

Giving Peace a Chance



DPPA
Preventing Conflict. Sustaining Peace

2020–2022
Multi-Year Appeal
Update

The pandemic threatens not only hard-won development and peacebuilding gains, but also risks exacerbating conflicts or fomenting new ones.

... All of this means that our commitment to sustaining peace is more urgent than ever.

United Nations Secretary-General
ANTÓNIO GUTERRES



Secretary-General António Guterres and Under-Secretary-General Rosemary DiCarlo witnessed the last step in the resolution of the longstanding border dispute between Equatorial Guinea and Gabon. At a ceremony on 3 March 2021, the Permanent Representatives of the two countries exchanged notifications that formally put an end to a conflict that dated back to the early 1970's. Credit: UN Photo/Mark Garten

A unified Peace and Security pillar

In the restructured Peace and Security Pillar, the Department of Political and Peacebuilding Affairs (DPPA) and the Department of Peace Operations (DPO) share common goals: to prevent violent conflict; contribute to the resolution of conflicts; and build strong, inclusive and resilient societies that can sustain peace for generations to come. The pillar pools regional expertise and capacity for analysis to achieve better coordination, coherence and effectiveness.

DPPA leads on conflict prevention and sustaining peace. It provides multidimensional, action-oriented analysis, electoral assistance, mediation support, and guidance to the Special Representatives and Envoys of the Secretary-General, who bring his “good offices” to bear in the service of conflict resolution or the implementation of other UN mandates.

DPPA oversees 30 UN Special Political Missions, which serve, among other functions, as forward platforms for conflict prevention and sustaining peace.

The Multi-Year Appeal (MYA) is an extra-budgetary fund that supports an ever-larger percentage of the Department's work. The additional funds provided through the MYA enable the fast, flexible and global actions often required to prevent violence and preserve peace.

WHY INVEST IN PREVENTION?

Two billion people live in countries affected by conflict.

Conflicts drive **80%** of all humanitarian needs.

Each \$1 invested in preventing violence and building peace **could save \$16** over the long run.

Systematic **prevention** efforts would lower the total number of **refugees** by close to **\$2.5 million** and **save** UN Member States **over \$3 billion each year** on aid and **peacekeeping**.

The total **annual budget of DPPA**, the lead UN entity for preventing violent conflict and building peace, is about **\$80 million**, roughly **equivalent** to what is needed for **one day of humanitarian assistance**.

About **half of DPPA's** annual budget is **voluntary** contributions. **70%** comes from unearmarked contributions, giving DPPA the **flexibility** to engage effectively – when, where, and how it is needed.

PEACE IS PRICELESS. AND POSSIBLE.

From the desk of the Under-Secretary-General: Staying the course

The world is beginning to recover, slowly and haltingly, from the greatest global health crisis in over a century, COVID-19. The pandemic's devastating consequences are clear. But so is the opportunity it presents to rebuild societies, systems and structures that are fairer, more inclusive and more sustainable.

In the area of peace and security, COVID-19 exacerbated existing tensions and disparities, amplifying the prevention challenge. But the pandemic has not, for the most part, altered the underlying dynamics of armed conflicts. With the aid of technology and ingenuity, we largely continued our good offices, mediation and prevention work and even recorded some successes. The Secretary-General's call for a global ceasefire, issued as COVID-19 began spreading around the world in March 2020, generated widespread support and, in some instances, added new momentum to faltering peace processes.

While the pandemic has hindered diplomatic action and complicated our peacemaking efforts, it has not stopped them. In fact, we redoubled our efforts. We stepped up the frequency of analyses. We supported mediators and elections remotely. We used technology to expand engagement with cutting-edge applications to overcome language barriers. In Yemen, the Special Envoy organized an online discussion of paths towards peace attended by 500 people, many speaking different dialects, a third of them women. Virtual dialogues in every region, including youth forums in Asia,

opened the door to groups that have often been excluded. Many of the new ways of working forced on us by the pandemic will serve us moving forward.

Our ability to respond to the obstacles thrown up by the pandemic, on top of ongoing challenges, is a testament to the resourcefulness and commitment of our colleagues and envoys. But it is also evidence of indispensable support we receive from our donors. Even before the pandemic, the demands on DPPA had intensified. Over the years, with our regular budget stagnant or declining, the Department has become increasingly reliant on the voluntary funding generated by our MYA. We aim to stay the course set out in our three-year Strategic Plan and corresponding Appeal.

Throughout 2020, we quickly shifted many activities online and scaled down, especially on travel. However, we still require US\$40 million for each of the next two years to meet continuing and new demands.

This year, we increased support to the Women, Peace and Security (WPS) agenda, adopting gender budgeting and a special funding window under the MYA, and we are allocating 17 per cent of our funding to projects specifically aimed at women's empowerment. We are also strengthening our emphasis on Youth, Peace and Security, with MYA projects to amplify youth voices in the Middle East, to build the skills of potential leaders in Asia, and to provide entry points for young Afghani women seeking international positions.



Under-Secretary-General Rosemary A. DiCarlo. Credit: DPPA/Eivind Oskarson

Our Innovation Cell, entirely funded through the MYA, has helped us to leverage new technologies and tools for remote sensing and online mediation processes, including digital focus groups, social media mining, and satellite imagery analysis that are now even more critically needed. In Iraq, for example, we are piloting remote sensing techniques to enable early warnings of water shortages and detect potential or heightening tensions before they escalate. Similarly, voluntary contributions enable us to maximize impact by working more holistically with partners across the UN System. Through the joint DPPA-UNEP-UNDP Climate Security Mechanism, we conduct sophisticated analysis to identify potential environmental triggers.

All this work would be impossible without the support of our donors. We are grateful for this support, especially in these extremely difficult times. Your confidence in us only reinforces our commitment to help countries and communities, prevent conflict and achieve sustainable peace. We hope to continue to count on our traditional donors, and we welcome new contributors for 2021 and beyond.

Rosemary A. DiCarlo

Rosemary A. DiCarlo
Under-Secretary-General
for Political and Peacebuilding Affairs

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THE MULTI-YEAR APPEAL: Investing before, during and after conflict



Annual funding
target 2021



Funding target
2020–2022



Funding
received 2020

Core Areas of Work in 2021

- Conflict prevention and sustaining peace
- Crisis response and mediation support
- Electoral assistance
- Women and Youth in political processes
- Internal and external partnerships
- New technology and innovation

Partners/ recipients

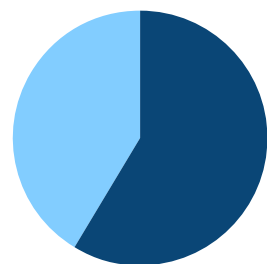
- Special Political Missions
- Peacekeeping operations
- Resident Coordinators
- Liaison Presences
- Regional and sub-regional organizations
- Member States upon request

Global



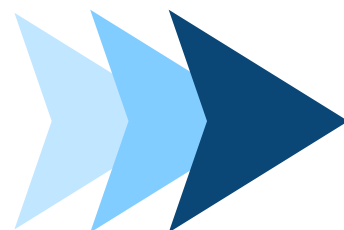
We fund political work across the world

Flexible



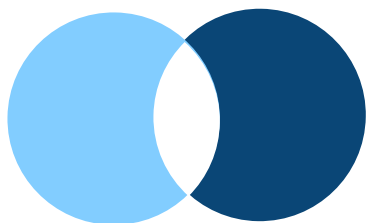
70% of our funding
is unearmarked

Fast



We can allocate funding
within 72 hours of a crisis

Accountable and transparent

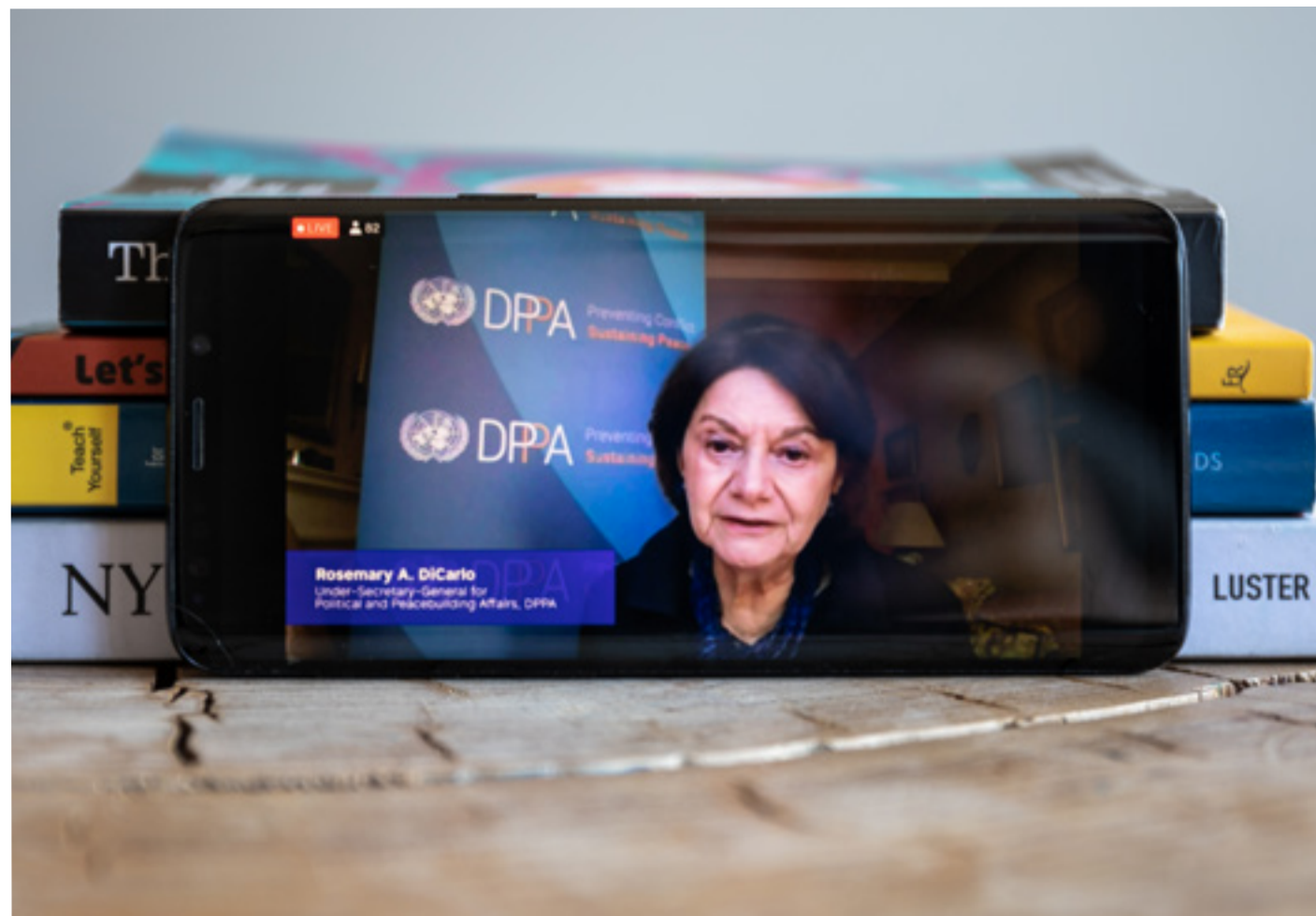


We monitor and evaluate regularly
to ensure effective use of resources

FUNDING FOR FAST AND FLEXIBLE RESPONSES AROUND THE WORLD

DPPA helps UN Member States prevent violent conflict and build lasting peace. The Department launched the MYA nearly a decade ago to raise the funds needed to help it respond to the growing demand for its expertise and services in preventive diplomacy, mediation, electoral assistance, inclusion and innovation for peace.

