



APPEAL

2019

UNITED NATIONS DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS



UN Secretary-General António Guterres greeting residents of Mopti, Mali after his visit to the Grand Mosque. UN Photo/Marco Dormino

For further information on the Multi-Year Appeal, please contact the Donor Relations Team:
Ms. Delphine Bost, Senior Officer (bostd@un.org),
Ms. Nerea Sanchez Mateo, Programme Officer (sanchezmateo@un.org),
Ms. Ninamma Rai, Evaluation Officer (ninamma.ra@un.org)



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FOREWORD

I am pleased to present the Update to the 2018-2019 Multi-Year Appeal. This tool for funding conflict prevention, mediation and sustaining peace around the world has always been crucially important to us.

I believe, however, that this edition is particularly significant.

The 2019 Update comes as the Department of Political Affairs (DPA) is becoming the Department of Political and Peacebuilding Affairs (DPPA) following the reform of the United Nations peace and security pillar. This transformation means much more than a name-change: it is about prioritizing conflict prevention and sustaining peace; doing away with artificial barriers; enhancing the effectiveness and coherence of peacekeeping operations and Special Political Missions; and aligning the peace and security pillar more closely with the development and human rights pillars.

The reform entails important changes in the way we approach our work. Its *structure* is clear: the former DPA and the Department of Peacekeeping Operations are merging their regional capacities, and the Peacebuilding Support Office is being integrated into the new DPPA. In the pages that follow we aim to show how the *content* of the reform will affect much of our mission – I believe for the better. Extra-budgetary funding will help us bring about more synergies and cohesion with our partners. DPPA will lead the Secretary-General’s good offices and mediation efforts and provide consolidated political analysis and technical advice on preventive diplomacy to the UN system. The new Department will serve both Peacekeeping and Special Political Missions, strengthening the link between political strategies and operations. It will also work more closely with the Peacebuilding Fund and others

to help countries through all stages of conflict, from acting on the first signs of potential violence to anchoring peace after war. Multi-Year Appeal funding - especially through our Rapid Response Window - will help us react quickly to requests for assistance or urgent situations, as well as to bridge any gaps until more resources become available. We will also continue to be a “service provider” for the whole United Nations system in the areas of electoral assistance and mediation, while our New Ideas Window will help secure funding for innovation.

Convinced of the importance of nationally-owned and inclusive political solutions, in 2019 we will continue implementing the Women, Peace and Security commitments and expand women’s political inclusion. Extra-budgetary funding will back local activities that broaden our network of civil society organizations, indigenous peoples, youth, minorities and other groups.

We live in what we euphemistically like to call “challenging times”. From the questioning of the multilateral order to the growth in protracted conflicts to the existential threat of unchecked climate change, the demands on international attention and resources have never been greater. That is why the United Nations is changing, to better equip itself to face such epochal problems. Thanks to the flexibility and agility it affords DPPA, the Multi-Year Appeal is an ideal vehicle to contribute to this fundamental process.

I invite our longstanding contributors and new partners to make the Multi-Year Appeal as strong as it can be.

Ms. Rosemary DiCarlo
Under-Secretary-General, Department of Political and Peacebuilding Affairs

MISSION

To promote – and assist countries to reach inclusive political solutions as the key to – prevention or reduction of conflicts and political violence, while ensuring long-lasting solutions that lessen human suffering around the world.

STRATEGIC OBJECTIVES

GOAL 1

Strengthening international peace and security through inclusive prevention, mediation and peacebuilding processes.

1 
Setting the agenda for conflict prevention

2 
Reinforcing conflict response and resolution

3 
Investing in sustainable peace

STRATEGIC OBJECTIVES

GOAL 2

Deepening and broadening partnerships within the UN and beyond.

4 
Deepening relations with Member States and regional organizations


5 
Strengthening ties within the UN system

6 
Expanding the networks of partners

STRATEGIC OBJECTIVES

GOAL 3

Fit for the future: ensuring organizational effectiveness.

7 
Reviewing and updating information management, policy guidance and decision-making

8 
Continued professionalization of human resources and management

Monitoring, evaluation and knowledge management

*The Department's current Strategic Plan covers a four-year period (2016-2019). 2019 will be a transition year and an opportunity for the Department to start drafting a new Strategic Plan.



INTRODUCTION

This Update to the Multi-Year Appeal (MYA), which covers DPA's transition to the new political and peacebuilding Department, intends to reflect on the opportunities created by the reform of the peace and security architecture and its "whole-of-pillar", or joined-up approach. DPA issued the 2018-2019 MYA, requesting \$54 million for the two years before the General Assembly's endorsement of the reform. The Department is now issuing an Update of the MYA and calls for US\$30 million in 2019 to met critical and growing needs.

The reform does not result in changed mandates or workloads in the new DPPA, nor does it bring with it additional resources. Large parts of the Department's mandated work is financed with extra-budgetary contributions mobilized through the MYA. These contributions provide vital resources to effectively respond to unforeseen situations and growing demands for preventive diplomacy.

Following the reform, the extra-budgetary funding mechanisms of the two former Departments and the Peacebuilding Support Office (PBSO) will co-exist and complement one another, resulting in more synergies in the peace and security work of the Organization. The MYA, with its nimbleness, is an ideal funding instrument in a reform context, easily filling critical gaps or kickstarting activities thanks to its Rapid Response and New Ideas Windows. Initiatives and projects funded through the MYA aim to buttress the conflict prevention agenda of the Organization. As such, they complement the large country-programmes financed through the Peacebuilding Fund (PBF).

In 2019, funding from the MYA will support projects under DPPA and the shared regional political-operational structure, especially assisting Special Political Missions (SPMs) and non-mission settings, as well as servicing the whole UN system in the areas of electoral assistance, conflict prevention, crisis response and mediation. Moreover, strategic partnerships with Member States and regional and sub-regional organizations will boost the Department's ability to respond to conflict or tensions that have regional or transnational dimensions.

By the end of November 2018, out of the \$31.9 million requested, the Department had successfully mobilized \$35.1 million in contributions and hard pledges from 30 donors (Appeal 110% funded). The eleven multi-year agreements signed with donors – a record high since the creation of the MYA – set the Department on a solid financial foot for the coming years. In addition, 67% of the contributions received continue to be unearmarked. This demonstrates donors' confidence in DPPA's capacity to manage funds efficiently and effectively.

TOTAL REQUESTED (in million USD)

| Priority Area | 2018 | 2019 |
|---|-------------|-----------|
| Prevention | 6.5 | 8 |
| Crisis response | 6.5 | 8 |
| Sustaining peace | 6.5 | 6.5 |
| Building external partnerships | 3 | 3 |
| Strengthening UN system wide collaboration | 2 | 2 |
| Ensuring institutional effectiveness | 2.5 | 2.5 |
| Separate Fundraising Appeals for Colombia and Syria | 4.9 | 0 |
| TOTAL | 31.9 | 30 |

Contributions to the MYA are **Official Development Assistance (ODA)**-eligible in recognition of the link between peace and security and development work. Donors are therefore able to meet their voluntary targets when pledging funds to DPA and/or when funding Junior Professional Officers. The channel code for reporting is **41148 UN DPA Trust Fund in Support of Political Affairs**.

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OPPOSITE PAGE: Participants from West Africa at the 'Just Governance for Human Security' conference in Caux, Switzerland, discuss the link between human security and the Sustainable Development Goals in addressing the factors that contribute to human insecurity and foster conflict. July 2018.

UN Photo / UNOWAS CPIO

PRIORITY AREA 1:

CONFLICT PREVENTION



In the reconfigured peace and security pillar, DPPA maintains its role in setting the UN's conflict prevention agenda and ensuring inclusive political processes to help warring parties achieve peace. The MYA, particularly through its Rapid Response Window, will enable the new Department to accomplish its mandate and help mitigate the chronic underfunding of conflict prevention work.

The MYA will continue to assist the Department's political and diplomatic efforts throughout the conflict cycle, from early warning of potential violence to good offices initiatives and to peacemaking processes. This includes supporting the Special Envoys of the Secretary-General and the work of SPMs in sustaining peace, managing transitions, providing electoral support and promoting women's empowerment.

The preventive mandate of SPMs is evident in the work of DPPA's **Regional Offices in Central Asia, West Africa and Central Africa**. These forward platforms for preventive diplomacy are the Department's eyes and ears on the ground, solidifying partnerships with national actors, regional and sub-regional organizations and UN Country Teams (UNCTs). They play a key role in responding to some of the challenges the reform addresses, such as the fragmentation of efforts, perceived silos and difficulties in coordination. These Offices are also crucial to respond to cross-border challenges, such as environmental degradation, natural resources-related disputes, extremism, terrorism and the trafficking of people and drugs. Extra-budgetary funding has ensured SPMs and Regional Offices can facilitate inclusive processes; expand the participation of women and youth networks; provide the right expertise; and good offices role to support national and regional actors.

WHAT'S NEW IN 2019?

