

# EVALUATION OF UNDP SUPPORT TO CONFLICT-AFFECTED COUNTRIES

*Annexes*



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## ANNEX 1. CONCEPTS USED

### CONFLICT AFFECTED COUNTRIES

Countries in armed conflict for over a year, whether due to internal or external factors that led to a disruption of peace, destruction, and loss of life. Conflict affected countries are often characterised by deep undercurrents of discontent and division. Affected countries exhibit different levels of intensity of the conflict.

### FRAGILE SITUATIONS

When public authorities at national and subnational levels exhibit a weak capacity, lack of accountability and/or legitimacy to provide for and administer a population and its territory.<sup>1</sup>

### CONFLICT PREVENTION

Conflict prevention includes actions or policies that would enable mitigate the emergence of violent conflict and identify non-violent means of resolving the tensions, stop ongoing conflicts from spreading, and deter the re-emergence of violence/conflict.

### EARLY RECOVERY

Early Recovery approach addresses recovery needs and return to development simultaneously. Early recovery is a multidimensional process of recovery that begins in a humanitarian setting. It is an integrated and coordinated approach, using humanitarian mechanisms, to gradually turn the dividends of humanitarian action into sustainable crisis recovery, resilience building and development opportunities.<sup>2</sup> It enables to improve the access of conflict-affected people to livelihoods and durable solutions to restore their self-sufficiency and build resilience.<sup>3</sup>

### STABILISATION

Stabilisation is one of the much-contested concepts depending on whether it is narrowly or broadly defined or whether it is interpreted as donor agenda. Stabilisation is conceptualised here as enabling short to medium-term processes that are the basis for state-building and peacebuilding, in the active conflicts where UN stabilisation (peacekeeping) missions are present. Stabilisation support can be at the national and or local level. Although stabilisation programmes serve to prevent the recurrence of conflict, considering its relatively limited duration, it is less likely that it will be able to eliminate the root, structural causes of conflict that are of critical importance in many long-standing civil wars. As such, activities that address the latter should be undertaken as part of broader


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1UNDP, 2016. Building a resilient foundation for peace and development.

[https://www.undp.org/content/dam/undp/library/Democratic%20Governance/Local%20Governance/Guide\\_Local\\_Governance\\_in\\_Fragile\\_and\\_Conflict\\_Settings.pdf](https://www.undp.org/content/dam/undp/library/Democratic%20Governance/Local%20Governance/Guide_Local_Governance_in_Fragile_and_Conflict_Settings.pdf)

2UNDP, 2016, *ibid*.

3 See [http://earlyrecovery.global/sites/default/files/guidance\\_note\\_-010816\\_0.pdf](http://earlyrecovery.global/sites/default/files/guidance_note_-010816_0.pdf)



peacebuilding and recovery programmes and not under stabilisation.<sup>4</sup> Stabilisation efforts nevertheless provide the foundation for long-term peace and development efforts.

Because of political sensitivities, UNDP in some contexts uses early recovery concept interchangeably for stabilisation efforts.

## RESILIENCE

Building resilience is a transformative process of strengthening the capacity of people, communities, institutions and countries to anticipate, prevent, recover from and transform in the aftermath of shocks, stresses and change.<sup>5</sup> Resilience in this evaluation is seen as more of a process, and a resilience approach in conflict settings facilitates the process of bridging humanitarian interventions with efforts to simultaneously address development vulnerabilities.

## CORE GOVERNMENT FUNCTIONS<sup>6</sup>

Core government functions are described as those functions that are required to make and implement policy and are defined as a) Executive coordination of the central government; b) Public revenue and expenditure management; c) the ability of the government to raise adequate levels of revenue and to spend it effectively, in order to meet the basic service delivery needs of the general population; d) government employment and public administration; e) local governance; f) rule of law and justice; g) security sector reforms to restore order and provide basic security for the population; and h) aid management.

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<sup>4</sup> Pillay, Rajeev, 2019. UNDP Stabilisation stock-taking report.

<sup>5</sup> <https://www.undp.org/content/undp/en/home/six-signature-solutions.html>

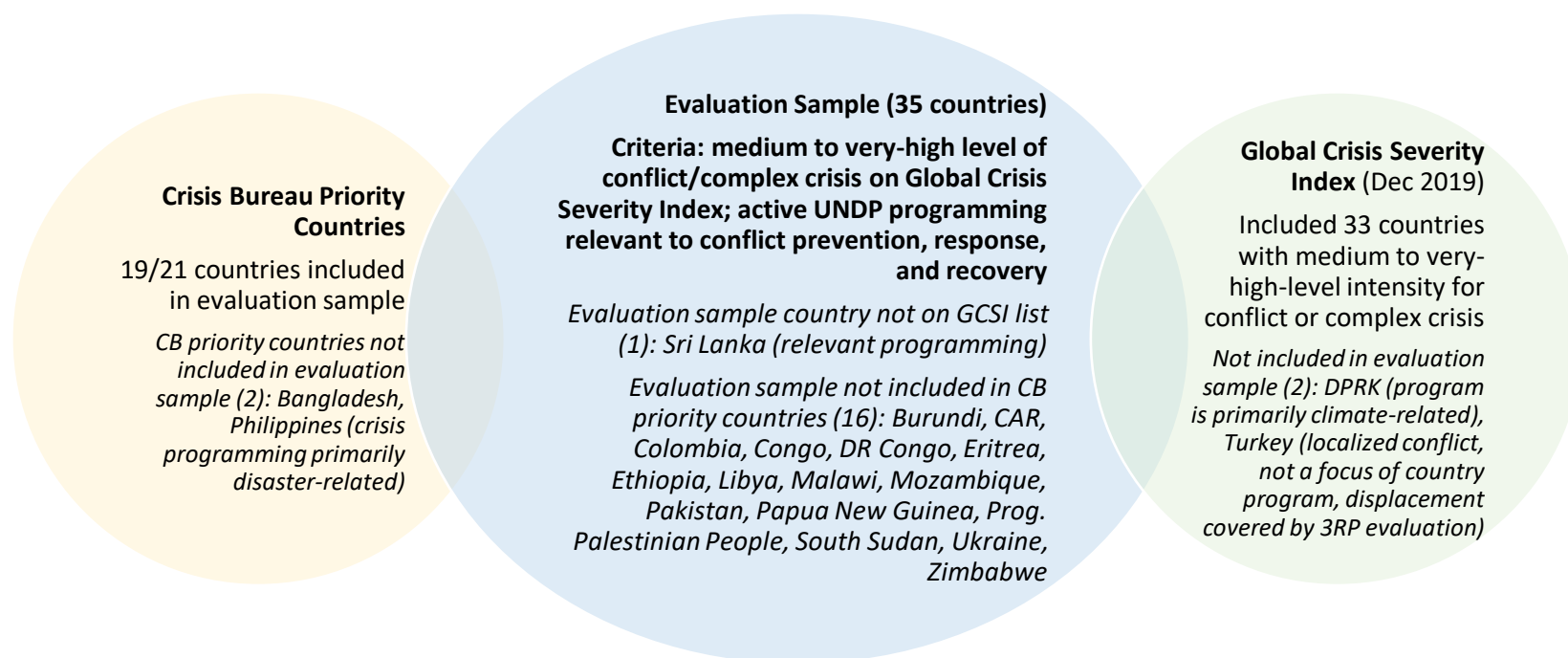
<sup>6</sup> UNDP Core Governance Functions report

## ANNEX 2. EVALUATION COUNTRY PROGRAMME SAMPLE

The evaluation team developed the country sample list in December 2019 to include conflict-affected countries with active UNDP programming relevant to conflict prevention, response and recovery. Conflict-affected countries were selected from the Global Crisis Severity Index (December 2019), including those with a with medium to high-level of conflict or complex crisis (i.e. human conflict). Countries with displacement-related or disaster-related conflict were excluded (covered under IEO evaluations on displacement and disaster risk reduction). The team considered the list of Crisis Bureau priority countries and fragility indexes compiled by the World Bank and OECD.

See Figure 1 for a visualization of the criteria, and Table 1 for a full list of countries included in the evaluation sample and other fragile and conflict-affected countries (i.e. inclusion in GCSI, World Bank, or OECD fragility indexes).

**Figure 1. Evaluation sample criteria**



**Table 1. List of Fragile and Conflict-Affected Countries**

Evaluation sample list developed in December 2019. UNDP expenditure, World Bank (WB) fragility lists, and UN mission information updated September 2020.

#	Country	UNDP				Global Crisis Severity Index (Dec. 2019)		Fragility Indexes			HDI	Current or former UN Mission
		Bureau	ICPE/ ADR	CB Priori ty	2019 Prog. Expend. (\$M)	Crisis Level	Crisis	OECD Fragile States (2018)	WB Fragile Sit. (FY19)	WB Fragile Situations (FY20 and FY21)		
Evaluation sample												
1	Afghanistan	RBAP	2009, 2013, 2018, 2019	Yes	\$428.3	Very High – 4.2	Complex crisis	Extreme Fragility	Fragile	High-intensity conflict	Low - 0.498	SPM - Active
2	Burkina Faso	RBA	2009, 2019	Yes	\$15.3	Medium – 2.8	Conflict	Fragile		Medium-intensity conflict	Low - 0.423	-
3	Burundi	RBA		No	\$57.2	High – 3.5	Complex in Burundi	Extreme Fragility	Fragile	Medium-intensity conflict (FY20), High institutional and social fragility (non-small state) (FY21)	Low - 0.417	PKO - Not active
4	Cameroon	RBA	2016, 2019	Yes	\$13.1	High – 3.8	Multiple crises, Boko Haram, Anglophone crisis, CAR refugees	Fragile		Medium-intensity conflict	Medium - 0.556	
5	Central African Republic	RBA		No	\$45.6	High – 3.6	Complex crisis, Floods	Extreme Fragility	Fragile	High-intensity conflict (FY20), Medium-intensity conflict (FY21)	Low - 0.367	PKO - Active
6	Chad	RBA	2020	Yes	\$47.6	High – 3.8	Complex crisis, Boko Haram, CAR refugees, Darfur refugees, Tibesti conflict, Floods	Extreme Fragility	Fragile	High inst. and social fragility (non-small state) (FY20), Medium-intensity conflict (FY21)	Low - 0.404	PKO - Not active
7	Colombia	RBLAC	2007, 2018	No	\$64.9	High – 3.5	Complex crisis, Venezuela displacement				High – 0.747	SPM - active



#	Country	UNDP				Global Crisis Severity Index (Dec. 2019)		Fragility Indexes			HDI	Current or former UN Mission
		Bureau	ICPE/ADR	CB Priority	2019 Prog. Expend. (\$M)	Crisis Level	Crisis	OECD Fragile States (2018)	WB Fragile Sit. (FY19)	WB Fragile Situations (FY20 and FY21)		
8	Congo	RBA	2008, 2017	No	\$3.7	X	Multiple crises, Pool conflict, Floods	Fragile	Fragile	High inst. and social fragility (non-small state)	Medium – 0.606	
9	Democratic Republic of Congo	RBA	2012	No	\$104.4	Very High – 4.2	Complex crisis, Floods	Extreme Fragility	Fragile	Medium-intensity conflict	Low - 0.457	PKO - Active
10	El Salvador	RBLAC	2011, 2019	Yes	\$14.3	Medium – 2.2	Complex crisis				Medium – 0.674	
11	Eritrea	RBA		No	\$6.4	High – 3.5	Complex crisis	Extreme Fragility	Fragile	High inst. and social fragility (non-small state)	Low - 0.44	PKO - Not active
12	Ethiopia	RBA	2006, 2015, 2019	No	\$43.6	High – 3.3	Complex crisis	Extreme Fragility			Low - 0.463	PKO - Not active
13	Guatemala	RBLAC	2009, 2018	Yes	\$44.3	High – 3.3	Complex crisis	Fragile			Medium – 0.650	
14	Haiti	RBLAC	2020	Yes	\$24.8	High – 3.2	Complex crisis	Extreme Fragility	Fragile	High inst. and social fragility (non-small state)	Low - 0.498	SPM - Active
15	Honduras	RBLAC	2006, 2020	Yes	\$14.4	Medium – 2.8	Complex crisis	Fragile			Medium – 0.617	
16	Iraq	RBAS	2014, 2019	Yes	\$226.0	High – 4	Multiple crises, Conflict, Syrian & Palestinian refugees	Extreme Fragility	Fragile	Medium-intensity conflict	Medium - 0.685	SPM - Active
17	Libya	RBAS	2010	No	\$40.7	High – 3.8	Complex crisis, Mixed migration flows	Fragile	Fragile	High-intensity conflict	High - 0.706	SPM - Not active
18	Malawi	RBA	2011	No	\$34.4	Medium – 2.2	Complex crisis	Fragile			Low - 0.477	-
19	Mali	RBA	2018	Yes	\$27.9	High – 3.6	Complex crisis	Extreme Fragility	Fragile	Medium-intensity conflict	Low - 0.427	PKO - Active