In 2020, DPPA had a total income of \$81 million¹, including some \$36 million in voluntary funding, more than we have ever mobilized before. Voluntary contributions allowed us to seize opportunities, respond to urgent requests from Member States, kickstart projects and innovate in ways that would not otherwise be possible.



Under-Secretary-General DiCarlo during her opening remarks at the event "Imagining the Future of Inclusive Mediation: Learning from Pioneering and Young Women Leaders". October 2020. Credit: UN Photo/Eivind Oskarson

¹ Estimated level of resources in 2020 under both the regular programme budget and the Multi-Year Appeal.

An ambitious and essential appeal

MYA funding allows the Department to act quickly, effectively and efficiently when assisting Member States in responding to brewing or potential tension, as a recent [Value-for-Money](#) study demonstrates.

The confidence donors have shown in our work, as evidenced by a steady increase in income and programming since 2016, and the urgency of current needs, informed our ambitious 2020-2022 Appeal for \$120 million (\$40 million annually).

We drafted the 2020-2022 Appeal before COVID-19 wreaked havoc on economies, and aid budgets, around the world. But the crisis highlighted just how critical the work we and our partners do is. The logic of prevention is clear. In financial terms, that return on investment is estimated to be \$16 saved for each dollar spent² on conflict prevention. [In terms of human lives saved, the return is incalculable.](#)

Leveraging the power of the United Nations

An essential complement to the UN regular budget, the MYA is characterized by small, agile, and often discreet initiatives. About 70 per cent of MYA funds are unearmarked, so they may be applied to the areas of greatest need or risk.

This gives DPPA operational discretion and independence in its conflict prevention and peacemaking roles. Crises often erupt or escalate suddenly, and the MYA, with its Rapid Response funding window, can offer critical and timely support.

Extrabudgetary funds allowed DPPA to seize opportunities in the face of global lockdowns and travel restrictions related to COVID-19. Essential and innovative areas under our mandate, such as mediation support and electoral assistance and pilot projects under technology and innovation, are almost entirely funded by the MYA and would not otherwise have been possible.

And it was MYA funding that allowed us to respond to the Secretary-General's 23 March call for a global ceasefire.



At one of the polling centers in Bimbo, Central African Republic, a woman is monitoring the voter registrations.
Credit: MINUSCA/ Leonel Grothe

USING THE STRATEGIC PLAN TO GUIDE AND COORDINATE ACTIONS

DPPA's actions are guided by its Strategic Plan², which lays out steps to achieve our overarching goals: to contribute to a reduction in the risk of outbreak, escalation, continuation and recurrence of violent conflict globally, while also helping move towards recovery, increased social cohesion, reconstruction and development.

The Plan breaks down these goals into seven specific objectives that reinforce each other, as reflected in our Theory of Change.

The 2020–2022 Strategic Plan is the first since the restructuring of the UN's peace and security pillar which aimed to achieve greater coherence and effectiveness.

² UN-World Bank Pathway for Peace: Inclusive Approach to Preventing Violent Conflict (2018).

All projects under the MYA are directly linked to the Plan's seven objectives. Each objective is, in turn, associated with specific indicators under our Results Framework. These are reported on every six months, with plans and funds adjusted accordingly in line with opportunities, priorities and risks.

Keeping DPPA aligned with its strategic goals is especially crucial in building peace, which is often an incremental and long-term process. Through the Plan and its indicators, we gauge progress through interim steps towards building trust and resilience, rather than less frequent major breakthroughs.

The underlying logic and funding of the Strategic Plan

If DPPA deploys...

... the full range of its **resources** based on **cross-cutting analysis**,

... drawing on **an internal culture** shaped by **a commitment to learning and innovation**,

... in collaboration with **the UN System** and in partnerships with **regional, national and local stakeholders...**

then it will...

... contribute to preventing and resolving violent conflict and building resilience

GOAL 1

Contribute to preventing and resolving violent conflict and building resilience

STRATEGIC OBJECTIVE

Action-oriented analysis

Inclusive peacemaking

Sustained peace



GOAL 2

Strengthen partnerships for conflict prevention and resilience

STRATEGIC OBJECTIVE

Support to UN organs and bodies

Strengthened partnerships at the regional, national and local level



GOAL 3

Achieve a learning, innovative working culture that takes forward the vision of the Secretary-General

STRATEGIC OBJECTIVE

DPPA is a learning, innovative and flexible Department

A collaborative work culture and enabling environment



The risk-reduction model in theory and in practice in Bolivia

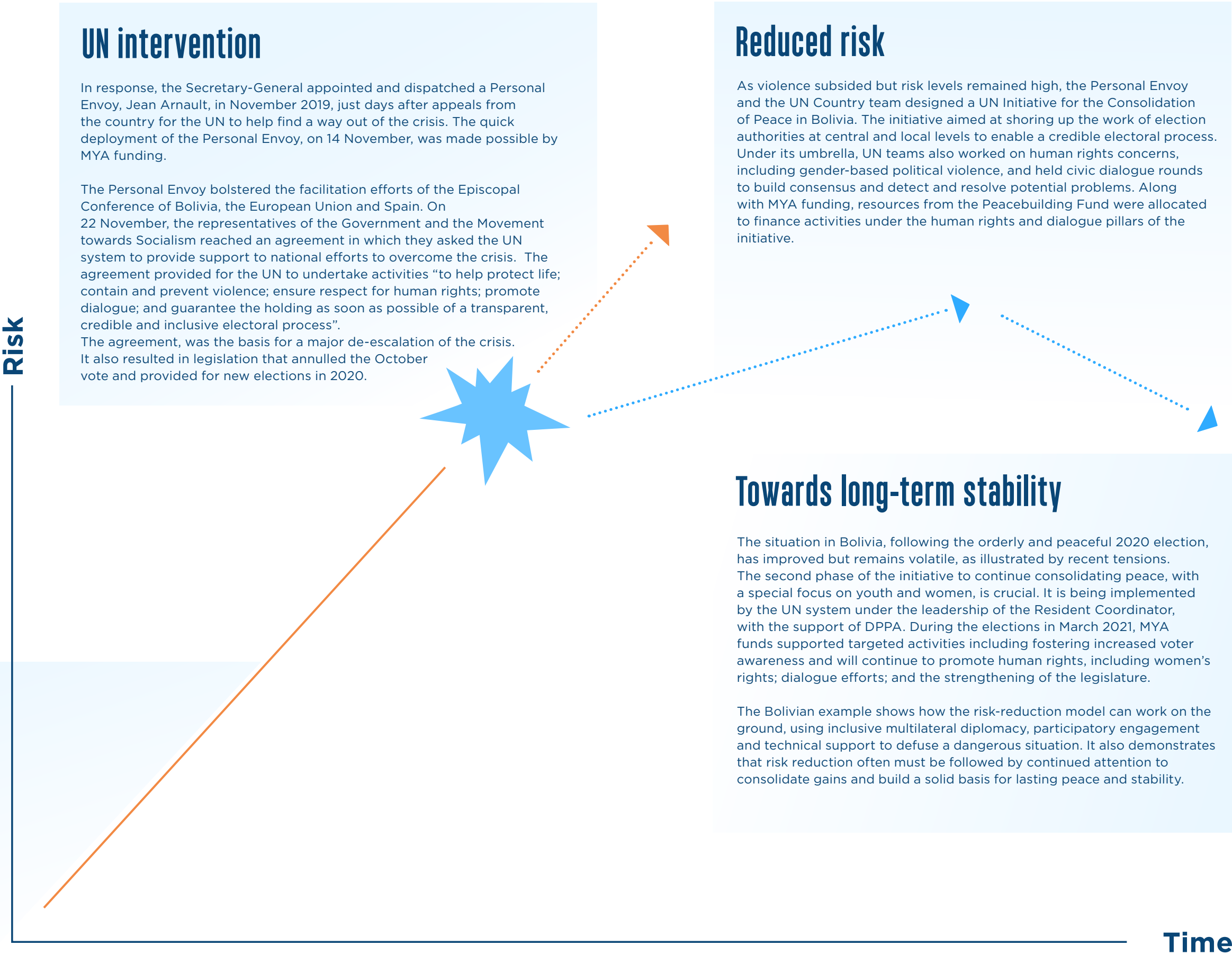
It is hard to overstate the value of addressing escalating risks to head off large-scale violence. DPPA is the lead UN entity for identifying threats early, working with Member States and other partners to turn the momentum away from violence.

The risk-reduction model is an alternative to the binary paradigm of “success” and “failure”, which often fails to capture complexities and nuances.

It shows how strategic interventions can shift or reverse the trajectory and allow for the possibility of steps to build trust and social cohesion with the aim of long-term stability. This model allows DPPA to focus on its contribution in reducing the risks of violent conflict. Assisting partners, and, often, acting in an indirect, or discreet manner, DPPA plays a key role in moving from violence towards peace.

Growing risk

In the aftermath of the crisis that broke out following the contested, and later annulled, October 2019 general elections, risk levels in Bolivia continued to escalate. Incidents of violence left dozens dead during weeks of protests.



WOMEN, PEACE AND SECURITY WINDOW: BOOSTING WOMEN'S PARTICIPATION IN PEACEMAKING, PEACEBUILDING AND SUSTAINING PEACE

In **Libya**, despite conflict party delegations being almost entirely made up by men, 17 of the 75 delegates or 23 per cent of the Libyan Political Dialogue Forum were women. In Syria, through the Women's Advisory Board (WAB) women achieved 28 per cent representation in the Constitutional Committee.

The evidence is clear: Having more gender-equal societies results in more stable and peaceful States⁴. And research suggests that peace agreements in which women directly participate and influence the negotiation are more likely to last⁵.

Yet as of 2019, only 22 per cent of peace agreements included gender equality provisions. On average, women comprised just 13 per cent of negotiators, 6 per cent of mediators, and 6 per cent of signatories in major peace processes between 1992 and 2019.

COVID-19 is further amplifying existing gender inequalities across the world, which in turn contributes to undermining sustainable peace and development. Women and girls in conflict-affected settings are especially at risk in light of the long-term political, socio-economic and security ramifications of the pandemic.

In 2021, as part of our commitment to advancing the Women, Peace and Security (WPS) agenda, we will continue to devote at least 17 per cent of our annual MYA budget to recognize and help advance the crucial role of women in conflict prevention and sustaining peace. To further strengthen these efforts, a new funding window has been established in 2021 to support projects entirely dedicated to promoting gender equality, women's empowerment and the WPS agenda.

Projects in 2021 will be geared towards:

- **Applying gender perspectives throughout political and conflict analysis** to account for the differentiated impact of armed conflict on women and men, girls and boys, and to ensure that their distinct roles and needs are reflected.
- **Promoting women's meaningful participation in all peacemaking, peacebuilding and sustaining peace efforts**, including by promoting women delegates to peace talks in pre-negotiation and implementation phases, and encouraging ongoing systematic engagement between Special Representatives and Special Envoys of the Secretary-General and women's groups.



