

MULTI-YEAR APPEAL

2018-2019

**Inclusion, innovation and
“work across UN pillars”
our focus:**
Under-Secretary-General
for Political Affairs

**Voluntary funds help face rising
demand for expertise in conflict
prevention and mediation**
DPA calling for \$54 million
over two years

**Growing donor base contributes
to stronger execution**
Number of DPA partners
in steady increase



United Nations
Department of Political Affairs
DIPLOMACY. PREVENTION. ACTION

For further information on the Multi-Year Appeal, please contact
Mr. Sushil Raj, Senior Officer for Donor Relations (raj3@un.org)
and **Ms. Nerea Sanchez Mateo**, Program Officer for Donor Relations
(sanchezmateo@un.org)

COVER: Supporters wave The Gambia's national flag as they cheer during the inauguration ceremony for the start of Gambian President Adama Barrow's presidency at the Independence Stadium in Bakau, west of the capital Banjul, on 18 February 2017.

SEYLOU / AFP / Getty Images

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Foreword



Jeffrey Feltman,
Under-Secretary-General
for Political Affairs.
6 March 2017.

UN Photo / Evan Schneider

As the end of 2017 approaches, it is tempting to frame a year that has seen so many political changes around the world in epochal terms and try to discover some deeper historical meaning. At such a short remove, and in relation to so brief a period of time, that is inevitably a futile exercise. I believe, however, that 2017 demonstrates one essential truth: the past, to paraphrase William Faulkner, is never truly past. And so, this year we have seen the return – and not as aberrations – of phenomena and perils many of us believed had become unthinkable. Terms like “ethnic cleansing” and “nuclear winter” are

back in common usage, not in history books, but in the news. Multilateralism itself, one of the great guarantors of relative global stability for nearly a century, has been questioned in terms not heard in decades.

But if it is true that history is not exclusively the history of progress, it is also true that we *have* made progress that must be safeguarded. Epochal change or not, we do have to adapt to new realities and, as always, seek to improve our work and increase our impact. But we must also reaffirm the principles, values and institutions that have brought about so much human and economic development, security and human rights to the different parts of our globe in the last 70 years. That foundation continues to serve us well in tackling the tremendous difficulties before us. This understanding underpins the Secretary-General’s proposed reform of the peace and security work of the United Nations, in which DPA plays such a crucial role.

The reform, among other things, is intended to strengthen the link between political strategies and operations, as well as between the peace and security, development and human rights pillars of our work. And it is in this context that I present to you our Multi-Year Appeal (MYA) for 2018-2019¹.

The Secretary-General’s vision for centering the Organization’s work on peace and security around prevention and through a surge in diplomacy for peace reaffirms the United Nations founding mission. The MYA 2018-2019 lays out how DPA intends to further contribute to that vision, which is informed both by experience and the state of the world today, through activities and projects made possible by voluntary contributions. The MYA will buttress DPA’s work across pillars, as we continue to advance sustaining peace, including in Burkina Faso, Gambia, Sri Lanka and Solomon Islands. The MYA will also support the work of the newly established High-Level Advisory Board on Mediation.

¹ We expect that after a reform process, DPA would continue to rely on the MYA, which would operate in a complementary manner with other peace and security funding, including the United Nations Peacebuilding Fund.

The MYA places renewed emphasis on inclusion – of women, indigenous peoples, the young, minorities and others, traditionally marginalized from peace and political processes. Based on the distillation of our many years of experience supporting political processes for the prevention and resolution of conflict, we know well the importance of nationally-owned, people-centered and inclusive political solutions. In this context the MYA will continue to support activities that broaden our networks of civil society.

This inter-connected and inter-disciplinary approach is integral to the Sustainable Development Goals (SDGs) and their implementation by 2030. Sustaining peace is part and parcel of achieving the SDGs, and we will continue to support our partners in this regard.