#	Country	UNDP				Global Crisis Severity Index (Dec. 2019)		Fragility Indexes			HDI	Current or former UN Mission
		Bureau	ICPE/ADR	CB Priority	2019 Prog. Expend. (\$M)	Crisis Level	Crisis	OECD Fragile States (2018)	WB Fragile Sit. (FY19)	WB Fragile Situations (FY20 and FY21)		
20	Mozambique	RBA	2004, 2019	No	\$18.3	High – 3.1	Complex crisis, Cabo Delgado Islamist Insurgency	Fragile	Fragile		Low - 0.437	SPM -
21	Myanmar	RBAP		Yes	\$29.3	Medium – 2.9	Multiple crises, Rakhine Conflict, Kachin and Shan Conflict	Fragile	Fragile	High inst. and social fragility (non-small state) (FY20), Medium-intensity conflict (FY21)	Medium – 0.578	
22	Niger	RBA	2017	Yes	\$22.0	High – 3.2	Multiple crises, Boko Haram, Mali/Burkina Faso conflict, Nigerian refugees	Fragile		Medium-intensity conflict	Low - 0.354	-
23	Nigeria	RBA	2004	Yes	\$24.3	High – 3.8	Complex crisis, Middle belt conflict, Boko Haram crisis, Northwest Banditry	Fragile		Medium-intensity conflict	Low - 0.532	-
24	Pakistan	RBAP	2016	No	\$43.6	High – 3.4	Complex crisis, Kashmir conflict	Fragile			Medium - 0.562	PKO - Active
25	Papua New Guinea	RBAP	2011	No	\$15.5	Insufficient data to rate	Complex crisis	Fragile	Fragile	High inst. and social fragility (non-small state)	Low - 0.544	-
26	Programme for the Palestinian People	RBAS	2008, 2017	No	\$72.7	High – 3.4	Conflict	Fragile	Fragile	High inst. and social fragility (non-small state)	Medium - 0.606	PKO - Active
27	Somalia	RBAS	2010, 2015, 2019	Yes	\$56.9	High – 3.7	Complex crisis, mixed migration flows, floods	Extreme Fragility	Fragile	High-intensity conflict	-	SPM - Active
28	South Sudan	RBA	2020	No	\$101.6	High – 4	Complex crisis, Floods	Extreme Fragility	Fragile	High-intensity conflict	Low - 0.388	PKO - Active
29	Sri Lanka	RBAP	2012	Yes	\$16.1						High - 0.77	-
30	Sudan	RBAS	2002	Yes	\$84.5	Very High – 4.1	Complex crisis, Eritrean refugees, South Sudanese refugees	Extreme Fragility	Fragile	Medium-intensity conflict (FY20), High inst. and social fragility	Low - 0.502	PKO, SPM - Active



#	Country	UNDP				Global Crisis Severity Index (Dec. 2019)		Fragility Indexes			HDI	Current or former UN Mission
		Bureau	ICPE/ADR	CB Priority	2019 Prog. Expend. (\$M)	Crisis Level	Crisis	OECD Fragile States (2018)	WB Fragile Sit. (FY19)	WB Fragile Situations (FY20 and FY21)		
										(non-small state) (FY21)		
31	Syria	RBAS	2005, 2019	Yes	\$37.4	Very High – 4.8	Syrian conflict	Extreme Fragility	Fragile	High-intensity conflict	Low - 0.536	PKO - Active
32	Ukraine	RBEC	2004	No	\$152.5	High – 3.3	Conflict				High - 0.751	-
33	Venezuela	RBLAC	2018	Yes	\$2.7	High – 3.9	Complex crisis	Fragile		High inst. and social fragility (non-small state)	High - 0.761	-
34	Yemen	RBAS	2004, 2018	Yes	\$112.2	Very High – 4.5	Conflict, Mixed migration flows	Extreme Fragility	Fragile	High-intensity conflict (FY20), Medium-intensity conflict (FY21)	Low - 0.452	SPM - Active
35	Zimbabwe	RBA	2015, 2019	No	\$149.9	High – 3.4	Complex crisis	Fragile	Fragile	High inst. and social fragility (non-small state)	Low - 0.535	-

Sources:

UNDP programme expenditure extracted through Atlas database through PowerBI; as of PowerBI/Atlas database; as of 28 August 2020.

ACAPS, INFORM Global Crisis Severity Index dataset for December 2019 (22 December 2019): <https://www.acaps.org/countries>.<sup>7</sup>

OECD States of Fragility (2018): <http://www.oecd.org/dac/conflict-fragility-resilience/listofstateoffragilityreports.htm>.

World Bank List of Fragile and Conflict-Affected Situations FY21: <http://pubdocs.worldbank.org/en/888211594267968803/FCList-FY21.pdf><sup>8</sup>

World Bank List of Fragile and Conflict-Affected Situations FY06-FY20: <http://pubdocs.worldbank.org/en/176001594407411053/FCList-FY06toFY20.pdf><sup>9</sup>

Peacekeeping (PKO) or special political missions (SPM); as per UN Security Council field missions mandate table (30 June 2019) <https://www.un.org/securitycouncil/file/122688>; UN Peacekeeping Operations List 1948-2019 [https://peacekeeping.un.org/sites/default/files/unpeacekeeping-operationlist\\_3\\_1\\_0.pdf](https://peacekeeping.un.org/sites/default/files/unpeacekeeping-operationlist_3_1_0.pdf); 2020 updates from DPPO/DPA websites - DPPA, United Nations Special Political Missions and other Political Presences 2020 (July 2020), [https://dppa.un.org/sites/default/files/dpa\\_ousg\\_4561\\_r10\\_jul20.pdf](https://dppa.un.org/sites/default/files/dpa_ousg_4561_r10_jul20.pdf).

<sup>7</sup> In cases of multiple crises listed, the crisis severity score is for “complex crisis” or “multiple crises”.

<sup>8</sup> See ‘Revised Classification of Fragility and Conflict Situations for World Bank Group Engagement’ for revised methodology for FY20 and FY21: <http://pubdocs.worldbank.org/en/964161594254019510/Revised-Classification-of-Fragility-and-Conflict-Situations-web-FY21.pdf>.

<sup>9</sup> FY 2019 “Fragile Situations” have: either a) a harmonized average CPIA country rating of 3.2 or less, or b) the presence of a UN and/or regional peacekeeping or peace-building mission during the past three years. This list includes only IDA eligible countries and non-member or inactive territories/countries without CPIA data.

## ANNEX 3. KEY PROGRAMME AREAS

**Table 2. Key programme areas and a summary of intended outputs of the Strategic Plans 2014-17 and 2018-21 that will be assessed**

Key programme areas	Summary of intended outputs
<b>Enable early recovery during the humanitarian phase</b>	During humanitarian phase support early recovery to revitalize the economy, inform national planning and solutions, strengthen capacities of the national and local authorities, reinforce social cohesion and trust, and enable partnerships
<b>Economic revitalization and basic services improved</b>	Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services
<b>Core government functions restored and strengthened</b>	National and local capacities and systems improved to ensure the functioning of public institutions, justice institutions, redressal mechanisms and community security; and facilitate reintegration and reconciliation
<b>GEWE informed national policies and processes for conflict prevention and stabilisation</b>	<ul style="list-style-type: none"> <li>• Evidence-based assessment and planning tools and mechanisms applied to enable gender-sensitive prevention and preparedness</li> <li>• Measures to accelerate women's economic empowerment; prevent/address Sexual and Gender Based Violence (SGBV); promote national strategies and partnerships to advance GEWE; increase; women's participation in decision-making</li> </ul>
<b>Promote peace and reconciliation</b>	<ul style="list-style-type: none"> <li>• Security sector institutions enabled for increased citizen safety and reduced levels of armed violence</li> <li>• National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities</li> <li>• Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes</li> </ul>
<b>Prevention of conflict and violent extremism</b>	<ul style="list-style-type: none"> <li>• Data and risk-informed development policies, plans, systems and financing to prevent the risk of conflict</li> <li>• Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tension</li> <li>• National capacities strengthened for the prevention of violent extremism</li> <li>• Evidence-based assessment and planning tools and mechanisms applied in prevent efforts</li> </ul>

## ANNEX 4. STRATEGIC PLAN OUTCOMES AND OUTPUTS INCLUDED FOR ASSESSMENT

**Table 3: UNDP Strategic Plan outcomes and outputs related to conflict prevention, recovery and stabilization for assessment**