“As Sudanese women and girls we have been absent, this is the way we are raised. In a traditional society, we feel politics is not for us. I knew something needs to be done. So, I thought, I will try, I will try to break these taboos. As women, we deserve to be heard.”

Roaa Bakri Bilal, women's rights activist and political hopeful, North Khartoum

Credit: UNDP Sudan/Will Seal

- **Encouraging women's participation in electoral and political processes** by advising Member States, upon request for electoral assistance, on ways, from a security perspective, to safely include women in electoral processes as voters, candidates and election officials, and to design or reform electoral systems to that end.
- **Preventing and addressing conflict-related sexual violence** as a priority for peace and as an issue to be addressed in prevent on, mediation, ceasefires and peace agreements.

“As Fariha Safi, one of the former UN Volunteers recalls: “a female attempting to start a career is always met with big challenges in Afghanistan. I was extremely happy when I received my offer for the UNV assignment with UNAMA. It was my dream to work for human rights and support Afghan communities and I am grateful that I was provided with this opportunity. I encourage every girl to play to their strengths and go and get the opportunities that await you out there.”

⁴ World Bank blog <https://blogs.worldbank.org/dev4peace/can-gender-equality-prevent-violent-conflict>

⁵ UN Women <https://www.unwomen.org/en/news/in-focus/women-peace-security>

The longstanding obstacles to achieving gender balance at the United Nations Assistance Mission in **Afghanistan (UNAMA)** were compounded in 2021 by constraints and downsizing related to COVID-19. A continuing MYA project established a National UN Youth Volunteer initiative, which engages Afghan women and provides them with opportunities to gain relevant experience, as well as training, mentoring and support to transition to staff posts. In 2021, 30 national women staff will gain invaluable work experience and play an important role in the implementation of UNAMA’s mandate.

In a number of contexts, including **Iraq, Syria and Yemen**, DPPA continues its work with consultative advisory groups of women. These mechanisms were created to ensure that the priorities, concerns, expertise, and experiences of women are meaningfully included in political processes, based on the principles of peaceful co-existence, respect for diversity and non-discrimination.

In **Central Asia**, the Department, together with partners, initiated the creation of a Central Asian Women Leaders Caucus to promote gender equality through the legislative agenda by leveraging women’s leadership positions and championing change by promoting, inspiring and investing in progressive women as change agents.

In **Mexico**, we are supporting efforts to prevent political violence against women ahead of the general elections scheduled for June 2021 by establishing a network of women political candidates and strengthening the work of a national observatory that tracks cases of political violence against women.

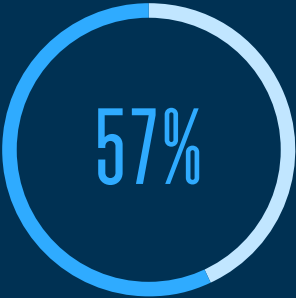
A new project for 2021 encourage more women to take part in **Somalia** security institutions. Efforts aim at informing policy reform processes at all levels of the Federal Government of Somalia to improve the



Senior officials of the Federal Government of Somalia and Federal Member States members of civil society organizations at a closing session of the national constitutional convention. Credit: UNSOM/ Ilyas Ahmed

gender balance and foster engagement of civil society as a whole, including community elders, religious leaders, youth and women’s groups.

In 2019, the Secretary-General called for increasing the number of women in national security services as a priority to reduce gender inequalities. In response, a 2021 pilot training course aims to expand the number of women from conflict settings who have the technical skills to participate in and influence ceasefire and security arrangements and negotiations. The centrepiece is a training course based on “DPPA’s Guidance on Ceasefire Mediation”.



Women represent 57 per cent of Heads or Deputy Heads of Special Political Missions and are leading efforts to find political solutions to crises. This is a substantial increase from just 14 per cent in 2015.



100 per cent of all UN mediation support teams have women members.



100 per cent of SPMs transition strategies include a gender/WPS perspective.



AFGHANISTAN: Mariam, 9 years old, and her family fled conflict and found refuge outside of Mazar City in Afghanistan. They survive mainly on tea, bread and rice. As the conflict is still ongoing, they have not been able to return home.
Credit: OCHA/ Charlotte Cans

GOAL 1: PREVENTING VIOLENCE, RESOLVING CONFLICTS, SUSTAINING PEACE

GOAL 1



ANNUAL
REQUIREMENT:

\$ 24

MILLION

Selected annual targets through 2022:

2,626 departmental analyses that consider regional dimensions

70% of departmental analyses that are **gender-sensitive**

23 Common Country Analyses (CCAs) informed by departmental analysis

Over 100 deployments of the Standby Team

Over 70% of DPPA-supported political processes where **civil society** has direct representation, formal observer status or is official consulted

100% of electoral needs **assessment reports** incorporate **gender** analysis and recommendations on women's electoral and political participation

Goal 1 of our Strategic Plan comprises three objectives: action-oriented analysis, inclusive peacemaking, and setting the stage for stability and sustained peace.

Most of our work, including political analysis, preventive diplomacy and good offices, mediation and peacebuilding support, electoral assistance, and capacity-building, falls under this goal, which receives the majority of MYA funding, typically over 50 per cent.

MYA funds allow DPPA to assist Special Political Missions, where so much of preventive diplomacy occurs, and to extend the good offices of the Secretary-General's Special Representatives and Special Envoys as necessary.

The MYA also fully funds DPPA's crisis response system, which can dispatch urgently

needed expertise to work with partners – including other UN entities, Member States and regional groupings – during outbreaks of violence or the sudden escalation of tensions.

STRATEGIC OBJECTIVE

**Action-oriented
analysis**

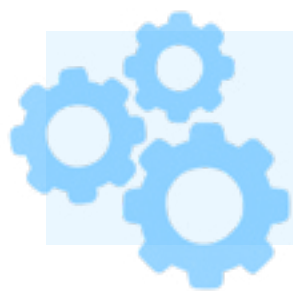


**Inclusive
peacemaking**



**Sustained
peace**





Tools for impact

Action-oriented multidimensional analysis underpins DPPA's assistance. We continue for example, to pay close attention to the potential for COVID-19 to aggravate tensions in mission settings and other high-risk contexts. Working with missions and Resident Coordinators, DPPA compiles analyses and scenarios used to craft UN policy and strategy in dealing with potential outbreaks of violence that could destabilize a country or region. Innovative approaches to integrating and mining massive amounts of data are adding new dimensions to our analysis.

DPPA's expertise in peace negotiations is centered in the [Mediation Support Unit and a Standby Team of eight senior mediation experts](#), which enable the Department to deploy the right expertise to the right places at the right time. Expert advice is available on subjects crucial to negotiations: process design, constitution-making, power-sharing, gender issues, security arrangements, transitional justice and natural resources. Typically, the Team is dispatched 100 times per year to dozens of countries. In 2021, the Team is anticipating continued assistance in settings including Afghanistan, Bolivia, Ecuador, The Gambia, Guinea-Bissau and Libya.

The MYA also continues to fund the work of the [Secretary-General's High-Level Advisory Board on Mediation](#). This board of nine women, includes current and former global leaders, senior officials and renowned experts, who bring together an unparalleled range of skills and experience, knowledge and relationships.

Inclusive constitutional processes: During constitutional crises or constitutional challenges and peace agreements, the MYA funds DPPA assistance to national actors. We also help find solutions to intra-state conflicts that can contribute to larger strategic engagements on peace and reconciliation. For instance, in 2020, DPPA provided substantial remote constitutional assistance in five country contexts: [The Gambia, Guinea-Bissau, Kyrgyzstan, South Sudan and Syria](#).

[The Digital Mediation Toolkit](#) helps mediators understand the risks and benefits associated with using digital technologies, including, the power of data analytics, safety and security issues associated with social media, geographic information systems and machine learning. We expect that digital mediation support will eventually complement core in-person mediation assistance.

DPPA is mandated to coordinate all [UN electoral assistance activities](#). Such support, almost entirely funded by the MYA, is provided upon request from Member States or by mandate from the Security Council or General Assembly.

It ranges from basic needs assessments and other missions to proffering the good offices of the Secretary-General during electoral crises. In 2020, we assisted 50 countries, including through advice on whether or how to proceed with planned elections given pandemic constraints.



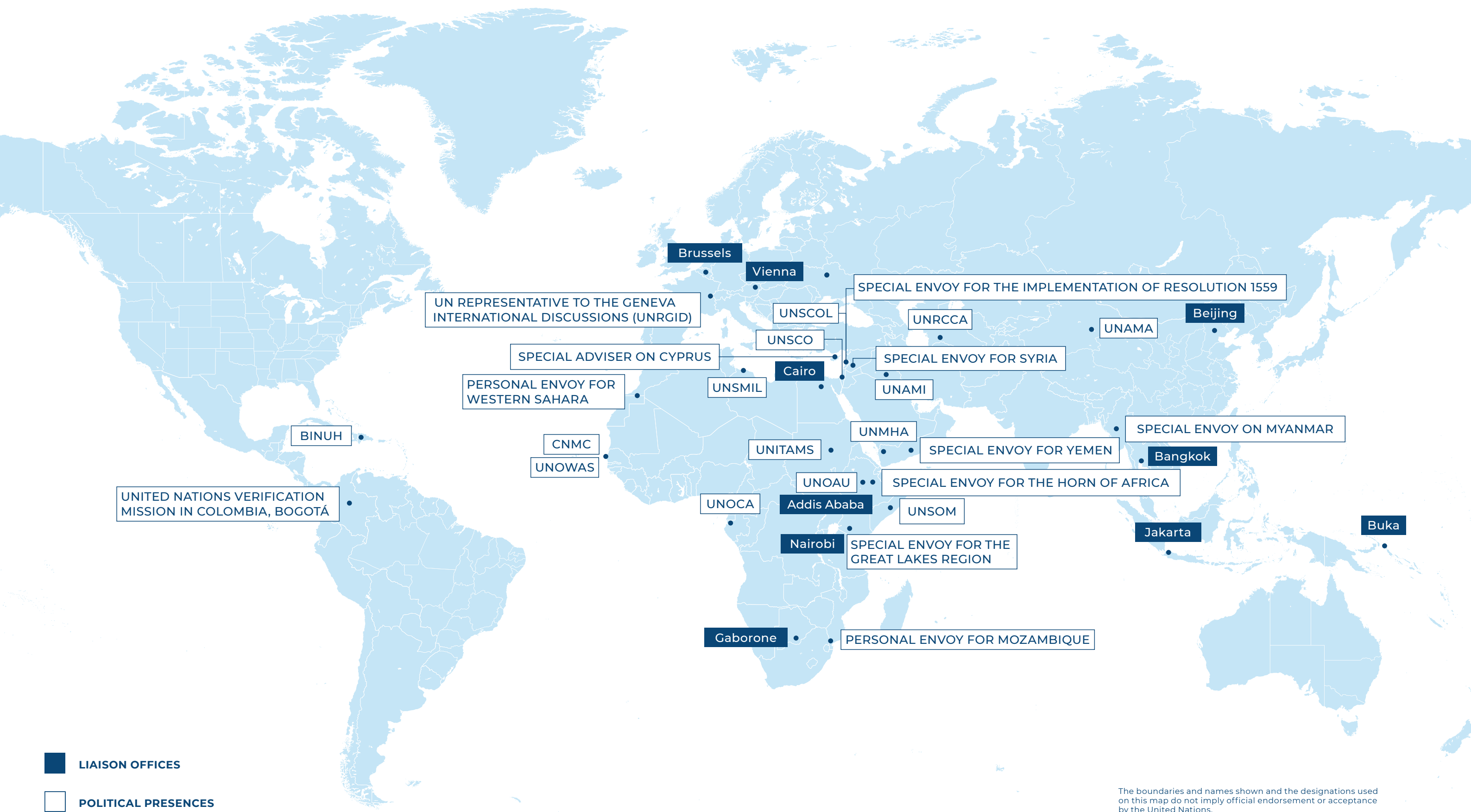
Early voters await at the Bimbo voting center in December 2020, near Bangui in the Central African Republic. Despite fear due to the security situation still fragile, Central Africans overwhelmingly responded to the call to go to the various polling centers in order to exercise their duty as citizens and cast their votes. Credit: MINUSCA/ Leonel Grothe

In 2021, DPPA will deploy electoral missions and experts to [Afghanistan, Central African Republic, Ethiopia, Iraq, New Caledonia, The Gambia, Zambia](#) and other countries, for a total of around 30 times. Our Electoral Assistance Division will organize trainings and workshops, many with a gender focus, to build the capacity of Member States and regional organizations to better manage elections.

