

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



PBF PROJECT DOCUMENT

Country(ies): Global	
Project Title: Country Support for Design, Monitoring, Evaluation and Learning Project Number from MPTF-O Gateway (if existing project):	
PBF project modality: <input checked="checked" type="checkbox"/> IRF <input type="checkbox"/>	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:
List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): DPPA/PBSO, UNOPS List additional implementing partners, specify the type of organization (Government, INGO, local CSO):	
Project duration in months^{1 2}: 24 months Geographic zones (within the country) for project implementation: Global	
Does the project fall under one or more of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative ³ <input type="checkbox"/> Youth promotion initiative ⁴ <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): DPPA/PBSO: \$3,564,170.00 UNOPS: \$1,425,240.00 Total: \$4,989,410.00 <p style="margin-top: 20px;"><i>*The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.</i></p>	
Any other existing funding for the project (amount and source):	

¹ Maximum project duration for IRF projects is 24 months, for PRF projects – 36 months.

² The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.

³ Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative

⁴ Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

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PBF 1st tranche (100%): DPPA/PBSO: \$ 2,138,502.00 UNOPS: \$ 855,144.00 Total: \$2,993,646.00	PBF 2nd tranche* (%): DPPA/PBSO: \$ 1,425,668.00 UNOPS: \$ 570,096.00 Total: \$1,995,764	PBF 3rd tranche* (%): DPPA/PBSO: \$ UNOPS: \$ Total:
Provide a brief project description (describe the main project goal; do not list outcomes and outputs): This project provides for an enhanced design, monitoring, and evaluation function at PBSO to directly support country-based development of peacebuilding programming as well as country-based monitoring and evaluation efforts.		
Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups): PBF Design, Monitoring, Evaluation and Learning (DMEL) Team conducted individual consultations and group feedback sessions with various stakeholders to consolidate reflections on the performance of the predecessor project (PBF/IRF-99) and identify DMEL priorities and needs to be addressed by this project. An external evaluation of the last reiteration of the project was conducted by an independent consultant who also led consultations with Secretariats and made recommendations for the future. The Secretary-General's 7 th independent Advisory Group was consulted on the elaboration of the project and supported the value of PBF investment in DMEL. Among consulted stakeholders are PBF Programme Officers and PBF senior management, PBF Secretariats and UN and CSO funds' recipients (members of the PBF Community of Practice), as well as individual and institutional consultants who have supported PBF DMEL efforts to date.		
Project Gender Marker score⁴: 2 Specify % and \$ of total project budget allocated to activities in pursuit of gender equality and women's empowerment: 30% (\$1,496,823.00)		
Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment ⁵: The project will help strengthen gender-sensitivity of PBF-funded interventions through increased advocacy during project design and the mainstreaming of gender-sensitivity within monitoring and evaluation efforts commissioned both by in-country stakeholders and PBSO. The new DMEL project will build on the IRF 99 key activities toward increased gender sensibility and responsiveness of the PBF programmes, including the revision of the gender marker guidance note and the PST roster support on GYPI design.		
Project Risk Marker score⁶: 0		

⁴ **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

⁵ Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**

⁶ **Risk marker 0** = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

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Is the project piloting new approaches: Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Does the project design incorporate climate, peace and security related considerations: Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Select PBF Focus Areas which best summarizes the focus of the project (<i>select ONLY one</i>) ⁷ : 4.3 If applicable, SDCF/UNDAF outcome(s) to which the project contributes: N/A Sustainable Development Goal(s) and Target(s) to which the project contributes: SDG 16: 16.6; 16.7 16.a; SDG:17 17.3, 17.9, 17.14, 17.17, 17.18.	
Type of submission: <input checked="" type="checkbox"/> New project <input type="checkbox"/> Project amendment	If it is a project amendment, select all changes that apply and provide a brief justification: Extension of duration: <input type="checkbox"/> Additional duration in months (number of months and new end date): Change of project outcome/ scope: <input type="checkbox"/> Change of budget allocation between outcomes or budget categories of more than 15%: <input type="checkbox"/> Additional PBF budget: <input type="checkbox"/> Additional amount by recipient organization: USD XXXXX Brief justification for amendment: <i>Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.</i>

⁷ **PBF Focus Areas** are:

(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;


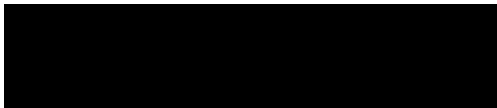

(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management.

