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Sustainable Development Goals

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EXECUTIVE SUMMARY

At the end of the 2017-2019 Strategic Plan, the United Nations Peacebuilding Fund (PBF) commissioned a Synthesis Review of approximately sixty evaluative exercises conducted at both portfolio as well as project levels during that period. The Synthesis Review report analyzed a range of findings emerging from the evaluative exercises, combined with recommendations for PBF and the wider UN system. In the Strategic Plan 2020-2024, the Fund committed to conduct Synthesis Reviews on an annual basis. This report represents a review of the 2020 evaluative exercises.

The 2020 Synthesis Review includes the review of one portfolio evaluation, three evaluability assessments, one Strategic Review, one Thematic Review on transitional justice, one evaluative exercise, and twenty-four project evaluations. The 2020 review examines those exercises, documents steps that PBF has taken in 2020 to follow-up on the recommendations outlined in the 2017-2019 review, and highlights

Formalize the new five-year eligibility process and strategic framework processes, while allowing necessary flexibility based on specific country conditions. Learning from the two pilot processes for the development of strategic frameworks in Guatemala and the Balkans should inform a formalization of these two experimental processes, including:

Developing a clear plan on who is responsible for supporting the strategic framework implementation, including DM&E frameworks, and aligning necessary capacities, skill sets and resources behind those structures;

Developing standard processes and methodologies that can be adapted/replicated, such as concept notes and sample agendas for strategic framework priority development workshops, or terms of reference, while allowing necessary flexibility to adapt to each context.



Conduct additional Thematic Reviews: The Thematic Review on Transitional Justice review proved useful for showing higher-level results and learnings in one key area of PBF investment. Therefore, PBF should invest in more Thematic Reviews of program areas in which the PBF has a clear niche and that are innovative, such as UN transition support and cross-border peacebuilding, when the timing seems right for those. There might also be ways to connect this ambition for higher-level learning and results in specific areas to the impact project funded by the Government of Germany. Producing solid Thematic Reviews will require dedicated resources and staffing to produce quality results.



Leverage the impact project with the Government of Germany to the best possible extent through:

Feeding the emerging learning from this new partnership into conversations focused on learning about peacebuilding with RUNOs and NUNOs (contributes to Recommendation I above);

Informing the processes related to the five-year eligibility and strategic frameworks at country level (contributes to Recommendation II above).

RECOMMENDATIONS FOR PBF'S DM&E (DESIGN, MONITORING, AND EVALUATION) FUNCTION

Conduct Synthesis Review of Evaluations and Evaluative Exercises only every two years. While this 2020 Synthesis Review was able to document some interesting new insights and nuances, especially in light of new developments in follow-up to the 2017-2019 recommendations, its overall evidence base was limited, compared to the 2017-2019 review. Delaying the next Synthesis Review until 2022 will make it possible to capture insights from key processes that are currently underway, the implementation of five-year eligibility and strategic frameworks in Guatemala and the Balkans (and possibly others by then), and also assess some insights emerging from the impact evaluation project. Waiting two years will provide a richer set of documents for analysis beyond project specific evaluations.

Develop clear DM&E processes in support of strategic frameworks and five-year eligibility: The promising new strategic frameworks and five-year eligibility plans will only be as effective and impactful as the related DM&E frameworks supporting their implementation. This will require independent resources and staffing for PBF Secretariats or other country-level backbone support mechanisms that guide this function strategically for PBF portfolios. These functions need to be strong substantively (peacebuilding program design, M&E, facilitating and convening RUNOs and NUNOs), and there should be clear agreements with RCs and RC offices regarding the importance of these functions, in order to demonstrate results at PBF portfolio levels.

Prioritize the 'D' in DM&E. Putting more emphasis on the 'D' (program design) and not only monitoring

The United Nations Secretary General's Peacebuilding Fund (PBF) was established in 2006, through General Assembly Resolution A/60/180 and Security Council Resolution S/RES/1645. The PBF is a country-focused global pooled fund that aims to provide timely, risk-tolerant, and flexible funding to peacebuilding initiatives before, during and after conflicts. The Peacebuilding Support Office (PBSO) is responsible for the overall management of the PBF under the authority of the Secretary General. The Multi-Partner Trust Fund Office (MPTFO) is the PBF's fiduciary agent.

In 2020, the PBF launched a new Strategic Plan that covers the period 2020-2024. This plan sets an ambitious goal of investing \$1.5 billion in peacebuilding efforts over the five-year plan period, in approximately forty countries, in response to increased global demand.⁵

Through the current Plan, the PBF continues to prioritize projects that align with the [Priority Areas](#) as outlined in its Terms of Reference:

for the implementation of peace agreements and political dialogue;

for strengthening national capacities to promote coexistence and peaceful resolution of conflict;

to efforts to revitalize the economy and generate immediate peace dividends for the population at large;

or re-establishment of essential administrative services and related human and technical capacities.

In addition to these Priority Areas, the 2020-2024 Strategic Plan extends the three [Priority Windows](#),

Under these priority areas and windows, PBF funds a wide range of different projects and programs, which is reflected in a high level of diversity of projects and portfolios.

At the end of the 2017-2019 Strategic Plan, PBF commissioned a Synthesis Review of evaluative exercises conducted at both portfolio as well as project levels (referenced as the "2017-2019 Synthesis Review" in the remainder of this document). The resulting 2017-2019 Synthesis Review analyzed PBF's performance and results through approximately sixty evaluative exercises (eight portfolio evaluations, forty-six project evaluations, two lessons learned reviews, and three evaluability assessments) of PBF-funded initiatives that assessed peacebuilding results across PBF country portfolios.

In the Strategic Plan 2020-2024, the Fund committed to conduct Synthesis Reviews on an annual basis. Following on this commitment, the Design, Monitoring and Evaluation team in PBSO engaged Anita Ernstorfer from PBF's Program Support Team, who was also the author of the 2017-2019 Synthesis Review, to conduct a Synthesis Review of PBF evaluations carried out in 2020. Tammy Smith, Kyle Jacques, and Nigina Khaitova were the focal points for the Synthesis Review on the PBF side.