In 2019, DPPA will continue to provide backstopping support to over 30 SPMs. Extra-budgetary funding facilitates essential backstopping to these complex missions, ensuring regular communication between missions and Headquarters, liaison with Member States, and the preparation of substantive material such as briefings to the Security Council and reports of the Secretary-General.

The Department will continue to support the **United Nations Assistance Mission in Somalia** (UNSOM) in the delivery of its mandate and assist the Government in its state-building agenda. Helping the country prepare for the "one person, one vote" elections scheduled for 2020-2021 will be among the priorities, alongside facilitating the discussions on federalism, constitutional review, electoral preparations, and local reconciliation. Increased engagement by women and youth – supported with MYA funding

– are crucial to ensure that voices from the different sectors of society are reflected in key state-building processes.

The Special Envoy on **Myanmar**, Ms. Christine Schraner Burgener, will continue to intensify efforts to encourage authorities in Myanmar to ensure the safe, voluntary, dignified and sustainable return of the refugees to their areas of origin. The rapidly evolving context and the increased engagement by various stakeholders, including in the Security Council and regional partners, will require the Department to provide sustained support to the Special Envoy and her Office based in Nay Pi Taw, Myanmar. In addition to helping address the underlying issues in Rakhine State, UN good offices will also focus on promoting democratic consolidation, addressing human rights issues and advancing the peace process to achieve greater inclusivity.

The Department will continue to support the Government of **Papua New Guinea** and the Autonomous **Bougainville** Government in the implementation of the Bougainville Peace Agreement and the preparations for a peaceful and credible referendum in 2019. The liaison presence in Buka, funded under the MYA, will work with local stakeholders and relevant government institutions on the development of a conflict prevention and broader peacebuilding strategy in Papua New Guinea, focused on the negative impact of climate change, and the impact of land and natural resource exploitation. This will complement the crucial work of the PBF on the ground.

Long considered one of the most conflict-prone regions in Africa, the **Horn of Africa** experienced an unexpected shift in 2018. The most significant of these developments was the normalization of relations and *rapprochement* between Ethiopia and Eritrea. This has created a positive dynamic that could lead to enhanced cooperation in the region. The countries of the region are also committed to reform and improve the **Intergovernmental Authority on Development** (IGAD). The Department has a longstanding engagement with IGAD and will continue to build the capacity of a revitalized IGAD; support regional integration efforts; and the democratic consolidation processes in the region. The Secretary-General is expected to soon appoint a Special Envoy for the Horn of Africa to bolster regional conflict prevention efforts.

In the **Great Lakes region and East Africa**, DPPA will continue in 2019 to strengthen UN capacity and respond to conflict prevention imperatives by



UN Photo/Mark Garten

“ The support from the Department of Political Affairs, through political engagement and technical advice as part of the Secretary-General’s good offices, has proven useful to our Peacekeeping Missions to achieve progress. When tensions are brewing, elections are contested, or when there is a national dialogue or a peace process going on, it helps make a difference.”

Mr. Jean-Pierre Lacroix,
Under-Secretary General for the Department of Peace Operations

providing political support to the Resident Coordinators (RCs) and Special Envoys in the region. For example, the Special Envoy of the Secretary-General (SESG), Mr. Michel Kafando, who leads political efforts to address the situation in Burundi and assists the mediation and facilitation led by the **East African Community (EAC)**, will continue to coordinate the efforts of UN partners on the ground. Strengthening the UN partnership with the **African Union (AU)** and the EAC on Burundi, remains a priority as well as to assist the EAC-led dialogue in Burundi.

Extra-budgetary funding will also help respond to new thematic priorities related to conflict prevention, such a pastoralism and transhumance. In **Central Africa**, pastoralism is an essential socio-economic activity for communities in Cameroon, Chad, Central African Republic, Democratic Republic of the Congo, Rwanda and Burundi. The **United Nations Regional Office for Central Africa (UNOCA)** will support the Member States of the **Economic Community of Central African States (ECCAS)** to define and adopt a common regulation on pastoralism in the region to contribute to reducing the risk of conflict.

In Central Asia, the **United Nations Regional Centre for Preventive Diplomacy (UNRCCA)** will continue to deploy its good offices and conflict prevention tools to create the conditions for dialogue and help build trust among the countries of the region with the objective of agreeing on a legal regional framework on trans-boundary water management. UNRCCA will launch a new strategy for 2019-2021 that leverages its key comparative advantages: its mandate, expertise and track record as a neutral broker among the five countries of the region. The strategy considers the new and conducive dynamics in the region on strengthening cooperation and partnerships, as well as on renewed efforts to prevent conflict through diplomacy and confidence building activities.

SUPPORTING INNOVATION: THE NEW IDEAS WINDOW

DPPA will continue to support innovation and pilot new approaches and tools through the “New Ideas Window”. Since its inception, this funding window has supported more than 25 initiatives with budgets amounting to \$3.7 million. DPPA will set aside \$3 million in 2019 towards the implementation of key priorities of the Secretary-General, including:

- ▶ **Use of new technologies:** DPPA will continue supporting the implementation of the Secretary-General’s Strategy on New Technologies, which seeks to open the UN system to new tools to better address current global challenges. DPPA is taking steps to expand the scope and inclusivity of peace processes through new technologies. For example, DPPA will continue to explore the use of modern technology for analyzing public opinion, including through social media, to improve its capacity for early warning. It is also expanding the UN’s digital toolbox for mediation. It will also continue projects on use of satellite radar data and imagery to assess factors affecting peace and stability.
- ▶ **Youth:** In line with the Secretary-General’s “Youth2030” strategy, DPPA will continue to pilot youth empowerment initiatives. Building on a recent project in Iraq, where the United Nations Assistance Mission for Iraq (UNAMI) supported the involvement of youth in the management of land disputes affecting minorities, the Department will partner with the United Nations Development Programme (UNDP) in Malawi to strengthen youth engagement in the prevention of election-related violence ahead of the May 2019 polls.
- ▶ **Climate security:** Following the Secretary-General’s appeal for climate action, DPPA will continue to develop cross-cutting approaches to identify, monitor and propose initiatives to address climate-related

security risks in coordination with UN partners and Member States. An ongoing initiative, implemented jointly with UNDP and the United Nations Environment Programme (UNEP) will provide dedicated capacity to strengthen the UN’s response to climate-related security risks. For example, in the Pacific Islands, DPPA will support enhanced analysis on how the climate-security nexus will impact the Pacific region, with a focus on conflict prevention, drawing on available research as well as new sources, including available “big data”.

- ▶ **Women, Peace and Security:** The Department will continue to advance its 15 Women, Peace and Security Commitments and mainstream gender in all its programming. For example, in Iraq, DPA and UNAMI will establish the Women Advisory Group, an inclusion modality to broaden the meaningful participation of women as well as their representation in Iraq’s national political and decision-making processes, including national reconciliation. The Women’s Advisory Group will advise UNAMI on the implementation of its Women, Peace and Security mandate and help open spaces for women involvement in the development of a national vision for the rebuilding of Iraq in the post-ISIL period. Also, in Afghanistan, the United Nations Assistance Mission in Afghanistan (UNAMA) will pilot a National UN Youth Volunteer programme for Afghan females, to provide professional development opportunities for young Afghan women.
- ▶ **Support to local mediation and grass-root initiatives:** The Department will continue to explore ways to support field initiatives that help build confidence and complement mediation/good offices efforts on the ground. These range from partnering with local groups and civil society, expanding the collaboration with minority groups, and/or opening spaces for dialogue with religious leaders and other local mediator networks.

PRIORITY AREA 1:
**CRISIS
RESPONSE**



DPPA's Crisis Response System, funded by the MYA, provides urgent support and expertise to Member States and partners in the UN and outside to prevent, manage and resolve conflicts around the world.

The Crisis Response System has three main components:

1. Rapid Response Window: This funding allows for timely responses – including the deployment of staff and expertise – to meet the short-term needs of Special Envoys and Special Representatives of the Secretary-General (SRSG), SPMs, Member States and regional organizations when crises erupt or violence surges;

2. Standby Team of Senior Mediation Advisers (Standby Team): UN envoys and mediators at times encounter difficulties in mobilizing the right technical expertise to assist them during negotiations. The Standby Team aims to meet this problem. Senior experts are deployed, often on very short notice, to provide direct advice to mediators, conflict parties and support peace process-related capacity building efforts. In 2018, the Standby Team provided support to peace or dialogue processes in the Middle-East (largely in support of the Special Envoys for Syria and Yemen); Africa (principally in peacekeeping contexts in Central African Republic, South Sudan and Sudan); and the Asia-Pacific region (in non-mission settings, often in direct support to Peace and Development Advisers (PDAs) and RCs. Support to RCs increased significantly in 2018, with deployments to Eritrea, El Salvador, Honduras, Maldives, Myanmar, Nepal, Nicaragua, Papua New Guinea, Republic of Congo, Togo and the Solomon Islands;

3. Surge capacity: The Department provides surge support in the areas of political analysis and expertise to diverse actors in the UN system (RCs, UNCTs, PKOs and SPMs) and beyond (regional, sub-regional organizations and Member States).

