



2017 UPDATE

Multi-Year Appeal



United Nations
Department of Political Affairs

DIPLOMACY. PREVENTION. ACTION

Themes

The themes below represent the six key areas where the Department is seeking extrabudgetary funding in the context of the 2016-2017 Multi-Year Appeal

Prevention

DPA sets the agenda for conflict prevention



DPA uses its regional presence, liaison offices and SPMs to support the “good offices” of the Secretary-General and as platforms for early warning, prevention of conflict outbreak and for election-related violence. DPA advises the UN system and key external partners to maximize the impact of preventive diplomacy and to prevent the growth of violent extremism and transnational networks of crime.

Crisis Response

DPA responds to crises and resolves conflict



DPA continues to deploy its Crisis Response System – including through its Rapid Response Window, the Standby Team of Mediation experts, the Mediation Roster and surge capacity support – to effectively address and resolve conflicts in an inclusive and sustainable manner.

Investing in Peace

DPA fosters the conditions for sustainable peace



DPA supports Member States in the implementation of the Sustaining Peace agenda, as well as in the implementation of peace accords and inclusive democratisation processes, paying particular attention to the women, peace and security approach. DPA works with a wide range of peacebuilding actors to help foster the capacities of regional and local actors to sustain peace.

Expanding Partnerships

DPA creates and maintains relations with Member States and regional organizations



DPA builds upon its extensive partnerships with Member States and regional and subregional organizations to ensure a concerted and coordinated approach to conflict prevention and response worldwide. DPA works as close to the ground as possible to ensure that responses are tailored to the context and implemented rapidly.

Strengthening UN System-Wide Collaboration

DPA strengthens ties within the UN system and beyond



DPA works with a wide range of Departments at the Secretariat and with various Agencies, Funds and Programmes to enhance the coherence of UN engagements at Headquarters and in the field; we serve as the system-wide focal point on electoral assistance and mediation. Developing ties with Civil Society Organizations is also a priority.

Ensuring Organizational Effectiveness

DPA enhances transparency and accountability



DPA is constantly improving the feedback loops between Headquarters and the field, ensuring that guidance reflects learning and that learning is informed by guidance, while simultaneously improving strategic communication regarding our work. DPA is committed to continue enhancing its planning and evaluation processes to foster greater transparency and accountability, and to investing in its human resources to improve the effectiveness of its response.



Palai Veemankamam South Village Resettlement Area
in Jaffna District, Sri Lanka. September 2016.

UN Photo / Eskinder Debebe

Foreword

In September 2016, world leaders gathered for the United Nations General Assembly's seventy-first session against a backdrop of daunting global challenges. Many of the statements at that global forum contained grim litanies of present-day ills: terrorism and violent extremism, large scale refugee and migrant movements, armed conflicts that have resisted all attempts at resolution, and, not least, a lack of unity at the highest levels of multilateral policymaking. The picture that emerged from much of the debate was of an international system undergoing a severe test, one that has fed doubts about its adequacy in an era of increasingly complex dynamics between and within States.

Nevertheless, the Assembly debate also made clear that, even during these trying times, the power of multilateralism endures. Indeed, alongside the catalog of crises they rehearsed, global leaders also listed the recent Paris climate change agreement and the Sustainable Development Goals, undeniable evidence that the international community can still come together in the face of serious threats.

The spirit of collective responsibility was also what moved Member States to coalesce around the results of the peace and security reviews carried out over the last two years; far-reaching exercises that set the stage for the historic "Sustaining Peace" resolutions of the General Assembly and the Security Council.

The reviews and the Sustaining Peace agenda remind us that the United Nations (UN) was established with the central purpose of "saving succeeding generations from the scourge of war". "Sustaining Peace" reflects our common commitment to improve preventive capacities across all stages of a conflict and ensure that peace is indeed sustainable. It draws strength from and is in harmony with the 2030 Agenda for Sustainable Development, which underlines the fundamental connection between sustainable peace and development.

For us at DPA it is clear that Sustaining Peace represents a tremendous opportunity for truly joined up action to make prevention work better than it ever has, to forestall conflict, but also to anchor peace and set the stage for durable development.

But in bringing renewed attention to conflict prevention as part of a greater whole, the Sustaining Peace agenda also points up the fact that it remains under-prioritized and under-resourced. Prevention saves lives and money, but it has been a relatively difficult sell. I believe this is changing, and sustaining peace is hastening that change. The overwhelming global support this unique approach enjoys, should go a long way to dispelling any lingering fears that prevention is a euphemism for "intervention". Furthermore, Sustaining Peace places prevention in a context of coordination and cooperation in which Member States, global and regional institutions, civil society and other actors bring their resources and expertise to bear in an effective and efficient effort to make peace a lasting reality.

DPA is embracing the Sustaining Peace agenda as a key part of this global undertaking. In the following pages, we aim to show what we can bring to the table to realize the full potential of this new and unique approach.

This Update also informs our present and potential donors of the many different ways we have been working in 2016 to keep nascent tensions from becoming violent conflagrations, and help parties at odds overcome conflict, all for a relative fraction of the cost of addressing large scale conflict and violence.

We work closely with governments through our special political missions, regional offices, liaison presences, and leverage our relationships with UN partners, regional and sub-regional organizations to conduct early warning and



ABOVE: Under-Secretary-General for Political Affairs, Jeffrey Feltman speaks with Sheikh Hassan Mohamud, President of the Federal Republic of Somalia.

UN Photo

analysis. Our work also consists of “activating” our Special Envoys to foster dialogue and defuse tensions, using rapid response funding to deploy high-level experts, or sending colleagues from the Standby Team of Mediation Experts at short notice to help in peace negotiations. Using a context-tailored mix of teams on the ground, “roving” experts and the support of our staff at Headquarters, we work closely with Member States to craft responses to address conflicts still in their nascent stages.

This 2017 Update highlights some recent examples of success – mostly the result of quiet diplomacy – as well as future areas of focus. And whatever success we have accomplished is to be shared with those who generously supplement the funding we receive from the regular budget of the Organization. In recent years we have funded up to a third of our activities from voluntary contributions. In the absence of additional and more predictable regular budget support, we continue to rely upon voluntary contributions from Member States raised via the Multi-Year Appeal. These contributions provide us with the required flexibility to respond quickly and effectively to the ever growing demand for our expertise.

