

RESULTS FRAMEWORK FOR DPPA'S STRATEGIC PLAN 2020-2022

Year-End Data (As of 31 December 2021)

THEORY OF CHANGE: If DPPA deploys the full range of its resources based on cross-cutting analysis, in collaboration with others within the UN system, and in partnerships with regional, national, and local stakeholders, drawing on an internal culture shaped by a commitment to learning and innovation, it will contribute to the prevention and resolution of violent conflict and to sustainable peace.

GOAL 1: CONTRIBUTE TO PREVENT AND RESOLVE VIOLENT CONFLICT AND BUILD RESILIENCE

Strategic Objective 1

Action-oriented analysis
(How is DPPA ensuring that its analysis is cross-cutting, and its recommendations are actionable?)

RISKS AND ASSUMPTIONS: Conflict trends will continue along current trajectories identified in key documents (e.g. Pathways for Peace), including the important role of transnational criminal networks, role of violent extremism, impact of climate change, and the role of socio-economic drivers of conflict; sufficient resources will be made available for DPPA to undertake early warning analysis on priority areas, though resources will not grow beyond current levels; key parts of the UN system (e.g. EOSG) will continue to treat DPPA as a lead entity for identifying early warning risks; geopolitical and national positions are likely to remain a challenge to some multilateral efforts at conflict prevention. DPPA has the capacity to conduct multidimensional analysis internally but is intending to increase its collaboration with other departments and partners. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| | EXPECTED ACCOMPLISHMENT | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-----|--|--|--------------------------|------------------------------------|---------------------|-------------|---|
| 1.1 | Strengthened multidimensional, gender-sensitive analysis | % of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that are gender sensitive | All Divisions incl. PBSO | All Divisions incl. PBSO | 51% | 67% | 60% |
| | | # of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that consider regional dimensions | All Divisions incl. PBSO | All Divisions incl. PBSO | 2,108 | 2,594 | 2,902 |
| | | % of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) incorporating inputs from other UN departments including OCHA, the human rights and development pillars, and/or the World Bank | All Divisions incl. PBSO | All Divisions incl. PBSO | 57% | 61% | 62% |
| | | # CCAs informed by departmental analysis | Regional Divisions PMD | Regional Divisions PMD | 21 | 40 | 40 |
| 1.2 | DPPA proposes courses of action | # of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that contain recommendations for action | All Divisions incl. PBSO | All Divisions incl. PBSO | 1,239 | 1,344 | 1,527 |



Strategic Objective 2

**Inclusive peacemaking
(How is DPPA's support helping
to build more inclusive political
processes?)**

RISKS AND ASSUMPTIONS: National, regional, and local entities will continue to seek partnership with DPPA, though sovereignty barriers to action within countries will remain a recurrent challenge; DPPA will be tasked to monitor and report upon a wide range of settings, regardless of whether the department leadership views it as a priority for prevention and sustaining peace; conflict dynamics will continue to be influenced by socio-economic and political marginalization, requiring inclusive peace processes; national peace processes will continue to suffer from a lack of inclusivity, especially women; DPPA will receive sufficient resources to deploy capacities to support inclusive peace processes in priority areas; the UN will continue to receive requests for technical and political support, including in the area of elections; core resources for DPPA's work will be provided in a timely manner to facilitate the deployment of its capacities. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| EXPECTED ACCOMPLISHMENT | | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-------------------------|--|--|---|--|---|--------------------------------|---|
| 2.1 | Reliable, rapid response mechanism to support inclusive political processes | # of deployments upon request of staff/advisors for assistance in mediation, conflict prevention, constitution-making and electoral assistance | MSU statistical tracking system; Divisions own tracking systems; PBSO tracking system | PMD-MSU Regional Divisions EAD PBSO | 139 | 260 | 273 |
| 2.2 | Increased inclusivity and representation of women in UN peacemaking efforts | % of UN mediation support teams with women members | PMD-GPS tracking system | PMD-GPS | 100% | 100% | 100% |
| | | # of UN-(co-)led peace processes in which gender expertise was requested and provided | SG reports on WPS | PMD-MSU and GPS | 4 | 4 | 5 |
| | | # of delegations of conflict parties with senior women members in mediation processes where the UN is a (co)-lead | SG reports on WPS | PMD-GPS | 13 out of 27 conflict party delegations (48%) | 10 out of 15 delegations (67%) | 13 out of 18 delegations (72%) |
| 2.3 | Increased inclusion of vulnerable and marginalized peoples in political processes | % of DPPA supported political processes where civil society has direct representation, formal observer status or is officially consulted | Divisions' and PBSO's tracking system | All Divisions incl. PBSO | 79% | 85% | 92% |
| | | # of Local Peace Initiatives (LPI) projects funded by MYA | OUSG-Donor Relations tracker | OUSG-Donor Relations | 5 | 4 | 5 |
| | | Amount of PBF funding per annum dedicated to the Gender and Youth Promotion Initiative | PBF database | PBSO | \$40 million | \$50 million | \$51.1 million |
| 2.4 | Timely and coordinated response provided to requests from Member States for UN electoral assistance to organize and conduct inclusive, transparent and peaceful elections | % of cases where a coordinated response was communicated to member states within 4 weeks of EAD receiving their requests for electoral assistance | EAD database | EAD | 75% | 82% | 82% |
| | | % of cases where electoral needs assessment and desk review reports include gender analysis and specific recommendations on how best to include women in electoral/political processes | NAM and desk review reports | EAD | 100% | 100% | 100% |
| | | % of cases where electoral needs assessment/desk review reports include analysis on election related violence and recommendations on how best to mitigate them | NAM and desk review reports | EAD | 90% | 94% | 95% |