The Department also supports the work of the **Secretary-General’s High-level Advisory Board on Mediation**. Formed in November 2017, the Board is comprised of nine women and nine men, current and former global leaders, senior officials and renowned experts who bring together an unparalleled range of experience, skills, knowledge and relationships. The Board will continue to engage with national and regional actors and organizations, as well as non-governmental groups and others involved in mediation around the world. The goal is to draw on leader-to-leader relationships to gain additional leverage. In 2019, DPPA will continue to serve as the Secretariat of the Board and manage its deployments.

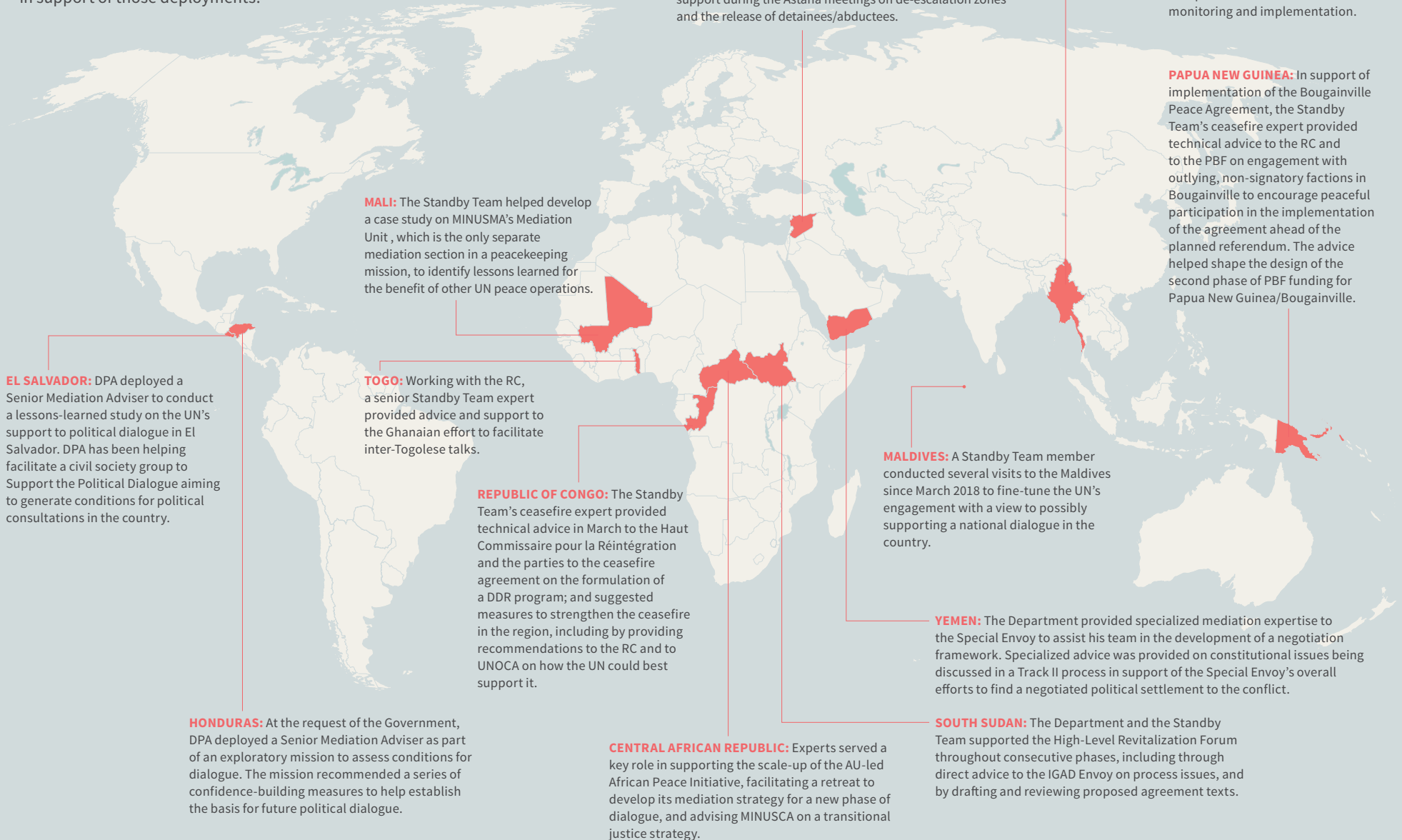
WHAT’S NEW IN 2019?

Funding for the Rapid Response Window will reach a record high of \$3 million in 2019 to meet the increasing demands on the Department. For example, demand for the services of the Standby Team continues to grow rapidly year-on-year. The Standby Team expects around 100 deployments in 2019. Funding under the MYA will also facilitate the development of new tools and guidance on issues such as “non-traditional” threats, cybersecurity, and the security implications of climate change.

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OPPOSITE PAGE: Homs, Syria.
WFP/Abeer Etefa

HIGHLIGHTS OF OPERATIONAL DEPLOYMENTS OF THE STANDBY TEAM OF SENIOR MEDIATION ADVISERS IN 2018

The Standby Team is intended to complement the work of the Department's staff and field presences. Funding under the Rapid Response window is often used in support of those deployments.



SUPPORT TO SYRIA POLITICAL EFFORTS AND POST-AGREEMENT PLANNING

The Syrian conflict poses a grave threat to regional and international peace and security. The conflict has reached a point where any major new military offensive by any party to the conflict risks direct confrontation between powerful Member States active on the ground. In 2019, the Secretary-General, with the Department in the lead, will seize every opportunity to end the violence and begin a transition to a new political structure in Syria.

Extra-budgetary funds have supported the efforts of the Office of the Special Envoy for Syria since the start of the Geneva process in 2012 and will remain crucial. In 2019, pending any major developments, the Special Envoy, Geir O. Pedersen, will remain focused on two key aspects of Security Council resolution 2254 (2015): (i) The establishment of an inclusive and credible constitutional committee for drafting a new constitution as well as (ii) Defining the precise requirements for UN-supervised elections, including the diaspora. Ensuring women's participation will remain a major component of both efforts. The Special Envoy will continue his engagement with the Women's Advisory Board and the Civil Society Support Room. Mediation efforts will also include moving forward on confidence-building measures, such as UN expertise being made available to the detainee working group.

In a separate workstream, funding under the MYA will continue to allow the Department to proceed with implementing Phase II of Syria post-agreement planning, a system-wide effort coordinated by DPPA and UNDP. Over the past

year, the Syria Inter-Agency Task Force (IATF) organized thematic workshops with experts, including Syrians, on “now” issues such as civil documentation, housing/land and property (HLP), and local governance. Efforts towards developing and adjusting policy and operational options to support the “now” issues will continue. Work on HLP issues, including on Law 10, will also proceed with all relevant UN actors to advocate for the protection of HLP rights of all Syrians. While the internal context in Syria has changed significantly since the start of the planning process, the “now” issues identified through the process remain valid and need to be addressed regardless of what shape the agreement on Syria may take, if such an agreement is to have a chance of taking hold and bringing an end to the conflict.

At this critical juncture, DPPA will use extra-budgetary funding to back the Secretary-General's initiatives to ensure a principled and coordinated UN response inside the country, including careful consideration of the human rights and protection implications of the Organization's engagement.

Sustained funding is essential to support senior leadership at Headquarters, backstop the work of the Special Envoy in advancing the political process, and coordinate UN planning for the post-agreement phase of the conflict. The UN, will also continue to coordinate its efforts with the European Union and the World Bank, as such strategic partnership amongst various actors will be essential due to the scale of the challenges.

PRIORITY AREA 3: **INVESTING IN PEACE**



DPPA will advance the sustaining peace agenda by supporting inclusive constitutional processes, peaceful elections and national dialogues; strengthening the capacity of regional and sub-regional organizations to address key conflict drivers; and fostering inclusiveness through civil society networks. This focus on structural prevention is in line with the 2030 Sustainable Development Agenda, which emphasizes the importance of “peaceful and inclusive societies for sustainable development” (Goal 16).

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ABOVE: A polling station in Mali’s Gao region during parliamentary elections.

UN Photo/Marco Dormino

DPPA, by combining the strategic, political and operational responsibilities of DPA, and the peacebuilding responsibilities of PBSO, will be able to place an even stronger emphasis on linking preventive work to longer term sustaining peace initiatives.

The Department will continue to invest in women's meaningful participation and leadership in peace processes, emphasizing inclusive approaches, building partnerships with regional networks of women mediators and fostering inclusiveness through civil society networks.

WHAT'S NEW IN 2019?