The 30 [Special Political Missions](#) of the UN, which are under the purview of DPPA, manifest the power of effective multilateralism – the ability to provide unified

support to complex and fragile political processes. This approach is crucial, given the fact that internal conflicts increasingly feature a deadly mix of fragmented actors and political interests, inter-connected across regions, nations and communities. Pandemic restrictions clarified the reality that there is no substitute for direct engagement on the most sensitive issues. Nevertheless, the limitations to movement have forced most Special Political Missions to resort to telecommuting and “virtual diplomacy.” However, remote political engagement with national stakeholders can present challenges for some missions.

Our presences around the world



NEGOTIATING CEASEFIRES IN A TIME OF COVID-19

On 23 March 2020, the Secretary-General called for a global ceasefire to help create conditions for the delivery of lifesaving aid, reinforce diplomatic action and bring hope to places that are among the most vulnerable to the COVID-19 pandemic. The objective was to help create conditions for the delivery of lifesaving aid, reinforce diplomatic action and bring hope to places that are among the most vulnerable to the COVID-19 pandemic. On 1 July, the Security Council expressed support to the Secretary-General's call and demanded a general and immediate cessation of hostilities in all situations on its agenda. By the end of 2020, some 180 Member States had endorsed the call, as did several regional organizations, over 20 armed movements and other entities, and more than 800 civil society organizations.

The Secretary-General's call, which he reiterated in September during the 75th session of the General Assembly, remains a DPPA priority. Armed conflict continues around the world, but we have also seen progress in several countries. Perhaps the most notable steps toward peace took place in [Libya](#), where a nationwide ceasefire was negotiated under UN auspices in October 2020 with an associated agreement to hold elections in December 2021. *"We have witnessed a bottom-up constituency for change emerging in Libya, which*

has allowed substantial progress in the search for peace and stability," said Stephanie Williams, former Acting Special Representative for Libya: *"There is much work left to be done to alleviate the suffering of Libyans, but we hear more now the language of peace rather than the language of war."*⁵

Many other advances have been incremental, but nonetheless significant. As of this writing, 16 unilateral ceasefires, 6 bi- or multilateral ceasefires, 20 updates to ceasefire and 15 related events have been advanced, as documented on the [tracking tool](#) that DPPA helped create.

In some instances, such as Libya, a DPPA political mission was a lead mediator. In others, we played a supportive role. But in all cases where we were involved, it was MYA funding that enabled us to quickly seize opportunities and tailor responses, including support to the launch of historic peace negotiations in [Afghanistan](#) and to a landmark peace agreement in [Sudan](#).



Special Envoy of the Secretary-General for Yemen, Martin Griffiths, visits Marib region and speaks to local community. Credit: UN Photo

Backstopping efforts to resume political processes in Yemen

In Yemen, hostilities continued to escalate throughout 2020, particularly on the northern frontlines of Marib, Al-Jawf and Al Bayda governorates, which had been dormant for more than two years. Fighting along key front lines on the Red Sea coast and northern Yemen, along with Houthi missile strikes and the resumption of sustained Saudi-led Coalition airstrikes, threatened to spark major escalation. The Special Envoy of the Secretary-General for Yemen, Martin Griffiths, sought to break the escalatory cycle, urging the Government of Yemen and the Houthis to agree on a proposed Joint Declaration comprising a

nationwide ceasefire, humanitarian and economic measures, and the resumption of the political process. In parallel to UN efforts to assist the Yemeni parties to sustain the Stockholm Agreement, the Special Envoy sought to thread disparate tracks together with the Saudi-Houthi border de-escalation into a single UN-led process to end the war. Progress in demilitarizing Hudaydah city and port would build confidence among the Yemeni parties; the full implementation of the Riyadh Agreement would prevent a war-within-a-war; and the Saudi-Houthi talks would help remove Yemen from regional tensions.

Reported in DPPA Politically Speaking, "After a Challenging Year, Signs of Hope in Global Peace Efforts", 24 December 2020.

DPPA undertakes the coordination and policy-setting functions on Yemen in the UN system, and continues to provide strategic guidance and backstopping support to the Office of the Special Envoy of the Secretary-General for Yemen (OSESGY) and its good offices role, as well as the deployment and functioning of the United Nations Mission to support the Hudaydah Agreement (UNMHA).

Consistent with the Secretary-General's guidance and Security Council resolutions, we continue to advocate for the resumption of inclusive, intra-Yemeni negotiations that lead to a political settlement to end the conflict and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition that meets the legitimate aspirations of the Yemeni people.

Since assuming its operations in early 2019, UNMHA has made important progress in advancing its mandate, including supporting engagement, de-escalation and confidence-building between the Yemeni parties. These mechanisms are critical not only for continued stability in Hudaydah – which in turn enables the use of the port as a critical conduit for vital commodities and humanitarian assistance – but also contributes to the Special Envoy's efforts to broker a national ceasefire and wider political settlement.

In addition, due to the volatile nature of the operating environment, a constant and high level of engagement with those Member States contributing military and police personnel is needed to ensure fluid and close communication and maintain their confidence in the status and security of the Mission.

We also help coordinate activities among key partners, regional organizations, the Security Council and relevant Member States in moving towards an inclusive political process, with a focus on effective relationships with Yemeni regional and international stakeholders, including armed groups, political entities and civil society. This would encourage understanding of, participation in and adherence to effective peace and security architecture, as it relates to ceasefire modalities and de-escalation mechanisms among Yemeni groups, who have so much at stake. Finally, to advance the political process towards a comprehensive negotiated settlement to end the conflict, preparatory work is being undertaken to support the formation of a transitional national unity government; adoption of a draft constitution; and electoral reforms and general elections.

SUPPORTING THE SEARCH FOR POLITICAL SOLUTIONS IN THE SYRIAN CONFLICT

The Syrian conflict continues to pose a serious threat to international peace and security. A decade of conflict has killed hundreds of thousands of civilians and displaced millions inside and outside the country, with the fate of tens of thousands of missing, forcibly disappeared and detained persons still unknown. Parties to the conflict continue to violate international humanitarian and human rights laws. Camps for Internally Displaced People (IDPs) have been targeted, health

care infrastructure has been destroyed, humanitarian workers have been killed and the delivery of aid through the most direct routes continues to be challenged and politicized. The conflict has devastated the economy of the Syrian Arab Republic and left millions in poverty, with nearly two-thirds of the population experiencing food insecurity and over 11 million people in need of humanitarian assistance.



United Nations Special Envoy for Syria, Geir O. Pedersen briefs the press on the last day of the fourth round of the Syrian Constitutional Committee in Geneva, Switzerland, on 4 December 2020.
Credit: UN Photo / Violaine Martin

Given large-scale population movements, conditions in IDP camps and the destroyed and degraded state of the Syrian health care system, the country has not been able to contain COVID-19.

DPPA holds the lead role on the Syrian conflict in the UN system, which includes policy formulation and coordination. We backstop UN senior leadership and support the good offices of the Secretary-General and Special Envoy Geir O. Pedersen and his Office in Geneva. Consistent with the Secretary-General's guidance and Security Council and General Assembly resolutions, DPPA continues to firmly advocate for an urgent and inclusive political track based on the full implementation of the Geneva Communiqué and Security Council resolution 2254 (2015). The goal is a sustainable solution to the conflict through a political process that meets the legitimate aspirations of the Syrian people.

Since 2012, our Syria Team, through MYA funding, has supported the efforts of the Secretary-General, DPPA leadership, the Special Envoy for Syria, the Resident and Humanitarian Coordinator and the various UN entities as follows:

- Backing to good offices – including, where relevant and required, the Security Council, the Constitutional Committee, efforts relating to the release of detainees at scale, support UN advocacy efforts to secure the renewal of cross-border access; and support of the Special Envoy's inclusion platforms: the Women's Advisory Board and the Civil Society Support Room;
- Provision of multidimensional analysis of the conflict in Syria to senior DPPA-DPO leadership and the Office of the Special Envoy through periodic reports, Sit-Reps, conflict-mapping and briefings (such as on military offensives and, most recently, the COVID-19 pandemic, including gender dimensions);

- Promoting the protection of civilians and civilian infrastructure;
- Advancing accountability for violations of international humanitarian and human rights law, including through advocacy, cooperation and support to the International Impartial and Independent Mechanism and the Commission of Inquiry;
- Outreach to women's groups and Syrian civil society; and to ensure their views amplified in high-level UN messaging on the Syrian conflict;
- Inter-agency coordination and contingency planning.

The UN has undertaken post-agreement planning and preparedness for Syria since 2016 to ensure that the UN is well-prepared to effectively support implementation of a peace agreement that can form the basis for longer-term peacebuilding, recovery and eventual reconstruction. Some elements from this planning process are intended to inform the ongoing political negotiations in Geneva and the discussions that are taking place in the Civil Society Support Room and the Women's Advisory Board. These discussions are also addressing concerns that disproportionately affect women, including civil documentation and housing, land and property rights. The UN has in place a post-agreement plan and continues to maintain preparedness for its effective implementation amid dynamic and rapidly changing developments.

IMPLEMENTING THE MAPUTO PEACE ACCORDS IN MOZAMBIQUE



The President of Renamo, Ossufo Momade, arrives to witness the disarmament, demobilisation and reintegration of ex-combatants in Sofala province, Mozambique. He is accompanied by Personal Envoy Mirko Manzoni and Senior Advisor Neha Sanghrajka. Credit: Peace Process Secretariat

The MYA has supported the good offices of the Secretary-General in Mozambique since 2019. MYA funding ensures continued and uninterrupted assistance to the Personal Envoy of the Secretary-General, Mirko Manzoni, in his efforts to facilitate a dialogue between the Government and the armed opposition, the Mozambican National Resistance (RENAMO) for the full implementation of the August 2019 Maputo Peace Accords.