(3.1) Employment; (3.2) Equitable access to social services

(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

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PROJECT SIGNATURES:

<p>Department of Political and Peacebuilding Affairs (DPPA)</p> <p>Xuejun Zhou</p> <p></p> <p><i>Signature</i> Executive Officer, DPPA-DPO <i>Date & Seal</i> 29 April 2024</p>	<p>United Nations Office for Project Services (UNOPS)</p> <p>Kirk Bayabos</p> <p></p> <p><i>Signature</i> Head of Cluster, SDC <i>Date & Seal</i></p>
	<p>Peacebuilding Support Office (PBSO)</p> <p>Elizabeth Spehar </p> <p><i>Signature</i> 18 April 2024 Assistant Secretary-General for Peacebuilding Support <i>Date & Seal</i></p>

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

- a) A brief summary of gender-responsive **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age-responsive.

For most sector specialists, identifying specific peacebuilding outcomes, articulating programme logic through a theory of change, and identifying indicators that capture the desired *peacebuilding* effect is no easy task.⁸ PBSO has been frequently receiving country requests for support from monitoring and evaluation specialists with specific peacebuilding experience throughout the design stage. Monitoring and evaluation support, however, does not end with the acceptance of a proposal. Robust monitoring and evaluation is an essential aspect of programme accountability and improved learning for any organization.

Commissioning high quality peacebuilding evaluations is particularly challenging for many sectoral specialists. Similar to humanitarian evaluation, the evaluation of peacebuilding interventions is a subset within evaluation practice that requires specific expertise. Peacebuilding evaluators utilize a relatively new and innovative set of tools for confronting challenges stemming from the nature of conflict and post-conflict environments. Typical challenges include fluid programming contexts and constrained access to monitoring data and beneficiaries, all of which usually signal negative implications for quality evaluations using standard techniques. In addition to these challenges, peacebuilding evaluators frequently confront projects in which the peacebuilding aspect of an intervention's expected outcomes is not explicit or has become blurred over time. In these cases, peacebuilding evaluators must construct a *post hoc* logic model, including a theory of change and associated indicators, for assessing the specific peacebuilding gains an intervention has accomplished. In the absence of doing this, evaluations tend to assess a project's outcomes within a given sector – education, security, local governance – at the expense of examining peacebuilding outcomes, rendering the evaluation only marginally useful for peacebuilding practice and PBF accountability. Guaranteeing quality peacebuilding evaluations requires the specific technical expertise noted above, as well as administrative and political will to ensure that sufficient resources are in place in a timely fashion.

PBF has been continually enhancing its Design, Monitoring, Evaluation and Learning (DMEL) capacities since 2010.⁹ The impulse to improve has come internally as well externally, through the recommendations of various evaluative exercises which have called for the establishment of stronger M&E systems,¹⁰ and for enhancing the integration of gender throughout PBF evaluations.¹¹ The 2014 PBF Review¹² recognized the positive impact these improvements had made, which underscored the need for continued and expanded support to country partners, specifically through the establishment of the predecessor PBF/IRF-99 Design, Monitoring and Evaluation (DM&E) project.

⁸ Kluyskens, Jups and Lance Clark, "Review of the United Nations Peacebuilding Fund," May 2014, p.60: <https://www.norad.no/globalassets/publikasjoner/publikasjoner-2016/norad-collected-reviews/review-of-the-united-nations-peacebuilding-fund.pdf>.

⁹ Between 2010-2014, PBF relied exclusively on external assistance for its M&E capacity, including the generous secondment of a Senior M&E advisor from UNDP and a JPO funded by the Government of Australia.