Many of the root causes of conflict, such as structural discrimination, marginalization and lack of good governance, often need to be addressed through constitutional reform. Peace agreements provide a space to deal with the causes of conflict and the grievances of marginalized groups through political and constitutional changes. In recent years, peace processes have relied on transitional arrangements, including interim constitutions leading to **inclusive constitution-making processes** to address the underlying political causes of conflict and sustain peace. In 2019, the Senior Constitutions Adviser - funded under the MYA - will continue to provide constitutional expertise and assist national actors in addressing constitutional challenges with respect to peace agreements. This includes direct operational assistance to mission and non-mission settings (RCs and Regional Offices) on constitution-related issues, including constitution-making processes, mechanisms for managing plural societies, federalism and human rights. In 2019, the Department anticipates ongoing support to **Philippines, Papua New Guinea, Yemen and Somalia** continuing from 2018, with the prospect of additional assistance in **Libya, Nepal and Myanmar**.

Coordinating UN **electoral support** to Member States will remain one of the key functions of DPPA, which serves as the UN system-wide focal point for electoral assistance activities. The Department will continue to coordinate UN electoral assistance to approximately 60 Member States per year, provide timely responses to new requests from Members States and ensure system-wide coherence among UN entities involved in electoral assistance.

UN Photo/Manuel Elias



“When political windows of opportunity have emerged to resolve crisis and sustain peace, DPA’s coordination with the Peacebuilding Support Office has worked well in many country situations. Our partnership has proved effective in a variety of non-mission settings, where the Peacebuilding Fund is one of the few operational resources available to DPA along with funding under the Multi-Year Appeal. In these settings, the Peacebuilding Fund has relied on DPA’s political analysis and expertise. Our collaboration and partnership will be reinforced with the restructuring of the peace and security pillar and our coming together as the new Department of Political and Peacebuilding Affairs”.

Mr. Oscar Fernandez-Taranco
Assistant Secretary-General for Peacebuilding





Furthermore, DPPA will strengthen UN electoral partnerships with, and capacity development support to, other intergovernmental and regional organizations. MYA funding will be used for the deployment of around 90 technical electoral missions in 2019.

Elections in Africa are often critical moment for peace, security and political stability. In 2019, major elections are planned in **Algeria, Benin, Chad, Guinea Bissau, Malawi, Mozambique** and **Nigeria**. DPPA will provide assistance where requested as part of efforts to help establish long-term peace and stability.

Efforts to sustain peace should also include measures to address the impact of **climate change**. At the regional level, the Department will bolster the capacity of **Pacific countries** and support the **Pacific Islands Forum** as the key regional forum to tackle emerging security challenges, including those posed by climate change. DPPA will support the development of a new Pacific security strategy in 2019, among other regional approaches.

The Department will advance the sustaining peace agenda by assisting political dialogue processes and the analysis of risks to democratic governance. RCs – and through them, UNCTs – are key interlocutors for the Department in non-mission settings. DPPA will redouble its efforts to provide effective support to the reinvigorated RC system and UNCTs, further enhancing their capacity to undertake prevention work and to effectively respond to complex and sensitive political situations.

In **Latin America and the Caribbean**, MYA funds will allow the Department to help the UN Verification Mission in **Colombia** to sustain and deepen the commitment of all parties to the peace process, including through strengthened confidence building measures and reintegration support for former combatants. In the cases of **Nicaragua** – where there is currently no RC and no UNDP office – and **Honduras**, the Department will remain engaged and ready to offer further assistance to dialogue efforts. DPPA will also increase its support to the UNCT/RC in **Venezuela** to contribute to the expansion of local policy dialogue initiatives, notably in the framework of the UNCT-supported Sustainable Development Goals Caravan. The Department will provide assistance to UNCTs in this region to build UN and national capacity in areas such as conflict analysis, conflict prevention, political violence against women and dialogue facilitation to respond to Governments' requests, including those related to reforms, land issues, indigenous peoples and extractive industries. Support in political analysis will be provided to UNCT's in countries approaching presidential and legislative elections, notably **Bolivia**, the **Dominican Republic, El Salvador, Guatemala, Haiti** and **Suriname**. In Haiti, the Department's support will be in the framework of the planned transition of the current UN mission (MINUJUSTH) to a non-peacekeeping presence in 2019 and may include electoral support if requested by the Government.

LEFT: Parliamentary elections in Afghanistan, October 2018.

UNAMA/Fardin Waezi



CONSOLIDATING PEACE GAINS IN COLOMBIA

\$400,000
INVESTED IN 20 PRODUCTIVE
PROJECTS IN 2018



SEPTEMBER 2017

Completion of laying down
of weapons

SEPTEMBER 2017 – FEBRUARY 2018

Self-funded productive projects by former
combatants in reintegration areas with
support from bilateral contributions

1,123
BENEFICIARIES OF
PRODUCTIVE PROJECTS

After more than five decades of fighting, the former guerrilla group Revolutionary Armed Forces of Colombia – People’s Army (FARC-EP) – completed the laying down of arms and **Colombia** is now focusing on consolidating the gains made so far. In this new phase of Colombia’s historic peace process, the United Nations Verification Mission will continue to monitor the reintegration of former combatants and the provision of security guarantees for the group and for the communities affected by conflict.

DPPA will continue to consolidate reintegration efforts in Colombia, and prioritize women-led initiatives, as Government funds for larger collective projects are disbursed. These modest contributions supported by MYA funding have proven to be an effective confidence-building tool for the former combatants and have helped coordinate national authorities, UNCT and donors who have come forth with additional funding. In 2019, MYA funding

FEBRUARY 2018

DPA Partners visit and issuance of supplementary appeal for Colombia

MAY 2018

Extra-budgetary funds are disbursed to jumpstart productive projects by former combatants in all reintegration areas

MAY – DECEMBER 2018

The Mission delivers funding to support 20 self-funded projects, in coordination with UNDP that also reorients its own funds to support similar initiatives

35% OF THE BENEFICIARIES ARE WOMEN, PROMOTING THEIR ACTIVE PARTICIPATION IN THE REINTEGRATION PROCESS AND ECONOMIC EMPOWERMENT

will contribute to make some of the female-led initiatives commercially viable, with the aim of encouraging **national authorities** and the **private sector** to invest in making similar projects sustainable. The Verification Mission and the UNCT will continue working jointly to identify further projects to support complementary reintegration efforts, including some to be funded by the PBF in 2019.

DPPA will also continue to support a network of FARC liaison focal points who engage closely with the Mission and national authorities to enhance awareness of security challenges faced by former combatants and to promote adequate and timely institutional responses. Finally, the Mission will continue to facilitate processes to share best practices in reintegration and reconciliation to encourage local authorities, international actors, civil society, youth and women groups, as well as the private sector, to support these efforts.



ABOVE & RIGHT: In Santa Cecilia, department of Risaralda, former combatants received supplies and equipment to support their self-started fish production project.

OPPOSITE PAGE: Under-Secretary-General Rosemary A. DiCarlo (with Special Representative for Colombia Jean Arnault and Deputy Special Representative Jessica Faieta/UN team) on the way to attend a meeting with Colombian President Iván Duque Márquez.

UN Verification Mission in Colombia/
Liliana Garavito/Héctor Latorre



PRIORITY AREA 4:

EXPANDING PARTNERSHIPS



DPPA will strive to expand the nature, range and modalities of its partnerships across the globe, leveraging comparative advantages to tackle conflicts and problems too complex for any one actor. In this regard, exchange of information with partners is key and the Department will continue to rely heavily on its **liaison presences** in Addis Ababa, Bangkok, Beijing, Brussels, Buka, Gaborone, Jakarta, Nairobi and Vienna. These liaison presences are funded entirely through the MYA and are extremely cost effective. Each regional presence now includes one United Nations Volunteer, funded through extra-budgetary contributions.

WHAT'S NEW IN 2019?

The strategic partnership established with the **African Union (AU)** should continue to yield results in the areas of conflict prevention, preventive diplomacy and sustaining peace in Africa. DPPA will support the AU initiative, “*On Silencing the Guns in Africa by 2020*”. Also, in collaboration with DPO, it will further advance the implementation of the Joint UN-AU Framework for Enhanced Partnership in Peace and Security, signed in April 2017, and will work with other UN entities leading the implementation of the Joint AU-UN Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, signed in January 2018. The UN Office to the African Union (UNOAU) will continue to play a central role as the main conduit between UN Headquarters and the AU Commission on issues of peace and security.

To help address the structural challenges in the Sahel region, the **United Nations Office for West Africa and the Sahel** (UNOWAS) has been fostering closer ties with regional bodies, notably the G5 Sahel, to create coherence between the UN Integrated Strategy for the Sahel and their respective strategies. In 2019, MYA funding will continue to support the work of the Centre for Threat Analysis and Early Warning, strengthening capacity in the fields of good governance, human rights, democracy and civil liberties; and countering organized crime, terrorism and trafficking.

The Department, through the **Southern African Development Community** (SADC) Liaison Team (SALT), based in Gaborone, will continue to strengthen coordination with SADC on peace and security issues. Recent political changes in Angola, South

Africa and Zimbabwe, and their expressed support for the establishment of a UN regional political office for Southern Africa would help strengthen UN-SADC cooperation. In 2019, SALT will also support the work of DPPA and UNCTs dealing with sensitive political situations, including situations surrounding the elections in Malawi, Mozambique and South Africa, as well as peacebuilding efforts in Lesotho, Comoros, Mozambique and Madagascar.