Despite COVID-19 restrictions and challenges, considerable progress has been made on implementation, thanks to the commitment of the two signatories as well as the support of the Personal Envoy. In 2020, the peace process consolidated early gains by advancing Disarmament, Demobilization, and Reintegration (DDR) activities. To date, 1,490 combatants have been demobilized and six out of 16 RENAMO military bases have been closed. Significantly, out of an estimated 257

former female combatants, 142 have been disarmed and demobilized in a safe and inclusive manner. They have returned home to peacefully transition to civilian life and begin the reintegration process into their communities, with the help of local religious, civil society and community leaders.

In 2021, further progress is expected, including the transitioning of all remaining 3,700 combatants. Efforts are led by the national Military Affairs Commission and the Joint Technical Group for DDR, supported by the Peace Process Secretariat. In addition, the Personal Envoy continues to support decentralization and reconciliation efforts. Over the course of the year, dialogues on national reconciliation will continue with the signatories and the Secretariat to strengthen engagement with civil society and religious and academic groups, including peace clubs, on reconciliation interventions at the grassroots level.

Facilitating the transition in Sudan

Sudan is at a critical juncture in its transition to democracy, peace, and economic renewal. Despite the signing of the Juba Peace Agreement on 3 October 2020, and initial progress towards the realization of key political benchmarks as stipulated in the 2019 Constitutional Document, the transition in Sudan remains fragile. The country faces a deteriorating humanitarian crisis exacerbated by soaring inflation, COVID-19, severe flooding and intercommunal violence. The recent influx of over 60,000 people seeking refuge from the conflict in the Tigray region of Ethiopia adds to over two million IDPs and refugees in Sudan who have suffered prolonged displacement and depend on humanitarian assistance.

The United Nations-African Union Mission in Darfur (UNAMID) completed its mandate at the end of 2020. The drawdown and liquidation process is underway, with UNAMID transferring relevant assets and responsibilities to the newly-established United Nations Integrated Transition Assistance Mission in Sudan (UNITAMS) and handing over former team sites to the Sudanese authorities, who have pledged they will be used exclusively by civilians. In 2021, with MYA funding, we aim to sustain peacebuilding gains in the context of the drawdown of UNAMID and the establishment of UNITAMS. During this critical transition in Sudan, continuity in programming that had been initiated by UNAMID through the State Liaison Functions is imperative, as is continued programmatic support



Special Representative of the Secretary-General Volker Perthes in discussion with Foreign Minister Mariam Sadiq al- Mahdi on Sudan foreign policy objectives and cooperation with UNITAMS.
Credit: UNITAMS

to fill any protection gaps resulting from UNAMID’s departure and the progressive assumption of primary responsibility for protection by the transitional Government of Sudan. In this context, UNITAMS and its integrated UN Country Team partners will employ MYA funding for peacebuilding and stabilization efforts in order to build on gains and prevent an abrupt halt to such programming as UNAMID departs. Extrabudgetary funding will enhance the

protective environment through extension of the rule of law, community engagement and peacebuilding. The MYA supports bridging the gap until the Peacebuilding and Stabilization Window under the Sudan Financing Platform Multi-Partner Trust Fund, is fully operational and funded.

In 2021, we are backing the good offices of the Special Representative of the Secretary-General, Volker Perthes, with

flexible support to sustain Sudan’s political transition. This entails meetings with senior political leaders and international envoys; provision of technical expertise on the economy; elections and constitution-making; and strengthening of the capacity of local governments. MYA funding continues to support analysis of the complicated and fractured landscape through this transition in order to reduce the risk of more conflict and consolidate incremental progress.

NEW TECHNOLOGY AND INNOVATION WINDOW: SUSTAINING PEACE BY STAYING AHEAD OF THE CURVE

Innovative and digital approaches to prevention, mediation and sustaining peace are increasingly relevant, not just given the challenges posed by COVID-19, but also the changing nature of conflict itself. Pandemic-related constraints have brought the benefits of new technologies for safe and comprehensive dialogues to the fore, while also underlining the importance of better utilizing data and behavioural insights.

Last year, DPPA established an Innovation Cell within our Policy and Mediation Division, funded entirely by the MYA, to harness the power of innovation and new technologies to increase our effectiveness. As part of the UN's Innovation Network, the team works closely with the Executive Office of the Secretary-General, UN Global Pulse, the UNDP Accelerator Labs and other innovators by contributing expert knowledge and specialized tools from the peace and security pillar. The Cell also serves as the Department's incubator for experimentation and exploration of new approaches and ideas to face emerging challenges.

A 2021 project accelerates and scales such work, including using science and evidence-based methods for conflict analysis and modelling, as encouraged by the recently released Data Strategy of the Secretary-General. Again, such approaches are proving to be particularly relevant amid the COVID-19 pandemic, as data-driven decision-making is vital. The Innovation Cell provides direct assistance to all Special Envoys, Special Representatives,

Special Political Missions and UN Country Teams, as well as to the regional and thematic divisions of the peace and security pillar at UN Headquarters. In the last year alone, it has provided innovation and new technology support to our peace efforts in [Iraq](#), [Lebanon](#), [Libya](#), [Sudan](#), [Syria](#) and [Yemen](#), as well as in non-mission settings such as [Ecuador](#), [Guinea](#) and the [South Caucasus](#).

Immersive experiences are being used to expand the perspectives available to [Security Council members](#), UN principals, and Member State representatives who may be kept from direct experience of conflict zones due to costs, logistics and safety. The first such experience, related to Iraq, demonstrated the potential of new technology to provide a more human-centered understanding of situations on the ground. Virtual reality experiences on other conflict situations, including in [Colombia](#) and on [climate security in South East Asia](#), are currently in preparation.

Following the high demand for support in social media analysis and data mining at large, in 2021, the Innovation Cell will continue its assistance in comprehensively parsing, classifying, and analyzing open-source content in social media and conventional media streams to better predict and understand political developments in both mission and non-mission settings. The project aims to incorporate a broader range of open-source data, including social and economic data, visual images, and unstructured text data.



AIM

Responding to new analytical and operational challenges to peace and political processes posed by COVID-19, while advancing the culture of innovation across the peace and security pillar.



SOLUTIONS

Harvesting the power of new technologies, including Artificial Intelligence, Big Data and Virtual Reality, to advance conflict prevention and peacemaking efforts.

OPPORTUNITIES FOR APPROACHES TO CONFLICT PREVENTION AND RESOLUTION AND PEACEBUILDING



Virtual and augmented reality

Artificial intelligence

Natural language processing

Foresight

Big Data mining

Data storytelling

Predictive analytics

Behavioural insights

Satellite imagery analysis

Remote sensing

Local and regional teams of the UN Verification Mission in Colombia, including Special Representative Carlos Ruiz Massieu, accompanied the “pilgrimage for peace and life” of more than 2,000 former FARC combatants from various regions of the country to the capital Bogotá.
Credit: UN Verification Mission in Colombia

GOAL 2: STRENGTHENING PARTNERSHIPS FOR PREVENTION AND RESILIENCE

GOAL 2

ANNUAL
REQUIREMENT:

\$ 8

MILLION

Selected annual targets through 2022:

5 Local Peace Initiatives funded by MYA

Electoral assistance provided to approximately **50 countries every year**

42 DPPA-supported processes receiving **funding from the Peacebuilding Fund**

39 joint strategies and interventions with **regional organizations**

Today's challenges require collective responses. Goal 2 focuses on the power of partnership and comprises two objectives: Support to other UN bodies and organs and strengthened collaboration at the regional, national and local levels.

DPPA's contribution to prevention and resilience results from collaborative efforts with partners, including regional and sub-regional organizations, the World Bank and other international financial institutions, and civil society groups, in particular women's and youth organizations.

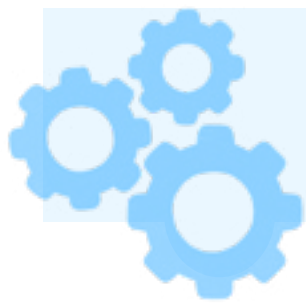
STRATEGIC OBJECTIVE

Support to UN
organs and bodies



Strengthened partnerships
at the regional,
national and local level





Tools for impact

We continue to identify and develop new strategic partnerships while deepening existing ones. This includes working in more non-mission settings (Resident Coordinators and UN Country Teams) and demonstrating impact on the ground.

Two-thirds of DPPA's mediation engagements involve [regional and sub-regional organizations](#), including the African Union, the League of Arab States, and the Association of Southeast Asian Nations, among others. In areas such as conflict prevention, mediation, gender and electoral affairs, we help build the skills and capacities of regional and sub-regional groups, which are often better placed to facilitate negotiations, navigate political sensitivities and build trust among parties to advance peace and security in their own region.

Where there is no UN mission on the ground, DPPA relies heavily on its 10 liaison residences to build partnerships with [Member States](#) and regional actors. These liaison offices ensure coherence and the coordination of the UN's response and enhance the Organization's early warning capabilities.

[The Regional Offices in Central Asia, West Africa and the Sahel, and Central Africa](#) remain essential platforms for preventive diplomacy. They are well-placed to tackle complex issues that require solid and trusted partnerships with national, regional and sub-regional organizations, international financial institutions, and other relevant actors.

The MYA will continue to fund activities that broaden networks of [civil society, women, indigenous peoples, youth, minorities and other groups](#), reaffirming the importance of nationally owned and inclusive political solutions.

LOCAL PEACE INITIATIVES WINDOW: BUILDING PEACE FROM THE GROUND UP

Complementing top-down political processes, local initiatives can create pathways to reduce tensions and create pockets of stability. Addressing local conflicts can initiate a virtuous cycle that strengthens efforts at the national level, in addition to building trust and social cohesion. Such endeavours can prevent local conflicts from spilling over and spoiling higher-level engagement.

With this in mind, we pursue opportunities to resolve local conflicts in a way that is strategic, collaborative, creative, inclusive and sustainable. Through the Local Peace Initiatives window, the MYA funds grassroots activities to complement larger-scale, higher-level engagement on peace and reconciliation. This funding window places strong emphasis on the inclusion of civil society, especially women, youth and minorities, in peacebuilding efforts, as demonstrated by examples below.

Following the resurgence of conflict between Armenia and Azerbaijan last year, for example, the funding window is supporting a project to amplify the voices of young women advocating a peace agenda in the [South Caucasus](#). Two local initiatives are planned in [Iraq](#) in advance of parliamentary elections slated for June 2021. One will organize local consultations to address land disputes in the Kirkuk region. Another seeks to engage young people in political processes through fostering youth networks and developing a youth policy framework. In the [Israeli-Palestinian](#) context, civil society groups engaged in peacebuilding are seen as an

important remaining channel for direct contact between Israeli and Palestinian civilians. An MYA-funded project aims to amplify under-represented voices for peace, particularly those of women and youth leaders in public debates.

The changing nature of violent conflict – increasingly characterized by new, non-state actors, complex, shifting alliances, and protracted fighting at multiple levels – underscores a growing urgency to work differently. In response, DPPA's Mediation Support Unit has studied local mediation processes and published reflections on the UN's role and comparative advantage in engaging with local mediation efforts.