The scale and complexity of contemporary conflict are daunting. We are far from being able to claim that we have

found the right recipe to deal with all the different manifestations of inter- and, increasingly, intra-state confrontation. But it is just as true that today we have a body of accumulated experience and expertise, and the people to deploy, that enables us to respond to potential and ongoing conflict in an ever more refined and effective way. DPA continues to build on this store of knowledge, and corresponding toolbox, with invaluable support from our partners. We have reached our funding target in 2016 which confirms sustained donor confidence in DPA’s ability to deliver results. This Update makes a call for continued support in 2017. As we take on the Sustaining Peace agenda, we also seek to expand our base of support and look for contributions from all regions of the world. A broad and diversified donor base is not only a demonstration of the value the global community places on prevention; it also embodies our shared goal of cooperation and multilateral engagement at a time when it is sorely needed.

Jeffrey D. Feltman
Under-Secretary-General
Political Affairs

Introduction:

About the MYA Update

The Multi-Year Appeal (MYA) is a resource mobilization mechanism designed to secure support for the less predictable, but no less crucial, parts of DPA's work. The Department relies on extra-budgetary (XB) support to help prevent conflicts and respond to crises that cannot be anticipated or planned for. Today, voluntary contributions fund about one-third of our work. They help DPA meet the increased demand for its services with the flexibility and urgency that preventive diplomacy and crisis response require.

The 2017 Update complements the MYA 2016-2017 and presents the key results achieved in 2016 thanks to XB funds. It also provides an overview of what's new for 2017, with a particular focus on DPA's response to the **"Sustaining Peace"** resolutions adopted by the Security Council and the General Assembly in April 2016.

In 2016, DPA called for US\$25 million to cover six priority areas, and issued supplementary appeals for Syria (US\$1.3 million) and Yemen (US\$1.1 million), bringing the total requested funds to \$27.4 million. At the end of November 2016, the Department had mobilized \$27.2 million, reaching **99 per cent** of the intended target. The predictability of funding has also improved thanks to the conclusion of eight multi-year agreements with donors (compared to four in 2015) and a steady increase of unearmarked funding. Up to 70 per cent of the contributions received in 2016 are unearmarked (as opposed to 62 per cent in all of 2015 and 51 per cent in 2014). In addition, 15 new donors have joined the ranks since 2013, significantly expanding the donor base of DPA.

For 2017, the **Department is requesting \$27 million, including an additional \$2 million** to cover activities geared towards the implementation of the sustaining peace resolutions.¹

Priority Area	Amount requested for 2016	Amount requested for 2017
Prevention	\$6 million	\$6 million
Crisis response	\$6 million	\$6 million
Sustaining peace	\$6 million	\$8 million
Building external partnerships	\$2.5 million	\$2.5 million
Strengthening UN System-wide collaboration	\$2 million	\$2 million
Enhancing institutional effectiveness	\$2.5 million	\$2.5 million
TOTAL	\$25 million*	\$27 million

* In addition DPA issued a supplementary appeal for Syria (\$1.3 million) and a supplementary appeal for Yemen (\$1.1 million)

Contributions to the MYA are **Official Development Assistance (ODA)-eligible** in recognition of the fact that the majority of DPA's preventive diplomacy work takes place in or for the benefit of both developing countries and political processes essential to economic welfare. Donors are therefore able to meet their voluntary ODA targets when pledging funds to DPA and/or when funding Junior Professional Officers (JPOs). The channel code for reporting is **41148 UN DPA Trust Fund in Support of Political Affairs**.

¹ S/RES/282 and A/RES/70/262

STRATEGIC PLAN

2016 – 2019

MISSION

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

STRATEGIC OBJECTIVES

GOAL 1

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



1
Setting the agenda for conflict prevention



2
Reinforcing conflict response and resolution



3
Investing in sustainable peace

STRATEGIC OBJECTIVES

GOAL 2

Deepening and broadening partnerships within the UN and beyond.



4
Deepening relations with Member States and regional organizations



5
Strengthening ties within the UN system



6
Expanding the networks of partners

STRATEGIC OBJECTIVES

GOAL 3

Fit for the future: ensuring organizational effectiveness



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



8
Continued professionalization of human resources and management

Monitoring, evaluation and knowledge management



Investing in Peace:

DPA fosters the conditions for sustainable peace

Overview

In April 2016, the Security Council and the General Assembly adopted parallel and ground-breaking resolutions on “Sustaining Peace” in response to the *Report of the Secretary-General’s Advisory Group of Experts on the 2015 Review of the UN Peacebuilding Architecture*. Member States agreed on a new approach for sustaining peace, defined as both “a goal and a process...which encompasses activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict”, a definition that acknowledges that sustaining peace is an “inherently political process”. Sustaining Peace is then, at the heart of DPA’s work. The resolutions constitute the most comprehensive vision for peacebuilding to date, dovetailing with the renewed system-wide emphasis on *conflict prevention* and effectively eliminating the distinction between post-conflict peacebuilding and other forms of prevention.

The resolutions endorse, support and enhance DPA’s efforts to make and sustain peace. They chart a clear pathway for greater synergies between the Department, the Peacebuilding Commission (PBC), and a wide variety of UN and non-UN actors in support of Member States. Sustaining Peace is to be found at the core of DPA’s work undertaken by Special Political Missions (SPMs). It is also central to our thematic work on inclusive political processes, electoral assistance, constitutional processes and women’s participation. Strong partnerships with regional and sub-regional organizations, and with International Financial Institutions (IFIs), including the World Bank, will underpin this approach. DPA, together with the Peacebuilding Support Office (PSBO), is taking a lead role in the preparations for the Secretary-General’s report in response to the Sustaining Peace resolutions, which will include recommendations for sustainable and predictable financing to achieve this goal.

What’s new?