Supported by extra-budgetary funding, the United Nations Office for Peace and Security in Brussels (UNLOPS) will continue to play a critical role in deepening the cooperation with the **European Union** (EU). During the 73rd General Assembly in September 2018, the two organizations reaffirmed their “full commitment to multilateralism and a rules-based global order” and to “continue to reinforce efforts to prevent conflict.” UNLOPS will support the UN-EU Strategic Partnership on Peace Operations and Crisis Management for 2019-2021. The joint UN-EU priorities focus on Women, Peace and Security, as well as conflict prevention, in addition to traditional areas of cooperation such as security sector reform.

In 2019, the liaison presence in Jakarta will continue to facilitate regular consultations and dialogue between the UN and the **Association of Southeast Asian Nations** (ASEAN). This cooperation will include continuing the series of ASEAN-UN Regional Dialogues between Government representatives, civil society organizations and academics on conflict prevention, looking at persisting tensions in Southeast Asia and at emerging threats. Through the Regional Partnership Officer based in Bangkok, DPPA will continue to focus attention on conflict prevention and address challenges such as violent extremism. Headquarters

will continue to rely on detailed reporting and analysis from the region, as well as ensuring coordination within the UN system at the regional level.

In 2019, extra-budgetary funding will support the establishment of a UN Liaison Office with the **League of Arab States** (LAS). In recent years, the LAS and the UN have significantly enhanced cooperation. This culminated in 2016 with the signing of the Protocol of Amendment between the LAS and the UN, which provided a framework for further cooperation, including the creation of a UN Liaison Office to the LAS. In mid-2018, the Government of Egypt approved a DPA request to establish a Liaison Office in Cairo. The Liaison Office will translate into a more direct line of communication and strategic coordination between the two organizations, in particular in the areas of peace and security, including conflict prevention, mediation, peacemaking, peacekeeping and peacebuilding.

Finally, the liaison presence in Beijing will continue to facilitate the exchange of good practices and expertise with the **Shanghai Cooperation Organisation** (SCO), and to explore areas for cooperation on country-specific, regional and thematic issues such as counter-terrorism that lead to further collaborative activities between the UN and SCO. This presence will also continue to play a key role in supporting the Secretary-General’s good offices to build mutual confidence for peace and security in **Northeast Asia**. It will also assist with the coordination of a system-wide approach, and help establish and strengthen mechanisms for dialogue and cooperation with the countries in the region.

OPPOSITE PAGE: Parliamentary elections in Afghanistan, October 2018.

UNAMA/Fardin Waezi





WOMEN, PEACE AND SECURITY

In 2019, DPPA will explore new ways to enhance cooperation on the implementation of the Women, Peace and Security agenda and heighten the role of women and youth in conflict prevention. For instance, DPPA will seek to enhance the contribution of women and youth towards preventing electoral violence in countries in West Africa and the Sahel where elections are planned in 2019, namely **Benin, Mauritania, Nigeria, Senegal and Togo**. The Working Group on Women, Youth, Peace and Security in West Africa and the Sahel, will be a key DPPA partner in this initiative. This Working Group is made up of representatives from Benin, Burkina Faso, Cabo Verde, Chad, Cote D'Ivoire, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo and The Gambia, including the diaspora. It is a key platform for the implementation of UN Security Council Resolution 1325 (2000) in the region. The Working Group also comprises of civil society organizations, women and youth groups, universities, training centers and the UN system.

The recent emergence of regional networks of women mediators is evidence of a growing global movement to increase women's meaningful participation and influence in peace processes, in line with the Secretary-General's focus on mediation. DPPA will further strengthen its partnerships with the regional women's networks, including the Nordic Women Mediators, FemWise-Africa, the AU's network of women mediators, the Mediterranean Women Mediators network, and the Women Mediators across the Commonwealth.

The Standby Team Senior Mediation Adviser on Gender and Inclusion will continue to provide process design and capacity-building support to comprehensively include women in peace processes. Specifically, the expert will continue to work with Special Advisers and Envoys of the Secretary-General and their teams, to help strategize on means to effectively include women in peace processes, including in negotiations and post-agreement transitional phases.

To further ensure and strengthen gender and Women, Peace and Security considerations in all of DPPA's work, including initiatives funded by voluntary contributions, all activities will benefit from gendered analysis, civil society consultations, and women's participation.

.....
LEFT: Local community at an event organized by UNOWAS, in Dakar, Senegal.

UN Photo/UNOWAS CPIO

PRIORITY AREA 5:

STRENGTHENING UN SYSTEM-WIDE COLLABORATION



MYA funding has played a critical role in establishing and supporting a coherent and coordinated UN-wide approach to conflict prevention. In rapidly evolving and complex political situations, development assistance and conflict prevention efforts must be coordinated and should complement each other. Indeed, increasingly, information-sharing and joint analysis among UN entities, helps UN senior managers make decisions and set policies. These solid partnerships find expression in the sustaining peace agenda, the UN Sustainable Development Group, the consistent focus on the link between the Sustainable Development Goals and peace and security; and the Women, Peace and Security Framework as a cross-cutting initiative.

The Department has successfully deepened several of its partnerships in recent years, including with the World Bank, UNDP and UN Habitat. Examples include the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention and the support provided to RCs and UNCTs through the PDAs.

WHAT'S NEW IN 2019?

Promoting coordination of action with other stakeholders, such as other UN agencies and civil society organizations, and developing instruments that support more integrated and coherent actions, such as partnerships and joint financing mechanisms, will remain a priority. DPPA will continue to support the **UNDP-DPA Joint Programme on Building National Capacities for Conflict Prevention**. This includes initiatives focused on building local and national capacities for mediation, with a focus on engaging women and young people, as well as joint analytical exercises to create better understanding of the root causes and drivers of conflict. In addition, PDAs will continue to provide RCs and UNCTs with dedicated expertise in the areas of integrated risk analysis, conflict-sensitive programming, and support the establishment of “Peace and Development Units”. Since the demand for PDAs continue to increase – a record 49 PDAs were established in 2018 – the MYA will fund the provision of surge capacity through the deployment of interim PDAs, as well as seed funding for them to implement innovative and context-specific peacebuilding initiatives.

In 2019, DPPA will use extra-budgetary funding to ensure **meaningful participation of women, youth, indigenous peoples and marginalized groups**, and to support the work of the UN system to promote and protect the rights of indigenous peoples. It will also continue to participate in the Inter-Agency Support Group on Indigenous Issues and the Eleventh session of the UN Expert Mechanism on the Rights of Indigenous Peoples in Geneva. This will strengthen UN-system conflict prevention initiatives and analysis on indigenous peoples and conflict prevention.

Recently, the Department undertook a mapping of its initiatives to promote **South-South and Triangular Cooperation** to determine future engagements in the areas of early warning, conflict prevention and crisis management. Mutually reinforcing sustainable development and sustaining peace agendas, together with the reform of the UN peace and development pillars, should open new opportunities for DPPA's engagement in South-South Cooperation and boost the links between peacebuilding, development and stability. In 2019, the Department will look into ways to bolster its cooperation with the UN Office for South-South Cooperation at all levels, from strategic to programmatic and policy coordination.

OPPOSITE PAGE: Somali youth hold peace messages at a ceremony to mark International Youth Day in Mogadishu, Somalia.

UN Photo/Ilyas Ahmed

FOLLOW-UP OF UN-WORLD BANK STUDY ON “PATHWAYS FOR PEACE”

According to the UN-World Bank Study entitled *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, “the number of major violent conflicts has tripled, and fighting in a growing number of lower-intensity conflicts has escalated”, resulting in staggering human and material losses. The Study makes a strong business case for prevention, finding that: “In a conservative neutral scenario where only 50 per cent of efforts at prevention prove successful, the net returns from prevention are \$33 billion against an average cost of \$2.1 billion per year over 15 years. Put another way, **for each \$1 invested in prevention, about \$16 is saved down the road**”. To achieve these goals, the study calls for more international emphasis on identifying and acting early to address risks of violence, rather than a system focused on managing outbreaks and escalations of violence after they explode.

As the main UN conflict prevention entity, DPA was central to the preparation of the *Pathways for Peace* study and took a leading role in its implementation. The new DPPA will build on its partnership with the World Bank, continuing, among other efforts, its successful “desk-to-desk” exchanges with Bank officials on specific country and regional situations. Work continues on joint assessments and planning exercises, which began in 2018, for Niger, Zimbabwe and the Sahel. In partnership with UNDP, DPPA is providing technical support to UNCTs to operationalize a scaled-up UN-World Bank partnership in five countries jointly identified as priorities for sustaining peace: Guinea, Nepal, Niger, Tajikistan and Tunisia. The incorporation of PBSO into DPPA will enhance the efficiency and coherence of the Department's ability to work with the World Bank on fragile and crisis-affected situations, in line with the Partnership Framework signed by Secretary-General Guterres and World Bank Group President Kim in 2017.