The report, ["UN Support to Local Mediation: Challenges and Opportunities"](#), draws lessons from a series of dedicated deployments, reflection exercises and case studies on five local conflict contexts: a land conflict between two communities in the Surobi district in [Afghanistan](#); a religious conflict in Bangassou in [Central African Republic](#); local-level implementation of the Nationwide Ceasefire Agreement in [Myanmar](#); conflicts between herders and farmers in [South Sudan](#); as well as tribal conflict resolution practices in the Cordillera region of the [Philippines](#).

Nagorno—Karabakh: Ensuring a coordinated response

The hostilities in and around Nagorno-Karabakh in 2020 underlined the need to build on DPPA's efforts to ensure a coordinated UN response in the post-conflict phase, pursuing along multiple tracks of engagement in the political, humanitarian, human rights and peacebuilding areas. We are supporting sustained engagement with both sides and relevant stakeholders, as well as with the Organization of Security and Co-operation in Europe (OSCE) Minsk Group Co-Chairs. Through the MYA-funded UN Liaison Office in Vienna, we continue to engage with the governments of Armenia and Azerbaijan, as well as civil society partners, including women, youth and conflict-affected communities, as a way to foster an environment conducive to the continued cessation of hostilities and to advance peacebuilding

opportunities that address the root causes impeding long-term stability in the South Caucasus region. This involves combining resources from both the MYA and the Peacebuilding Fund in support of the work of the South Caucasus Peace and Development Advisers team, and collaboration with the respective UN Country Teams, to build constituencies for peace and promote dialogue among civil society actors from Armenia, Azerbaijan and Georgia.

The dialogue focuses mostly on Sustainable Development Goals and other issues of common concern. At a unique roundtable organized in May 2020, for instance, civil society representatives discussed the impact of COVID-19 on women in the sub-region.

Asian Youth Forum: Imagining a peaceful future

In Northeast Asia, young people are recognized as valuable innovators and agents of change. Through an ongoing MYA-backed project, prospective leaders from the region are being empowered to contribute to global policy discussions and shape the future of the region for years to come. In 2021, DPPA will continue to support the Youth, Peace and Security agenda in Northeast Asia through a series of virtual discussions on subjects from disarmament to cybersecurity. Using a “foresighting”

approach, participants will re-imagine their future without pre-conceived assumptions, express their wishes and hopes for Northeast Asia, and then develop related policy ideas. Their ideas, informed by data, analysis, use of statistics and algorithms, artificial intelligence and visualizations, will feed into various future scenarios, which will, in turn, inform regional analysis, including at the planned 2021 Doha Global Conference on Youth, Peace and Security, and policy recommendations.

PARTNERING WITH THE AFRICAN UNION TO SILENCE GUNS

Since 2017, the partnership between the UN and the African Union (AU) has deepened with the signing of two joint frameworks on peace and security and on sustainable development, respectively, with DPPA leading in the implementation of the former.

Security Council resolution 2457 (2019) specifically calls on the UN to support the African Union initiative on “Silencing the Guns in Africa by 2020”, a flagship project within the AU’s Agenda 2063.

The resolution stresses, among other things, the need for continued dialogue, partnership and exchanges to encourage preventive diplomacy. DPPA, as the coordinator of UN support to the initiative, has provided technical

assistance to the Mediation Support Unit of the AU and to the Network of African Women in Conflict Prevention and Mediation (FemWise). We also provide online capacity building for youth leaders on peace education.

In December 2020, the AU Heads of State and Government extended the initiative until 2030.

The Silencing the Guns project funded by the MYA will be extended to further support the AU Commission in identifying emerging political and peace and security issues, analyzing implications, developing strategic

options, and building mediation capacities. It also assists the organization’s Peace and Security Council in the effective implementation of its mandate on conflict prevention.



The knotted gun sculpture at the United Nations Headquarters in New York symbolizes the UN's commitment to world peace. Credit: UN Photo/Rick Bajornas

THE CLIMATE SECURITY MECHANISM: RESPONDING TO THREATS INTENSIFIED BY CLIMATE CHANGE

The Secretary-General has called the climate emergency “a danger to peace” and repeatedly warned of its far-reaching consequences for the lives of people around the world.

The effects of climate change – from slow-onset events such as land degradation and sea level rise to rapid-onset events such as hurricanes and floods – often hit hardest in already fragile contexts. Among the 20 countries most vulnerable to climate change, half are also dealing with violent conflict. The Climate Security Mechanism, jointly established in 2018 by DPPA, the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP) with support from the MYA, is a small but dedicated capacity to help the UN system address climate-related security risks, leveraging existing expertise and resources across and beyond the system.

The Mechanism responds to requests from the field for more guidance and support to work on the interlinkages between climate change, peace and security. A key priority in 2021 is to complete a regional and gender-sensitive climate security risk assessment in Central Africa and implement recommendations emerging from this process.

The project, led by the United Nations Regional Office in Central Africa (UNOCA), in collaboration with the Economic Commission of Central African States (ECCAS) and UN Country Teams in the sub-region, builds on the findings of a 2020 scoping study. The study found that climate change cuts across and compounds the complex web of challenges in the sub-region, including armed group activity, political instability, weak public institutions, wide spread poverty, inequality, illicit arms trafficking, and illegal exploitation of resources. Changes in the ecosystem pose grave risks to tens of millions of people in Central Africa, who depend directly on natural resources for their livelihoods.

We continue to strengthen our capacity to reflect climate risks in political analysis for early warning and prevention, including in our missions. Recent Presidential Statements of the Security Council on UNOCA, for instance, have encouraged the mission to take climate change into consideration among the factors affecting the stability of the sub-region.

In 2021 the MYA also supports targeted assistance to other field offices and the convening of regional and inter-regional meetings to exchange climate-related information and lessons learned among stakeholders.

This helps build capacity in the UN and partner entities and strengthen a shared understanding of climate-related security risks and potential response strategies. We also fund climate security risk analysis and action in regions at the frontlines of the climate security nexus, including in the Andean States, the Caribbean, the Horn of Africa, the Middle East and North Africa, Northern Central America and the Pacific, West Africa and the Sahel.

In addition to our operational work in the field, we are also expanding research to better understand and address the impact of climate change on our thematic priorities.

In this regard, a new workstream on the implications of climate change for peace mediation aims to produce concrete recommendations for DPPA to provide mediators and senior officials with the skills and support networks needed to remain effective at peacemaking in a climate-changed world. A second project looks specifically at the linkages between climate change and WPS. It aims to identify good practices from field contexts, such as making climate security analysis and action more gender-sensitive, or bringing a climate lens to the WPS agenda.

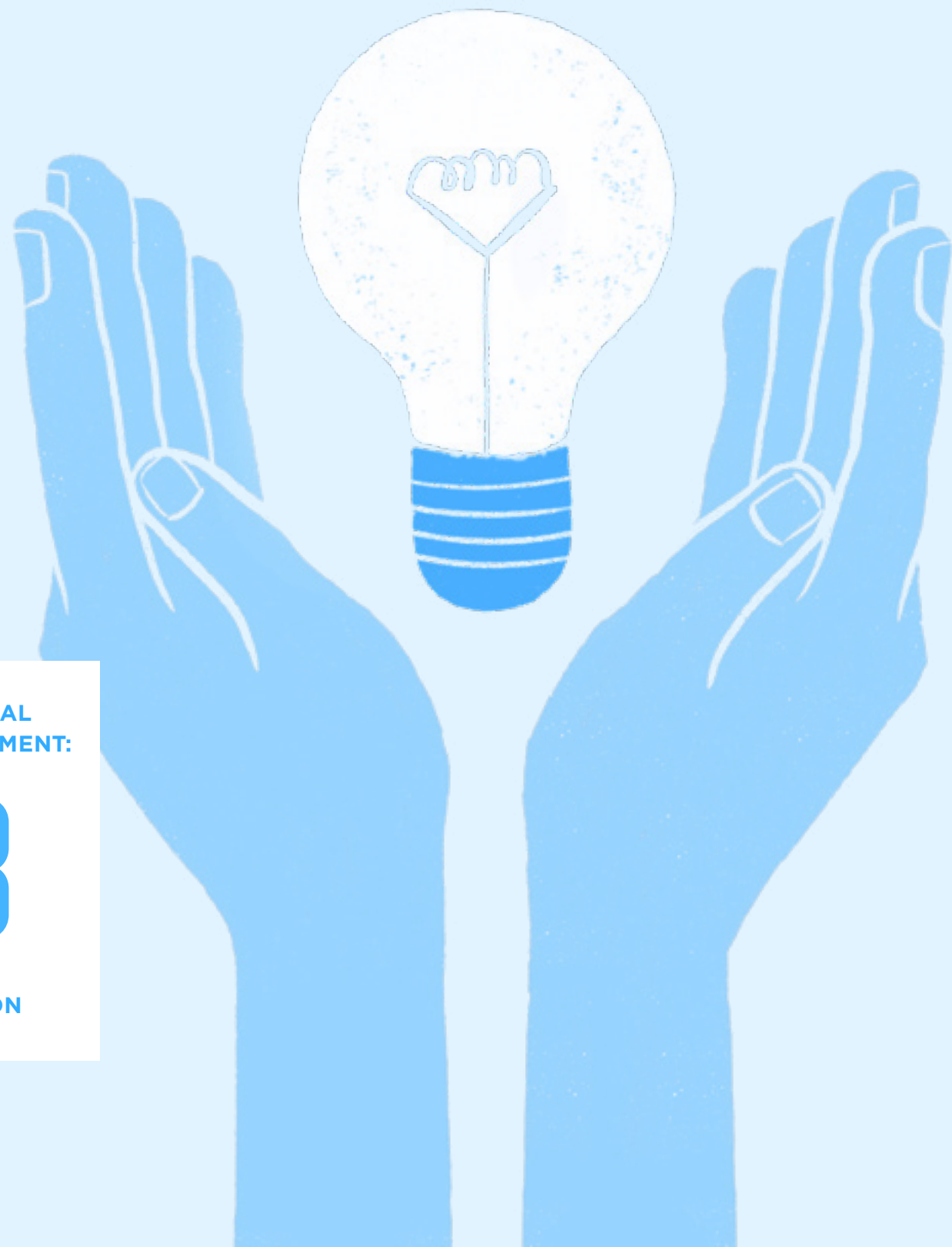


A farmer in the village of Dan Kada, Maradi Region, Niger after drought had destroyed crops and driven up prices at Niger's food markets. Credit: WFP/Phil Behan



GOAL 3: ACHIEVING A LEARNING, INNOVATIVE WORK CULTURE

GOAL 3



ANNUAL
REQUIREMENT:

\$ 8

MILLION

Selected annual targets through 2022:

9 'lessons learned' studies and 2 evaluations conducted per year

30 'brown bag' events organized

4 wide-ranging partnerships formed through the Innovation Cell

Over 45 innovative initiatives implemented each year

Over 55% of staff have favourable views on issues related to 'empowerment' and 'gender and diversity'

Over 200 staff will complete DPPA-led or supported trainings

DPPA's ability to fulfil its political and peacebuilding mandate depends on effective strategic planning, knowledge management, innovation and risk management. At the same time, DPPA aims to achieve a higher level of accountability and transparency related to the resources entrusted to it.