4. UN Secretary General's Peacebuilding Fund (PBF) 2020-2024 Strategy

5. PBF's ability to meet this target is contingent on available funding from donors.

The focus areas of the 2020 Synthesis Review were determined jointly between PBF and the author during the inception period. As⁸ a result, the review was to include:

- ▲ Observations on PBF's progress against recommendations made in the 2017-2019 Synthesis Review, including expressed intentions to take the recommendations forward in PBF's management response.
- ▲ An analysis of how the evaluative exercises address relevance, effectiveness and longer-term impacts (to the extent possible) of projects across the PBF portfolio and across PBF's thematic focus areas and priority windows (as outlined in Section 1 above), including
 - ▲ A review of how the evaluative exercises assess the validity of the theories of change underpinning PBF projects and initiatives;
 - ▲ Recurring lessons-learned from project and portfolio evaluations of PBF-funded projects on improving the relevance, effectiveness, efficiency, coherence and conflict-sensitivity of PBF-funded peacebuilding activities.
- ▲ An overview analysis, as much as the information is provided in the evaluations to be reviewed, of the degree to which PBF-funded initiatives that were evaluated in 2020 met their stated outcomes, and how those outcomes were assessed as relevant by the evaluative exercises reviewed.
- ▲ Successes and challenges highlighted in the evaluative exercises in leveraging the PBF's intended niche-value, notably providing funding that is timely, risk-tolerant, and catalytic of peacebuilding processes and additional funding.
- ▲ Insights that emerge from the evaluative exercises for PBF monitoring and evaluation activities, including ensuring improved conflict analyses, results frameworks, data collection, and monitoring and evaluation frameworks for PBF-funded projects.

Insights and lessons emerging from the evaluations on further driving cohesion of UN strategies in conflict situations in support of nationally-led efforts, through joint analysis, planning and implementation. This includes, as much as information is available, the role that PBF Secretariats play in coherence and strategic orientation of PBF portfolios.

Recommendations of other approaches and methodologies that can be useful to evaluate impact of PBF-funded programming and higher-level changes in conflict

It should be noted that the review did not find a sufficient evidence base for all of these questions in the 2020 evaluative exercises. Therefore, certain areas are analyzed and highlighted more in this report than others.

METHODOLOGY

The review included primarily a review of key PBF documentation including the following:

8. Inception report as of November 25th, 2020.

- ✓ TOR of evaluative exercises that are currently under development;
- ✓ Other reviews and guidance notes – or drafts thereof – developed in 2020;
- ✓ Communication and guidance that the PBF issued in response to the Covid-19 pandemic in 2020;
- ✓ Wider UN peacebuilding documents that are of relevance for PBF and this review.

Annex I provides a more detailed overview of Key Documents reviewed, as well as links to those that are publicly available. A small number of key informants were interviewed for the purposes of this Synthesis Review, as listed in Annex II.

APPROACH TO ANALYSIS

As overarching guiding principles on how to understand relevance and effectiveness in peacebuilding engagements, this Synthesis Review applies the 2012 OECD/DAC criteria “Evaluating Peacebuilding Activities in Settings of Conflict and Fragility – Improving Learning for Results.” The Synthesis Review applied a qualitative analysis approach to distill patterns that emerged across the different evaluations, in line with the focus areas outlined in the ToRs and the inception report for this assignment.

The patterns examined included the following:

Statements and findings that occur more than once or twice in relation to the focus areas of this Synthesis Review;

A qualitative analysis of those statements

In general, and not surprisingly, at programmatic and operational levels, many of the findings

Single issues or insights that might emerge as particularly relevant for one project or country portfolio are only reflected in this Synthesis Review if they have broader relevance for other PBF initiatives.


.. ANALYSIS OF THE BODY OF EVIDENCE REVIEWED

.. ANALYSIS OF OVERALL FINDINGS COMPARED WITH THE - SYNTHESIS REVIEW

In general, and not surprisingly, at programmatic and operational levels, many of the findings documented in the 2017-2019 Synthesis Review were also found in the 2020 evaluative exercises—as they relate to effectiveness and impact, UN coordination and coherence, the systematic application of conflict analysis, peacebuilding theories of change, or conflict sensitivity. The 2020 analysis also reconfirms the remaining tension and frequent lack of clarity between what is ‘good development programming’ and what is relevant from a peacebuilding perspective—an issue that has emerged in various prior PBF reviews .

At the same time, the evidence base for identifying patterns of a more generalizable nature was much thinner for the 2020 review. The overall body of evaluative exercises in 2020 was different from the 2017-2019 review, as it consisted of a majority of decentralized project-level evaluations, and only one portfolio evaluation. While the three evaluability assessments, the Strategic Review, the one evaluative exercise and the Thematic Review on Transitional Justice also provide some insights into PBF portfolios beyond specific projects, the overall evidence base in

9. <https://www.oecd.org/dac/evaluation/evaluatingconflictpreventionandpeacebuilding.htm> This guidance includes criteria around Relevance, Effectiveness, Impact, Coherence, and Sustainability, and Conflict Sensitivity in peacebuilding - and how to design for peacebuilding results, including theories of change.



2020 provides a more limited view of higher level trends at PBF portfolio level, as compared to the 2017-2019 Synthesis Review. This is partly due to the fact that the period of review was only one year, during which a global pandemic was happening, which made conducting some of the portfolio level evaluations and higher level evaluative exercises more challenging.

The 2020 Synthesis Review also considered the findings and recommendations of the DFID Programme Completion Review (2016-2020), and its findings reconfirm several—but not all—of the recommendations of the DFID review. Where there is alignment with the findings and recommendations from the DFID review, select references are provided throughout this report.

Similar to the findings of the 2017-2019 review, the quality of 2020 project-level evaluations varied greatly. Different evaluation teams applied different criteria and approaches to understanding peacebuilding relevance and effectiveness. Many of the project evaluations found it challenging or impossible to come to firm conclusions regarding the relevance and effectiveness of PBF-funded projects, given limited monitoring and evaluation data, as well as short funding timeframes.

the recently started impact partnership with the Government of Germany represents potential progress in this regard.

Second, the recipient RUNOs and NUNOs exhibit quite diverse levels of skill in DM&E practices, including coherence of project design, development of M&E frameworks, and actual collection of data. Again, this issue has been discussed in previous reports, leading to recommendations for DM&E capacity building.

Third, project and portfolio level evaluations do not yet follow consistent approaches and standards, including what constitutes relevant peacebuilding programming. Even the term “peacebuilding” itself is not understood in an agreed manner by all participating organizations, resulting in evaluation reports that cannot be easily compared or combined to achieve a higher-level demonstration of impact – as noted in earlier reports and PBF reviews ¹².

It will be the role of the planned renewed focus on Thematic Reviews to assess results within and across a specific thematic area of work. So far, the Transitional Justice Thematic Review was finalized in 2020 (see section 4.1). A Gender and Peacebuilding Thematic Review is underway and will be completed in 2021, and PBSO is also planning a Thematic Review on Local Peacebuilding.

12. See past DFID evaluations of PBF as well as See Beijnum, Mariska: [Challenges and Opportunities to Peacebuilding: Analysis of Strategic Issues identified by Country-specific PBF evaluations.](#) Clingendael/Conflict Research Unit Report, The Hague, July 2013, and Anita Ernstorfer: [Synthesis Review of PBF portfolio and project evaluations 2017-2019](#) (May 2020).