COMPLEMENTARITY BETWEEN THE PEACEBUILDING FUND AND THE MULTI-YEAR APPEAL

| | Mandate | General | Focus areas | Scope of programming |
|--------------------------|--|---|--|---|
| MULTI-YEAR APPEAL (MYA) | <p>The Secretary-General authorized the establishment of the trust Fund in Support of Political Affairs to support the Department of Political Affairs¹ core and non-core activities. The MYA, established in 2011, is used in first resort, to support DPA as the lead Department on preventive diplomacy, conflict prevention and mediation efforts across the organization as well as the good offices of the Secretary-General. It is used as a global fund and to strengthen peace and security worldwide.</p> | <p>MYA funding has been critical in transforming DPA into a more agile and field-oriented entity with a programmatic window and by funding preventive engagements and the UN's crisis response mechanism. The MYA supports SPMs, Secretary-General's good offices as well as mediation, electoral support and strategic partnerships with regional organizations. Surge staff can be hired and deployed for a limited duration to support SPMs, RCs and liaison presences. The MYA also funds DPA's capacity building, planning and backstopping capacities.</p> | <ul style="list-style-type: none"> ▶ Support the SG's good offices worldwide ▶ Lead over 30 Special Political Missions ▶ Assist Member States and/or parties/ regional organizations, RCs, etc., through mediation and conflict prevention efforts to negotiate peace agreements and navigate fragile transition periods ▶ Provide technical assistance in maximizing the contributions of electoral processes to sustainable peace ▶ Support the Women Peace and Security Agenda | <p>Rapid Response Window: Funding for requests ranging from \$10,000 to \$500,000, approved within hours. Duration can be from one day to a maximum of 6 months.</p> <p>Annual planning and funding: Projects approved by the Project Review Committee.</p> <p>New Ideas Window: Thematic projects focus on innovation and new challenges to conflict prevention, and to expand the UN's conflict prevention toolkit.</p> |
| PEACEBUILDING FUND (PBF) | <p>The PBF was established in 2005 by the General Assembly and the Security Council. It is the organization's financial instrument of first resort to sustain peace in and is designed as a global fund to build sustainable peace and prevent relapse into violent conflict.</p> | <p>The PBF can invest in partnership with UN entities, governments, regional organizations, multilateral banks, national and regional multi-donor trust funds or civil society organizations.</p> <p>Requests for support are made by the RC in consultation with national authorities. The PBF catalyzes the Secretary-General's Reform Agenda by strengthening integration of UN Strategies across pillar. It responds quickly and with flexibility to political opportunities for peacebuilding; and catalyzes processes and resources in a risk-tolerant fashion.</p> | <p>As per its Terms of Reference, the PBF may invest in four priority areas:</p> <ul style="list-style-type: none"> ▶ Implementation of peace agreements ▶ Dialogue and coexistence ▶ Peace dividends and socioeconomic recovery and ▶ Re-establishment of basic services <p>Furthermore, its Strategic Plan 2017-2019 calls for increased investments through three priority windows:</p> <ul style="list-style-type: none"> ▶ Facilitating transition of UN configuration ▶ Youth and women empowerment ▶ Cross border and regional programming | <p>Immediate Response Facility (IRF): Up to \$3 million to respond to critical gaps for projects of up to 18 months. All countries are eligible. Approvals can be made within 24h.</p> <p>Peacebuilding Recovery Facility (PRF): Up to \$15 - 20 million for projects of 36 months - based on a detailed conflict analysis and priority plans. Requires a formal request for eligibility by the Head of Government or State to the Secretary-General. Eligibility is valid for 5 years.</p> |

¹ The name of the Trust Fund will remain unchanged after 01 January 2019

The MYA buttresses the work of the UN on preventive diplomacy and conflict prevention while the PBF advances UN efforts for peacebuilding and sustaining peace. Working together, the two instruments cover the entire conflict spectrum and their respective mandates are mutually reinforcing. DPPA – with programmatic funding from the MYA – has been bolstering its structural prevention efforts through the provision of regular political analysis

and technical expertise to RCs and UNCTs. This results in peacebuilding strategies that are subsequently funded by the PBF. In the wake of the reform of the peace and security pillar, PBSO and DPA will work even more closely together, striving to conduct more joint, high-level political missions to countries that request their support, paving the way for a more effective design of projects.

| Stakeholders | Monitoring and Evaluation | Governance | Administration |
|---|---|--|--|
| <ul style="list-style-type: none"> ▶ Advise Member States worldwide, conflicting parties, SRSG's, Special Envoys worldwide. ▶ Support 30 SPMs, 14 PKOs, 129 RCs and regional organizations. | <p>All evaluations and lessons learned studies are conducted as per the Department's annual Learning and Evaluation Plan. As for monitoring and reporting, the Department produces an Annual Report for the substantive and financial reporting of the main results achieved with MYA funding. In addition, the Department also issues quarterly progress updates. All projects incorporate risk assessment and mitigation measures. The quarterly reviews provide an opportunity to update risks and monitor progress against results.</p> | <p>The MYA is based on a one-tier decision process with a project-review committee chaired by the Chief of Staff and projects approved by the Under-Secretary General.</p> <p>A Donor Group was established in 2014, under the chairmanship of Norway, to increase transparency, accountability and strategic dialogue with donors. Field visits/meetings are also organized annually to show our contributors "the Department's in action".</p> | <p>The UN Controller serves as the Administrative Agent of the MYA which is responsible for the receipt of donor contributions.</p> |
| <p>In its present Strategic Plan 2017-2019, the Fund benefits from support from 33 Member States. It is now invested in 44 countries on all continents.</p> | <p>All projects are subject to a final independent evaluation. In addition, PBSO contracts an independent five-year outcome level evaluation for PRF countries. It also carries out program initiative reviews 9 months following the initiation of a PRF. Furthermore, every project reports on progress every six months and through a final report.</p> | <p>Request for eligibility are reviewed by the Senior Peacebuilding Group and approved by the Secretary-General upon recommendation from PBSO.</p> <p>All projects are reviewed by the inter-departmental Peacebuilding Support Group and recommended for approval by the PBSO Project Appraisal Committee. All projects are approved by the ASG for Peacebuilding Support on behalf of the Secretary-General.</p> <p>The Secretary-General's Advisory Group on the PBF with 10 distinguished personalities nominated by Member States provide advice and guidance to PBSO. It meets twice a year. In addition, PBSO is supported by the Group of Friends of the PBF which meets every quarter. Members include all contributors to the PBF.</p> | <p>The UNDP Multi-Partner Trust Fund Office serves as the Fiduciary Agent for the PBF it is responsible for financial management and reporting, receipt of donor contributions and transfers to recipient organizations.</p> |

PRIORITY AREA 6:

ENSURING ORGANIZATIONAL EFFECTIVENESS



DPPA will continue to invest in ensuring that it is equipped to implement its peace and security priorities in a manner that guarantees the most effective use of its resources. In the United Kingdom’s most recent annual review of its *Multilateral Strategy (MuST) Peacebuilding Programme* in 2018, the MYA received a score of A+, the highest mark it has ever received. The review also noted that under the MYA, “[f]inancial management, results reporting, and results-based management have been on a positive trajectory”.

DPPA will continue to place a strong emphasis on integrated strategic planning, monitoring, expanding its knowledge base and institutionalizing evaluations and lessons learned exercises. Equally important will be to continue fostering a culture of information-sharing and improved communications.

The Department will also invest more in strategic planning and reporting systems, processes and tools. This means supporting results achievements, developing mechanisms to assess its work - such as regular reviews of the Department's performance against Strategic Plan goals - and encouraging processes to support more cross-departmental planning and learning.

WHAT'S NEW IN 2019?

2019 is a transition year for DPPA, both structurally and in terms of its Strategic Plan cycle. The current Strategic Plan covers a four-year period (2016-2019). An independent evaluation of the current Plan scheduled for 2019 will inform the drafting of a new Plan. DPPA will sustain efforts to harmonize strategic planning processes, strengthen monitoring of performance and implement recommendations from evaluations and lessons learned exercises.

In 2018, the UN University Centre for Policy Research developed an Assessment Framework to better evaluate UN preventive diplomacy. In 2019, the Department will test the applicability of this tool to build on the shared understanding of methodologies for assessing preventive diplomacy and informing future planning processes on conflict prevention.

As part of the effort to break down the silos that hinder effectiveness, innovation and impact, the Department will increase information sharing – especially for countries receiving direct support from the PBF – and strive to engage in joint exercises and/or joint evaluations with more UN partners. DPPA aims to intensify its contribution towards political analysis to support PBF monitoring and evaluation and risk management processes. The Department foresees participating at key points in the PBF's evaluation cycle to support corrective action and identify lessons on conflict prevention and sustaining peace.

While the Department is already using a gender marker and risk management approach for all its MYA projects, there will be an even stronger emphasis for every project to explicitly state how gender analysis, civil society consultations or women's participation will be included.