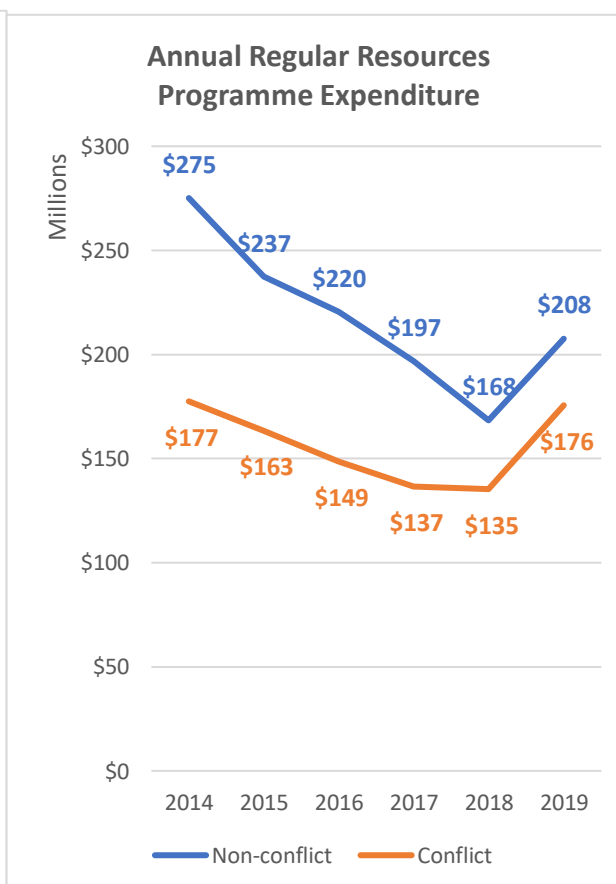
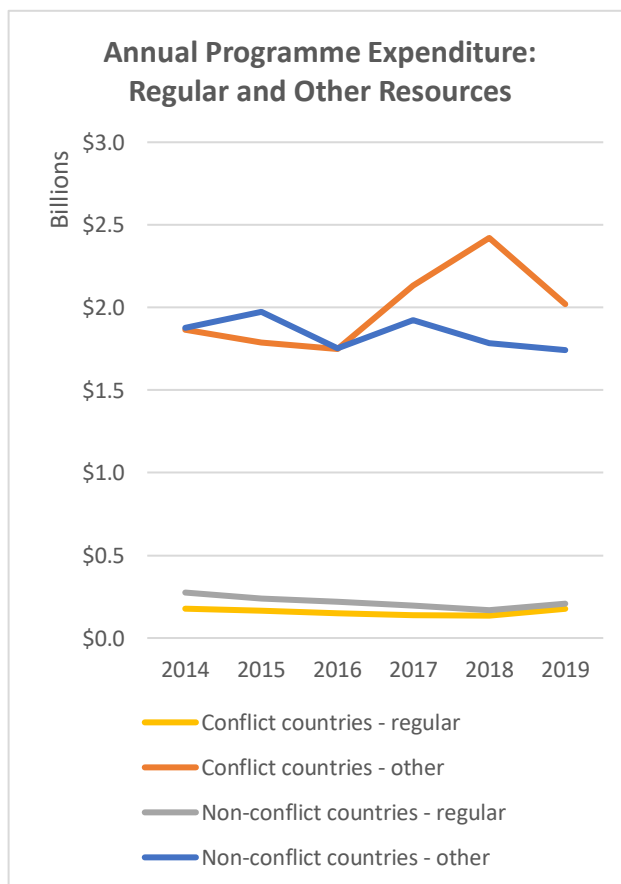
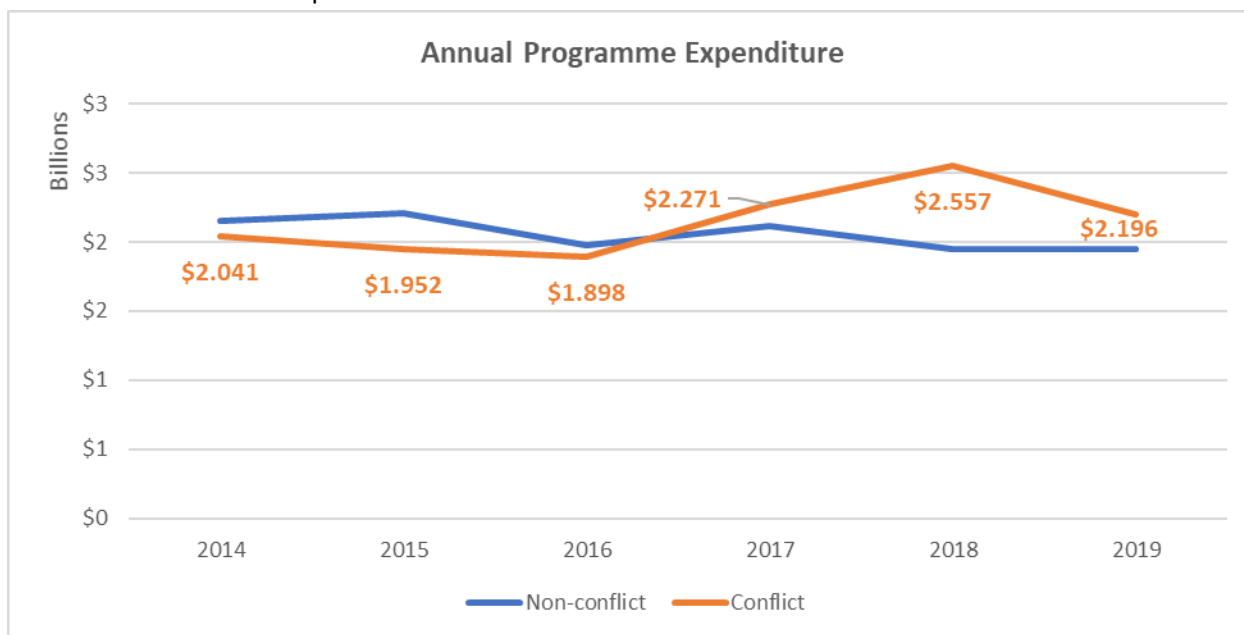
Strategic Plan Outcomes	Strategic Plan Outputs
<b>Strategic Plan 2014-2017</b>	
Outcome 2: Countries have strengthened institutions to progressively deliver universal access to basic services	Core government functions enabled; Improved basic services; Communities empowered, and security sector institutions enabled for increased citizen safety and reduced levels of armed violence; rule of law institutions enabled, including to improve access to justice and redress (2.1; 2.2; 2.3; 2.4; 2.5)
	Parliaments, constitution-making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions (2.1)
	Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders (2.2)
	Capacities of human rights institutions strengthened (2.3)
	Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development (2.4)
	Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit-sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation (2.5)
	Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice) (2.6)

Outcome 4: Faster progress is achieved in reducing gender inequality and promoting women's empowerment	Country led measures accelerated to advance women's economic empowerment (4.1)
	Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV) (4.2)
	Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment (4.3)
	Measures in place to increase women's participation in decision-making (4.4)
Outcome 5: Countries are able to reduce the likelihood of conflict	Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions (5.5)
	Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes (5.6)
Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict settings	From the humanitarian phase after a crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women (6.1)
	National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery (6.2)
	Innovative partnerships are used to inform national planning and identification of solutions for early recovery (6.3)
	Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development (6.4)
<b>Strategic Plan 2018-2021</b>	
Outcome 1: Advance poverty eradication in all its forms and dimensions	Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services including HIV and related services (1.2)
	National capacities and evidence-based assessment and planning tools enable gender-responsive and risk-informed development investments, including for response to and recovery from a crisis (1.3)

	<p>Country-led measures accelerated to advance gender equality and women's empowerment (1.6)</p> <p>Measures in place and implemented across sectors to prevent and respond to Sexual and Gender Based Violence (SGBV) (1.7)</p>
Outcome 2: Accelerate structural transformations for sustainable development	Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent the risk of conflict (2.3)
	Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight structural barriers to women's empowerment (2.6)
Outcome 3: Strengthen resilience to shocks and crises	Core government functions and inclusive basic services restored post-crisis for stabilization, durable solutions to displacement and return to sustainable development pathways within the framework of national policies and priorities (3.1)
	National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities (3.2.1)
	National and local systems enabled to ensure the restoration of justice institutions, redress mechanisms and community security (3.2.2)
	Evidence-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk-informed prevention and preparedness to limit the impact of natural hazards and pandemics and promote peaceful, just and inclusive societies (3.3.1)
	Gender-responsive and risk-informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies (3.3.2)
	Innovative nature-based and gender-responsive solutions developed, financed and applied for sustainable recovery (3.4)
	Women's leadership and participation ensured in crisis prevention and recovery planning and action (3.6)

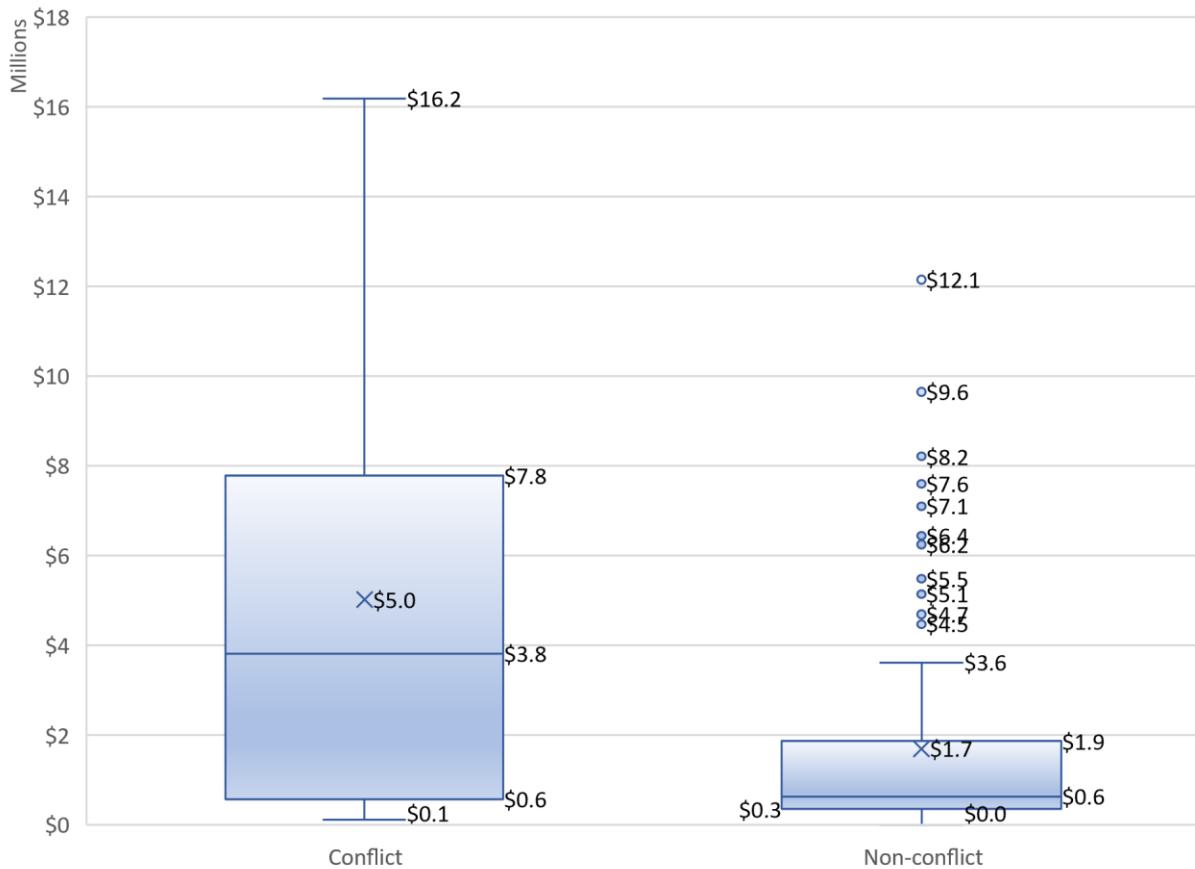
## ANNEX 5. UNDP PROGRAMME EXPENDITURE

All data extracted from UNDP Atlas system on 28 August 2020. Refer to Annex II for list of conflict-affected countries included in sample.