OVERALL CONTEXTUAL DEVELOPMENTS IN RELEVANT FOR THIS SYNTHESIS REVIEW

This section briefly highlights select developments at PBF in 2020 that are important for understanding the overall context in which the 2020 Synthesis Review took place.

PBF'S - STRATEGY

In March 2020, PBF published its 2020-2024 Strategy.¹³ The Strategy reconfirms PBF's commitment to its thematic focus areas and priority windows, renews its commitment to conflict prevention, supporting countries undergoing transitions from peace operations, commits to scaling up support for cross-border and regional approaches, and makes a pitch for medium-sized financial peacebuilding interventions (as opposed to small-scale). The Strategy commits PBF to exploring how to expand partnerships to provide more direct and flexible funding to local-level organizations. It also makes a clear commitment to making learning a clear component of monitoring and evaluation. Both of these issues were raised in the 2017-2019 Synthesis Report.

PBF's 2020-2024 Strategy sets out its most ambitious fundraising target for the PBF to date, with the goal of raising USD 1.5 billion for the 2020-2024 period. During the period 2017–2019, PBF approved USD 531 million for support to fifty-one countries, which means that the PBF doubled its approvals compared the previous three-year strategic plan cycle, and exceeded its target of USD 500 million during this period. In 2020, PBF invested approximately USD 173 million in 39 countries. In January 2021, PBF mobilized USD 439 million through a high-level 'replenishment conference'.¹⁴

However, according to the Secretary General's 2020 Report on Peacebuilding and Sustaining Peace,¹⁵ the 'quantum leap' the Secretary General

had called for in support of the Fund has not been achieved, and PBF was therefore not able to respond to all requests received from countries. At¹⁶ the end of 2020, PBF also published, for the first time, a report summarizing the key highlights of its 2017-2019 Strategy implementation.¹⁷

UN PEACEBUILDING ARCHITECTURE REVIEW

The above referenced 2020 Secretary General's Report on Peacebuilding and Sustaining Peace was the principal input into the 2020 Review of the UN Peacebuilding Architecture. This third review of the United Nations peacebuilding architecture was requested in the twin resolutions on peacebuilding and sustaining peace (2016). The new twin resolutions on Peacebuilding and Sustaining Peace¹⁸ were adopted in December 2020 based on the 2020 Review of the UN Peacebuilding Architecture.

The entire UN system was engaged in the 2020 Review of the UN Peacebuilding Architecture, led by a core group of UN entities. PBSO played a key role facilitating some of the UN system wide consultations, including through the Peacebuilding Contact Group (PCG) and Peacebuilding Strategy Group. UN thematic papers on various aspects of peacebuilding and sustaining peace were received from across the UN system. Many entities also provided evaluation materials to ensure a focus on results and impact in the field. Extensive field inputs were also gathered.

The Peacebuilding and Sustaining Peace report summarizes the self-reported peacebuilding results by different UN organizations and agencies across the UN system. It also makes a strong funding pitch for predictable and sustained

16. See [Secretary General's Report 2020 on Peacebuilding and Sustaining Peace \(A/74/976-S/2020/773\)](#) p. 17/18

17. See footnote #11 above: Investing in Leadership for Peace.

18. General Assembly resolution 70/262 and Security Council resolution 2282 (2016)

19. [A/RES/75/201](#) (December 28th, 2020) and [S/RES/2558](#) (December 21st, 2020)

20. Thematic papers: <https://www.un.org/peacebuilding/content/thematic-papers.1>

13. [UN Secretary General's Peacebuilding Fund \(PBF\) 2020-2024 Strategy](#)

14. [PBF Investing in Leadership for Peace: Strategic Plan Results 2017-2019](#), p. 1/2. The 2020 figures and the numbers in relation to the 2021 replenishment conference were provided by PBF.

15. [Secretary General's Report 2020 on Peacebuilding and Sustaining Peace \(A/74/976-S/2020/773\)](#), July 30, 2020



resources and funding for peacebuilding, including the Secretary General's Peacebuilding Fund. It recognizes the role that the UN Peacebuilding Fund plays on different levels, including through blended finance mechanisms with private sector investments (such as in Colombia), complementing other types of Funds, such as the Central Emergency Response Fund or the UN Covid- and cevery Fun.,

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21. [Report of the UN Secretary General on the UN Peacebuilding Fund, A/74/688](#), February 10th, 2020

22. For a more in-depth discussion on lessons, challenges, and opportunities related to institutionalizing and operationalizing the Sustaining Peace Agenda in multi-mandate UN agencies, see a recent Interpeace working paper on this topic (publication forthcoming). Also the '[conflict-sensitivity integration review](#)' by Rachel Goldwyn (commissioned by USAID, MSI, and CDA) provides valuable insights on what makes conflict-sensitivity sustainable within organizations.

in their efforts to increase and strengthen their work in peacebuilding.

Engaging with and/or supporting those nascent efforts will be strategic for the PBF to further leverage these UN system-wide efforts going forward.

Beyond the FAO example highlighted in the text box, several other UN agency efforts would be worth highlighting in this regard. In addition to enhancing internal skills and capacities, some agencies are also engaging in research partnerships regarding peacebuilding, conducting internal evaluative reviews of their peacebuilding contributions, articulating joint positions on peacebuilding, or engaging in the joint articulation of the particular peacebuilding role and contributions of development and humanitarian actors.

HIGHLIGHTS OF THE SYNTHESIS REVIEW

TRANSITIONAL JUSTICE THEMATIC REVIEW

Building on past efforts²⁷ PBF has renewed its commitment to conducting Thematic Reviews of specific sectors that receive a significant share of PBF funding within and across PBF's priority areas and countries. PBSO is now approaching this in a more structured way and aims to conduct two Thematic Reviews per year, with a focus on areas that might represent a particular gap in knowledge both internal and external to the UN. In 2020, the first Thematic Review under this renewed focus was published: the Thematic Review on Transitional Justice developed under the leadership of Salif Nimaga from PBF's Program Support Team.

The Thematic Review on Transitional Justice identifies good practices and lessons learned in an effort to inform future PBF investment decisions and to help inform programmatic approaches in support of transitional justice initiatives. The review analyzed twenty-two transitional justice projects from eleven countries. Even though transitional justice is not an explicit priority area of the PBF, and rather a broader encompassing framework, many projects especially under the PBF Priority Area 2 (dialogue and peaceful coexistence) are focused on transitional justice, and/or reconciliation. Select key findings from the [Thematic Review on Transitional Justice](#) are highlighted throughout this report where they speak to key areas of insights for the 2020 Synthesis Review.

The Thematic Review proves to be a useful mechanism for understanding effectiveness and results beyond specific projects in one key area of PBF funding, to distill lessons and good practices, and to inform future PBF funding decisions.