¹⁰ Kluyskens and Clark (2014), OIOS (2008), "Report of the Office of Internal Oversight on the Independent Evaluation of the Peacebuilding Fund," Ball and van Beijnum (2009) "Review of the Peacebuilding Fund"

¹¹ See recommendations from the SWAP 2014 Evaluation Performance review.

¹² Kluyskens, Jups and Lance Clark, "Review of the United Nations Peacebuilding Fund," May 2014: <https://www.norad.no/globalassets/publikasjoner/publikasjoner-2016/norad-collected-reviews/review-of-the-united-nations-peacebuilding-fund.pdf>.

The DMEL project was designed taking in consideration the findings and recommendations from the following DMEL analysis and Evaluations, from various actors:

-The **2020 PBF Synthesis Review**¹³ also recognized the improvements in M&E practices and useful experimentation with new M&E approaches, but also emphasized that “there is still a long journey ahead for PBF, RUNOs [Recipient UN Organizations of PBF funds] and NUNOs [Non-UN Recipients of PBF funds] to improve project-level DM&E and to design and monitor systematically for portfolio-level results.”

-The **2021 UK Foreign, Commonwealth and Development Office’s (FCDO’s) review** of its partnership arrangement with the Fund scored the PBF as “exceeds expectations” and noted that the PBF and recipient countries’ results for M&E indicators “are a testament to the excellent work of the PBSO’s Monitoring and Evaluation team,” thus underscoring the relevance and impact of the DMEL investments to date and the need for continued and expanded support to country partners. Similarly, the survey of nearly 200 PBF country-based counterparts, including in UN entities, civil society and government, conducted as part of an **independent Mid-Term Review of the PBF Strategy 2020-2024**, found that the support from PBF Secretariats and PBSO on design, monitoring and evaluation, gender and youth-responsive programming, as well as conflict sensitivity is overwhelmingly deemed as sufficient or more than sufficient (80% of responses), thus reconfirming the importance of the DM&E support provided by the PBF HQ. The 2021-2022 Synthesis Review¹⁴ findings also recommend a need for country level investments in capacity building and moving away from the DAC criteria for evaluations for more programmatic findings and more focus on impacts. The preliminary findings of the ongoing IRF 99 Evaluation show very high appreciation from the sample of clients interviewed about the support provided under the DMEL project. The evaluation also suggests using the DMEL project more strategically by building on its realizations and amplifying them.

It is also worth mentioning that the independent Evaluation Quality Assessment noted that out of the 51 PBF project evaluation reports that were assessed, the average overall score was 74% which is in the lower range for the Good rating (75-89%). Moreover, the 2022 UK **Foreign, Commonwealth and Development Office’s (FCDO’s) report** noted that PBSO’s central Monitoring and Evaluation team do not have the capacity to chase each individual project team to complete their individual evaluations. It was therefore recommended that the PBSO works with local secretariats to build their M&E capacity, and that the PBSO requires local PBF secretariats to improve compliance against this crucial performance metric. The FCDO should continue to work with the PBSO to understand progress to improving this output throughout the year and understand barriers in doing so.

- b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**¹⁵, how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process. Elaborate on the catalytic nature of the project and

¹³ Synthesis Review of UN Peacebuilding Fund (PBF) Evaluations and Evaluative Exercises

¹⁴ Synthesis Review of UN Peacebuilding Fund (PBF) 2021–2022 Evaluations and Evaluative Exercises, commissioned by the PBF

¹⁵ Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

how national ownership, including but not limited to, national and subnational entities are built in.

The Peacebuilding Fund's [Strategic Plan 2020-2024](#) and the corresponding [PBF Performance Framework](#) commit PBSO to ensuring a robust Monitoring, Evaluation and Learning system. Through piloting and scaling up new DMEL support exercises, the Fund will equip recipient UN entities and their national partners with more reliable data, evidence-based good practices and lessons learned. The Enhancing DMEL capacity on both project and country portfolio levels, will contribute to national ownership, catalyzing additional resources, and ensuring sustainability of results. The undertaking of evaluations of projects and portfolios is an integral part of any country activity requested by national partners, and national partners shall necessarily be involved in the undertaking of evaluations or other activities financed by this project.