DPA has initiated efforts to operationalize these resolutions on the ground through two projects to be carried out in close consultation with the governments of Burkina Faso and Sri Lanka. In **Burkina Faso**, DPA will build on the good offices engagement by the Special Representative of the Secretary-General (SRSG) Mohamed Ibn Chambas. DPA is working with PBSO, the UN Resident Coordinator and the UN Country Team to ensure that the United Nations’ programmatic work on the ground supports democratic governance, reconciliation and peace. In the context of **Sri Lanka**, UN efforts will concentrate on implementing the ‘Peacebuilding Priority Plan’. XB funding in Burkina Faso and Sri Lanka will ensure sustained momentum for – and implementation in line with – the “Sustaining Peace” agenda.

In 2017, DPA is expanding its work on **land, natural resources and conflict** to include a pilot project in Somalia. Inter-clan and inter-communal competition for land has been a driver of conflict in the country, fostering intense political rivalry at multiple levels of society. This initiative, in partnership with UN-HABITAT, will include a survey of land governance and tenure systems, claims and disputes, with a view to assisting the Federal Government of Somalia in furthering reconciliation and conflict prevention efforts. This endeavour builds upon DPA’s work on natural resources and conflict in other regions, including the publication, “*Natural Resources and Conflict: A Guide for Mediation Practitioners*”.

Iraq has been steadily gaining ground against the ISIL terrorist group, as indicated by the liberation of key towns and cities, with the support of the international coalition. In anticipation of ISIL’s defeat, XB funding will be used to bring together young leaders, civil society, international nongovernmental



ABOVE: A delegate displays her identification card during the electoral process to choose members of the Lower House of the Federal Parliament in Kismaayo, Somalia. November 2016.

UN Photo / Awil Abukar

organisations and UN representatives to enhance awareness of the need to increase the participation of youth in Iraq's peace resolution and post-conflict processes. This will include the improvement of peace-education capacities; strengthening local youth capacity to participate in decision-making at all levels in local, national, regional and international institutions; supporting youth NGOs and networks to ensure a united approach and an aligned strategy. DPA will map youth actors; create a strategic framework that complements the UN Assistance Mission in Iraq's (UNAMI) reconciliation work, as well as define a national collective youth vision. This will also work towards the goal of reducing opportunities for at-risk youth to become radicalised.

In response to the peace and security reviews conducted in 2015, DPA is now implementing its **2016-2020 Women Peace and Security (WPS) strategy**. The gender strategy focuses on mainstreaming gender within DPA's conflict prevention work; expanding and deepening our partnerships; and, increasing women's participation in ceasefire and peace agreements. DPA's ability to implement this strategy has been significantly enhanced by the creation of a Gender, Peace and Security Unit, which is tasked with ensuring WPS issues are fully integrated into all DPA's engagements. XB funding was instrumental for the creation of this unit, and will be used in 2017 to ensure WPS issues are reflected in all Sustaining Peace initiatives.



XB-related achievements for 2016

During 2016, following four years of negotiations in Havana, the Government of **Colombia** and the *Fuerzas Armadas Revolucionarias de Colombia-Ejército del Pueblo (FARC-EP)* made historic commitments to end a conflict that has lasted for over five decades – signing a comprehensive peace agreement that includes a definitive bilateral ceasefire, cessation of hostilities and a laying down of arms accord that is to be monitored and verified by a UN Special Political Mission, in coordination with the parties. Pursuant to the adoption of Security Council Resolution 2261 the Mission was deployed to Colombia before the signing of the final agreement. As the year drew to a close, it had initiated cease-fire verification activities while political efforts continued to conclude a final peace agreement following the October plebiscite. DPA provided substantive and operational support to the on-going peace talks, while also ensuring backstopping support to SRSG Jean Arnault, and to the new UN Mission in Colombia. Colombia serves as a prime example of how DPA used XB funding to sustain a response to peacebuilding in a proactive manner, using the wide range of tools at our disposal in contexts where uncertainty about political developments make it impossible to predict resource requirements. DPA's support to Colombia would not have been possible without the flexible funding mechanism provided by the MYA.

In **Somalia**, the Federal Government agreed upon a model for the electoral process to select a new bicameral Federal Parliament in 2016, based on inclusivity and representation. In line with the Mogadishu Declaration of December 2015, the model approved by the Cabinet envisages a Lower House of 275 members, based on maintenance of the 4.5 power-sharing formula between the clans, and an Upper House of 54 members, based on equal representation of the existing, emerging and prospective federal member states, and the allocation of additional seats to the pre-existing

entities of Puntland and Somaliland. It also provides for 30% of the seats in both Houses to be reserved for women candidates. The UN Assistance Mission in Somalia (UNSOM) played a key role in support of the Government's preparations and consultations concerning the electoral process, which are expected to conclude by the end of the year. Thanks to XB funding, UNSOM also supported the work of, "Goodwill Ambassadors" who travelled around the country to advocate for the implementation of gender quotas. XB funding allowed for the provision of expertise and vital logistical support.

DPA coordinated **UN electoral assistance** in over 70 countries and continues to lead UN system-wide efforts to ensure timely responses to requests for such assistance. Since January 2016, DPA has received over 10 new requests for electoral assistance. XB funding continues to be instrumental for the deployment of Needs Assistance Missions (NAM), and other technical/advisory missions. For example, following a request from the Government of France, in January 2016 DPA dispatched a NAM to **New Caledonia**, a "sui generis community" within the Republic of France. The NAM was followed by the deployment of a team of 15 experts to serve as non-voting members of the Special Administrative Committees tasked with revising the register of voters and preparing the special register of voters for the referendum.

An example in support of regional organisations is the deployment of a Standby Team expert, together with an electoral adviser, to assist the African Union Facilitator Edem Kodjo to prepare and conduct a national dialogue in the Democratic Republic of Congo. The SBT adviser provided process design advice that helped the Facilitator engage with the stakeholders and advance the Dialogue. While the Dialogue led to a signed agreement between the participants, further actions towards engaging with all political stakeholders in organising peaceful and credible elections are being encouraged.

OPPOSITE PAGE: Observers of the UN Mission in Colombia witness the destruction of FARC-EP munitions and explosives. October 2016.