PBF MANAGEMENT RESPONSE TO THE SYNTHESIS REVIEW

The 2017-2019 Synthesis Review included findings and recommendations directed at PBF, as well as recommendations that lie within the area of

responsibility of RUNOs and NUNOs for which PBF can only play a supporting role.

PBF generally welcomed and supported the Synthesis Review findings and recommendations. Despite the short time period between the finalization of the 2017-2019 Synthesis Review and the 2020 review, PBF had already started to take concrete steps to act upon the findings. As can be expected against this background, many proposed steps are still under consideration, spearheaded by the monitoring and evaluation team at PBF; they are not yet approved changes in PBF policy and practice. Hence, they will be described in this Synthesis Review but cannot yet be assessed as to their effectiveness in implementation.

The 2017-19 Synthesis Review was finalized in May 2020, around the same time as PBF's new 2020-2024 Strategy was launched. In August 2020, PBF convened a workshop with PBF staff and the Synthesis Review author to discuss the findings in greater detail, including implications of the conclusions and recommendations for PBF, RUNOs and NUNOs.

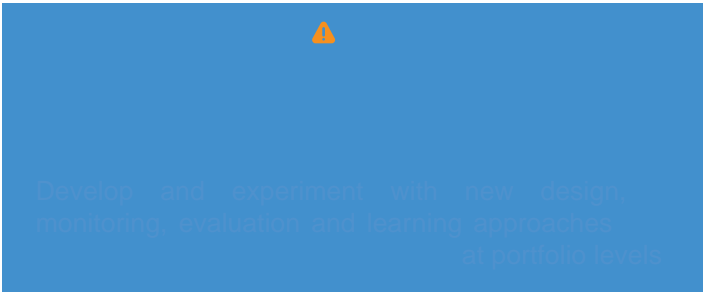
PBF also developed an internal management response to the 2017-2019 Synthesis Review, which was included in the 2020 Synthesis Review. This report highlights only the concrete actions that PBF has taken in 2020 to act upon the findings of the 2017-2019 report recommendations. It does not list all the expressed commitments for possible future PBF actions in the management response.



21. Such as, for example the PBSO [Peace Dividends Report \(on the role of social and administrative services in peacebuilding\)](#), or the PBSO report on [DDR and peacebuilding](#), both developed in 2012.

PBF has launched two processes to develop **five-year eligibility cycles** and corresponding

strategic frameworks at the portfolio level for Guatemala and the Balkans, both of which were underway during the drafting of this Review. Initial insights from these two processes are highlighted in section 5.2 of this report (effectiveness and impact).



PBF launched several initiatives in 2020 in response to this recommendation:

First, In Kyrgyzstan, PBF commissioned a high-level ‘Strategic Review’ of PBF’s portfolio in early 2020 against the background of approximately ten years of PBF funding, in order to determine the basis for a renewed eligibility request and outline possible priority areas of investment. Instead of doing another portfolio evaluation, PBF engaged a consultant to facilitate a higher-level Strategic Review with a focus on understanding possible areas of focus for the future. This Strategic Review had less of an evaluation focus, but rather distilled key insights from almost ten years of PBF investments.

Second, triggered also through the Covid-19 pandemic, PBF commissioned two evaluative exercises at the portfolio level [remotely](#), as further outlined in section 4.3 (‘staying relevant during a global pandemic’). Initial process lessons from these first remote engagements are highlighted in section 6 of this report (insights for PBF’s design, monitoring, evaluation and learning approach).

Third, a joint project has been started between PBF and the German Federal Foreign Office to conduct [impact evaluations](#) of PBF-funded projects during the last quarter of 2020. This joint project builds on the 2017-2019 Synthesis Review, and a report commissioned by the German Federal Foreign Office on innovative financing. As per the concept note for this project examined for this review, the joint initiative has two objectives: (i) Strengthen the evidence base regarding what

works and what does not in commonly supported areas within peacebuilding programs funded by the PBF; and (ii) Test the viability and cost-effectiveness of PBF independently conducting impact assessments of its investments. The project will be implemented through a partnership between the International Security and Development Center (ISDC), and the International Initiative for Impact Evaluation (3ie). Future reviews (like this Synthesis Review and others) will be able to document initial results and insights from this joint impact partnership and what those mean for PBF more widely.

STAYING RELEVANT DURING A GLOBAL PANDEMIC

The Covid-19 pandemic has represented significant challenges for international organizations, including for the UN, PBSO and PBF. In many countries, the pandemic has introduced new or increased existing tensions related to socio-economic difficulties, equal access to social services, or domestic violence. At country level, RUNOs and NUNOs were asked to adapt and respond to those new challenges, also related to new funding demands or shifting existing funding. At headquarter levels, PBSO and PBF had to adapt in their support to program design and implementation. External evaluators were not able to travel post-March 2020, which prompted PBF to test remote evaluation and other types of long-distance monitoring and evaluation support.

The PBF reached out proactively to Resident Coordinators in April 2020 to express support for possible adaptations required at country level to adapt PBF-funded initiatives to new needs emerging from the Covid-19 pandemic. While making it clear that the PBF cannot fund humanitarian response, PBF management communicated a clear commitment to addressing the social and economic impacts of the pandemic. According to this communication, this might entail such measures as crisis management and communications, supporting dialogue on response and recovery strategies, and inter-community social cohesion and border management.

This Synthesis Review did not include a country-level assessment of how these measures

by PBF in New York were taken up by RUNOs and NUNOs or what their impact on program implementation might have been. This could be the subject of future reviews, if considered useful.

PBF also published a briefing note on the implications of the Covid-19 pandemic in September 2020,²⁸ with the following four principles ‘to integrate peacebuilding in the Covid-19 response’: conflict-sensitivity, inclusion, integration and flexibility (see text box).

Responses are informed by multidimensional risk analysis and a do-no-harm approach

Dialogues with communities and marginalized groups help build trust and enhance social cohesion. Strong engagement with women’s groups is essential

The approach is integrated and coherent through collaboration across the humanitarian, development and peace nexus

The peacebuilding approach is adaptable and tailored to the pandemic context

The 2020 Secretary General’s Report on Peacebuilding and Sustaining Peace recognizes the PBF’s role in mitigating the implications of the Covid-19 pandemic, in collaboration with other UN actors and other funding mechanisms.

PBF has positively embraced the challenge of providing program design, monitoring and evaluation support long-distance, after international travel was halted in March 2020 due to the Covid-19 pandemic. The evaluative exercises commissioned by PBF in New York before February 2020 were conducted through field trips by members of PBF’s program support team (such as the Guatemala portfolio evaluation, the Burkina Faso evaluability assessment, or the Kyrgyzstan Strategic Review). Subsequent HQ-commissioned exercises—namely the Madagascar evaluability assessment and DM&E support and the Niger evaluative exercise and related self-assessment—were supported by PBF program support team members through long

distance exercises. PBF also published initial questions to consider when determining whether the proposed evaluation exercise can take place in the current context of Covid-19.²⁹

Section 6 in this report provides an initial overview of some of the experiences with these long-distance experiences. The few evaluative exercises that were conducted long distance are too few in number to provide a comprehensive overview of lessons from these processes. Assuming that remote support for such program design and evaluative processes will continue in 2021, the evidence base for learning will grow.