- c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal's sector by filling out the table below.

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
PBF/IRF-99: "Country Support for Design, Monitoring and Evaluation" (November 2014- December 2023)	PBF (\$7,367,868)	The predecessor 'IRF-99' DM&E project also focused on providing comprehensive DMEL support to in-country stakeholders and partners.	Learning from the experience of the predecessor IRF-99 project, this project will expand the type of DMEL support provided based on the current needs based on country consultations, project evaluation, partners survey and internal PBF consultations.

II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

- a) A brief **description of the project** focus and approach – describe the project's overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

The overall aim of the project is to ensure that peacebuilding design, monitoring, evaluation and learning are strengthened within PBF-funded programming to ensure the most effective possible use of funds entrusted to the PBF and high value-for-money.

- b) Provide a **project-level 'theory of change'** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project's outcomes.

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(Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)

If country partners are supported with dedicated peacebuilding DMEL expertise from design through, monitoring and evaluation of interventions, if opportunities for cross-fertilization of knowledge are provided, and if PBF Secretariats where present provide adequate guidance, analysis and learning, then PBF-funded interventions will be able to generate long-term peacebuilding impact, because expert DMEL support strengthens in-country capacities and helps design clearer peacebuilding outcomes, collect rigorous peacebuilding data, produce timely and credible report and evaluations, and incentivize learning among peacebuilding practitioners.

- c) **Provide a narrative description of key project components** (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities. Ensure that where relevant UN's [Community Engagement Guidelines](#) are adhered to.

Use Annex C to list all outcomes, outputs, and indicators.

The project will provide comprehensive DMEL support across four pillars: 1) design; 2) monitoring and reporting; 3) evaluation; and 4) knowledge management and learning. Support will be provided across three levels – Fund-level, country portfolio, and project level, as further outlined below.

1) Design pillar – includes (a) support to country portfolio-level design of peacebuilding frameworks, such as PBF Strategic Results Frameworks (SRFs) or peace pillars within the UN Sustainable Development Cooperation Frameworks (UNSDCFs); as well as (b) expert support from the PBF Programme Support Team roster of consultants for the design of peacebuilding projects, especially cross-border/regional projects, those in transition contexts, as well as Gender and Youth Promotion Initiatives. Support shall be provided upon RC's request in consultation with relevant national partners. Support can include eligibility package support, and design as per PBF guidelines (including gender responsiveness and do no harm approach)

2) Monitoring and reporting pillar – includes support to (a) country portfolio-level monitoring activities to enable Joint Steering Committees to track PBF, including for SRFs' or UNSDCF's data collection; (b) project-level monitoring and reporting, including support to bi-annual PBF reporting cycles; and (c) community-based monitoring, feedback loops and similar participatory initiatives at both project and country portfolio levels. This pillar aims at strengthening the accompaniment of the Joint Steering Committee, the PBF Secretariat and countries partners in collecting quality information for reporting and correcting purpose.

3) Evaluation pillar – entails commissioning and managing a range of Evaluation (a) Fund-wide evaluative exercises, including but not limited to cohort evaluations, synthesis reviews, and the reviews of the Fund's strategy; (b) country portfolio-level evaluative exercises, including but not limited to portfolio evaluations, strategic reviews, lessons learned exercises, and evaluability assessments; (c) external Evaluation Quality Assessments (EQA) for project-level evaluations; (d) impact evaluations in select countries.