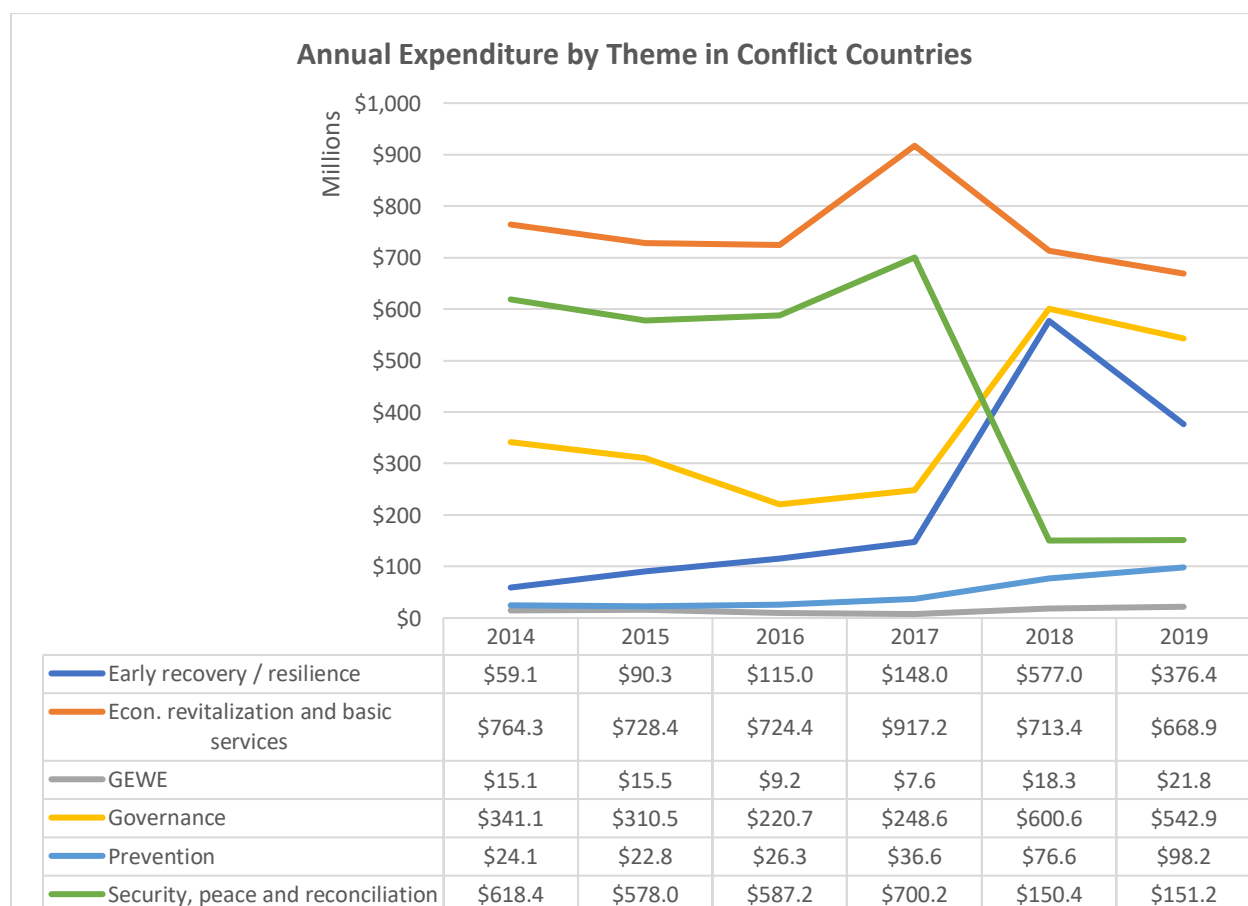
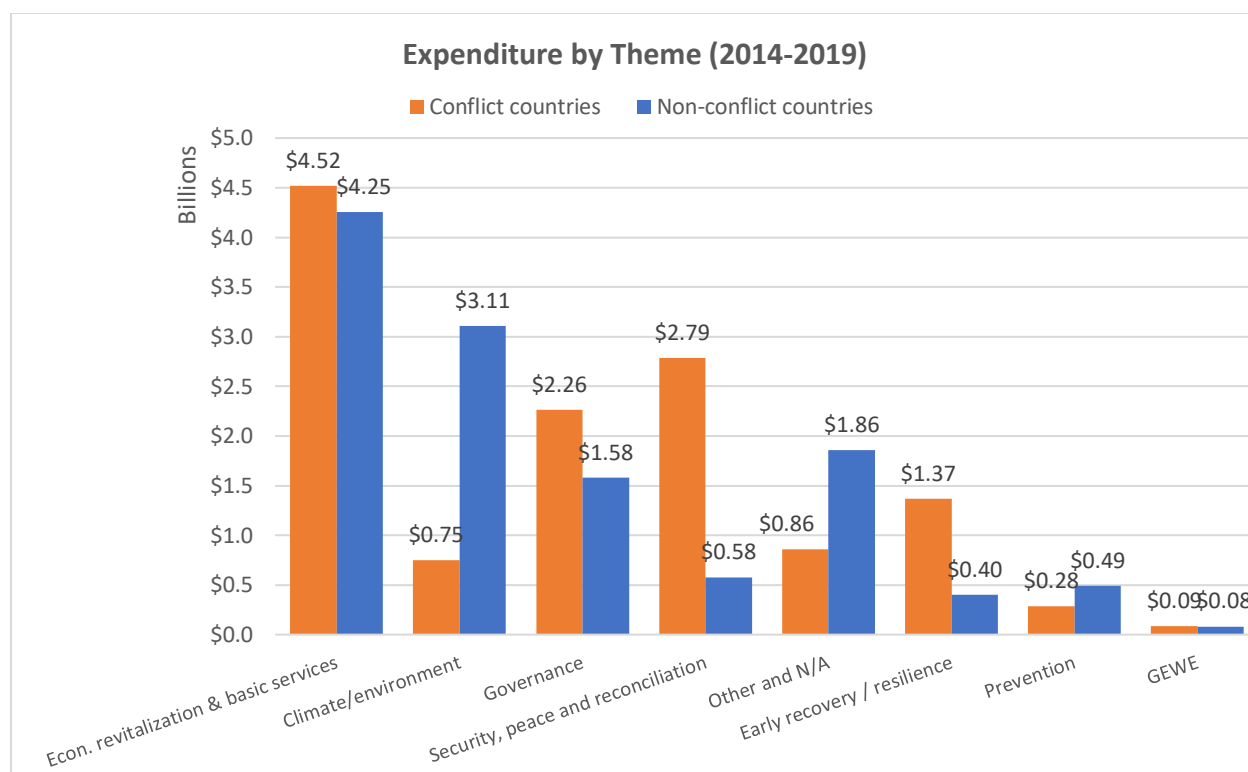


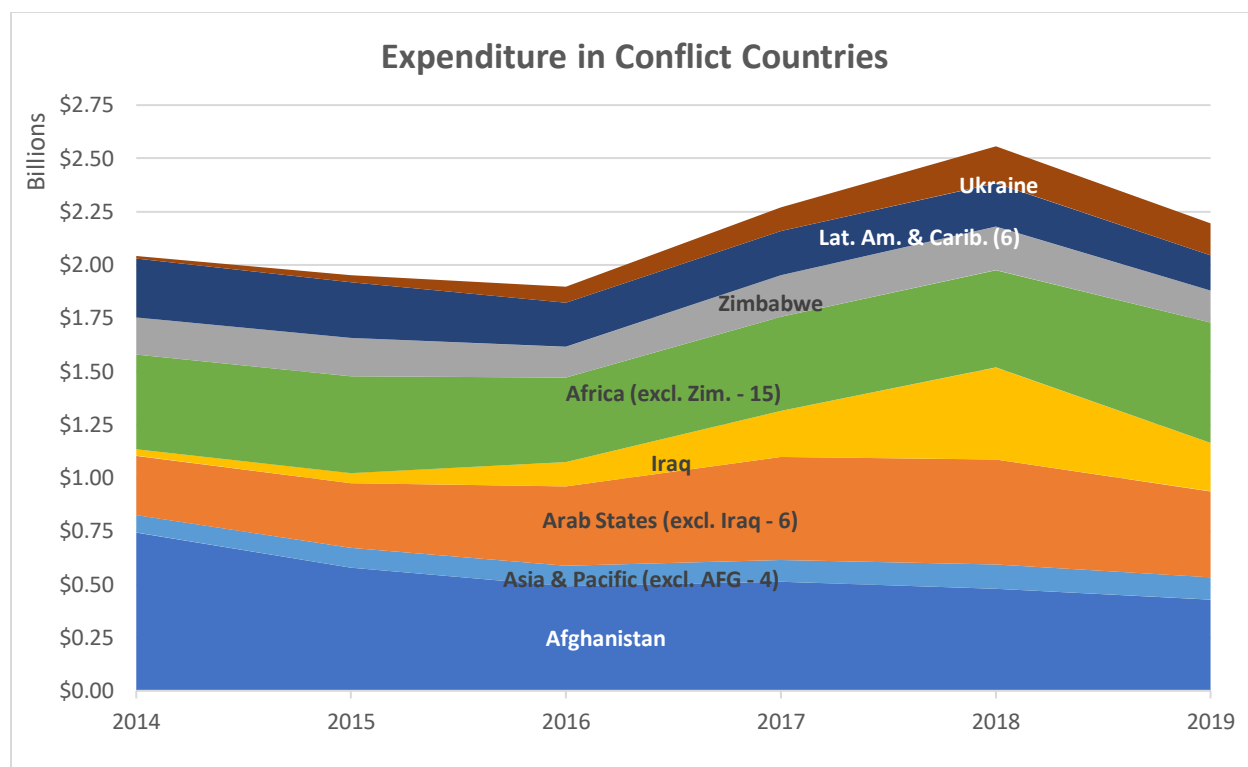


**Distribution of regular resources expenditure (2019):  
conflict vs. non-conflict country offices**

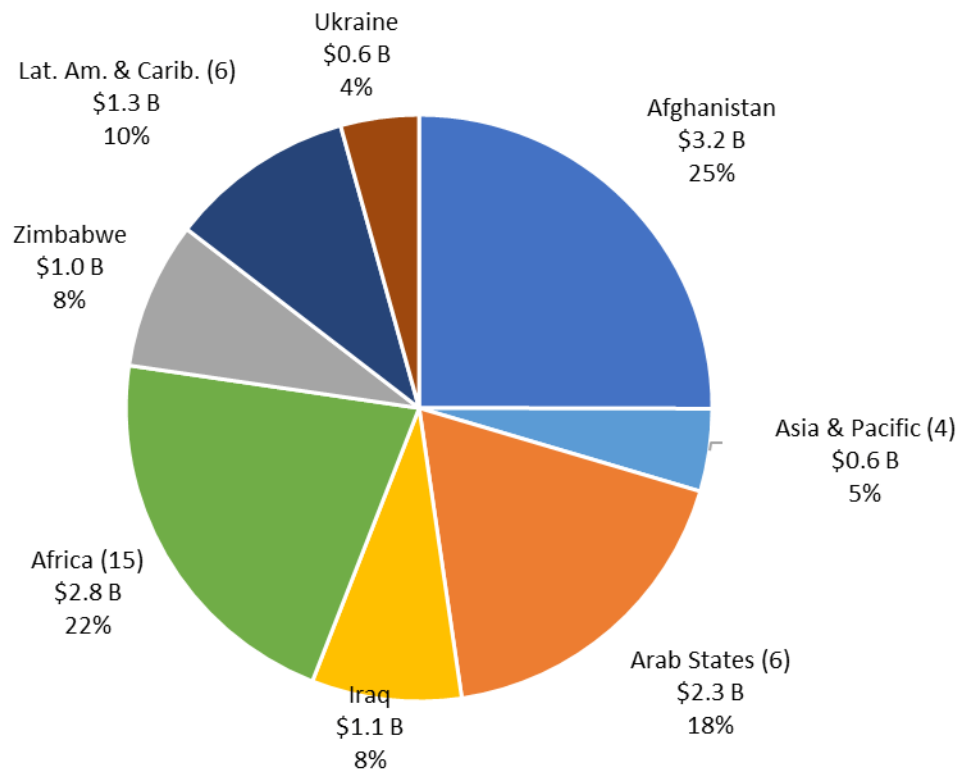


CALCULATION	CONFLICT-AFFECTED COUNTRIES		NON-CONFLICT AFFECTED COUNTRIES	
	Value (\$ million)	Country	Value (\$ million)	Country
<b>COUNT</b>	35 countries		90 countries	
<b>MINIMUM</b>	\$0.1	Venezuela	\$0.0	Bahrain, Chile
<b>1ST QUARTILE</b>	\$0.574	Closest to Papua New Guinea (\$0.576)	\$0.34998	Closest to Jordan (\$0.35)
<b>MEDIAN</b>	\$3.818	Nigeria (\$3.882)/Cameroon (\$3.754)	\$0.625,605	Gabon (\$0.633)/China (\$0.618)
<b>AVERAGE</b>	\$5.012	Closest to Haiti (\$0.489)	\$1.696	Mauritania - \$1,536,093; South Africa 0 \$1,791,033
<b>3RD QUARTILE</b>	\$4.640	Closest to Haiti (\$0.489)	\$1.861	Closest to Tajikistan (\$1.848)
<b>MAXIMUM</b>	\$ 16.186	DR Congo	\$ 12.147	Madagascar