Strategic Objective 3

Sustained peace
 (How is DPPA ensuring that its engagements are linking immediate risk reduction with longer-term resilience?)

RISKS AND ASSUMPTIONS: Conflict dynamics will continue to be influenced by socio-economic and political marginalization, requiring inclusive solutions; national processes will continue to suffer from a lack of inclusivity, especially women; IFIs will prioritize peacebuilding and conflict prevention and partnering with the UN; DPPA will receive sufficient resources to deploy capacities to support inclusive peace processes in priority areas. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| | EXPECTED ACCOMPLISHMENT | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-----|--|---|------------------------|------------------------------------|---------------------|---------------|---|
| 3.1 | DPPA-supported processes are increasingly linked to long-term planning and capacities | # of DPPA-supported processes receiving PBF funding | Regional Divisions | Regional Divisions | 34 | 36 | 37 |
| 3.2 | Sustained, sufficient and predictable support and resources for peacebuilding activities | Total approved by PBF per annum | PBF database | PBSO | \$190 million | \$270 million | \$195 million |
| 3.3 | Mission transitions/exit are well-coordinated, effective, and linked to long-term sustainable capacities | Amount (%) of PBF funding dedicated to mission transitions | PBSO | PBSO | 22% | 25% | 39% |
| | | % of SPMs that have been asked to plan for their drawdown/exit & that have articulated a Transition Calendar with UNCT partners | UN Transitions Project | UN Transitions Project | 42.8% | 100% | 86% (6 out of 7) |
| | | % of transition strategies that include gender/WPS perspectives | UN Transitions Team | UN Transitions Team | 100% | 100% | 100% |

GOAL 2: STRENGTHEN PARTNERSHIPS FOR PREVENTION AND RESILIENCE

Strategic Objective 4

**Support to UN bodies and organs
(How is DPPA contributing to the ability
of the Security Council, the Peacebuilding
Commission, and other multilateral organs
and bodies to act effectively?)**

RISKS AND ASSUMPTIONS: Key factors will be the Security Council willingness and ability to take unified decisions on key peace and security issues; willingness of other UN entities to collaborate with DPPA in producing joint analysis; sustained political support for the UN to support the rights of historically marginalized peoples. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

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|-------------------------|--|---|--|------------------------------------|---------------------|-------------|---|
| 4.1 | Security Council practice is efficiently supported and Member States' understanding of practices/procedure is enhanced | Degree of satisfaction expressed by participants in induction workshop facilitated by SCAD for incoming Council members [November each year] | Survey | SCAD | 97% | 100% | 100% |
| | | Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division [Monthly Presidency] | Survey | SCAD/SCSB | 100% | 100% | 95% |
| | | % of experts recommended to the sanctions committee within 2 weeks of the renewal of the mandate of a sanctions regime and within six weeks of a new sanctions regime [measure of implementation of SC decisions] | Documents submitted to Committee | SCAD/SCSOB | 83% | 100% | 75% |
| 4.2 | The PBC provides effective support to Member States' peacebuilding efforts | # of instances where PBC advises the SC with PBSO support | PBSO tracker | PBSO | 3 | 12 | 8 |
| | | # of country or regional situations in which PBSO supports PBC engagement | PBSO tracker | PBSO | 10 | 10 | 13 |
| 4.3 | The Committee on the Exercise of the Inalienable Rights of the Palestinian People is enabled to effectively and efficiently implement its Mandate | Capacity building: # seminars, workshops and training events for staff of the Palestinian Government (Number of days) | DPR Workplan | DPR | 45 | 20 | 10 |
| | | Servicing the Committee: Degree of satisfaction expressed by members and observers of the CIERPP | DPR Survey | DPR | ≥95% | ≥95% | 100% |
| 4.4 | The Special Committee on Decolonization is enabled to effectively and efficiently implement its mandate | # of meetings serviced and supported by the Decolonization Unit | Reports of relevant bodies and Decol tracker | DECOL | 63 | 63 | 42 |
| | | Degree of satisfaction expressed by members of the Special Committee and the wider UN membership with regards to the support provided by the Decolonization Unit | Statements by Member States | DECOL | 100% | 100% | 100% |

