Œ Z U , Œ À Œ ,
PDAs	
Ulan Shabynov	PBF Secretariat coordinator, Sudan