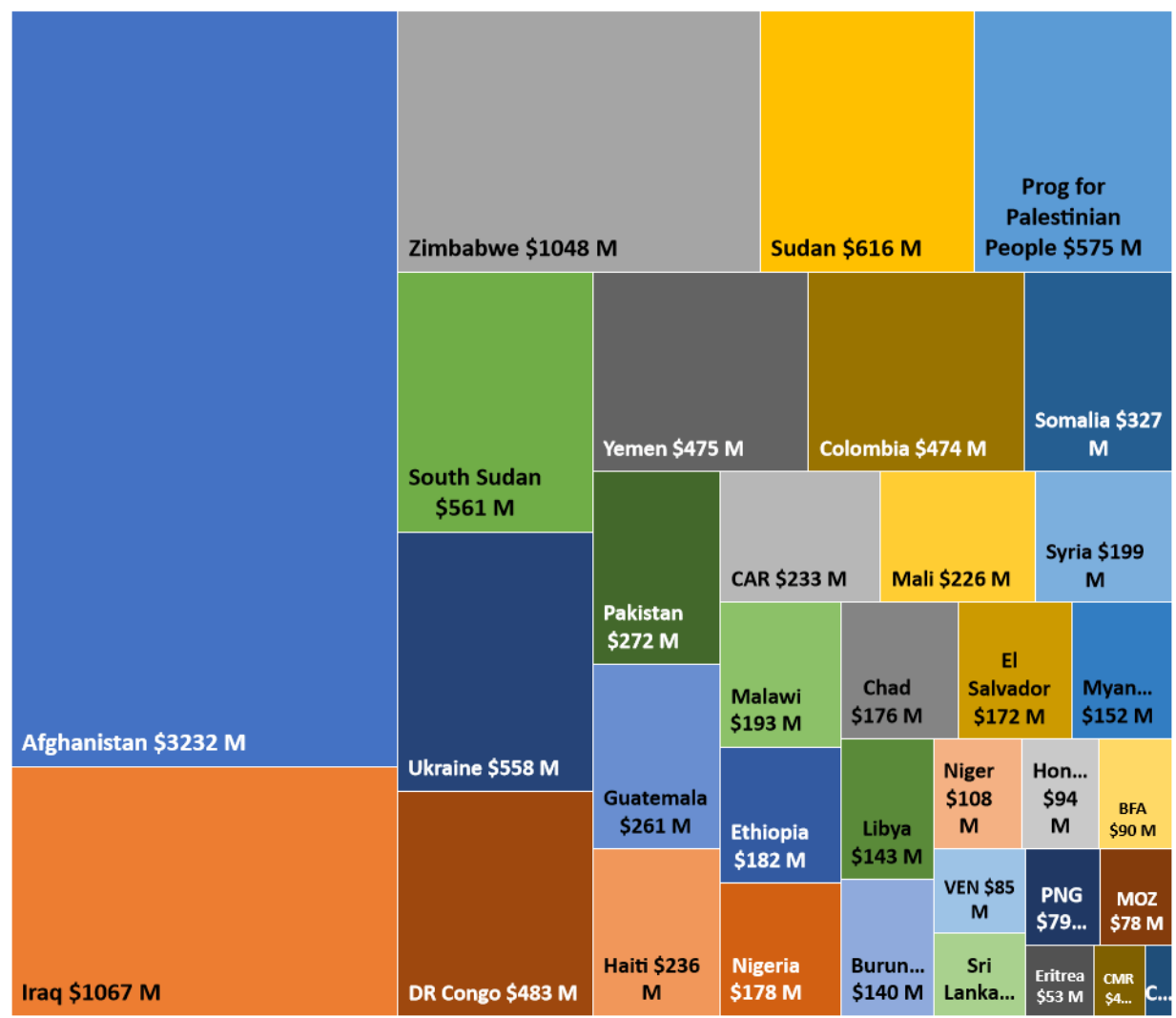


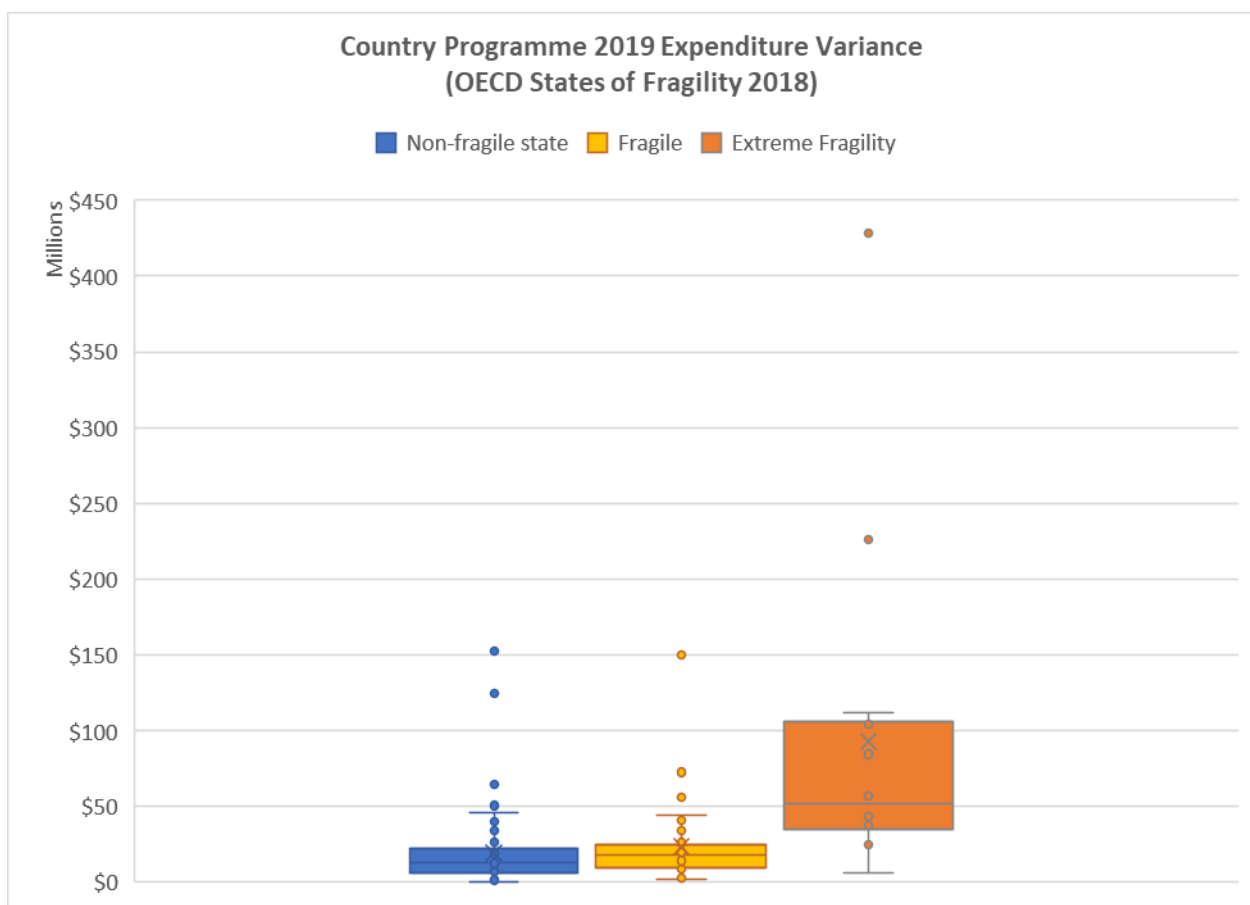
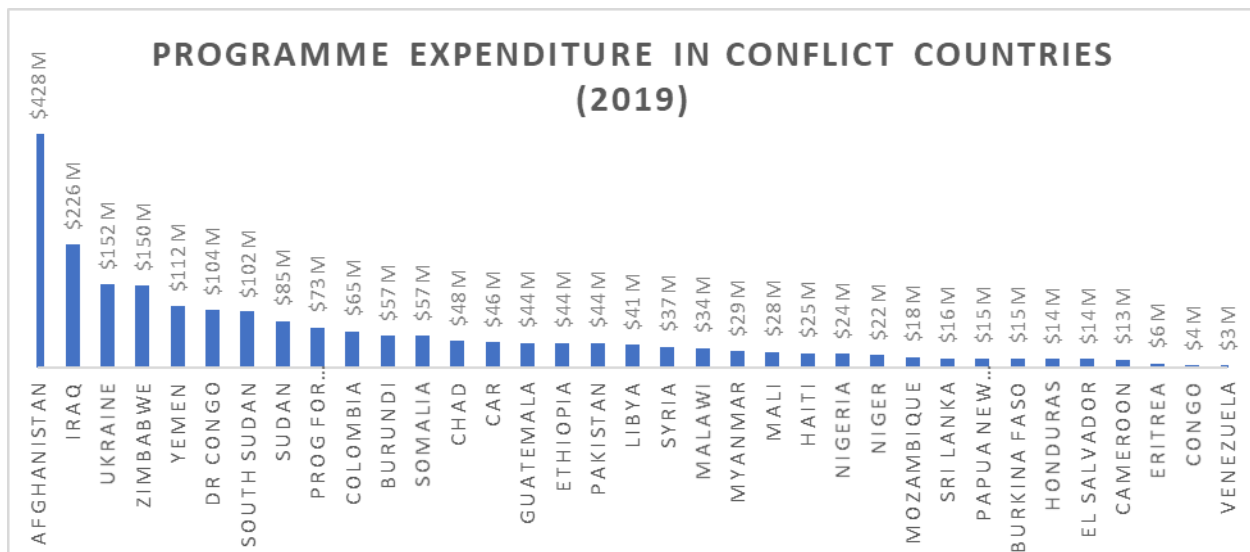


**Programme Expenditure in Conflict-Affected Areas by Region  
2014-2019**

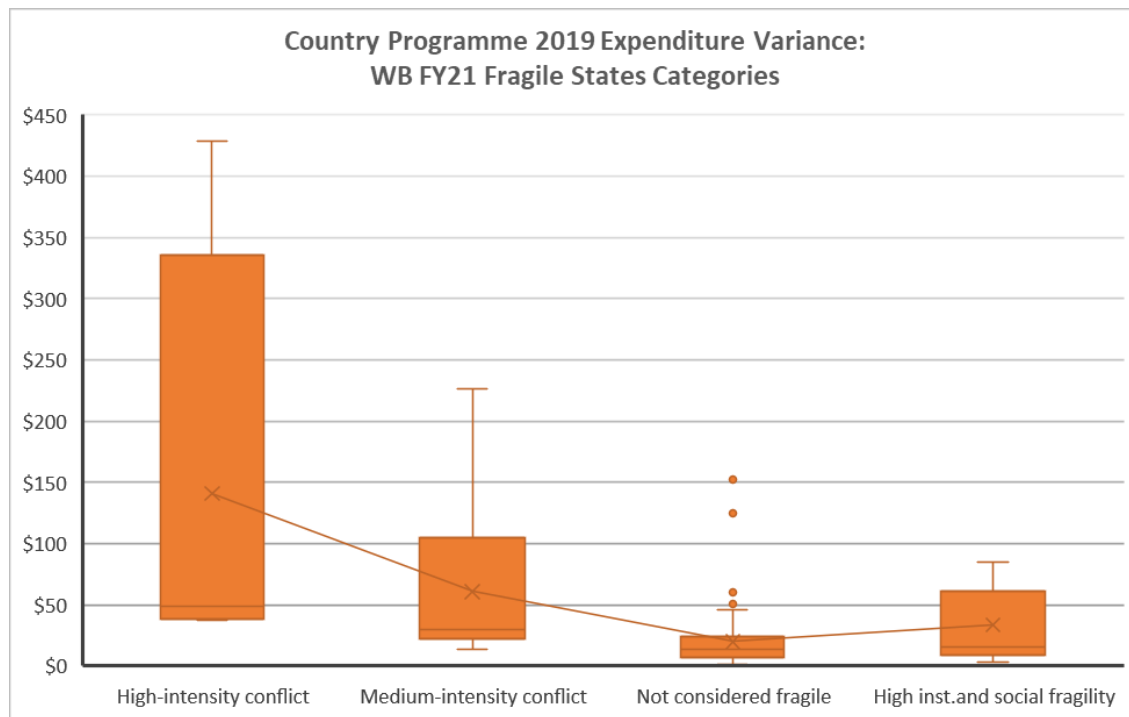


## PROGRAMME EXPENDITURE IN CONFLICT COUNTRIES (2014-19)









<b>Multi-Partner Trust Funds since 2014</b> <b>Includes MPTFs in conflict countries with an approved budget.</b> <b>Source: Multi-Partner Trust Fund Office Gateway, 27 Nov 2020. <a href="http://mptf.undp.org/tools/query/projects">http://mptf.undp.org/tools/query/projects</a></b>				
#	Multi-Partner Trust Fund	Conflict Countries	All Countries	Budget (2014-2021)
1	Afghanistan Humanitarian Fund	Afghanistan	Afghanistan	\$ 361,914,393
2	Afghanistan LOTFA MPTF	Afghanistan	Afghanistan	\$ 181,601,011
3	GLR Cross-Border Fund	Burundi	Burundi, Tanzania	\$ 1,054,399
4	CAR Humanitarian Fund	CAR	CAR	\$ 205,934,990
5	CAR Multi Window Trust Fund	CAR	CAR	\$ 29,496,915
6	Conflict Related Sexual Violence	CAR, DR Congo, Somalia	CAR, DR Congo, Somalia	\$ 1,363,636
7	Colombia Peace UNMPTF	Colombia	Colombia	\$ 128,046,097
8	DRC Humanitarian Fund	DR Congo	DR Congo	\$ 440,523,434
9	DRC Fonds National REDD+	DR Congo	DR Congo	\$ 199,866,034
10	DRC Stabilization ISSSS Fund	DR Congo	DR Congo	\$ 41,804,125
11	JP DRC Fight against GBV - JAD	DR Congo	DR Congo	\$ 10,302,259
12	JP DRC Fighting Impunity	DR Congo	DR Congo	\$ 9,433,952
13	JP DRC Sexual Violence Prevent	DR Congo	DR Congo	\$ 5,200,000
14	JP DRC ACTIF	DR Congo	DR Congo	\$ 4,724,180
15	JP DRC Microfinance II	DR Congo	DR Congo	\$ 2,447,636
16	Ebola Response MPTF	DR Congo	DR Congo, Guinea, Liberia, Sierra Leone	\$ 1,498,000
17	Ethiopia One UN Fund	Ethiopia	Ethiopia	\$ 6,212,481
18	Ethiopia New Way Platform	Ethiopia	Ethiopia	\$ 3,322,195
19	Ethiopia CRGE Facility	Ethiopia	Ethiopia	\$ 2,584,322
20	UN Road Safety Trust Fund	Ethiopia	10 countries	\$ 200,000
21	JP Guatemala Maya Programme	Guatemala	Guatemala	\$ 11,952,104
22	JP Guatemala Ixil	Guatemala	Guatemala	\$ 8,723,540
23	JP Guatemala Cuilco	Guatemala	Guatemala	\$ 7,520,428
24	JP Guatemala Rural Dev	Guatemala	Guatemala	\$ 1,347,702
25	UNDG Haiti Reconstruction Fund	Haiti	Haiti	\$ 39,600,000
26	UN Haiti Cholera Response MPTF	Haiti	Haiti	\$ 14,208,023
27	JP Haiti Champs de Mars	Haiti	Haiti	\$ 1,864,592
28	Iraq UNDAF Trust Fund	Iraq	Iraq	\$ 17,870,344
29	UNDG Iraq Trust Fund	Iraq	Iraq	\$ 4,347,915
30	Kurdistan Vision 2020 Facility	Iraq	Iraq	\$ 3,948,229
31	Malawi One UN Fund	Malawi	Malawi	\$ 81,288,482
32	Malawi SDG Acceleration Fund	Malawi	Malawi	\$ 29,624,793