DPPA will ensure timely and appropriate information sharing aimed at the UN community – including Member States, civil society and media – regarding its preventive agenda.

In collaboration with UN partners, DPPA will further develop its knowledge-management system to better capture the added-value of conflict prevention and examples of what works. The Department will make use of a wide range of learning tools, such as after action reviews, exit interviews, lessons learned studies and self-evaluation, to continuously improve its work. DPPA and its partners will also develop a new knowledge-sharing database with simplified search function and better access to content.

Moreover, throughout 2019 and beyond, DPPA will continue to support the Secretary-General's strategic initiatives to prevent and respond to sexual exploitation and abuse across the UN system. The Department will continue to work within the framework established by the Chief Executives Board's Task Force on Sexual Harassment to implement the measures and recommendations adopted by the High-Level Committee on Management.

The Department will continue enhancing its business-continuity capacity, to strengthen its ability to deliver critical services in times of crisis, including through cooperation with other Secretariat entities within the Organizational Resilience Management Framework.

Finally, DPPA will continue to implement the Action Plan for the Secretary General's Gender Equality and Gender Parity initiative and to achieve gender parity in the Department as soon as possible and no later than the prescribed deadline of 2028. DPPA will conduct an analysis with MYA funding, to identify obstacles for women's career progression and retention and will help propose concrete strategies to remove barriers over a three-year time frame.

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OPPOSITE PAGE: Deputy Special Representative for West Africa and the Sahel Ruby Sandhu-Rojon at a conference on 'Women, violence and terrorism in West Africa and the Sahel: building a regional and international response'.

UN Photo

DPA'S LESSON LEARNED STUDIES AND EVALUATIONS FROM 2017-2018²

EVALUATIONS

PURPOSE

KEY FINDINGS/RECOMMENDATIONS

Evaluation of DPA's Partnership with the UN Peacebuilding Commission, Fund and Support Office

To examine the effectiveness of DPA's partnership with the PBC, PBF and PBSO

- ▶ DPA provided responsive and comprehensive support to the PBF to develop priority peacebuilding plans and programmes in integrated peacebuilding missions as well as, increasingly, in non-mission settings.
- ▶ DPA's up-front investment in planning should be reinforced through a stronger focus on PBF monitoring and evaluation and risk management to ensure corrective actions related to project implementation are in sync with political realities on the ground.
- ▶ There is room for DPA to draw upon or inform the PBSO, PBF and PBC as systematically as it can to advance its structural prevention mandate (that is, to support long-term, inclusive national peace and institutional development processes).

Evaluation of the UNDP/DPKO-DFS/DPA Project on UN Transitions in Mission Settings

To assess if key project deliverables were met and to identify how support to UN mission transition processes can be improved going forward

- ▶ The project is in line with the thinking of the Secretary-General as well as the recommendations of the High Level Independent Panel on Peace Operation (HIPPO) report and the Advisory Group of Experts report (2015) which call for more integrated responses.
- ▶ Support provided, mainly through Transition Specialists, surge capacity and expert field visits has led to concrete results such as the elaboration of transition plans and other documents that support transitions.
- ▶ There is a need for more effective information sharing with UN leadership and Member States. UN guidance and policies on transitions need to be updated, particularly on how to mainstream gender considerations in transition planning and management.

Evaluation of DPA's Gender/Women Peace and Security Staff Training

To assess if the objectives of DPA's Gender, Women Peace and Security (WPS) staff training were met and to generate lessons learned for potential ways to make the training more impactful. To date DPA has conducted 15 trainings for a total of approximately 350 staff. The evaluation will also inform a review of the training content, in light of new requirements stemming from the creation of the Department of Political and Peacebuilding Affairs on 1 January 2019.

- ▶ Participants in the training found that their understanding of gender concepts had increased and more than half of the respondents indicated that the training had enabled them to integrate a gender focus in their work
- ▶ Respondents expressed a desire for nuanced training for professionals tailored to different phases of their careers. While participants with limited years of experience found all sessions useful, those later in their careers requested more practical tools and good practices for the application of the WPS agenda. Overall, respondents most valued the sessions that explore strategies, provide good practices and include practical measures to promote women's participation in conflict mediation and prevention
- ▶ Some participants noted the desire for an easily accessible internal forum for participants to access training material, contact fellow participants, exchange good practices and information to continue the learning beyond the training room. In the coming months, DPPA and DPO intend to make resources on WPS available in a joint repository to all staff in the peace and security pillar.

² A total of eight lessons learned studies and 4 evaluations were conducted during this period

LESSONS LEARNED STUDIES

PURPOSE

KEY FINDINGS/RECOMMENDATIONS

Lessons Learned Study: Peace and Development Advisors: Building National Capacities for Conflict Prevention

To document the experience of PDAs in building national capacities in order to strengthen UNDP-DPA Joint Programme support to PDAs, particularly from the perspective of DPA

- ▶ By making strategic use of their operating environments to create entry points for engagement. PDAs support national actors as much as UN Country Teams. The core components of their support to both national stakeholders and to UNCTs include: analysis and assessments; conflict sensitive strategies and programming; and training initiatives.
- ▶ Enhanced technical, financial and mentoring support should be provided to support the work of the PDAs.
- ▶ DPA Desk Officers should work closely with the Joint Programme to ensure that PDA ToRs and workplans are clearly defined and that all stakeholders have a common understanding of PDA roles and responsibilities.

Lessons Learned Snapshot: Special Political Mission Start-Ups

To inform relevant guidance review and provide implementable recommendations by focusing on the critical elements to be considered during the start-up phase of SPMs, using Burundi/MENUB, Colombia/UNMC and Yemen/OSESGY as case studies

- ▶ Missions should consider developing directives on key management issues such as reporting, information management, conduct and discipline etc.
- ▶ At minimum, relevant guidance for peace operations should be coordinated and co-owned between DPA, DPKO, and DFS to support harmonization and common understanding.
- ▶ SPM start-up processes should more explicitly define roles and responsibilities for the clear involvement of departments, divisions and offices. A core planning team should be considered, as needed, and be formed under the auspices of a SG Planning Directive.
- ▶ The SPM “mission concept” should capture both substantive and operational requirements in one document. Similarly, SPMs should develop a “mission plan” signed by the Head of Mission.
- ▶ Deliberate efforts must be made in moving towards gender parity when recruiting during SPM start-up and codified into HR policy.

Public Reporting on Human Rights by United Nations Peace Operations: Good Practices, Lessons Learned and Challenges (OHCHR-DPA-DPKO Joint Study)

To explain: (i) the added value of public reporting on human rights for peace operations; (ii) why some peace operations report more often than others; and (iii) the potential for maximizing the positive impact of public reporting on human rights.

- ▶ Public reporting on human rights by United Nations peace operations is essential to effectively implement a mission’s human rights mandate. In deeply polarised crisis settings, where impartial and credible information is scarce, United Nations reporting provides a transparent and objective account of human rights violations and the responsible actors and contributes to changing their behaviour for the better.
- ▶ Public human rights reporting can also advance broader mission objectives. Quality public reporting that objectively addresses major concerns, regardless of the actors involved, enhances the visibility and impartial profile of a mission. Reporting can support the good offices work of the mission leadership by providing an impartial assessment of human rights-related incidents and concerns that may further divide society or even reignite conflict.
- ▶ The support and active encouragement of mission leadership is critical in ensuring regular public reports by peace operations and should be encouraged.

Lessons Learned Study on DPA Liaison Presences

To take stock of DPA’s Liaison Presences and their contribution to the Department’s Strategic Plan

- ▶ Liaison Presences perform substantive mandated peace and security tasks. Many have limited capacity to engage and support mediation, negotiation and peace processes. However, they provide highly valued monitoring, analysis, reporting and advice functions.
- ▶ While most Liaison Presences focus on cooperation with regional organizations or on regional developments, a few presences emphasize country-specific or local developments and work with partners at country-level.
- ▶ Although there is good practice on how Presences integrate gender, youth and human rights in their work, they do not appear to do so systematically. Enhanced support, including in the form of guidance, good practice and training, from HQ is needed.