UN Photo



Crisis Response:

DPA responds to crises and resolves conflict

Overview

DPA's Crisis Response System consists of four major components:

- First, DPA's **Rapid Response Window** allows the Department to provide support to envoys, SPMs, Member States and regional/sub-regional organizations upon request; the mechanism is designed to meet crisis-type and short-term needs.
- Second, the **Standby Team (SBT) of Mediation Experts** enables the Department to provide on-demand expertise – deployable in 72 hours - to envoys, SPMs, DPKO missions, regional organizations, Member States and other requesting entities. Their areas of expertise include security arrangements and ceasefires, power-sharing arrangements, constitutions, gender and inclusion, transitional justice and reconciliation, and facilitation and process design.
- Third, the **Mediation Roster** provides a database with nearly 250 mediation experts – including some former SBT members – who can be deployed at short notice for longer mediation-support deployments.
- Fourth, the surge support from **Headquarters to Resident Coordinators** and other requesting parties to provide political analysis and expertise on the ground.

What's new?

The amount of funding allocated to the **Rapid Response Window** doubled from \$2 million in 2015 to \$4 million in 2016. In view of the demand, the Department is committed to maintaining similar levels of funding for 2017. Funding applies to a wide variety of thematic areas, such as early warning, mediation support, conflict prevention, as well as "surge" capacity and urgent deployment.

XB-related achievements for 2016

At the request of the Government, rapid response funding was used to deploy a senior advisor to the **Maldives** to help end the political crisis triggered by the arrest and sentencing of former President Nasheed. Thanks to XB funding and expert support provided by a SBT member, the senior advisor was able to hold proximity talks in Malé and convene a preparatory meeting for all-party talks, the first time the opposition and governing parties had sat together since 2015. In an effort to continue the political dialogue process in the fluid situation, the senior advisor remains in constant touch with all parties and is on standby to deploy to Malé again, as the need arises.

Preparations for presidential elections in **Benin** were hampered by challenges related to the printing and distribution of voters' cards, which led to the postponement of the election. The political climate was also marred by the intensification of political competition and rivalries. When the incumbent Prime Minister Lionel Zinsou's candidacy – heavily supported by the outgoing President – was rejected by leading party members, the risk of a contested election result increased. Through rapid response funding, DPA deployed surge support to assist the United Nations Office for West Africa (UNOWAS) and in particular SRSG Chambas to defuse tensions, and help to create an environment conducive for peaceful, credible, and inclusive presidential elections in Benin.

In **Libya**, efforts have focused on the implementation of the Libyan Political Agreement and the formation of some of the institutions outlined in that agreement, including the Presidency Council, which arrived in Tripoli on 30 March. Efforts are now centered on broadening the basis of support for the agreement and for the bodies it created, as well as addressing the security situation, which remains a significant concern. More specifically, XB funding was used to deploy political capacity to support the Mission at a critical time, including SBT experts to strengthen the implementation of Security Council resolution 1325 on WPS. Indeed, UNSMIL has continued to promote women's participation in the Libyan Political Dialogue and Constitutional Drafting Process, by launching a separate Women's Track to ensure regular



consultations with activists, and by organizing a conference for 38 women's groups, which led to the development of the Libyan Women's Agenda for Peace.

The **2016 Standby Team of Mediation Experts**, which formally took up its functions in March, includes eight members with expertise in security arrangements and ceasefires, power-sharing arrangements, constitutions, gender and inclusion, transitional justice and reconciliation, facilitation and process design. As of November 2016, the Standby Team has deployed operationally or provided remote support in more than one hundred instances.

By way of example, DPA dispatched two Standby-Team experts to support the Yemen peace talks held in Kuwait under the auspices of the UN. The experts provided technical advice to the Special Envoy for Yemen, particularly with respect to process design, political and security arrangements. Similarly, an SBT expert has been deployed in support of the Special Envoy for Syria, Staffan de Mistura. The Expert has advised on the design and substance of the Inter-Syrian Talks.

ABOVE: Diplomats, international organizations, civil society and the private sector met in Kabul at the Presidential Palace with senior leaders of the Afghan Government to review preparations ahead of a major international conference on Afghanistan. September 2016

Photo UNAMA / Fardin Waezi.

In response to a request from the Government of **El Salvador**, in 2016 DPA deployed three missions to assess conditions for a national dialogue and propose a way forward. Two of the teams deployed to San Salvador included an SBT expert on process design. The SBT expert also accompanied the design process by providing mediation and dialogue expertise from UN headquarters. The dialogue is expected to be launched in 2017.

Furthermore, a Mediation Roster expert was deployed to assist the **UN Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)** in engaging key stakeholders and promoting dialogue on water-sharing cooperation and energy issues.



Prevention:

DPA sets the agenda for conflict prevention

Overview

DPA is the operational arm of the UN for conflict prevention. It does so by, among other means, discharging the Secretary-General's good offices mandate, including through Special Envoys and Special Representatives, regional offices and liaison presences. Used in conjunction with our Rapid Response Window, our network of field presences are uniquely placed to conduct the early warning analysis required to put conflict prevention into practice through early action.

Our three regional offices - namely, the UN Regional Centre for Prevention Diplomacy for Central Asia (UNRCCA); the UN Office for West Africa and the Sahel (UNOWAS); and the UN Regional Office for Central Africa (UNOCA) – as well as the United Nations Office to the African Union (UNOAU), our liaison presences in Bangkok, Brussels, Jakarta, Kathmandu, and Vienna provide the 'missing link' in contexts where the absence of a political presence would greatly hamper the Department's ability to fulfill its mandate. These entities are some of the most cost-effective investments that can be made in the area of conflict prevention.

Through the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention, we are also able to provide critical, dedicated support to UN Resident Coordinators and United Nations Country Teams operating in complex situations, and through which we support the development of national capacities for conflict prevention.