33	Mali Stabilization Fund-FNSSE	Mali	Mali	\$ 22,491,222
34	JP Malawi Girls' Education II	Mali	Mali	\$ 20,931,838
35	JP Malawi Girls' Education	Mali	Mali	\$ 19,139,925
36	Mali Climate Fund	Mali	Mali	\$ 12,048,252
37	JP Mozambique Action for Girls	Mozambique	Mozambique	\$ 13,135,003
38	Mozambique One UN Fund	Mozambique	Mozambique	\$ 12,666,194
39	JP Mozambique Rapariga Canada	Mozambique	Mozambique	\$ 3,724,086
40	JP Mozambique Rapariga Biz	Mozambique	Mozambique	\$ 2,893,600
41	Spotlight Initiative Fund	Multiple - 10 countries	26 countries	\$ 163,151,462
42	SUN Movement Fund	Multiple - 11 countries	25 countries	\$ 1,138,902
43	MDG Achievement Fund	Multiple - 12 countries	50 countries	\$ 9,615
44	Joint SDG Fund	Multiple - 20 countries	89 countries	\$ 20,878,749
45	Peacebuilding Fund	Multiple - 24 countries	61 countries	\$ 574,862,212
46	UN REDD Programme Fund	Multiple - 7 countries	27 countries	\$ 13,298,364
47	SDG Fund	Multiple - 8 countries	23 countries	\$ 12,534,441
48	UN COVID-19 Response & Recover	Multiple - 8 countries	59 countries	\$ 8,394,289
49	UNPRPD Disability Fund	Multiple - 9 countries	41 countries	\$ 3,430,551
50	Womens Peace & Humanitarian TF	Multiple - Burundi, Colombia, DR Congo, Iraq, Mali, PAPP	10 countries	\$ 14,627,048
51	UN Indigenous Peoples' Partnership	Multiple - Cameroon, CAR, Congo	7 countries	\$ 30,508
52	Central African Forest Init.	Multiple - Cameroon, CAR, Congo, DR Congo	7 countries	\$ 154,918,153
53	Human Rights Mainstreaming TF	Multiple - Cameroon, Myanmar	12 countries	\$ 44,780
54	UN Action Against Sexual Violence	Multiple - CAR, DR Congo, Iraq, Myanmar, Somalia, South Sudan	8 countries	\$ 10,117,459
55	Rural Women Economic Empowerment	Multiple - Ethiopia, Guatemala, Niger	8 countries	\$ 11,664,767
56	JP Myanmar Women Empowerment	Myanmar	Myanmar	\$ 12,918,635
57	JP Niger Development Maradi	Niger	Niger	\$ 3,127,534
58	Generation Unlimited Trust Fd	Niger	Bangladesh, Kenya, Niger	\$ 332,359
59	Nigeria Safe Schools MDTF	Nigeria	Nigeria	\$ 1,732,738
60	Pakistan UNSDF Fund III	Pakistan	Pakistan	\$ 33,615,458
61	JP Pakistan FATA	Pakistan	Pakistan	\$ 17,457,280
62	Pakistan One Fund	Pakistan	Pakistan	\$ 7,468,266
63	JP Pakistan Education in KP	Pakistan	Pakistan	\$ 2,261,608
64	JP oPt Rule of Law	PAPP	PAPP	\$ 28,008,154
65	JP oPt Rule of Law II	PAPP	PAPP	\$ 14,784,441

66	PNG UN Country Fund	Papua New Guinea	Papua New Guinea	\$	106,622,592
67	Somalia Multi Window Trust Fd	Somalia	Somalia	\$	419,748,137
68	Somalia Humanitarian Fund	Somalia	Somalia	\$	334,381,154
69	JP Somalia Loc Gov & Decentral	Somalia	Somalia	\$	26,461,580
70	JP Somaliland Rule of Law	Somalia	Somalia	\$	7,703,169
71	Counter Piracy Trust Fund	Somalia	Kenya, Seychelles, Somalia, Tanzania	\$	6,089,583
72	South Sudan Humanitarian Fund	South Sudan	South Sudan	\$	587,036,151
73	South Sudan RSRTF	South Sudan	South Sudan	\$	13,132,775
74	South Sudan Recovery Fd SSRF	South Sudan	South Sudan	\$	4,673,287
75	JP Sri Lanka Catalytic PB	Sri Lanka	Sri Lanka	\$	8,506,492
76	Sri Lanka UN SDG MPTF	Sri Lanka	Sri Lanka	\$	5,887,636
77	Sudan Humanitarian Fund	Sudan	Sudan	\$	380,574,081
78	United Nations Fund Darfur	Sudan	Sudan	\$	91,234,118
79	Darfur Peace & Stability Fund	Sudan	Sudan	\$	41,989,358
80	Sudan Rule of Law and HR	Sudan	Sudan	\$	847,827
81	Sudan Financing Platform	Sudan	Sudan	\$	330,264
82	Syria Urban & Rural Resilience	Syria	Syria	\$	8,947,022
83	JP Yemen ERRY II	Yemen	Yemen	\$	50,413,770
84	JP Yemen Rural Resilience	Yemen	Yemen	\$	37,687,852
85	JP Yemen Maritime Governance	Yemen	Yemen	\$	12,594,195
86	Yemen NDCR TF	Yemen	Yemen	\$	7,979,516

#### Sources of funding

Row Labels	Y2014	Y2015	Y2016	Y2017	Y2018	Y2019	TOTAL Conflict
GEF	\$ 43.14	\$ 64.41	\$ 76.16	\$ 82.67	\$ 86.09	\$ 78.69	\$ 431.16
GFATM	\$ 260.12	\$ 285.32	\$ 279.14	\$ 329.82	\$ 247.20	\$ 278.78	\$ 1,680.37
Local Cost Sharing	\$ 203.51	\$ 166.58	\$ 182.50	\$ 277.88	\$ 321.15	\$ 267.61	\$ 1,419.24
Regular Resources	\$ 178.47	\$ 170.09	\$ 158.26	\$ 137.34	\$ 137.25	\$ 186.11	\$ 967.52
Third Party Cost Sharing	\$ 817.86	\$ 785.82	\$ 740.83	\$ 1,015.12	\$ 1,418.29	\$ 1,181.82	\$ 5,959.76
Trust Funds	\$ 546.80	\$ 496.13	\$ 464.91	\$ 460.23	\$ 416.80	\$ 397.04	\$ 2,781.92
<b>Grand Total</b>	<b>\$ 2,049.91</b>	<b>\$ 1,968.35</b>	<b>\$ 1,901.80</b>	<b>\$ 2,303.06</b>	<b>\$ 2,626.79</b>	<b>\$ 2,390.05</b>	<b>\$ 13,239.96</b>

## ANNEX 6. WEIGHTED SCORING

### A. METHODOLOGY

The evaluation used weighted scoring to assess UNDP contributions, for systematizing analysis. In the weighted scoring, parameters used for assessing contribution for a programme area or UNDPs overall contribution are assigned different relative weights. Multiplying the individual evaluation scores by the weight gives the score for a particular parameter. Aggregating the results of a set of parameters provides the overall contribution score. For example, the weights assigned for the overall assessment is presented in Table 4 and the four-point scale Box 1. The weighted scoring enabled the evaluation to map patterns and assess contribution on the individual as well as a set of parameters in key areas of support for assessing UNDPs contribution to conflict affected countries. The scoring as used in this evaluation analysis is not a stand-alone assessment but part of other qualitative assessments using different data sources.

**Table 4. Parameters for assessment and weights**

Evaluation criteria	Weight (%)
Programme positioning	20
Strengthening national institutional, policy, and programme capacities	25
Global and regional policy advocacy	15
Convening role	20
Enabling partnerships	20
<b>Total</b>	<b>100</b>

#### **Box 1. Four-point scale**

4= Excellent. Outcomes exceed expectations.

3 = Good. There are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.

2 = Modest. Significant shortfalls are identified, but there were also some positive findings. Overall, the assessment is less positive.

1= Poor. Contribution of UNDP programme faced severe constraints and negative assessment outweighs any positive achievements.

The key steps in weighted scoring were as follows:

- Drawing on the evaluation ToC and questions, a set of parameters and sub-parameters were developed for each of the programme areas assessed. The weights were determined by the importance of a parameter for the overall programme contribution of UNDP.
- Two sources of evaluative analysis were used for arriving at the performance scores. First, the analysis carried out for this evaluation, based on multiple sources of data. Second, evaluations carried out by the IEO and programme units.
- Evaluations of programmes in conflict affected countries were identified for scoring, after checking for quality and robustness of the analysis. For this assessment 72 evaluations of the total 178 evaluations were used. This included ICPEs, as well as, evaluations carried out by the programme units (23 country programme evaluations (including ICPEs) which covered various thematic areas, 22 outcome evaluations on specific programme areas, and 27 project evaluations).
- Before scoring analysis carried out for this evaluation the robustness of the findings was determined. Findings that are supported by 2 or more sources of information was used for scoring.
- To arrive at the performance score of a programme area, the sum of the weighted score of the set of parameters/ sub-parameters is used.
- To arrive at the evaluation, score an aggregate of relevant areas of programme area assessments was used.