28. [UN PBF Briefing Note on the Covid-19 pandemic, September 2020](#)

29. [UN PBF Guidance on Assessing Readiness for Remote Evaluation, 2020](#)

ANALYSIS OF EVALUATIVE EXERCISES

PEACEBUILDING RELEVANCE

The 2020 exercises show an improvement in how RUNOs and NUNOs use conflict analysis more systematically to inform PBF-funded initiatives, and how they have responded to past gaps in conflict analysis.

For example, the 2020 Guatemala portfolio evaluation documents a clear gap in conflict

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“Bien qu’ils puissent puiser dans un riche répertoire d’analyses de conflits à travers les années – le PCIA de 2010, le CDA de 2014 et la mise à jour du CDA de 2019, ainsi que l’étude anthropologique dans le Sud de 2017 - certaines analyses se concentrent plus sur un examen du contexte et de certains problèmes spécifiques abordés sans faire des liens très explicites avec les principales dynamiques conflictuelles dans le pays.”

MADAGASCAR EVALUABILITY ASSESSMENT, P. 46

behind by the abandonment of the Peacebuilding Priority Plans (PPPs), as it led to an even greater ‘atomization’ of the PBF portfolios in country in the absence of higher-level impact-oriented strategic frameworks at UNCT portfolio levels.

For example, the Guatemala 2020 portfolio evaluation documents good project-level results in the areas of institutional support at national government level, strengthening of governance systems, transitional justice, and prevention of violence against women. At the same time, the portfolio evaluation states that it is impossible to measure their impacts beyond the specific project level, as there is no wider strategic peacebuilding framework at the portfolio level. “No es decir, que los proyectos individuales no lograron resultados, pero que no se pueden medir dentro de un marco de consolidación por la paz.” (Guatemala portfolio evaluation, p. 10)

At the same time, there are growing demands from PBF’s donors, its Advisory Group, as well as within the larger UN system to demonstrate higher-level and longer-term ‘impacts’ of PBF-funded portfolios. For example, the 2020 Peacebuilding Architecture Review called for evidence of impact, which PBF can only possibly demonstrate with strategic frameworks in place combined with portfolio level monitoring and evaluation frameworks.

The current steps towards developing [5-year strategic frameworks](#) are an important milestone for PBF to commit to longer time horizons. In 2020, PBF has started to support the development of two strategic framework processes that were both underway at the time of writing of this report: Guatemala and a regional framework for the Balkans. The overall idea behind these processes is to develop a framework at the portfolio level (with participation from RUNoe357 Tew357 Teg5 (rity-20.7 (nr

PEACEBUILDING EFFECTIVENESS & IMPACTS

Similar to the body of evaluative exercises reviewed for the 2017-2019 Synthesis Review, the 2020 evaluations (a majority of which were at the project level as noted above), demonstrate a wealth of promising project-level results. The PBF report on programmatic results from 2017-19, published in December 2020, provides a solid summary of project-level achievements across PBF’s priority areas and windows. Furthermore, the Transitional Justice Thematic Review provides an excellent example of a deeper assessment of specific project-level or programmatic thematic sectors that the PBF is funding.

However, as noted earlier in this report, it is not possible to measure higher-level results of impact at country level beyond specific projects in the absence of a strategic peacebuilding framework at the portfolio level. The 2017-2019 Synthesis Review had revealed a clear gap that was left

are important steps towards a clear peacebuilding strategy at portfolio level. They are also important 'process precedents' as they prioritize the final deliverable as much as the participatory multi-stakeholder process on how to get there.

It is important to encourage a joined-up approach at portfolio level to support PBF-funded projects to contribute towards a joint peacebuilding aim and have a collective impact on conflict dynamics. “

DFID PROGRAMME COM-PLETION REPORT OF THE PBF, 2020, P. II

PBF recognizes that the process of developing such strategic frameworks is as important as the final product. This is demonstrated through the participatory workshops and multi-stakeholder engagements that were underway in Guatemala and the Balkans during the writing of this report in order to develop a common understanding of the situation in country, key peacebuilding priorities, and higher-level theories of change at strategy and priority level.

The development of five-year strategic frameworks could also be an opportunity to address the issue of short-term funding for expected long-term results. According to the PBF Management Response to the 2017-2019 Synthesis Review, these five-year strategic frameworks will now be required for countries' eligibility and re-eligibility declarations. The process of granting funding and renewals offers an opportunity to plan phased projects over the next five-year timeframe, and countries will be required to submit a strategic framework, which is expected to allow for the achievements of more robust peacebuilding results.

As both the Guatemala and Balkans regional frameworks auo0 that

It is critical to have clear and strong focal points responsible for guiding the strategic framework development process on behalf of the UNCT. In Guatemala, this is the role of the staff in the PBF Secretariat, with inputs from the PDA (Peace and Development Adviser). In the Balkans (where there are no PBF Secretariats), the PDAs in the region play a vital function during the process, working with the external consultant. It seems key in those functions to combine strategic planning skills with peacebuilding and DM&E expertise, and locate these functions in the RC offices, in order to generate UNCT-wide buy-in. It is important that these functions are perceived as independent and not hosted (and/or funded) by a particular UN agency, but located in direct reporting line to the RCs and in support of all RUNOs and NUNOs. Ensuring consistent funding of these functions throughout the process is key to supporting a strong process.

Clear and consistent messaging from PBF in New York about the importance, purpose and process of a strategic framework is important to ensure buy-in from the RCs, NUNOs and RUNOs. In addition, guidance on the process and how to articulate higher-level priorities and outcomes is critical. If PBF continues these five-year eligibility and strategic framework processes in other countries, it should formalize these processes, based on integration of initial lessons from the Guatemala and Balkans processes.

Without sufficient capacity and financial resources to monitor and coordinate throughout the eligibility life span, strategic frameworks will be of limited relevance in practice. Strategic frameworks and related monitoring, evaluation and learning plans will require data collection at the appropriate levels and frequency, as well as Secretariat staffing capacity – and specifically adequate M&E capacity.