Goal 3 of our Strategic Plan calls for an internal culture shaped by a commitment to institutional learning, collaboration, effective use of resources and opportunities for continuous improvement. Indeed, the changing nature of the peace and security landscape demands that we continuously build skills and adapt our responses. This means equipping staff with the skills to integrate and utilize new tools as they become available. It also requires continuous monitoring and evaluation of our work.

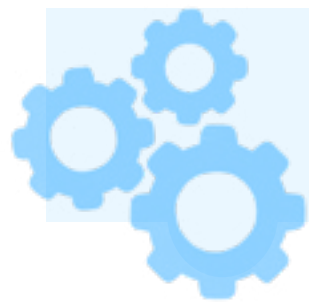
STRATEGIC OBJECTIVE

A learning, innovative and flexible Department



A collaborative work culture and enabling environment





Tools for impact

DPPA's 2020-2022 Strategic Plan guides the work of the Department and helps us to prioritize engagements. Divisions develop their work plans to translate their medium-term objectives into annual priorities. As they do so, divisions also incorporate risk management into their planning processes.

The pandemic has highlighted the clear benefits of managing risks from an organization-wide perspective. Taking a proactive approach, we are developing a joint enterprise risk register for the peace and security pillar, together with the Department of Peace Operations. Once ready, this tool will strengthen our internal controls for assessing and managing risk.

A mandatory assessment of all MYA projects identifies areas of risk and measures to prevent or minimize their impact. After identifying the COVID-19 pandemic as one of the most critical risks for 2021, divisions also suggested appropriate mitigation measures.

Guided by the recently developed joint DPPA-DPO Policy on knowledge management, we work to effectively capture, disseminate and use knowledge. With a wide range of tools, such as after-action reviews, exit interviews, lessons learned studies and self-evaluations, DPPA continues to capture and analyze knowledge for institutional learning. Through systematic dissemination and use of online platforms, we also aim to make knowledge more accessible, so it can be leveraged and lessons learned applied in practice. For instance, the re-designed

DPPA-DPO knowledge-sharing database provides easy access to relevant and updated content such as departmental policies, guidance notes, reports, templates and standard operating procedures. Similarly, producing annual reports of our evaluations and lessons learned studies, along with the organization of brownbag events, are key to our dissemination efforts.

This year, we continue to offer informal talks virtually, with contributions from the field, on emerging issues. Two recent discussions focused, for example, on the role of religious peacemakers in promoting the

Secretary-General's call for a global ceasefire, and on how to encourage the political participation of women in the face of pandemic-related restrictions.

Developing guidance and best practices through a participatory process remains another important priority for the Department. To the extent possible, such guidance is harmonized and integrated across the peace and security pillar. In 2021, our research and guidance focus on the following three main strategic areas: constitutions and political transitions; use of digital technologies in mediation; and the mediation and design of ceasefires.

We also continue to invest in professional development of our staff and incorporate gender-sensitive, innovative approaches to deliver our workshops on core areas of our work. These include trainings on drafting for political analysis, data analysis, gender/WPS, conflict analysis, mediation, constitutional

issues, preventing election-related violence, political economy analysis, political economy and early warning, and driver-based scenario building.

Our strategic communications respond to expectations of transparency, accountability and information from Member States and the public and is instrumental in mobilizing the political and financial support we depend on. Throughout 2021 and beyond, we continue to enhance our internal and external communication through a new dashboard; a revamped website; our social media presence; the online magazine *Politically Speaking*; quarterly updates and an annual report, etc. These are meant to reach different audiences, ensure transparency and mobilize support.



In October 2020, DPPA launched the virtual exhibit 'The Work of Peace', highlighting the work of the UN in preventive diplomacy, good offices, mediation and elections in the past 75 years and looking ahead at what the future may hold. The exhibit is available at workofpeace.org. Credit: DPPA

MONITORING AND EVALUATION

Although peacemaking and conflict prevention are notoriously difficult to measure, our Results Framework allows us to track achievements and outcomes through performance indicators, while also supporting coherent planning across divisions. Results are reviewed twice annually to allow for timely adjustments and funding re-allocation, as needed. At the same time, the Department is working to ensure that reporting requirements are genuinely useful and not overly time-consuming for our divisions.

For the first time ever, the Results Framework also includes a qualitative dimension, with questions that will allow us to more meaningfully communicate our contribution to conflict prevention and sustaining peace. Our Results Framework is also fully aligned with the “benefits tracker” the Executive Office of the Secretary-General has created to monitor implementation and impact of the Secretary-General’s reform initiatives.

Monitoring also entails tracking of recommendations from self-evaluations or from audits and evaluations conducted by internal and external oversight bodies, such as the Office of Internal Oversight Services, the Joint Inspection Unit, or the UN Board of Auditors. In 2020, a [Value-for-Money report](#) was commissioned, and responses to its recommendations will be tracked.

Learning, transparency and accountability principles drive the monitoring and evaluation (M&E) practices in DPPA

Strategic Plan	MYA
Review performance measures set in the Results Framework, and make regular adjustments to divisional work plans and MYA projects, as needed	
Monitor and provide progress update against the Results Framework every six months	Monitor implementation rate of each MYA project and re-programme unspent allocations on a quarterly basis
	Monitor risks and adapt mitigation plans for all MYA projects
	Apply the gender marker to each project starting with the design
Provide annual progress updates as per divisional work plans	Track gender budgeting to ensure that at least 17 per cent of the annual MYA budget is programmed to advance gender and WPS commitments
	Issue quarterly progress reports
	Document each year’s results in the annual report
Conduct several evaluative exercises such as after-action reviews and lessons learned studies	Conduct rapid assessments of the effectiveness of MYA projects
Undertake a minimum of two self-evaluations per year	