## B. PERFORMANCE SCORING

**Table 5: Performance score for UNDPs overall positioning**

	Weight (%)	Score	Weighted Score
Level of emphasis given to programme support in conflict countries (financial and human resources)	20	3	0.60
Extent to which specific conflict context is taken into consideration by UNDP in developing its programmes /a more customised approach to conflict prevention and response	25	2	0.50
Extent to which UNDP responded to key priorities in conflict and post-conflict countries.	25	3	0.75
Positioning of UNDP to promote gender-informed conflict response and stabilisation	15	2	0.30
Extent to which UNDP's engagement in global and regional debates/advocacy is commensurate with its presence globally and long-term engagement in key development support	15	2.5	0.38
<b>Total</b>	<b>100</b>	<b>2.5</b>	<b>2.53/3</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			



Table 6. Performance score for UNDP contribution to basic services infrastructure			
	Weight (%)	Score	Weighted Score
Basic services support consistent with the priorities and needs of stabilisation	15	3	0.45
Addressed immediate and critical gaps in services	15	4	0.60
Strengthened national institutional capacities and policies for improving services	15	2	0.30
Strengthened local government capacities in improving services	15	2.5	0.37
Contributed to the sustainability of infrastructure created	20	2	0.40
Leveraged for peace and social cohesion	10	2	0.20
Forged partnerships	10	2	0.20
<b>Total</b>	<b>100</b>	<b>2.5</b>	<b>2.52</b>

Table 7. Performance score for UNDP contribution to economic revitalisation and inclusive growth			
	Weight (%)	Score	Weighted Score
Initiatives responsive to critical gaps in economic revitalisation	10	2	0.20
Addressed immediate income and livelihood needs	15	4	0.60
Strengthened institutional capacities and policies to enable employment of scale	15	2	0.30
Initiatives provided sustainable employment models	20	2	0.40
Balanced short-term and longer-term priorities	10	2	0.40
Facilitated partnerships with private sector in enterprise development and job creation	10	1	0.10
Established partnerships with UN agencies in the area of value chain /employment	10	2	0.20
Initiatives facilitated GEWE in employment and livelihoods	10	2	0.20
<b>Total</b>	<b>100</b>	<b>2.13</b>	<b>2.4</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			

**Table 8. Performance score for UNDP contribution to CGF**

	Weight (%)	Score	Weighted Score
Prioritisation of CGF	10	3	0.30
Sustained engagement in key CG areas	15	2	0.30
Enabled functionality of public administration	20	3.5	0.70
Contribution to reforms and core governance strengthening	20	2.5	0.50
Contribution to local governance strengthening	20	2	0.40
Introducing new public administration processes	15	2	0.30
<b>Total</b>	<b>100</b>	<b>2.5</b>	<b>2.5</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			

**Table 9. Performance score for UNDP contribution to GEWE**

	Weight (%)	Score	Weighted Score
Prioritised GEWE in conflict prevention and response	20	2.5	0.50
Enabled addressing sector specific GEWE challenges	25	2	0.50
Contributed to policy processes to accelerate GEWE	15	2	0.30
Included women as beneficiaries in stabilisation and livelihood initiatives	20	4	0.80
Forged programmatic partnerships for enhancing a transformative agenda (to address SGBV, to enhance economic and political empowerment)	20	2	0.40
<b>Total</b>	<b>100</b>	<b>2.5</b>	<b>2.5</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			



Table 10. Performance score for UNDP contribution to the prevention			
	Weight (%)	Score	Weighted Score
Prioritisation of prevention areas	10	2	0.20
Sustained engagement in prevention areas (Support to EW and conflict data and analysis, PVE)	15	1.5	0.30
Leveraging UNDPs programmes in climate and conflict support	15	1.5	0.23
Enabling integrated approach to prevention	20	1	0.20
Mainstreaming prevention in UNDP initiatives	20	2	0.40
Contribution to global advocacy on prevention	20	1.5	0.30
<b>Total</b>	<b>100</b>	<b>1.95/2</b>	<b>1.63</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			

Table 11. Performance score for UNDP contribution to global policy and advocacy			
	Weight (%)	Score	Weighted Score
Prioritisation of global policy and advocacy	15	2.5	0.38
Prioritisation of regional policy and advocacy	20	2.5	0.50
Engagement in advancing HDPN agenda	20	2	0.40
Managing and informing MPTFs	15	4	0.60
Partnerships	15	3	0.45
Forging/engaging in joint responses for consolidated outcomes	15	2	0.30
<b>Total</b>	<b>100</b>	<b>2.5</b>	<b>2.63</b>
Score: 1= poor; 2= Average; 3=Good; 4=Excellent			

Table 12. Overall performance score			
	Weight (%)	Score	Weighted Score
Programme positioning for improved contribution	15	2.2	0.33
Global policy and advocacy	15	2	0.30
Strengthening national institutional capacities for conflict prevention, stabilisation and rapid return to sustainable development pathways	25	2.18	0.55
Convening role of UNDP in bringing together actors for more coordinated programming in conflict affected countries	45	2.3	(1.4)
Enabling partnerships for a comprehensive response and sustainable outcomes			
<b>Total</b>	<b>100</b>	<b>2.17</b>	<b>2.58/3</b>

Table 13. Overall performance score- disaggregated score				
Key parameters	What is judged			
		Weight (%)	Score	Weighted Score
Programme positioning for improved contribution	Level of emphasis given to programme support in conflict countries (financial and human resources) and prioritisation of complex multiple crises contexts	20	3	0.60
	Extent to which specific conflict context is taken into consideration by UNDP in developing its programmes /a more customised approach to conflict prevention and response	25	2	0.50

	Extent to which UNDP responded to key priorities in conflict and post-conflict countries.	25	3	0.75
	Positioning of UNDP to promote gender-informed conflict response and stabilisation	15	1	0.15
	Extent to which UNDP's engagement in global and regional debates/advocacy is commensurate with its presence globally and long-term engagement in key development support	15	2	0.30
Sub score		20	2.2	0.44
Global policy and advocacy		<b>Weight (%)</b>	<b>Score</b>	<b>Weighted Score</b>
	Prioritisation of global policy and advocacy	15	2.5	0.38
	Prioritisation of regional policy and advocacy	20	2	0.40
	Engagement in advancing HDPN agenda	20	1.5	0.30
	Informing MPTFs	15	2	0.30
	Leveraging UNDP country lessons to inform global discussions	15	2	0.30
	Forging/engaging in joint responses for consolidated outcomes	15	2	0.30
Sub-score		15	2	0.30
	1. Programme approaches /models used by UNDP and their level of success.	20	2	0.40
	2. Contribution of UNDP to strengthening government capacities	10	2.45	0.25

Strengthening national institutional capacities for conflict prevention, stabilisation and rapid return to sustainable development pathways	in improving basic services			
	3. Contribution of UNDP to strengthening national capacities in enhancing economic revitalisation	20	2.5	0.50
	4. Contribution to CGF	20	2.4	0.48
	5. Contribution to strengthening national capacities prevention	10	1.63	0.17
	6. Contribution to strengthening national capacities in PB	10	2	0.20
	7. Contribution to strengthening national capacities in furthering GEWE 8. Contribution to strengthening national capacities in furthering GEWE	10	2.15	0.23
Sub-total score		25	2.18	0.55
Convening role of UNDP in bringing together actors for more coordinated programming in conflict affected countries	At the global and country-level pre and post UN reforms delinking RC and RR positions?	15	3	0.30
	In promoting integrated approaches to conflict prevention, recovery, and stabilisation	15	2	0.30
	Management of funds	10	2	0.20
	To what extent have partnerships been sought	20	3	

Enabling partnerships for a comprehensive response and sustainable outcomes	and established at the global, regional and country level			0.45
	To what extent have partnerships been forged to sustain the contributions of UNDP programmes	10	2	0.20
	Engagement with UN / other agencies to promote humanitarian-development nexus and HDPN	10	2	0.20
	Engagement with the government to promote humanitarian-development nexus and HDPN	20	2	0.40
Sub-total	<b>Total</b>	<b>40</b>	2.3	0.92
<b>Overall score</b>				<b>2.26</b>



## ANNEX 7. QUALITATIVE COMPARATIVE ANALYSIS (QCA)

The evaluation used Qualitative Comparative Analysis (QCA) to identify the combinations of necessary and sufficient conditions required for a particular programme outcome based on the evaluative evidence. The QCA examined: What conditions were necessary for the outcome to occur? What conditions were sufficient (alone or in combination) for the outcome to occur? And What conditions made the difference for the outcome, under what circumstances? Similar to regression and other statistical methods, QCA identifies associations and enables making inferences. The descriptive statistics function provided a quick overview of the data set's outcome conditions A-E and the program outcome variable (see Table 14).

**Table 14. Descriptive data for the conditions and outcome**

Variable	Mean	Std. Dev.	Minimum	Maximum	N	Cases Missing
A	0.6378261	0.4046142	0	1	23	0
B	0.4486957	0.2726409	0	1	23	0
C	0.1591304	0.2385447	0	0.67	23	0
D	0.2452174	0.2640631	0	1	23	0
E	0.463913	0.3517501	0	1	23	0
Outcome	0.4491304	0.3499182	0	1	23	0

A few general observations can be gleaned from table 15. First, the outcome variable has a decent diversity in membership scores along the 0 to 1 continuum. Second, based on the mean member score, Condition A (UNDP program positioning) has a higher effectiveness across cases relative to all other conditions observed. Third, Conditions C and D scores indicate a relative absence or low effectiveness by case for UNDP's contribution to global and regional policy advocacy (Condition C) and evidence that UNDP takes on the role of the convener of actors for more coordinated programming in conflict affected countries (Condition D). Fourth, Conditions B (Strengthening national institutional capacities), and E (Partnerships, comprehensive response, and sustainable outcomes) exhibited a wide variance in effectiveness scores. Last, where present, there was no example of a completely effective contribution to global and regional policy advocacy (Condition C) amongst any of the cases.

Table 15. Raw data matrix using fsQCA scores

Case ID	A	B	C	D	E	F*	G**	H***	Weighted Outcome Ave	Outcome	raw HDI	raw WPSI
COL	1	0.67	0	1	1	0.67	1	0.67	0.7675	1	0.76	0.69
PAK	1	0.67	0.67	0.33	1	0.67	0.67	0.33	0.734	1	0.56	0.46
PHI	1	1	0	0.67	0.67	0	1	0.67	0.718	1	0.71	0.71
YEM	1	1	0.67	0.33	1	1	0.33	0.33	0.8165	1	0.46	0.35
CON-B	0.67	0.33	0.33	0.33	0.67	0	0.67	0.33	0.466	0.67	0.61	0.59
GUA	1	0.33	0.33	0.33	0.67	0.67	0.67	0.33	0.532	0.67	0.65	0.68
IRA	1	0.67	0.33	0.33	0	0.67	0.67	0.33	0.483	0.67	0.69	0.49
MYA	0.67	0.67	0	0.33	0.67	0.33	0.67	0.33	0.5015	0.67	0.58	0.59
SOM	1	0.33	0.33	0.67	1	0.67	0	0.33	0.666	0.67	..	0.56
UKR	0.33	0.67	0.67	0	0.67	0.67	1	0.33	0.468	0.67	0.75	0.69
BUR	1	0.33	0	0	0.33	0.33	0.33	0.67	0.3485	0.33	0.43	0.622
CAM	0.67	0.33	0	0.33	0.67	0.67	0.33	0.33	0.4165	0.33	0.56	0.597
ERI	1	0.67	0	0	0.33	0.67	0.33	0	0.4335	0.33	0.43	..
ETH	1	0.33	0	0.33	0.33	0.67	0.33	0.33	0.4145	0.33	0.47	0.65
MAL	0	0.33	0.33	0.33	0.33	0.67	0.33	0.33	0.264	0.33	0.43	0.54
SYR	0.67	0.33	0	0.33	0.67	1	0.67	0.33	0.4165	0.33	0.55	0.42
ZIM	1	0.67	0	0	0	0.67	0.67	0.67	0.3675	0.33	0.56	0.73
AFG	0.33	0.33	0	0	0	1	0.33	0.33	0.1485	0	0.50	0.373
CHA	0	0	0	0	0.33	0.67	0.33	0.33	0.066	0	0.40	0.55
MOZ	0	0	0	0	0	0.67	0.67	0.33	0	0	0.45	0.68
SRI	0	0.33	0	0	0	0.33	1	0.33	0.0825	0	0.78	0.68
SSU	0.33	0.33	0	0	0.33	0.67	0.33	0.33	0.2145	0	0.41	0.48
VEN	0	0	0	0	0	0.67	1	0.67	0	0	0.73	0.72

\*Condition F is a context variable which reflects the calibrated fsQCA GCSI Crisis Severity Index from raw scores. It ranges from Very High, High, Medium, to Low.

\*\*Condition G is a context variable which reflects the calibrated fsQCA HDI from raw scores. It ranges from High, Medium, Low, and None.

\*\*\*Condition H is a context variable which reflects the calibrated fsQCA WPS Index from raw scores. It ranges from High, Medium, Low, and None.