Our work in all of these settings, contributes to the implementation of the "Sustaining Peace" agenda as well as the 2030 Agenda for Sustainable Development. Working together with the wider UN system, DPA will continue to use its engagements to further progress towards the achievement of the Sustainable Development Goals (SDGs) and building "peaceful, just and inclusive societies" under Goal 16. While Goal 16 is most explicitly tied to DPA's mandate, all the SDGs and targets have a direct bearing on the work of the Department. We know that peace is a precondition for development, but also that many SDGs address powerful drivers of conflict such as marginalization and exclusion (including the exclusion of women); environmental degradation and

unequal distribution of natural resources; lack of access to basic services, food, livelihoods and employment; weak governance, corruption and human rights abuses. Unattained SDGs threaten to ignite new or deepen pre-existing conflicts.

What's new?

In **Central Asia and Afghanistan**, DPA will use XB funding to build the conflict prevention, mediation and negotiation capacities of civil servants to better enable them to ease tensions and engage in constructive problem-solving processes. This new engagement organized by the UNRCCA, builds upon the Centre's successful partnership on preventive diplomacy training with the United Nations Institute for Training and Research (UNITAR) and the Government of Finland in 2015. It is designed to ensure that all five countries in the region, and Afghanistan, are knowledgeable about international norms and instruments for the peaceful resolution of disputes.

Led by the new Gender, Peace and Security Unit, DPA will partner with both the Office of the Special Representative of the Secretary General on Sexual Violence in Conflict (SVC) and UN-Action on **conflict-related sexual violence** (CRSV) in 2017, with a view to further increasing system-wide SVC capacity. CRSV-related early warning indicators will now be included in relevant political analysis. DPA will also continue to promote the inclusion of CRSV-related provisions in monitoring and implementation arrangements of ceasefire and peace agreements, as and where relevant.

XB-related achievements for 2016

The **United Nations Regional Office for Central Africa (UNOCA)** has continued to play an instrumental role with regards to the Lord's Resistance Army (LRA). Since the Security Council endorsed the strategy to address the threat in 2012, UNOCA has been actively implementing the strategy



in LRA-affected countries in partnership with the AU, the Economic Community of Central Africa States (ECCAS), and UN entities. In 2016, UNOCA, the AU and UNOAU reviewed the disarmament, demobilization, repatriation, resettlement and reintegration (DDRRR) procedures and capacity for LRA returnees. A status report, which takes stock of current capacity, identifies clear roles and responsibilities for all actors through the DDRRR Service Network, with concise recommendations on how to address gaps. In parallel, UNOCA continues to promote sustainable peace in the region through women's empowerment and political engagement through the establishment of a sub-regional network in collaboration with ECCAS.

DPA supported a joint UN and AU engagement in **Comoros** when tensions rose in 2015 over the eligibility of former President Sambi to run in the 2016 presidential elections. A joint UN-AU statement was issued which called for respect for the principle of alternation of the presidency among candidates, and both actors subsequently urged for calm and for

ABOVE: Under-Secretary-General Jeffrey Feltman speaks with political leaders, members of the opposition and candidates of the August 2016 elections during a visit to Gabon.

Photo UNOCA / Norbert N. Ouendji

the peaceful resolution of the conflict following the first and second rounds of election in early 2016. In April 2016, the SG's Special Representative to the AU, Haile Menkerios, travelled to Comoros, where he represented both organizations in consultations with all stakeholders and urged restraint and for the electoral institutions to function free from political influence. Following the visit, a senior electoral expert was dispatched to provide advice and counsel to the UN Resident Coordinator and international partners on the one hand, and technical support to the national electoral institutions on the other. A successful and peaceful partial re-run of the presidential and gubernatorial elections in Anjouan Island was held on 11 May 2016. United Nations support and contribution to this endeavour in Comoros would not have been possible without XB funding.



Expanding Partnerships: DPA creates and maintains relations with Member States and regional organizations

Overview

Deepened cooperation with Member States, regional and sub-regional organizations is a prerequisite for effective conflict prevention, response and resolution. In his report on “*The Future of United Nations Peace Operations: Implementation of the Recommendations of the High Level Panel on Peace Operations*,” the Secretary-General reiterated the centrality of stronger global-regional partnerships for effective international peace and security engagements. DPA has already invested heavily in expanding the nature, range and modalities of our partnerships across the globe.

What's new?

A review of the Special Envoy of the Great Lakes' mandate in 2016 highlighted the need to strengthen relationships with regional organizations, and to play a more systematic role in providing guidance and support to UN agencies, funds and programmes working in the region. In terms of regional partnerships in 2017, DPA will focus on strengthening relationships with and support to the **International Conference on the Great Lakes Region (ICGLR)**, the **East Africa Community (EAC)** and the **Economic Community of the Great Lakes Countries**, to help increase their capacity on early warning, conflict prevention and conflict management. These relationships are vital for coordinated and concerted effort to support the implementation of national and regional commitments under the Peace, Security and Cooperation Framework, and to address the risks associated with violent extremism and terrorism. Engagement with these entities can be sustained thanks to XB funding provided for through the MYA. The ICGLR's September pledge to mediate increasing tensions between Burundi and Rwanda underscores the importance of strengthening relationships with the body, and ensuring coordination in efforts related to mediation and political support.

XB-related achievements for 2016

In 2016, the **Association of Southeast Asian Nations (ASEAN)** and the UN successfully held its 8th Summit in Lao PDR. At the Summit, the Secretary-General and the ASEAN leaders adopted the first-ever ASEAN-UN Plan of Action for 2016-2020, which includes concrete engagements in the Political-Security Cooperation pillar, including: a series of regional dialogues; collaboration with the ASEAN Institute for Peace and Reconciliation; trainings for ASEAN diplomats in conflict prevention and preventive diplomacy; and, the sharing of best practices in voluntary electoral observation. In collaboration with the ASEAN counterparts and UN partners, DPA is taking the lead in immediately implementing the ASEAN-UN Plan of Action, in particular through its DPA Liaison Officer in Jakarta whose presence has been made possible with the XB resources. In November 2016, DPA organized the third ASEAN-UN Regional Dialogue on Conflict Prevention and Preventing Violent Extremism (AURED III), together with the Ministry for Foreign Affairs of the Republic of Indonesia, the ASEAN Secretariat and the Centre for Strategic and International Studies of Indonesia. It focused on the non-security aspects and thematic non-state approaches to preventing violent extremism. In all these engagements, the DPA Liaison Officer in Jakarta played a pivotal role in ensuring maximum collaboration with the ASEAN counterparts, producing action-oriented outcome documents, and implementing specific activities from such outcomes.