Inclusion of local and international civil society in the development of strategic

frameworks is critical and beneficial on a number of levels:

It is important to include other perspectives and perceptions about key conflict and peace dynamics into the UN processes to challenge possible UN ‘group think’. Hence, for example, civil society organizations will be invited by the Guatemala teams to participate in related workshops inform the development of priority outcomes;

Engagement of key stakeholders in the process can further establish relationships and trust with and amongst key national and local groups and possible partners for PBF implementation;

In both Guatemala and the Balkans, there are strong civil society organizations that can participate in as well as lead the implementation of PBF interventions. Involving them in the development of strategic priorities is a useful step of engagement, and is also aligned with PBF’s expressed commitment in the 2020-2024 strategy to continue the exploration of direct funding of local organizations.

Strategic frameworks and related M&E processes at portfolio levels also have the potential to make it easier for UNCTs to link up with other UN-wide and national level strategic planning frameworks. For example, the Liberia Evaluability Assessment 2020 documents how the PBF-related UNCT-wide results framework is tied proactively to broader Sustainable Development Goal processes (see text box).

“To enhance monitoring and ensure effective quality assurance and support the M&E functions of the projects, the LMPTF [Liberia Multi-Partner Trust Fund] Secretariat has developed a Fund Level Results Framework which will compare data at project level to M&E data collated at Fund level. This will ensure alignment to the UNSDCF [United Nations Sustainable Development Cooperation Framework]. Frequency of data analysis and reporting at the Fund level will largely depend on the frequency of the UNSDCF data generation and reporting mechanism, for the purpose of validation. The Fund Level Results Framework is based on a results chain that aligns project outcomes and associated indicators with that of the UNSDCF that feeds into the Government’s Pro-poor Agenda for Prosperity and Development Framework as well as the Sustainable Development Goals and Sub-goals. Data will be collated and compared in a sequential approach to measure and determine results.”

LIBERIA EVALUABILITY ASSESSMENT 2020, P. 11/12

. UN COHERENCE

As documented in earlier PBF reviews, coordination amongst RUNOs and NUNOs at the individual PBF-funded project level is, on average, quite solid in many contexts.

The 2020 evaluations reveal a few examples regarding how strategic collaboration between implementing RUNOs and NUNOs not only increases project effectiveness, but also increases the likelihood for follow-up, and sustainability, in line with PBF's ambition to be catalytic. The example from the FAO/IOM PBF-funded women and peacebuilding in water management project is a good example in this regard (see text box).

THE ROLE OF PBF SECRETARIATS

At the same time, several areas remain in which coherence and joint approaches have been an ongoing challenge in PBF-funded interventions, including:



relevance to a particular PBF-funded portfolio;

Serve as a bridge between PBF, RUNOs, NUNOs, government, and local civil society;

Increase the DM&E functions of PBF-funded portfolios significantly, if equipped with the necessary DM&E capacities and skills; and

Support financial and narrative reporting of PBF portfolios.

it was documented, for example in the 2020 Kyrgyzstan PBF cross-border evaluation.

The Strategic Review conducted for the PBF portfolio in Kyrgyzstan in 2020 provides further interesting insights in relation to conflict-sensitivity, program adaptation and prevention of violent extremism (PVE), which was a funding priority of PBF in the country in recent years.

The Kyrgyzstan Strategic Review documents that PBF-funded PVE initiatives were problematic on a number of levels. “Softer” PVE issues co-exist with security-focused counter-terrorism efforts, and the review documents concerns about the legitimization of human rights abuses through the heightened focus on PVE. Furthermore, UN staff and their governmental and non-governmental implementing partners define and understand fundamental terminology and strategies of PVE interventions in different ways.

PBF would be well advised to make conflict-sensitivity a more prominent part of its

specific roles, needs and capacities that need to be understood. This is often a challenge in peacebuilding programming - beyond the particular PBF funding modalities. In particular, in this instance, youth in Yemen have played quite a specific role in peacebuilding, a perspective that the evaluation analyzed as not sufficiently leveraged and built upon through a joint 'women and youth' approach.

. SUSTAINABILITY OF PBF INVESTMENTS

In relation to the sustainability of PBF investments, there are, in principle many factors to be discussed. The 2020 evaluative exercises reveal two main issues in relation to sustainability, which also reinforce findings from past reviews.

First, there is a need to resolve the tension between short-term and long-term funding to achieve sustainable peacebuilding results. Second, there is the question of how best to engage national and local civil society actors as peacebuilding initiatives can ultimately only be successful and sustainable if owned and driven by national and local partners.

SHORT-TERM FUNDING WITH THE AMBITION TO ACHIEVE LONG-TERM RESULT

As noted in the 2017-2019 Synthesis Review, and as illustrated through the quotes below, the PBF's short funding timeframes were seen again as an impediment to longer-term impacts and sustainability in several of the 2020 evaluative exercises.

As PBF engages in the same country through a series of short-term IRF and/or PRF funding cycles, it becomes clear that the frequent short-term financial contributions without an indication, from the beginning, about medium-term to longer-term funding are counter-productive for peacebuilding results and impacts.

Some of the evaluative exercises also recommend a more explicit development of a sustainability strategy during initial program design.

ENGAGEMENT OF NATIONAL AND LOCAL CIVIL SOCIETY ACTORS

Several of the 2020 evaluative exercises stress the need for more involvement of and/or better coordination with national and local civil society actors. For example, the Guatemala portfolio evaluation recommends that PBF-funded initiatives involve civil society organizations more, to leverage collective experiences in peacebuilding in the country. In early 2021, the Guatemala PBF Secretariat is planning to engage civil society actors in consultations Tj 0o, thi0. 99.6Tj cm/0.33m 7w37fl

Similar to the 2017-2019 exercise, 2020 evaluative reviews reconfirm that often local civil society organizations have a different kind of reach and footprint in peacebuilding work and ultimately sustainability, compared with what UN agencies can do themselves. For example, the Myanmar ‘empowering young men and women’ 2020 evaluation states: “There is value addition in working with local CSOs and other partners whose capacity is strong and have a wider geographic reach. The local CSOs were able to reach far, and hard to reach areas, where security restrictions would not allow UNFPA and UNICEF staff to reach.” (p. 20).

It is local and national organizations who are often the sustained and long-term champions for peacebuilding in the country, independent of international funding; hence close partnerships with local and national organizations are critical for sustainability.

These observations reconfirm the stated principle in the 2020-2024 PBF strategy to continue funding local civil society organizations directly. The 2021 Thematic Review on local peacebuilding that PBSO will be conducting is expected to provide further valuable insights into this question.

INSIGHTS FOR PBF'S DESIGN, MONITORING, EVALUATION AND LEARNING APPROACH

As already stated in other parts of this Synthesis Review, the key findings from the 2017-2019 Synthesis Review in relation to PBF's design, monitoring, evaluation, and learning approach are supported by the 2020 findings.