**Table 16. Necessary Conditions**

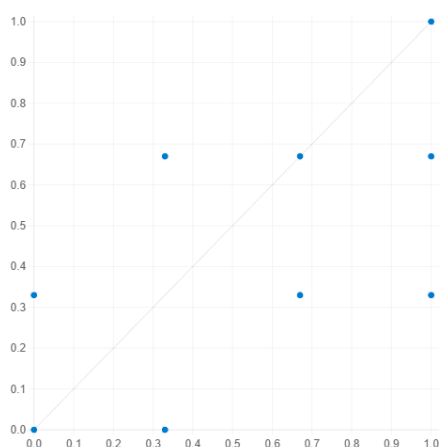
Analysis of Necessary Conditions

Outcome variable: Outcome			Outcome variable: Outcome			Outcome variable: ~Outcome		
Conditions tested:			Conditions tested:			Conditions tested:		
	Consistency	Coverage		Consistency	Coverage		Consistency	Coverage
A	0.935140	0.658487	A	0.935140	0.658487	A	0.525651	0.453988
B	0.837367	0.838178	~A	0.224589	0.278511	~A	0.604578	0.919568
C	0.354308	1.000000	B	0.837367	0.838178	B	0.470402	0.577519
D	0.545983	1.000000	~B	0.577928	0.470820	~B	0.868192	0.867508
E	0.871249	0.843486	C	0.354308	1.000000	C	0.156275	0.540984
A+B	1.000000	0.659221	~C	0.837367	0.447260	~C	1.000000	0.655119
B+C	0.837367	0.838178	D	0.545983	1.000000	D	0.234412	0.526596
C+D	0.676670	1.000000	~D	0.741530	0.441244	~D	1.000000	0.729839
A+B+D	1.000000	0.659221	E	0.871249	0.843486	E	0.392265	0.465792
A+B+D+E	1.000000	0.645625	~E	0.448209	0.375507	~E	0.868193	0.892133

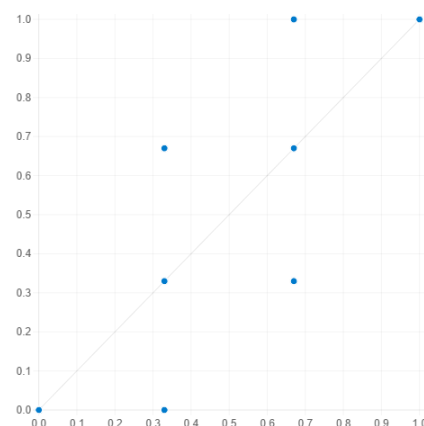
In fsQCA, a necessary condition is assumed to exist if the area *above* the diagonal reference line in an XY scatter plot is virtually empty.<sup>10</sup> Accordingly, Conditions C, D and E are not necessary conditions individually for UNDP programs to reach an intermediate outcome level (see figure 2). However, even though there are a couple of outlier cases, Conditions A and B were found to be necessary.

**Figure 2. XY Plots**

**Condition A**

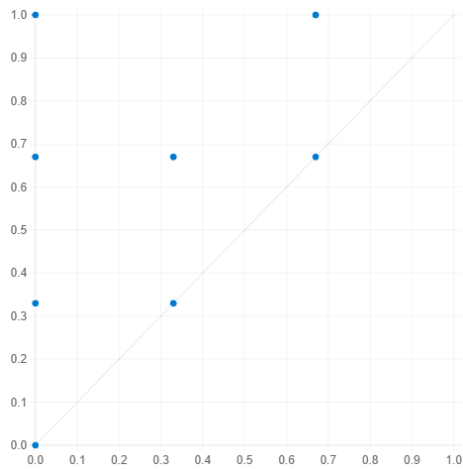


**Condition B**

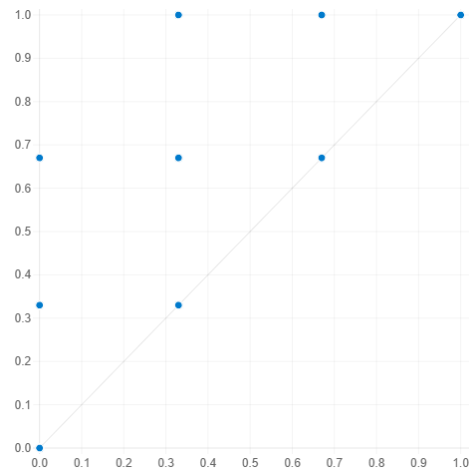


<sup>10</sup> Plots with data above the diagonal showed the degree the data plotted were consistent with  $X \leq Y$  (namely, X is a subset of Y), whereas data below the diagonal showed data were consistent with  $X \geq Y$  (namely, Y is a subset of X). All numbers on the diagonal indicate high consistency.

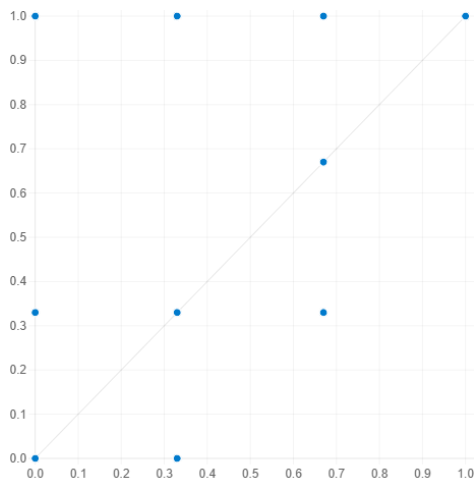
**Condition C**



**Condition D**



**Condition E**



### Truth Table Analysis (TTA)

*What combination of conditions are sufficient to produce an effective strengthening of national institutional capacities and policy processes for conflict prevention, recovery, resilient reconstruction and development?*

With the five conditions, this truth table has 32 (i.e.,  $2^5$ ) logical possible combinations of causal conditions. Table 17 displays the 9 combinations after TTA minimization that had at least 1 case with greater than 0.5 membership in the configuration. The minimal acceptable consistency for the solutions was a set at 0.9. A consistency value above 0.9 indicated that the cases in a given configuration could be considered as a strong subset of the outcome.

**Table 17. Distribution of cases across combinations of causal conditions**

A	B	C	D	E	Number	Outcome	Cases	Raw consist.	PRI consist.	SYM consist
1	1	1	0	1	2	1	Pakistan, Yemen	1	1	1
1	1	0	1	1	2	1	Colombia, Philippines	1	1	1
0	1	1	0	1	1	1	Ukraine	1	1	1
1	0	0	1	1	1	1	Somalia	1	1	1
1	1	0	0	1	1	1	Myanmar	0.933468	0.801205	0.801205
1	0	0	0	1	4	1	Cameroon, Congo, Guatemala, Syria	0.81015	0.5	0.5
1	1	0	0	0	3	0	Eritrea, Iraq, Zimbabwe	0.762411	0.333333	0.333333
1	0	0	0	0	2	0	Burkina Faso, Ethiopia	0.730382	0	0
0	0	0	0	0	7	0	Afghanistan, Chad, Mali, Mozambique, Sri Lanka, S. Sudan, Venezuela	0.282857	0	0

The analysis in the Box below shows the outputs for three types of TTA analysis solutions. The three variants of a solution, the complex, intermediate, and the parsimonious are logically consistent with each other but represent different degrees of parsimony and differ with respect to if logical remainders are used as part of the minimization procedure. The intermediate solution tends to be the preferred solution due to its high interpretability.<sup>11</sup> The intermediate solution coverage and consistency are within acceptable ranges at 81% and 89%, respectively. When examining the two causal pathways presented, the causal pathway of ***program positioning (Condition A), an absence in contributing to global and regional policy advocacy (~Condition C) AND an enabling robust partnerships (Condition E) is the more empirically salient model to produce an effective strengthening of national institutional capacities and policy processes for conflict prevention, recovery, resilient reconstruction and development.*** This configuration was found to be approximately 68% sufficient for a program to produce an effect at the intermediate outcome level and covered 81% of the membership scores in the outcome.

<sup>11</sup> Note the complex and intermediate solutions outputs are identical, likely due to the small N set.

## Box 2. Complex, Intermediate, and Parsimonious solutions

Model: Outcome = f(A, B, C, D, E)  
Algorithm: Quine-McCluskey

--- COMPLEX SOLUTION ---

frequency cutoff: 1

consistency cutoff: 0.81015

	raw coverage	unique coverage	consistency
A*~C*E	0.67667	0.484995	0.87375
B*C*~D*E	0.322362	0.130687	1

solution coverage: 0.807357

solution consistency: 0.891979

Cases with greater than 0.5 membership in term A\*~C\*E: COL (1,1),  
CAM (0.67,0.33), MYA (0.67,0.67), PHI (0.67,1),  
SYR (0.67,0.33), CON-B (0.67,0.67), GUA (0.67,0.67),  
SOM (0.67,0.67)

Cases with greater than 0.5 membership in term B\*C\*~D\*E: UKR (0.67,0.67),  
PAK (0.67,1), YEM (0.67,1)

Model: Outcome = f(A, B, C, D, E)  
Algorithm: Quine-McCluskey

--- PARSIMONIOUS SOLUTION ---

frequency cutoff: 1

consistency cutoff: 0.81015

	raw coverage	unique coverage	consistency
E	0.871249	0.871249	0.843486

solution coverage: 0.871249

solution consistency: 0.843486

Cases with greater than 0.5 membership in term E: COL (1,1),  
PAK (1,1), SOM (1,0.67), YEM (1,1),  
CAM (0.67,0.33), CON-B (0.67,0.67), GUA (0.67,0.67),  
MYA (0.67,0.67), PHI (0.67,1), SYR (0.67,0.33),  
UKR (0.67,0.67)

Model: Outcome = f(A, B, C, D, E)  
Algorithm: Quine-McCluskey

--- INTERMEDIATE SOLUTION ---

frequency cutoff: 1

consistency cutoff: 0.81015

Assumptions:


	raw coverage	unique coverage	consistency
A*~C*E	0.67667	0.484995	0.87375
B*C*~D*E	0.322362	0.130687	1

solution coverage: 0.807357

solution consistency: 0.891979

Cases with greater than 0.5 membership in term A\*~C\*E: COL (1,1),  
CAM (0.67,0.33), MYA (0.67,0.67), PHI (0.67,1),  
SYR (0.67,0.33), CON-B (0.67,0.67), GUA (0.67,0.67),  
SOM (0.67,0.67)

Cases with greater than 0.5 membership in term B\*C\*~D\*E: UKR (0.67,0.67),  
PAK (0.67,1), YEM (0.67,1)



Cases with a greater than (0.5) membership in the causal pathway  $A \sim C \sim E$  include Colombia, Cameroon, Myanmar, Philippines, Syria, Congo, Guatemala, and Somalia.

The results of the analysis have several implications that deserve closer attention. First, the findings show that there are patterns in the way UNDP supports conflict affected countries that can lead to intermediate outcomes. Although every crisis may be historically unique, UNDP's support to these crises are not random. Instead, it appears UNDP follows specific trajectories in program design and implementation based on each crisis that are indicated by a limited number of casual combinations or paths. Moreover, the most empirically salient causal pathway is highly consistent and covers most (but not all) crises.

Second, the analysis demonstrates that UNDP's support to conflict affected countries needs a strong program position that is tailored to the conflict context, meets the needs of the country, is fit for purpose, and generally the scope and scale of the programs are reasonably sufficient to contribute to intermediate outcomes. When a strong program position is combined with any of the conditions (for the exception of Condition C), they provide a powerful explanation of necessary conditions.

Third, the findings of the fuzzy-set analysis indicate in combination, the presence of Conditions A and E, in the absence of Condition C, provide a strong sufficient explanation for how UNDP programs can reach intermediate outcomes – in this case, an effective strengthening of national institutional capacities and policy processes for conflict prevention, recovery, resilient reconstruction and development. It is noteworthy to mention even though the intermediate outcome encompasses a strengthening of policy processes for conflict prevention, recovery, resilient reconstruction and development, it is precisely the absence of Condition C that makes the path a sufficient explanation, which is curious. While Condition C has a lower weight relative to the other four outcome conditions, this finding could also be the result of implicit bias, as evaluation reports used to build the raw data matrix often had limited analysis on this specific issue, especially relative to Condition A, B, and E.

This report has used fsQCA to compare UNDP's support to 23 countries. It is important to note that while fsQCA helps us identify subset relations between explanatory conditions and an outcome condition in terms of necessity and sufficiency, it is not a substitute for an investigation into the causal mechanisms at work. This requires additional in-depth case study research both for the cases covered by the results and for the outliers, which require an alternative explanation.




## ANNEX 8. PEOPLE CONSULTED

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*In addition to the following, the evaluation team consulted UNDP thematic, country programme and outcome evaluations; project documents (including project document proposals, annual reports, and evaluations); Results-Oriented Annual Reports (ROARs); UNDP Partnership Surveys and other internal documents.*

*In addition to the following, the evaluation team consulted all available project documents, annual work plans, audits, evaluations, annual country work plans and reporting.*

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