The **African Union** continues to be a crucial strategic partner for DPA as the peace and security challenges, that are being addressed jointly, have increased. These include the ongoing collaborations on Somalia and Darfur, and negotiations between the Sudan and South Sudan to the crises in Mali and the Sahel. Through the **United Nations Office to the African Union**, and with XB support, DPA has advanced the partnership in the fields of conflict prevention, mediation, and early warning. As a follow-up to the report of the High-Level Independent Panel on Peace Operations, the two entities have been developing a Joint Framework for an Enhanced Partnership in Peace and Security. The framework



is designed to further institutionalize cooperation and systematize working-level consultations, information-sharing, and joint training. The partnership also continued to further country-specific engagements; in Somalia, for example, UN-AU engagements are instrumental to supporting the complex peacebuilding and state building processes in the country.

DPA, in cooperation with UNDP, conducted a workshop and roundtable discussion for the **Caribbean Community (CARICOM)** Secretariat and its Member States in March 2016. The workshop provided a unique opportunity for 35 participants from the CARICOM Secretariat, 12 Member States of the regional organizations, representatives from other regional organizations such as the Organization for Regional Security and Cooperation in Europe (OSCE), the Organization for Islamic Cooperation (OIC), and the Organization of American States (OAS). It also provided an opportunity for

ABOVE: Observers of the UN Mission in Colombia. September 2016.

UN Photo

the UN to share good practices related to elections and electoral processes, especially on election observation and the promotion of women's participation.

In July 2016, DPA advanced the discussions between the UN and **OSCE** counterparts in and working on Moldova, including between the OSCE presence in Moldova and the Peace and Development Advisor. Throughout this engagement, DPA and the OSCE Mission in Moldova also exchange views on the ongoing conflict resolution process. Importantly, this initiative – made possible thanks to XB funding - allowed DPA to gain a deeper understanding of OSCE structures, their policies, institutional strengths and cooperation arrangements, as part of a broader effort to further strengthen the cooperation between the UN and the OSCE.



Strengthening UN System-wide Collaboration:

DPA strengthens ties with the UN system and beyond

Overview

The Department embraces and consistently puts into action the prerequisite of working across the three UN pillars of peace and security, development and human rights. It does so through its central role in the Sustaining Peace agenda; observer status with the UN Development Group; coordination with the development arm on key political issues; partnership with UNDP on the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention; increased focus on the SDGs; and by utilizing the Women, Peace and Security Framework as a cross-cutting initiative. It also collaborates closely with the human rights machinery of the UN.

What's new?

In partnership with UNDP and PBSO, DPA is using XB funds to work with the **World Bank** on a major, year-long study tentatively entitled: *"How can development interventions help prevent violent conflict?"* The joint policy study will build upon the World Development Report of 2011 on Conflict, Security and Development. This work will be updated to incorporate analysis from research that has been undertaken over the last 5 years, as well as integrate new analysis of the global increase in violent conflict since 2011. The objective of the report is to improve the understanding of the potential role of development policies and programs in conflict prevention, and to provide recommendations on how development actors can strengthen their conflict prevention efforts. The concept note for the study was launched at the Annual meetings of the World Bank and the International Monetary Fund in October 2016, and the final report is expected by the end of 2017. This strategic partnership sets the stage for closer cooperation between the World Bank and the UN in the interconnected areas of peace, security and development, following the close collaboration

between the Secretary-General and the President of the World Bank.

DPA and DPKO will also jointly launch in 2017 the **Middle East Intermission Platform (MEIP)**, which will provide a space for work among the various missions deployed in the region, including special envoys and advisers and country-based missions. This will, accelerate access to information and secure the institutional memory of the UN on issues relevant to the Middle East. MEIP will include an overview of each mission's staff and their relevant portfolios, a digital library of intermission analytical products, such as joint policy papers, and open-source material relevant to the missions across the region. It will also provide a forum for intermission exchanges and collaboration, media monitoring lists, and a shared intermission calendar about key events in the region.

XB-related achievements for 2016

The **Concessional Financing Facility for the Middle East and North Africa (MENA CFF)** – a UN-World Bank initiative to address the impacts of the Syrian refugee crisis announced the first projects to receive support to refugees and host communities in Jordan and Lebanon. The two projects approved at the first steering committee meeting of the CFF will improve job opportunities for over 200,000 Syrian refugees, and address the urgently needed rehabilitation of municipal infrastructure. In light of the pressing challenges associated with the increasing number of migrants and refugees, the United States launched a Global Concessional Facility in September 2016, as part of a Global Crisis Response Facility, which will eventually cover issues beyond migration and refugees. The UN, led by DPA with the support of XB funds, has provided significant policy and normative inputs to both facilities.



ABOVE: Secretary-General Ban Ki-moon (centre) in Beirut, Lebanon, with Sigrid Kaag (left), UN Special Coordinator for Lebanon; and Wafic Rhaimé (right), Secretary General of the Ministry of Foreign Affairs and Emigrants of Lebanon. March 2016.

UN Photo/Mark Garten



Ensuring Organizational Effectiveness:

DPA enhances organizational effectiveness and accountability

Overview

The Department is continually making strides to ensure it enhances its organizational effectiveness and accountability. In 2016, DPA launched its new Strategic Plan 2016-2019 – and an accompanying results framework – that covers the wide range of work of the Department, provides guiding principles for future work, and sets up a number of long-term strategic objectives. The Strategic Plan supports decision-making processes, assists with prioritization and with the efficient allocation of resources. Our knowledge management strategy supplements our planning processes to ensure that we are continually learning and adjusting our engagements, and equipping our staff with the skills and expertise they need to continue delivering in the most efficient and effective way possible. DPA also pays special attention to well informed and cutting edge analysis to guide our work.

What's new?

Using XB funds, we will continue to refine and enhance our analytical capacities with a sharpened focus on data collection, data analysis, early warning, communications, and translating such analysis into political strategies.