As part of its efforts to strengthen the quality of project designs, the 2020 Review highlights two additional options for consideration for PBF:

An overall observation from the author in relation to the project-level evaluations reviewed is that these might be useful to conduct if there is a clear process of facilitated learning from them. However, some of the evaluations themselves are quite weak, or basically document weak results based on weak DM&E systems. Thus, they do not add much to the overall knowledge base of the respective project. It is not clear how useful those evaluations are, and if it was the best use of resources to conduct those—or whether an investment to strengthen the DM&E skills of UNCTs, RUNOs and NUNOs would have been a better use of PBF funds.

1. Possible further exploration is not insist on mandatory evaluations for each project, but rather use those resource, in some cases, to invest in initial design and insuring program quality and strong M&E systems throughout implementation (investing in the front and instead of at the end).
2. Another level of flexibility could be introduced by investing more in capacities for upfront program design, rather than stressing the evaluability (hence, accountability) aspect of PBF-funded interventions. For example, given the often significant delays in starting PBF-funded projects (until partner consultations are conducted, staff are hired, etc.), conducting mandatory evaluability assessments might not always be the best approach, as it is often too early to assess evaluability when projects have only recently started implementation. Instead, the time allocated for program design could be extended before funding is approved by PBF.

The 2020 evaluative exercises reconfirm improvements in M&E practices and useful experimentation with new M&E approaches (such as community-based monitoring in Liberia), but also note that there is still a long journey ahead for PBF, RUNOs and NUNOs to improve project-level DM&E and to design and monitor systematically for portfolio-level results.

DESIGN, DESIGN, DESIGN: WHAT YOU DO NOT DO DURING DESIGN, YOU CANNOT FIX THROUGH YOUR 'M&E'

The 2017-2019 Synthesis Review recommended a clearer link between the “D” (Program Design) with “M&E” (monitoring and evaluation). This need is reconfirmed in 2020 evaluative exercises: a rigorous investment in design processes at project and program levels is required, in order to establish a strong foundation for portfolio-level insights regarding results or impacts. If DM&E capacities are weak, and if projects are weak in design and implementation, this is a strong predictor of a weak evaluation.

“The ability to identify project-level peacebuilding impact is undermined when projects fail to clearly articulate peacebuilding targets and indicators at outcome level. Greater support for implementing agencies in developing thorough conflict analysis and using findings to develop peacebuilding-specific outcomes will enable greater impact (and measurement of impact) on conflict drivers. [...] Inconsistent M&E capacity at project and portfolio levels undermines the accuracy of Fund-level reports that measure impact and gather and share learnings across contexts. The PBSO commissioned an independent Synthesis Review of all projects between 2017-2019 ('Synthesis Review') which goes some way in addressing the need for cross-context learning but also highlighted the importance of further investment in M&E capacity across implementing agencies.”

DFID 2020 PROGRAMME COMPLETION REVIEW OF PBF, P. II

Should that not be possible, given country level urgencies or bureaucratic requirements (e.g. the difficulties to extend IRF life cycles under PBF's

a coach or 'critical friend' who provides feed-back on products produced by UNCTs/RUNOs and NUNOs, while RUNOs and NUNOs take the lead in developing them?

The nature and boundaries of each support process must be clear, including the scope and roles. For example, both of the remotely supported evaluative processes in Madagascar and Niger had an evaluative or evaluability assessment component (including self-assessment), but also included a component of strengthening DM&E systems and skills of the involved RUNO and NUNO teams. While such hybrid models and the related flexibility related to them are useful, in principle, to respond to the different needs in-country, they also have the potential to expand into unwieldy assignments for involved members of the Program Support Team. Hence, putting clear boundaries around these engagements is critical.

Much of the PBF support, even though framed around more technical DM&E questions, cuts across more strategic portfolio questions (overall priorities, higher level theo-

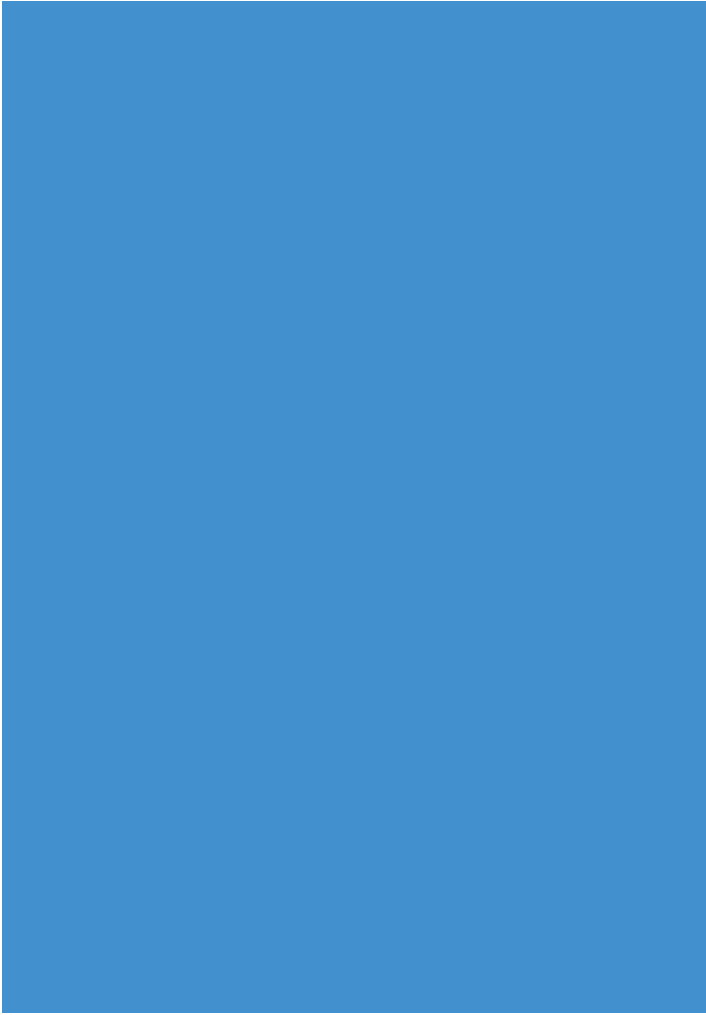
daunting task than other types of evaluative exercises, given the scarcity of in-country data. For instance, it is challenging to interview government and local civil society counterparts remotely and receive the same quality of information compared to in-person engagements. Other evaluative exercises seem easier to do, and DM&E capacity development activities may also be relatively easy using online platforms.

The self-evaluation elements of some of these remote engagements worked well to a certain extent. If and how this can work is related to broader questions of organizational culture and how much willingness there is, more broadly speaking beyond PBF, to reflect on lessons, successes and failures.

PBF can contribute to strengthening a learning mindset and culture of learning by deliberately facilitating learning exercises and encouraging NUNOs and RUNOs to engage in an open learning feedback loop with PBF. Again, doing this remotely from New York alone seems challenging and the role of in-country structures such as strong PBF Secretariats with the right skill sets seems important to convene and facilitate such processes at country level, including the establishment of trust and long-term relationships that are necessary for any open learning process.