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4) Knowledge management and learning pillar – includes (a) commissioning and managing PBF flagship knowledge products – Thematic Reviews of PBF country programmes; (b) development of guidance resources on peacebuilding programming and M&E in support to the countries receiving PBF funds; (c) facilitating iterative learning processes and trainings for country-based staff and partners on DMEL according to learning needs, develop an online DMEL user guide and training package, to be disseminated through the PBF Community of Practice (COP). The PBF Secretariat M&E officers shall benefit from dedicated sessions and support to enhance their capacities to play a role in the quality assurance of projects design-mentoring and evaluation, take stock and disseminate best practices in countries and contribute to knowledge management ;

The PBF will draw on the services of independent consultants or consultancy firms to manage and guide some of these exercises. This will include individual consultants who are members of the Programme Support Team (PST) expert roster managed by UNOPS¹⁶. The project will also fund consultancy firms under Long-Term Agreement modality under the PBSO DM&E-2 grant within DPPA.

The project will also work alongside and provide evidence to advance the work of the newly established **PBSO-housed Peacebuilding Impact Hub**, which will serve as a one-stop resource for the UN system and the broader peacebuilding community and aim to foster a deeper understanding of the impact of peacebuilding interventions and policies to enhance the ability of stakeholders to make timely and evidence-informed decisions for effective peacebuilding. The budget includes country-level impact data collection to support the work of the Impact Hub.

- d) **Project targeting** – provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.

The project is global in its geographic coverage, while support to countries eligible for the Peacebuilding and Recovery Facility (PRF) will be prioritized. The main beneficiaries of the project include PBF Secretariat staff, fund recipients and their national partners, as well as PBF HQ Programme Officers. PBF DMEL Team conducted individual consultations and group feedback sessions with various stakeholders to consolidate reflections on the performance of the predecessor project (PBF/IRF-99) and identify DMEL priorities and needs to be addressed by this project. Among consulted stakeholders are PBF Programme Officers and PBF senior management, PBF Secretariats and UN and CSO funds' recipients (members of the PBF Community of Practice), as well as individual and institutional consultants who have supported PBF DMEL efforts to date.

PBF will expand its partnerships across the globe with the attempt to identify and build upon monitoring and evaluation expertise in the Global South. It will also ensure that its interventions collect disaggregated data to assess the differential impact of the Fund's work.

III. Project management and coordination (4 pages max)

- a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the Convening

¹⁶ In 2023, as part of the PST roster extension, a particular focus was given to the geographic diversity in order for the roster to include candidates with an expertise of the country they need to support and speaking the language required to perform the mission

Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization:	DPPA/PBSO	N/A	N/A	N/A	DPPA – as the provider of administrative services for PBSO - is the recipient UN Department responsible for the finances and the overall implementation of the project. PBSO is the implementing agency which is responsible for the day-to-day running of the project.
Implementing partners:					
Recipient Organization:	UNOPS	TBC	TBC	TBC	UNOPS is a United Nations resource for services and solutions across peace and security, humanitarian, and development efforts. Its mission is to help people build better lives and countries achieve peace and sustainable development. UNOPS' objectives are structured around three strategic contributions goals: (a) enable partners through efficient management support services; (b) help people through effective specialized technical expertise; and (c) support countries in expanding the pool and effect of resources.
Implementing partners:					

- b) **Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will

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ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in **Annex A.1** and attach key staff TORs.

The project team will include the Monitoring and Evaluation Specialist, who will have direct responsibility for ensuring that the project's outputs are achieved on time and on adequate budget and will report to PBF's Senior M&E Advisor/Head of DMEL Unit. The Senior M&E Advisor will be ultimately accountable for the success of the project in contributing to the improvement of the Unit's DMEL function. The Head of the DMEL Unit/Senior Advisor reports to the Chief, Financing for Peacebuilding Branch, Peacebuilding Support Office.

The UNOPS component, namely the Programme Support Team (PST) roster, will be managed by the Chief, Financing for Peacebuilding Branch, Peacebuilding Support Office. The experts on the roster will report on all technical issues directly to the Head of the DMEL Unit/Senior Advisor or to the relevant PBF Programme Officer, delegated by the Chief, Financing for Peacebuilding Branch, Peacebuilding Support Office.

UNOPS will administer the recruitment and logistics, including travel arrangements, for all the consultants. This project will be under the Development and Special Initiatives Portfolio. An assigned focal point will coordinate all day-to-day operations under the management of the Portfolio Manager who will provide oversight and monitoring to the project including approvals of contracts and procurement.