Strategic Objective 5

Strengthened partnerships at the regional, national, and local level
(How is DPPA contributing to the ability of its partners to act effectively to reduce the risks of violent conflict?)

RISKS AND ASSUMPTIONS: Willingness of regional, national and local actors to engage in partnerships with DPPA; capacity of regional organizations to jointly support strategic development; resources provided to DPPA to provide technical and substantive assistance to partners. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| EXPECTED ACCOMPLISHMENT | | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-------------------------|---|--|---|------------------------------------|---------------------|-------------|---|
| 5.1 | Strengthened partnerships with regional and sub-regional organizations builds joint capacity to respond to risks | # of joint strategies and interventions with the regional organizations | Regional Divisions' work plan | Regional Divisions | 30 | 48 | 51 |
| | | # of cases where South-South and Triangular cooperation is promoted through joint initiatives with regional organizations | Regional Divisions' and EAD's work plan | Regional Divisions EAD | 15 | 31 | 19 |
| 5.2 | AU-UN partnership increases joint capacity to respond to risks | Implementation of the agreed targets under the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security: # of joint high-level visits # of briefings by UN officials to AU PSC | AUPT | AUPT | 1 40 | 3 50 | 1 37 |
| 5.3 | Strengthened partnerships with International Financial Institutions | # of joint analysis and assessments with World Bank in priority country contexts | PBSO work plan | PBSO | 2 | 6 | 11 |
| 5.4 | Strengthened national/local capacities to reduce risk of violence in priority settings | # of countries with UNDP-DPPA Joint Programme initiatives to build national capacities | Joint Programme Results Framework | UNDP-DPPA JP Team | 56 | 79 | 79 |
| 5.5 | Strengthened partnerships with civil society | # of civil society organizations with which DPPA engages | All Divisions and PBSO | All Divisions and PBSO | 217 | 412 | 803 |

GOAL 3: ACHIEVE A LEARNING, INNOVATIVE WORKING CULTURE THAT TAKES FORWARD THE VISION OF THE SECRETARY-GENERAL

Strategic Objective 6

DPPA is a learning, innovative and flexible department
 (How has DPPA exemplified the spirit of being a learning, innovative and flexible department? How has DPPA demonstrated measured risk taking?)

RISKS AND ASSUMPTIONS: Willingness of peace and security pillar leadership to dedicate resources to learning and innovation; willingness of DPPA managers to incorporate new lessons learned into their workplans; resources provided to the innovation and climate-security units. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| EXPECTED ACCOMPLISHMENT | | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-------------------------|---|---|-------------------------------------|------------------------------------|---------------------------|--------------------------|---|
| 6.1 | Institutional learning and accountability practices inform more effective responses to prevent conflict and sustain peace | # of learning and accountability exercises undertaken annually across the Department, and where appropriate jointly with DPO: i. Lessons learned studies ii. Evaluations iii. Brownbag discussions | Policy and Practice Database (PPDB) | GLU/PMD, OUSG, PBSO | i. 12 ii. 2 iii. 33 | i. 9 ii. 2 iii. 30 | i. 12 ii. 2 iii. 50 |
| | | % of self-evaluative exercises that have recommendation implementation trackers | GDLSC Updates | OUSG with PMD/GLU support | 50% | 80% | 100% |
| 6.2 | DPPA produces and implements evidence-based policies and guidance | # of policy materials and guidance developed, updated and digitized materials | PPDB | GLU/PMD, PBSO | 55 | 7 | 28 |
| 6.3 | DPPA prioritizes innovative approaches and adapts to new challenges | # of innovative initiatives (including through XB funding) | All Divisions incl. PBSO | All Divisions incl. PBSO | 30 | 47 | 66 |
| | | # of cross-sectoral and cross-disciplinary partnerships formed in support of innovative approaches (e.g. technology partners, other private sector collaborators, academia, etc.) | PMD work plan | PMD-Innovation Cell | 2 | 4 | 14 |

Strategic Objective 7

A collaborative work culture and enabling work environment
(How has DPPA encouraged a shared work culture and enabling work environment over the reporting period?)