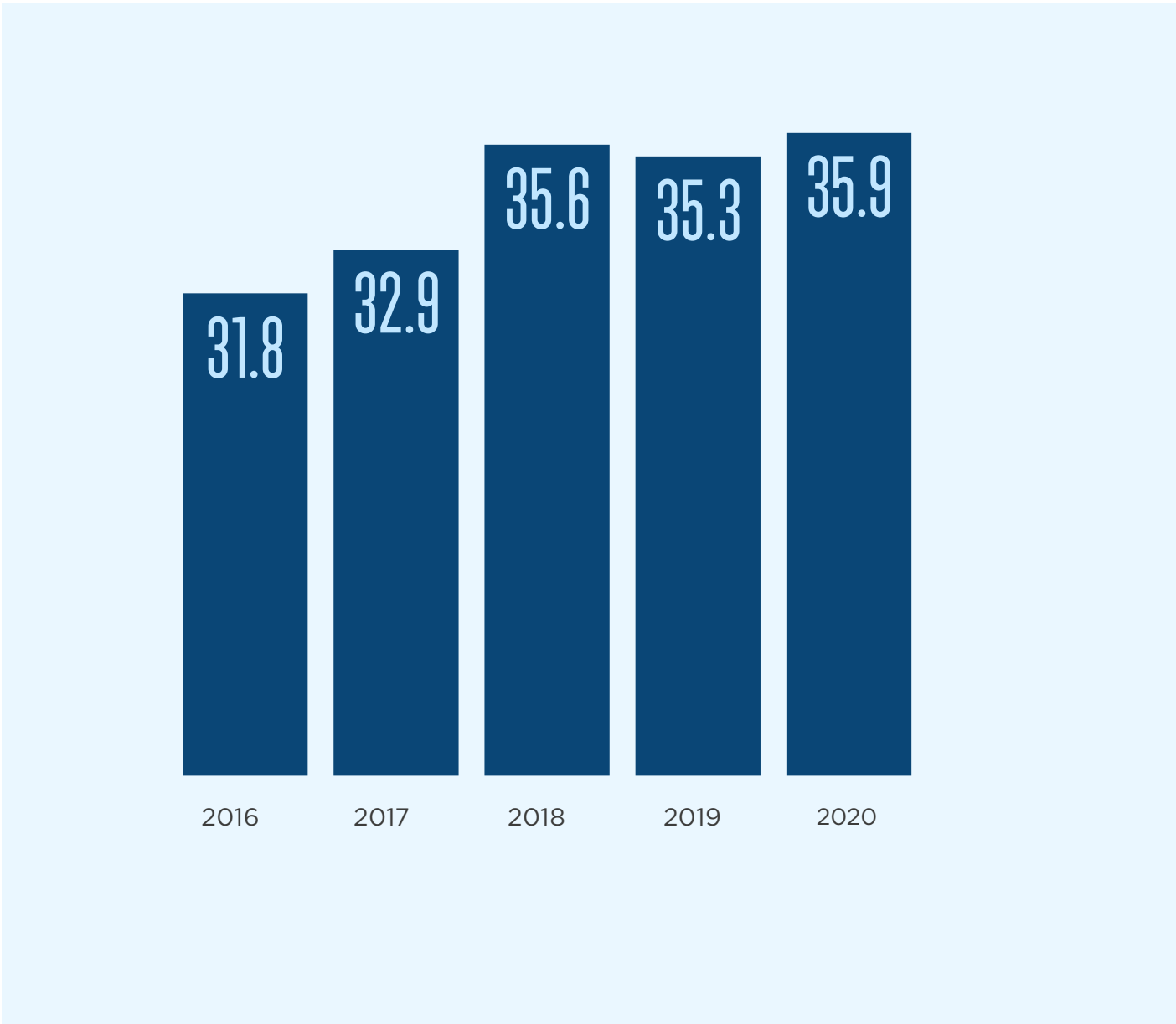
MONITORING
REPORTING
EVALUATION

DONOR SUPPORT AND RESOURCES

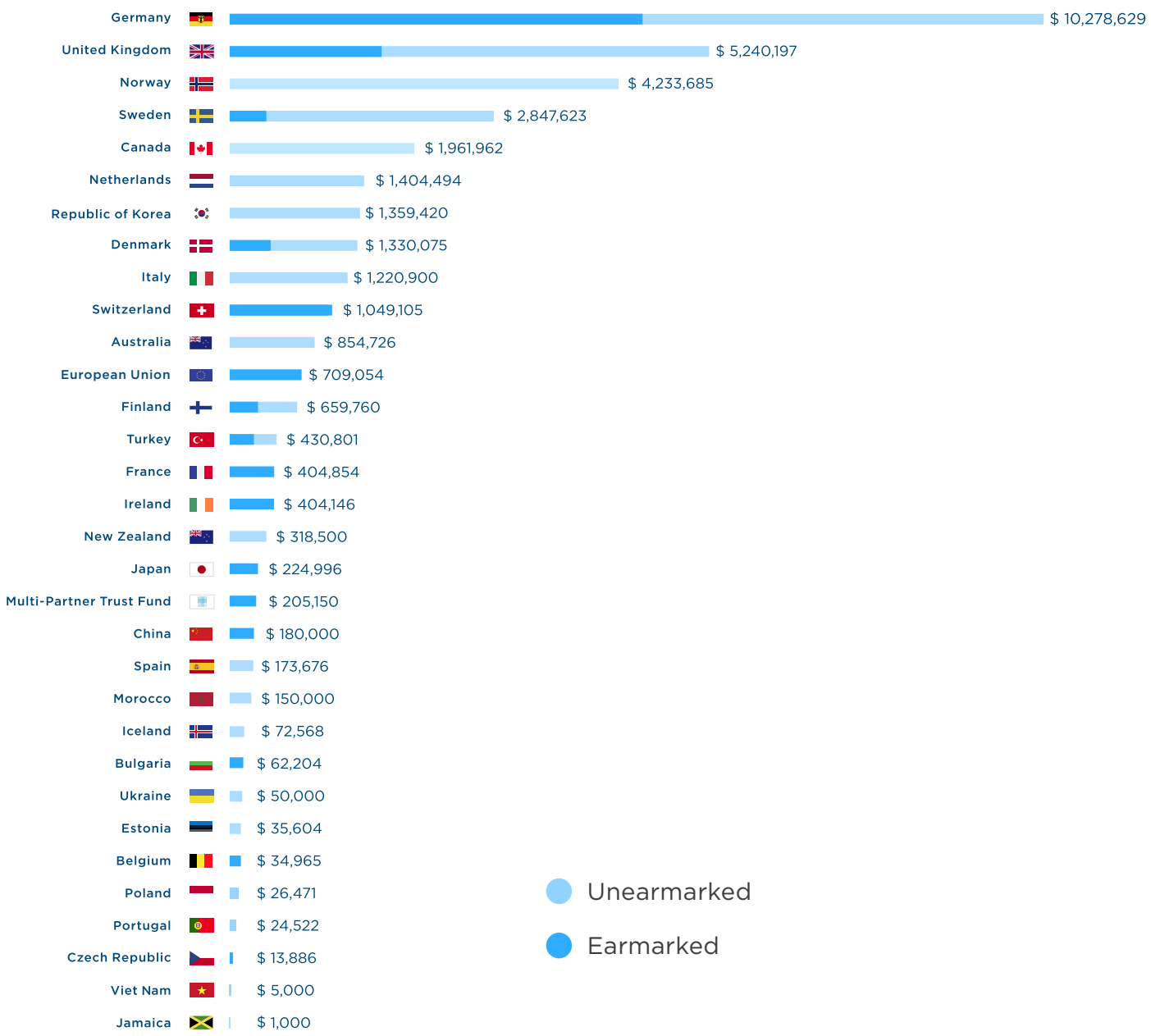
DPPA relies on support from its donors to carry out its mandate. Since 2016, 45 Member States and other partners have contributed more than \$170 million to the MYA, demonstrating support and confidence in the Department’s efforts.

In 2020, thanks to staunch support from its donors, DPPA received record-high contributions totaling \$35.9 million. Having welcomed 4 new donors in 2020, the Department remains committed to continue expanding its donor base to broaden the support for its work.

Funding from 2016 to 2020 in US\$ million



Funding Per Donor In 2020 In US\$

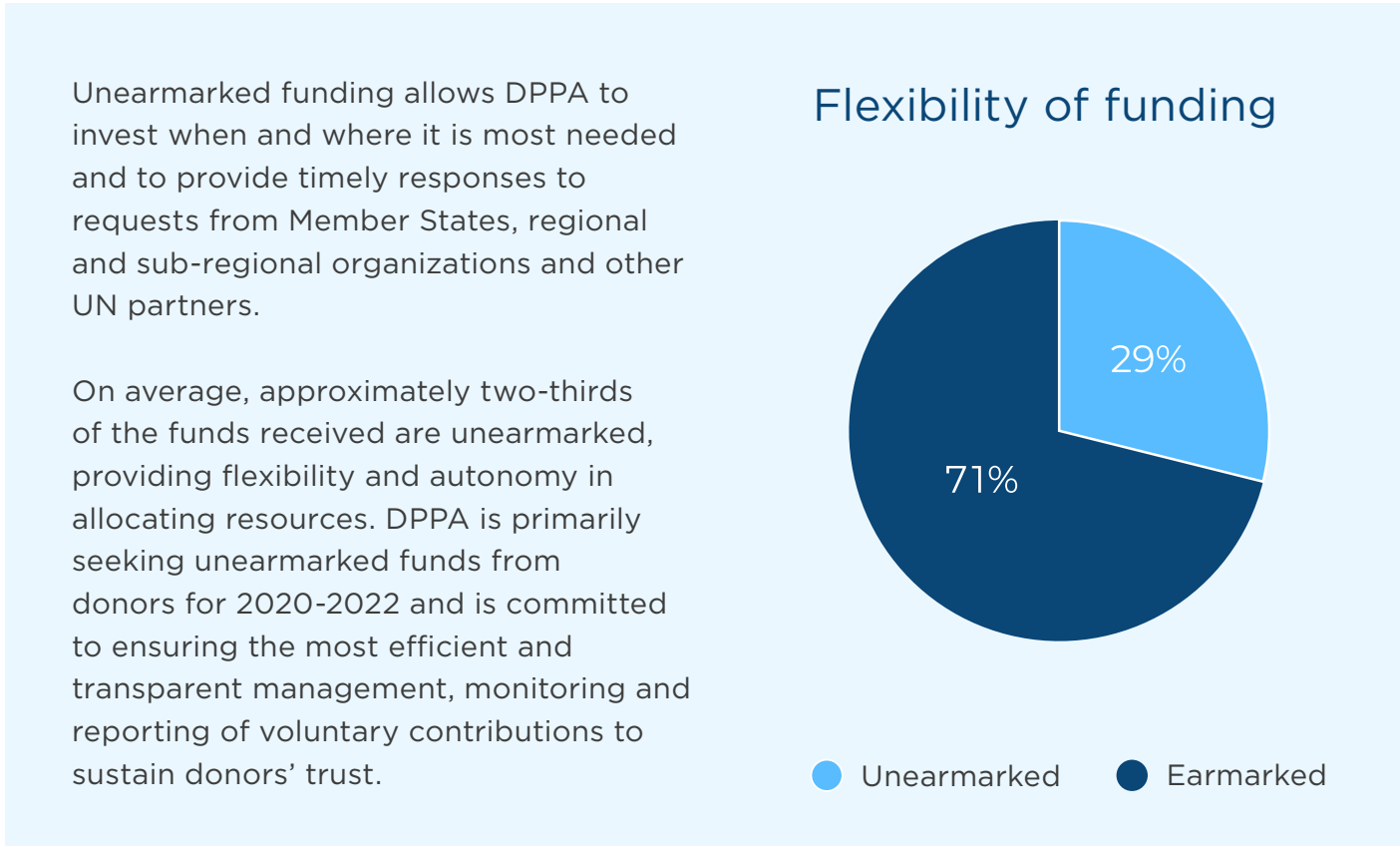


● Unearmarked
● Earmarked

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 DPPA and/or when funding Junior Professional Officers (JPOs). The channel code for reporting is 41148 UN DPA Trust Fund in Support of Political Affairs.

Annual requirement: \$40 million

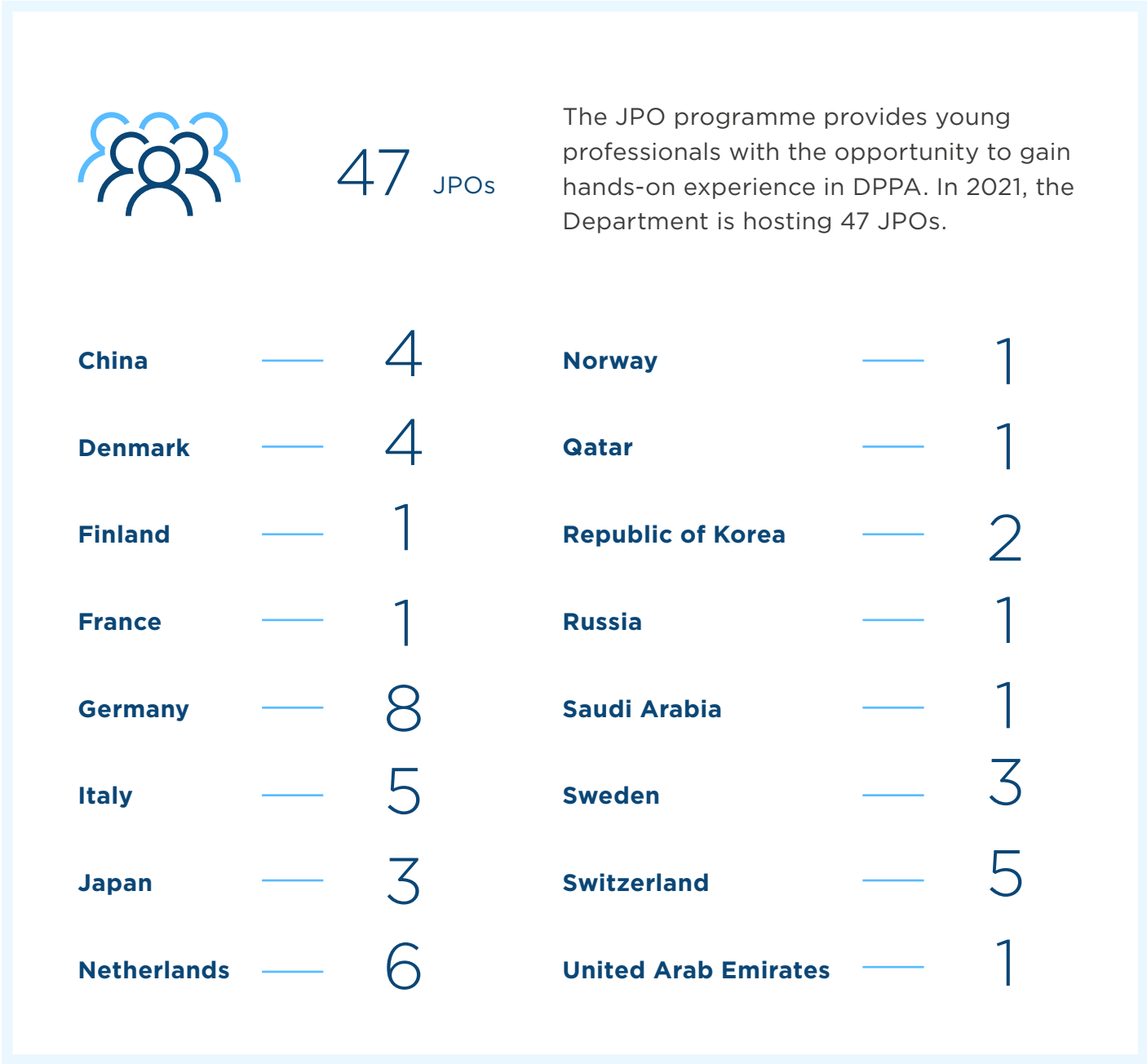
ENTIRE APPEAL 2020-2022:



8 multi-year agreements

Predictable funding is essential to plan and implement activities with greater flexibility and efficiency. In 2021, DPPA has 8 multi-year agreements for more than half of its income, a positive trend that it hopes to sustain.

Donors are encouraged to disburse contributions as early as possible in the year to help sustain a healthy cash position during the first two quarters and kickstart the implementation of activities.





Sir Brian Urquhart

(1919–2021)

One of the first employees of the United Nations, served under a range of UN Secretaries-General in various roles culminating in his appointment as the Under-Secretary-General for Political Affairs.

The long-time “soldier of peace” said in 1972, describing the political effectiveness of the UN:

**“From day to day,
one thinks it is hopeless,
but cumulatively,
it does work.”**

In memoriam



**For further information on
the Multi-Year Appeal,
please contact the
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