. RECOMMENDATIONS

RECOMMENDATIONS FOR STRATEGIC
MANAGEMENT OF PBF



RECOMMENDATIONS FOR PBF'S DM&E (DESIGN,
MONITORING, AND EVALUATION) FUNCTION

While this 2020 Synthesis Review

ANNEX I: RECOMMENDATIONS OF THE - SYNTHESIS REVIEW OF PBF-FUNDED EVALUATIVE EXERCISES

Recommendations of 2017-2019 Synthesis Review of evaluations and evaluative exercises of PBF-funded initiatives (report published in May 2020) ⁴⁶

RECOMMENDATIONS FOR PBF STRATEGIC MANAGEMENT:

1. Provide clearer criteria for when PBF funding will be approved – and when it will not;
2. Consider a review of the duration of PBF funding windows and related DM&E requirements to resolve the tension between ‘catalytic’ and ‘long-term impacts’;
3. Strengthen strategic planning and oversight of PBF portfolios;
4. Make capacity strengthening of UN agencies and national partners a priority;
5. Continue the exploration to fund national and local civil society actors directly;
6. Articulate PBF’s engagement principles more clearly– peacebuilding as an ‘approach’ and as a ‘sector’.

RECOMMENDATIONS FOR PBF’S DESIGN, MONITORING, EVALUATION AND LEARNING FUNCTION:

1. Strengthen DM&E (design, monitoring, evaluation) and Learning capacities of RUNOs, NUNOs (and possibly local NGOs in the future), PBF Secretariats, and within PBF;
2. Get serious about results and impact at the portfolio/collective impact level;
3. Connect the “D” with the “M&E” and prioritize learning across portfolios;
4. Strengthen the focus on conflict sensitivity, ongoing conflict and context monitoring, and adaptive management across PBF portfolios;
5. Introduce more flexibility into existing DM&E tools and be open to adaptation and experimentation with new evaluative approaches;
6. Select evaluators and facilitators of other evaluative exercises that have a strong peacebuilding and DM&E background.

46. [PBF Synthesis Review 2017-2019, May 18th 2020, Recommendations](#) (summary version of the recommendations as per the Abstract in the full report).

ANNEX II: KEY DOCUMENTS REVIEWED

EVALUATIONS AND OTHER PBF DOCUMENTS

PORTFOLIO LEVEL EVALUATIONS AND PORTFOLIO LEVEL EXERCISES the documents available on the PBF webpage at the time of writing have corresponding hyperlinks):

- ▲ 1 portfolio evaluation (Guatemala, 2020)
- ▲ 3 Evaluability Assessments: Liberia, Burkina Faso, Madagascar (Madagascar included an DM&E support exercise)
- ▲ 1 [Strategic Review Exercise](#) (Kyrgyzstan, 2020) ^s
- ▲ 1 Evaluative Exercise: Niger with DM&E support and self-assessment guides
- ▲ [Thematic Review on Transitional Justice](#) (by Salif Nimaga, 2020) ^s

PROJECT-LEVEL EVALUATIONS FINALIZED IN 2020:

- ▲ Bosnia & Herzegovina: PBF/IRF 190, Social Cohesion & Diversity
- Burkina Faso, Mali, Niger: PBF/IRF 180/181/182: Community security and social cohesion
- Burkina Faso, PBF/IRF-164: Security sector
- Burundi, PBF/IRF 225: Sustainable reintegration
- Central African Republic, PBF/IRF-183: Political participation of women
- Côte d'Ivoire, PBF/IRF-199: Conflict Management
- ▲ DRC, PBF/COD/A-2: Ensemble pour la paix
- DRC, PBF/COD/A-3: Land conflicts and social cohesion (partially funded by PBF)
- ▲ El Salvador, PBF/IRF-179, Post-conflict peacebuilding
- Gambia, PBF/IRF-173, Security Sector Reform
- ▲ Guinea-Bissau, PBF/IRF-208: Support to Political Dialogue
- Haiti, PBF/IRF 227, Youth Promotion
- Kyrgyzstan, PBF/IRF 239: Photography with youth
- ▲ Kyrgyzstan/Tajikistan cross border project, PBF/IRF 131/132: Cross-border cooperation
- Lebanon, PBF/IRF: Employment and Peacebuilding, youth at risk
- Liberia, PBF/IRF 228: Human rights promotion
- Liberia, PBF/IRF 170: Youth Participation in the 2917 legislative and presidential electoral process
- ▲ Myanmar, PBF/IRF 242: Strengthening women in Rakhine State
- Myanmar, PBF/IRF 226: Empowering women for peacebuilding in Myanmar
- Papua New Guinea, PBF/IRF 204: Youth and women promotion for a violence-free referendum
- Philippines, PBF/IRF 188: Peacebuilding in Mindanao

REVIEWS AND REPORTS OF/ON THE PBF:

- ▲ DFID Programme Completion Review of the UN Peacebuilding Fund 2020, finalized in September 2020, reviewing the period 2016-2020. July 2020 (not public at the time of writing)
- ▲ 2019 [SG Report on the PBF, A/74/688](#), February 10th 2020
- ▲ Anita Ernstorfer: [Synthesis Review](#) of PBF portfolio and project evaluations 2017-2019
- ▲ Beijnum, Mariska: [Challenges and Opportunities to Peacebuilding: Analysis of Strategic Issues identified by Country-specific PBF evaluations](#). Clingendael/Conflict Research Unit Report, The Hague, July 2013

WIDER UN DOCUMENTS

PBF BACKGROUND AND GUIDANCE DOCUMENTS - PUBLIC (ON WEBSITE)

All of the above PBF guidelines are available under:

<https://www.un.org/peacebuilding/fund/documents/guidelines>

PBF BACKGROUND DOCUMENTS – INTERNAL TO PBF

ANNEX III: KEY INFORMANTS INTERVIEWED

In alphabetical order by last name. The list below does not include PBF staff that have guided this Synthesis Review overall (Tammy Smith, Kyle Jacques, Nigina Khaitova).

- ▲ Jenin Assaf, Evaluation Officer, FAO Evaluation Office
- ▲ Marta Bruno, Knowledge Management and Evaluation Office, FAO Evaluation Office
- ▲ Christof Kurz, Independent expert, member of PBF's Program Support Team
- ▲ Bautista Logioco, Independent expert, member of PBF's Program Support Team
- ▲ Salif Nimaga, Independent expert, member of PBF's Program Support Team
- ▲ James Rogan, Managing Director, Exterion
- ▲ Lucy Turner, Senior Coordinator, PBF Secretariat, Guatemala



SECRETARY-GENERAL'S
PEACEBUILDING FUND