XB funds will also be utilized to develop a website that upgrades the existing resources available to the **Security Council Affairs Division** by automating data collection, allowing complex and multi-layered queries and data analysis relating to the work and practice of the Security Council. The database will incorporate a report making functionality, including generation of complex visual representations of data such as charts, graphs, maps, and timelines. The proposed system will employ a user-friendly interface and provide a better response to queries by Member States and the larger public on the practice of the Security Council, including on UN

field missions, sanctions measures and cross-cutting thematic issues.

In response to the Security Council's call (S/2016/89) for further progress towards the **implementation of the UN Integrated Strategy for the Sahel** (UNISS), and following up on concerns raised by Sahel countries and UN entities on gaps in UNISS, DPA is commissioning an evaluation of the implementation of the strategy using XB funds.

As a result of the escalation of piracy and armed robbery off the coast of Somalia, the Security Council adopted resolutions that led to the establishment of the Contact Group on Piracy off the Coast of Somalia, and in 2010, the creation of a **Trust Fund to Support Initiatives of States Countering Piracy off the Coast of Somalia** (the Trust Fund). DPA commissioned an independent Strategic Review of the Trust Fund through the use of XB and Trust Fund resources to better understand the changing context, take stock of achievements, identify gaps and make recommendations for the future of the Trust Fund. The review found that the initiatives supported by the Trust Fund were highly efficient and effective at supporting interventions at sea and building prosecution and detention capacity thereby breaking the catch and release cycle. These have halted any successful piracy attacks on commercial vessels since 2012. However, the root causes of piracy persist and the threat of resurgence remains. This requires ongoing and concerted efforts both at sea and on shore.

The **Office of Internal Oversight Services** (OIOS) conducted an evaluation of DPA in 2016 and found that DPA has supported almost all of the highest-criticality conflict settings, and has broadened its reach thanks to the deployment of Peace and Development Advisors in non-mission settings. In addition, the OIOS evaluation recommended that



ABOVE: SRSJG Ján Kubiš at a conference in Baghdad on violence against women. October 2016.

Photos by UNAMI PIO

DPA: institutionalize its role in strengthening field-level accountability; fill key analytical gaps for early warning, early action and evaluation; and strengthen field-level planning processes. Based on the OIOS recommendation and building on DPA's evaluation policy, evaluation plan and efforts to increase the number and quality of evaluations conducted, DPA will have a **dedicated evaluation capacity on board in 2017**.

XB-related achievements for 2016

For the fourth consecutive year, **DPA received a score of 'A' in the United Kingdom (UK) review of its work**. The Review, conducted by the UK's Department for International Development (DfID) praised DPA's ability to raise funds in a difficult environment, noting that the MYA has become a reference document for other UN Departments. The Review recognized DPA's leading role and presence in many of the world's worst conflicts. It confirmed that "DPA has performed well against the majority of objectives ... [and] is an effective actor in preventive diplomacy after a radical transformation over the last decade". In particular, the Review underlined the effective and valuable mediation support provided by the SBT of Mediation Experts, and called DPA's ability to handle electoral assistance, a fundamentally political exercise, as one of its most significant comparative advantages.

The new Gender, Peace and Security Unit has continued to conduct extensive trainings related to **Women, Peace and Security (WPS) and conflict-related sexual violence**

(CRSV). For example, in April 2016, DPA's Gender Unit conducted the 11th WPS training for staff from Headquarters, field missions, and Peace and Development Advisors deployed in non-mission settings, to address gender/WPS issues. This included CRSV in prevention, peacemaking and peacebuilding. In May 2016, DPA developed and conducted a Gender/WPS and Countering Terrorism and Preventing Violent Extremism (CT/PVE) training for the staff of the Counter-Terrorism Implementation Task Force (CTITF). During the same period, the Unit also co-facilitated the first ever Training-of-Trainers course on the DPKO-DFS Integrated Training Materials on the Prevention and Response to Conflict-related Sexual Violence (CRSV) in UN Peace Operations. Following the course, UNSOM organized a joint UNSOM-AMISOM Scenario Based Training on the Prevention of CRSV. These have not only led to greater awareness but the application of learning to meet DPA's strategic objectives.

As part of the **DPA-UN HABITAT partnership on land and conflict-related issues**, the first training was held in March 2016. The training seeks to develop an enhanced understanding of land as a root cause and driver of conflict, a bottleneck to recovery and, therefore its instrumentality to peacebuilding endeavours. DPA has also contributed significantly to the UN Scoping and Status Study on Land and Conflict, which highlights the importance of bridging the technical knowledge of actors with the political dimensions of resolving land-based conflict. Through XB funding, DPA also contributed to the work of the Global Land and Conflict Coalition by helping to shape its road map for implementation.