- c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy.

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
There is no country-level buy-in for the deliverables produced as part of the project (such as country portfolio evaluations).	Low	All exercises conducted as part of this project will ensure participatory, inclusive and conflict-sensitive approaches, consulting all relevant in-country counterparts, including government partners and civil society. The Joint Steering Committee at national level shall be involved as appropriate in any major exercises.
There is no sufficient or readily available DMEL expertise to provide to in-country stakeholders.	Low	PBF Programme Support Team roster includes specialists with expertise in diverse thematic and DMEL technical areas. PBF DMEL Unit will ensure to disseminate calls for expressions of interest to the roster members at least one month before the expected start date to ensure that consultants are available.

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In-country stakeholders experience participation fatigue from being engaged in too many PBF DMEL exercises.	Low	PBF DMEL Unit will ensure that when the same project is being reviewed as part of multiple exercises, consultants will tap into collected data and will not duplicate the efforts of consulting the same stakeholders, unless there is a justifiable cause.
The DMEL project is not gender responsive and doesn't adequately support GEWE throughout the project cycle phases. The project evaluation quality assessment shows in particular a mixed success in achieving expectations on gender (only 50% of evaluations reviewed met the requirement)	Low	The PBF builds on GEWE results in the IRF 99 to continue provided dedicated support to gender products, working in close collaboration with the gender advisor 30% of the total budget contributes to GEWE -Gender sensitive indicators are embedded in the Results Framework

- d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include: a budget break-down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. To ensure alignment, as relevant, indicators from existing Strategic Results Frameworks or UN Cooperation Frameworks should be included. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation. Projects are recommended to invest in community-feedback loops (including with women), Community-based monitoring systems or output and/or outcome data collection mechanisms.

PBF Senior M&E Advisor will provide oversight for the implementation of this project. Monitoring project performance and affiliated data collection efforts vis-à-vis project results framework will be taking place as part of wider PBF efforts, such as those related to monitoring PBF Strategic Performance Framework and conducting PBF partner surveys. PBF DMEL Unit will be preparing annual progress reports (narrative and financial) on behalf of the project to meet PBF requirements. There will be no costs affiliated with monitoring of the project performance. At the end of the project, PBF will commission an independent evaluation with the budget of up to \$30,000 to assess the effectiveness and relevance of support provided by the project, as well as to provide recommendations for future PBF DMEL activities.

- e) **Project exit strategy/ sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and pro-actively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

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Through providing DMEL support to in-country counterparts, the project will aim to strengthen DMEL capacities of PBF Secretariats and funds' recipients, therefore minimizing the demand for future centralized PBF DMEL support.

IV. Project budget

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include sufficient funds for an independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out **Annex A.2** on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

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Annex A.1: Checklist of project implementation readiness

Question	Yes	No	Comment
Planning			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline	X		
2. Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission			
3. Have project sites been identified? If not, what will be the process and timeline	X		
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.			N/A – global project
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?	X		
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	X		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?			N/A – global project
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?		N/A	
Gender			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	X		
11. Did consultations with women and/or youth organizations inform the design of the project?	X		
12. Are the indicators and targets in the results framework disaggregated by sex and age?	X		
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	X		

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
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1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	X		
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	X		
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	X		
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	X		
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	X		Considering the large number of evaluative exercises with both country and global focus, it is important to have a unit which has the capacity to lead on and manage robust evaluations. International staff is necessary for impartiality, diverse global and country experience and language needs.
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.		X	
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		X	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.		X	

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Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

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Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

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Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.
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Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)
31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a

Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.¹⁷
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

¹⁷ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.



Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: <u>Design:</u> PBSO's support, including through capacity building on SRF design, leads to better designed peacebuilding and conflict prevention interventions, including in cross-border and transition contexts and in support of more inclusion of women and youth, and to stronger and more actionable country's peacebuilding frameworks and strategies.		Outcome Indicator 1 % of PBF in-country stakeholders assessing that the PBF makes a large or very large contribution to peace, disaggregated by sex and age. Baseline: 70% (2023 partners survey) Men: 74,8% Women: 65,7 % target:75%	PBF annual partner survey (UK-PBF output indicator 3.4)	2025: 75%
	Output 1.1 PBSO enhances the impact of the PBF resources in eligible countries by engaging with national stakeholders for the development and/or strengthening of PBF Strategic Results Frameworks (SRFs),	Output Indicator 1.1.1 Percentage of eligible countries that adopted country-level Strategic Frameworks (SRF – UNSDCF dedicated SP –else) to guide PBF investment strategy in collaboration with national stakeholders. Baseline: 40%	SDCFs, ISFs, PBF Strategic Frameworks (PBF Strategic Performance Framework, indicator 1.0.2)	2024: 50% 2025: 60%

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	peacebuilding pillars of the UN Sustainable Development Cooperation Frameworks (UNSDCFs), or other national peacebuilding strategies or frameworks.	Target: 60%		
	<p>Output 1.2</p> <p>PBF-funded projects are better designed through direct country support of the PBF Programme Support Team (PST) roster of consultants, both for regular programming (especially for cross-border and transitions contexts) and Gender and Youth Promotion Initiatives.</p>	<p>Output Indicator 1.2.1</p> <p>Number of countries utilizing PBF Programme Support Team (PST) roster to support project design for GEN2 and GEN3 projects.</p> <p>Baseline: 5 Target: 7</p>	PBF-UNOPS PST roster assignment tracker	<p>2024: 6 2025: 7</p>
<p>Outcome 2:</p> <p><u>Monitoring and Reporting:</u> PBF supports monitoring and reporting processes and systems that effectively</p>		<p>Outcome Indicator 2</p> <p>% of PRF countries with Strategic Frameworks where outcome-level data is collected.</p>	PRF country tracker (PBF Strategic Performance)	<p>2024: 40% 2025: 55%</p>

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collect and consolidate data on peacebuilding impact.		Baseline: 36% Target: 55%	Framework, indicator 1.5.1)	
	Output 2.1 PBSO supports the set-up and strengthening of country portfolio-level monitoring frameworks (such as for SRFs, UNSDCF, etc.)	Number of PRF countries where PBF planning is aligned with new UNSDCF Baseline: 2 Target: 4	Annual Strategic Reports from RCs, PBF/DCO reporting	2024: 2 2025:2
	Output 2.2 PBSO provides guidance and support to projects on peacebuilding monitoring and reporting.	Output Indicator 2.2.1 # of training sessions or other meetings and events organized covering the topics of peacebuilding monitoring and/or reporting. Baseline: 1 Target: 2	PBF Community of Practice event announcements	2024: 1 2025: 1
	Output 2.3 PBSO provides support to participatory community-based mutual	Output Indicator 2.3.1 % of PRF countries that engage in gender-responsive community-	CBM analytic reports; minutes of JSC meetings (PBF Strategic Performance	2024: 30% 2025: 30%

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	accountability monitoring systems (CBM) at project and country portfolio levels, working closely with civil society.	based monitoring mechanisms or other feedback loops. Baseline: 27% Target: 30%	Framework, indicator 1.5.3)	
<p>Outcome 3:</p> <p><u>Evaluation:</u> PBSO ensures robust gender responsive evaluation processes and high-quality deliverables at global, country portfolio and project levels.</p>		<p>Outcome Indicator 3a</p> <p>% of PBF in-country stakeholders who find PBF evaluations (PBSO-commissioned and decentralized) credible and useful, both for accountability and learning purposes, disaggregated by sex.</p> <p>Baseline: 76 % Target: 80%</p>	<p>PBF annual partner survey 2023: 76 %</p> <p>Men 84.4 % Women 67,9 %</p>	2025: 80%
	<p>Output 3.1</p> <p>PBSO commissions and manages global Fund-wide evaluations as per the PBF Evaluation Policy (including cohort evaluations, synthesis reviews, and the reviews of the Fund's strategy).</p>	<p>Output Indicator 3.1.1</p> <p># of global Fund-wide evaluations commissioned a given year.</p> <p>Baseline: 1 Target: 4 (2 Cohort Evaluations/ 1 per year, 1 synthesis review in 2025; 1 PBF Strategy Evaluation in 2025)</p>	PBF website	<p>2024:1 2025:3</p> <p>Total: 4</p>