RISKS AND ASSUMPTIONS: Willingness of UN pillar leadership to demand cross-pillar collaboration; willingness of other pillars to develop/implement partnerships; willingness of DPPA leadership to allocate sufficient resources for staff training; current organization-wide limits on mobility will place limits on DPPA's ability to support staff movement; readiness of staff to undertake new training and take on board the call for coherent work across the pillar. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

| EXPECTED ACCOMPLISHMENT | | INDICATORS OF ACHIEVEMENT | SOURCE(S) OF DATA | RESPONSIBLE DIVISION FOR REPORTING | BASELINE (END 2019) | TARGET 2021 | YEAR-END RESULTS (AS OF 31 DECEMBER 2021) |
|-------------------------|---|---|---|------------------------------------|---|---|---|
| 7.1 | DPPA work environment is characterized by inclusivity, well-informed staff, collaboration, respect, and accountability | % of favorable ratings on a. empowerment and b. gender and diversity categories in staff engagement survey | Staff engagement survey | OUSG | a. 47% b. 44% | a. 55% b. 50% | a. Survey results expected end of March 2022 b. Survey results expected end of March 2022 |
| | | % of favorable ratings on the categories of a. continuous improvement and b. career and development in the staff engagement survey | Staff engagement survey | OUSG | a. 55% b. 25% | a. 60% b. 35% | a. Survey results expected end of March 2022 b. Survey results expected end of March 2022 |
| 7.2 | DPPA prioritizes, encourages, and supports staff in obtaining, strengthening and applying wide-ranging skills and competencies | # of DPPA staff completing DPPA-led or supported trainings (WPS, E-analytics, Drafting for Political Analysis, Induction, electoral violence etc.) | PMD/EAD | PMD/EAD | 365 | 257 | 787 |
| 7.3 | DPPA implements the Secretary-General's gender parity strategy | % of senior mission leaders (SRSGs, deputy SRSGs, HoMs, deputy HoM, Special Coordinators (SC) and deputy SCs) that are female | ODCSS/LSS | ODCSS/LSS | 41% (12 women out of 29 DPPA Heads and deputy Heads of mission) | 50% | 62% (16 out of 26) |
| | | Annual gender parity targets at each career level achieved | Gender parity database (DPPA and DPPA-DPO shared structure) | ODCSS | DPPA: D2:75% D1: 30%, P5: 44%, P4: 48%, P3: 71%, P2: 50% DPPA-DPO Shared Structure: D2: 33%, D1: 46%, P5: 43%, P4: 55%, P3: 53%, P2: 81% | 50% across all levels | DPPA (female %): D-2: 75%, D-1: 25%, P-5: 55%, P-4: 52%, P-3: 53%, P-2: 60% DPPA-DPO Shared Structure (female %): D-2: 33%, D-1: 58%, P-5: 49%, P-4: 55%, P-3: 41%, P-2: 72% |
| 7.4 | DPPA has a geographically diverse workforce | % of appointments from un-/under-represented Member States, or Member States at risk of becoming under-represented | OHR records | Executive Office | 10% | 50% of geographical appointments are from un- or under-represented Member States | DPPA: 20% (2 out of 10 appointments) DPPA-DPO-SS: 23% (3 out of 13 appointments) |
| 7.5 | Increased public awareness of DPPA's impact | Communications outputs and audience reached a. subscribers to Politically Speaking online magazine b. subscribers of This Week in DPPA newsletter c. Twitter Followers d. YouTube Videos e. Visits to DPPA websites f. timely inputs provided to the Office of the Spokesperson for the Secretary-General g. intranet support requests received and responded to | OUSG Communication Team tracker | OUSG Communication Team | a. 9,200 b. 380 c. DPPA: 301,300/ USG: 4,300 d. 18 videos produced e. 14,500 monthly visits/ total of 174,350 visits f. 435 inputs g. 75 support requests | a. 9,600 b. 650 c. DPPA: 420,000/ USG: 7,500 d. 20 e. 16,000 monthly visits f. 435 inputs g. 75 support requests | a. 9,519 b. 890 c. DPPA: 359,746/ USG: 15,801 d. 12 videos produced/supported e. 26,000 on average per month visits f. 660 inputs g. 120 support requests |