DPA RESOURCES 2018

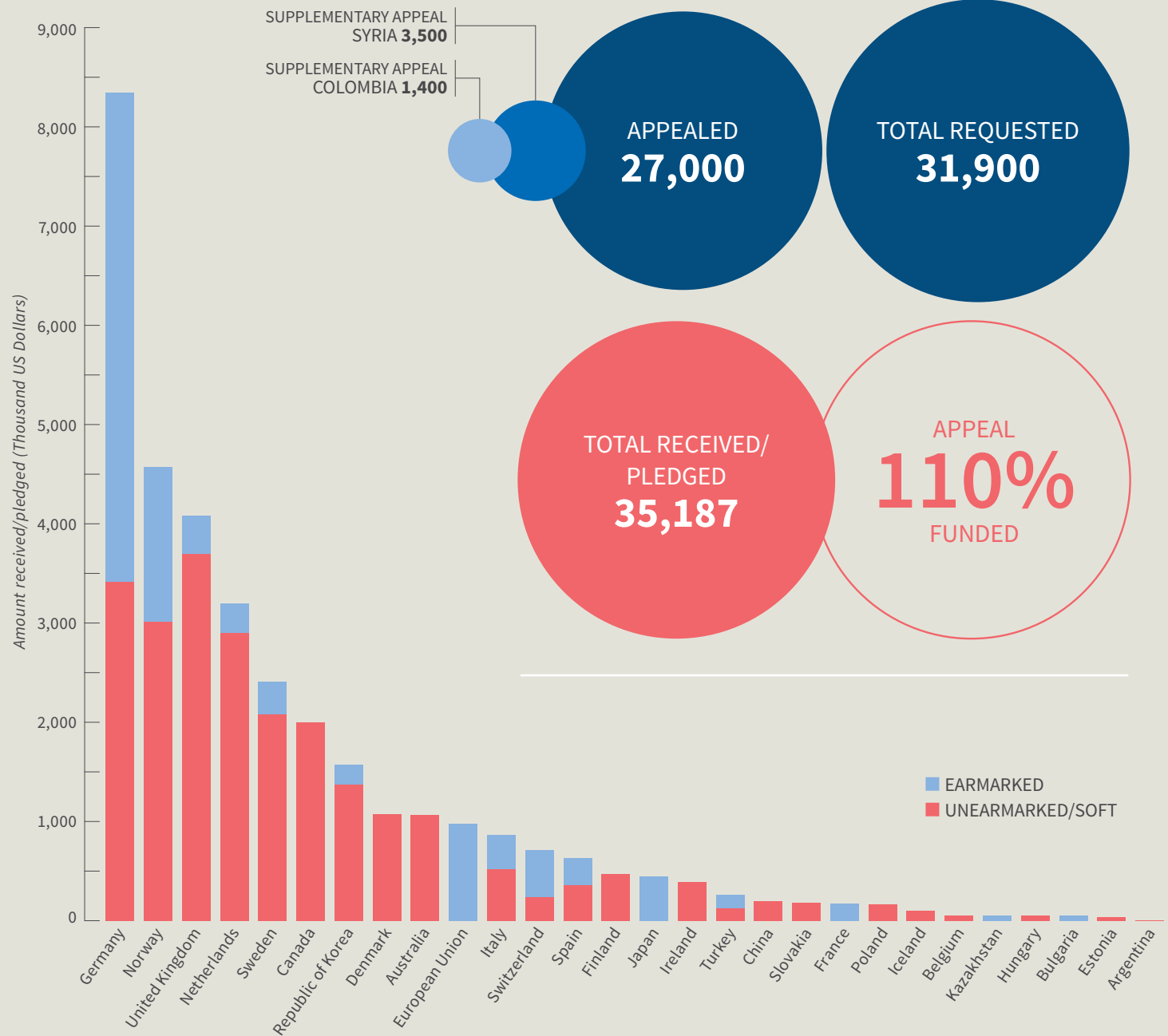
CONTRIBUTIONS AND HARD PLEDGES RECEIVED 1 JANUARY TO 21 DECEMBER 2018 (in Thousand US Dollars)

| Donor | Amount |
|------------------------------------|---------------|
| Germany | 8,343 |
| Norway | 4,576 |
| United Kingdom | 4,081 |
| Netherlands* | 3,198 |
| Sweden | 2,409 |
| Canada | 1,996 |
| Republic of Korea | 1,573 |
| Australia | 1,071 |
| Denmark* | 1,067 |
| European Union | 979 |
| Italy | 861 |
| Switzerland | 709 |
| Spain** | 633 |
| Finland | 466 |
| Japan | 446 |
| Ireland | 392 |
| Turkey | 262 |
| China | 200 |
| Slovakia | 181 |
| France | 171 |
| Poland | 162 |
| Iceland | 99 |
| Belgium | 50 |
| Kazakhstan | 50 |
| Hungary | 50 |
| Bulgaria | 50 |
| Estonia | 35 |
| Argentina | 5 |
| Sub-total received | 34,115 |
| UNDP | 428 |
| Peace and Security Sub-Fund (EOSG) | 644 |
| Total received | 35,187 |

* In December 2017, Denmark and the Netherlands transferred \$2.5 million as the first tranche of their multi-year agreements for 2018-2019

** Spain provides in-kind contribution to the Office of the Special Envoy for Western Sahara

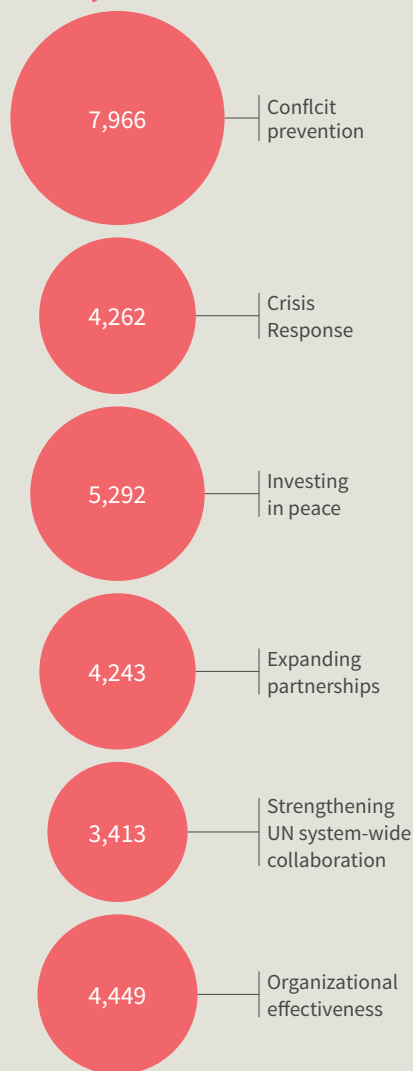
(in Thousand US Dollars)



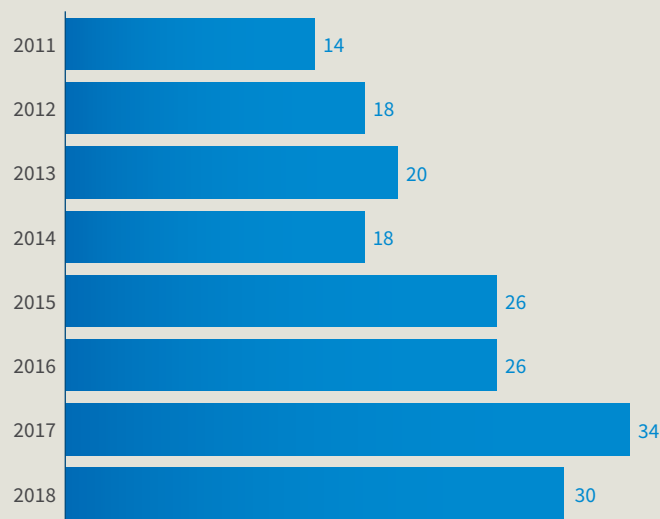
MYA PRIORITIES TOTAL PROGRAMMED IN 2018

(in Thousand US Dollars)

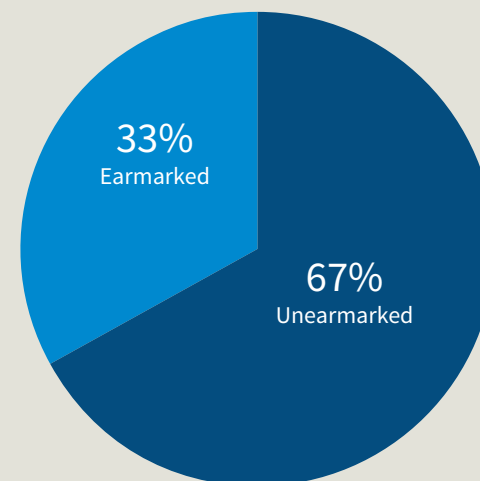
29,625



DONOR BASE



FLEXIBILITY OF FUNDING



PREDICTABILITY OF FUNDING

11 multi-year agreements representing **47%** of the total received

JUNIOR PROFESSIONAL OFFICERS

| Donor | # | Duty Station |
|--------------------------|-----------|---------------------------------------|
| China | 2 | New York |
| Denmark | 2 | New York, Beirut |
| DPRK | 1 | New York |
| Finland | 2 | New York, Mogadishu |
| Germany | 6 | New York, Addis, Bogota, Dakar |
| Hungary | 1 | New York |
| Italy | 2 | New York |
| Japan | 1 | New York |
| Netherlands | 5 | New York, Brussels |
| Norway | 1 | New York |
| Republic of Korea | 1 | New York |
| Spain | 1 | New York |
| Sweden | 2 | Berlin, Bogota |
| Switzerland | 3 | New York |
| United States of America | 1 | Jerusalem |
| Total | 31 | 22 in New York and 9 elsewhere |

UNITED NATIONS DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS



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