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	<p>Output 3.2</p> <p>PBSO procures and manages timely, high-quality, gender- and age-sensitive independent portfolio-level evaluative exercises based on country requests (including portfolio evaluations, strategic reviews, lessons learned exercises, evaluability assessments, etc.).</p>	<p>Output Indicator 3.2.1</p> <p>A) # PE in 2024 Baseline: 3 Target: 10 (5 per year for 2 years)</p> <p>B) Joint Steering Committees (JSCs) and government partners, PBF Secretariats, funds' recipients, implementing partners, and PBSO find evaluative exercise findings to be timely and useful to their work, disaggregated by sex and age.</p> <p>Baseline: N/A Target: 100%</p>	<p>A) Internal tracking</p> <p>B) Post-evaluation survey</p>	<p>A) 2024: 5 2025: 5 Total: 10</p> <p>B) Timeliness and usefulness : 100%</p>
	<p>Output 3.3</p> <p>PBSO administers external project-level Evaluation Quality Assessments (EQA) for greater accountability, compliance, and learning.</p>	<p>Output Indicator 3.3.1</p> <p># of completed gender-responsive EQAs with scores published on the PBF website alongside the project evaluation report.</p> <p>Baseline: N/A Target: 75</p>	PBF website	<p>2024: 30 2025:45 Total: 75</p>

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	<p>Output 3.4</p> <p>PBSO supports the conduct of impact evaluations in select countries.</p>	<p>Output Indicator 3.4.1</p> <p># of countries where PBF's impact is being measured through quasi-experimental methodology</p> <p>Baseline: 2 Target: 1 (new)</p>	<p>PBSO PeaceFIELD initiative records</p>	<p>2024: 1</p>
<p>Outcome 4:</p> <p><u>Knowledge Management and Learning:</u> PBSO contributes to capacity development and global knowledge about gender-responsive peacebuilding.</p>		<p>Outcome Indicator 4a</p> <p>% of PBF in-country stakeholders assessing that the PBF makes a large or very large contribution to capacity building and knowledge sharing on peacebuilding within its Community of Practice, disaggregated by sex.</p> <p>Baseline: 65,5 % Men: 73,2 % Women: 58 %</p>	<p>PBF annual partner survey</p>	<p>2025: 70%</p>

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		Target: 70%		
	Output 4.1	Output Indicator 4.1.1		
	Thematic Reviews provide in-depth analysis on pressing peacebuilding topics.	Number of Thematic Reviews commissioned per year. Baseline: 2 Target: 2- Focus on up to 1 TR per year	Terms of Reference finalized, and consultancy contract issued (PBF Strategic Performance Framework, indicator 1.5.4)	2025: 2
	Output 4.2	Output Indicator 4.2.1		
	PBSO develops guidance resources on peacebuilding programming and M&E (including guidance notes, tip sheets, checklists, templates, flowcharts, etc.).	# of guidance resources produced by PBSO a given year. Baseline: 1 Target: 2 (one per year)	PBF website	2025: 2
	Output 4.3	Output Indicator 4.3.1		
	PBSO facilitates iterative learning processes within the PBF Community of Practice through managing communication	A) # of PBF Community of Practice sessions (in-person and virtual) organized a given year.	PBF Community of Practice event announcements	A) 2025: 7 -

	platforms and coordinating training sessions and learning exchanges, both in-person and virtually.	<p>Baseline: 4 Target: 7 (3 per year and one in-person.</p> <p>B) DMEL online training package and user guide is being developed based on learning assessment</p> <p>Baseline: No Target: Yes</p>		B) 2025: Yes

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