DPA Resources

Appeal Stats

\$27.4m
APPEALED*

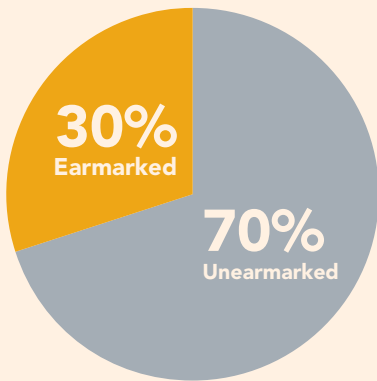
\$27.2m
RECEIVED**

* Including Supplementary Appeals for Syria post-agreement planning and Yemen

** From January to 15 November 2016

Appeal
99%
Funded

Flexibility of funding

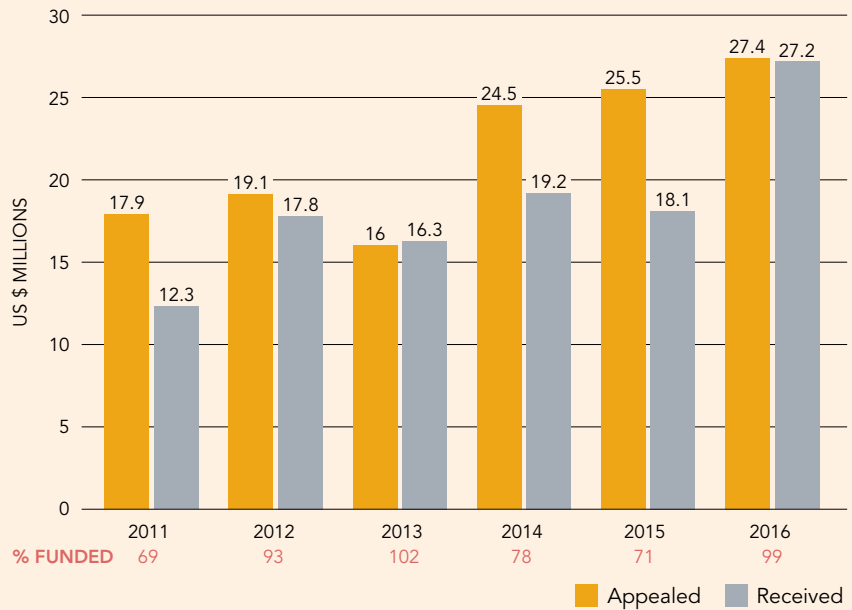


Predictability of funding

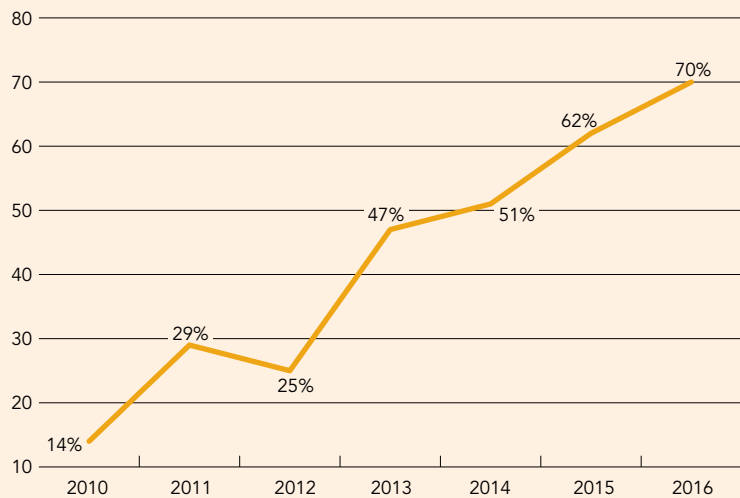
From 4
multi-year
agreements
in 2015 to
8 in 2016

In total these
contributions
represent
54% of the
total received

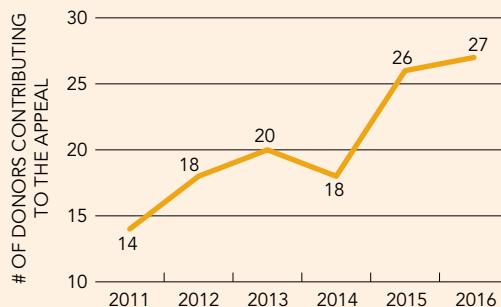
Funding Levels of DPA's Appeals (2011 - 2016)



Evolution of unearmarked funding (% of the total mobilised)



Donor Base

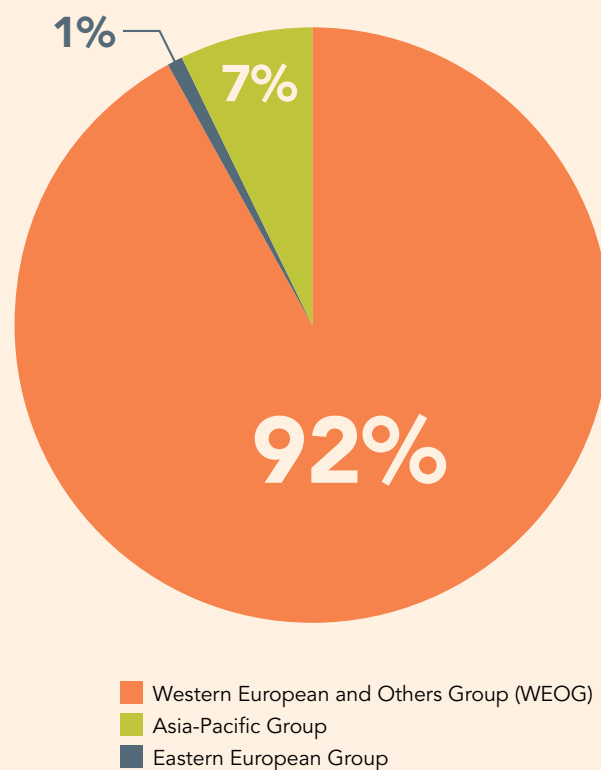


Contributions and hard pledges received from January to November 2016

Donor	Amount (thousand USD)
Argentina	15
Australia	263
Belgium	80
Canada	3,885
Denmark	874
Ecuador	5
EU	791
Finland	218
France	552
Germany	5,052
Hungary	50
Italy	481
Ireland	360
Japan	500
Liechtenstein	10
Netherlands	1,540
Norway	2,700
New Zealand	360
Republic of Korea	1,200
Spain*	251
Slovakia	283
Switzerland	500
Sweden	1,200
Turkey	230
UAE	162
USA	1,411
United Kingdom	4,261
TOTAL RECEIVED	27,234
TOTAL REQUESTED	27,400

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

Contributions per UN Regional Groups of Member States (% of total mobilised in 2016)



Junior Professional Officers in DPA

Sponsoring country	#	Duty Station
China	2	New York
Denmark	4	2 New York, 1 Addis, 1 Beirut
Finland	1	New York
Germany	7	6 New York, 1 Dakar
Italy	1	New York
Japan	3	New York
Netherlands	5	3 New York, 1 Nairobi, 1 Brussels
Norway	3	1 New York, 1 Addis, 1 Tunis
Spain	1	New York
Switzerland	3	New York
TOTAL	30	23 in New York and 7 elsewhere



ABOVE: Afghan girls are shown taking part in a community-based school on the outskirts of Kabul.

Photo UNAMA / Eric Kanalstein



For further information on the Multi-Year Appeal,
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and Ms. Nerea Sanchez-Mateo, Program Officer for Donor Relations
(sanchezmateo@un.org)



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