The MYA will also allow DPA to continue to strengthen our liaison presences in Addis Ababa, Bangkok, Beijing, Brussels, Gaborone, Jakarta and Vienna as they deepen partnerships and work with regional organizations such as IGAD, ASEAN, SCO, EU, SADC, and OSCE. We have found that some of our most effective work promoting political solutions and conflict prevention is achieved through the regional and sub-regional partnerships we have developed. This aspect of our work will require continued extra-budgetary funding means until longer-term solutions are found.

Just as importantly, we will continue to innovate and to strengthen our organizational effectiveness and develop a new 2018-2019 Results Framework to help us measure progress. The MYA further lays out how we will continue to fully automate our internal databases on the Security Council's work, among other technological and technical improvements, and build the capacity of our staff to address the multiple challenges we face.

These ambitious objectives count on our continuing partnership with you. Your invaluable support helped us meet our funding target for 2017. The extra-budgetary funding provided us with the vital resources needed to deal with unforeseen situations and respond to a seemingly ever-growing number of requests for assistance or expertise from Member States.

In sum, in the absence of additional and predictable regular budget resources, your contributions enable us to deploy more broadly our various tools for preventive diplomacy, conflict resolution, and sustaining peace. Thus, for the 2018-2019 biennium we are appealing for \$54 million to be able to undertake the projects and activities outlined in the pages that follow.

I thank you, our longstanding and our new partners, for your strong support. I invite all Member States to consider contributing to these joint endeavors. Our efforts to prevent conflict and sustain peace are immeasurably strengthened when they enjoy your broad support.



Jeffrey Feltman
Under-Secretary-General
Political Affairs

Themes

In 2018-2019, XB funds will be used to advance DPA's work on six themes, all aligned with the priorities of its Strategic Plan:

Prevention

DPA sets the agenda for conflict prevention

DPA uses its regional offices, liaison presences, and Special Political Missions to support the good offices of the Secretary-General as platforms for early warning and action. DPA also advises the UN system and key partners to maximize the impact of preventive diplomacy and to prevent violent extremism and transnational criminal networks.

Crisis Response

DPA responds to crises and resolves conflict

DPA deploys its Crisis Response System – including through its Rapid Response Window, the Standby Team of Senior Mediation Advisers, the Mediation Roster and surge capacity support – to 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 advancing the sustaining peace agenda, as well as in implementing peace accords and building inclusive democratic institutions. Emphasizing the Women, Peace and Security and inclusive approach, DPA works with regional and local peacebuilding actors to foster their capacities to sustain peace.

Expanding Partnerships

DPA creates and maintains relations with Member States and regional organizations

DPA builds on its extensive partnerships with Member States and regional and sub-regional organizations to ensure a concerted and coordinated approach to conflict prevention and response worldwide. DPA also works with civil society organizations close to the ground to ensure contextual awareness, and rapid and conflict-sensitive responses.

Strengthening UN System-wide Collaboration

DPA strengthens ties within the UN system and beyond

DPA works across pillars with a wide range of departments in the UN Secretariat and with various UN agencies, funds and programmes to enhance the coherence of UN engagements at Headquarters and in the field. DPA serves as the system-wide focal point on electoral assistance and mediation.

Ensuring Organizational Effectiveness

DPA enhances transparency and accountability

DPA aims to enhance strong and effective feedback mechanisms between Headquarters and the field, so that guidance reflects learning and vice-versa, while simultaneously improving strategic communications. DPA is committed to investing in and strengthening its human resources and its planning and evaluation processes to increase effectiveness and foster greater transparency and accountability.

Introduction

THE SECRETARY-GENERAL has called for more robust and predictable funding for preventive diplomacy, conflict resolution, peacebuilding and mediation. In the absence of such funding, the Department of Political Affairs (DPA) mobilizes resources through its Multi-Year Appeal (MYA). DPA relies on extra-budgetary (XB) support to help prevent conflicts and respond to crises that cannot be anticipated or planned for. Extra-budgetary contributions also help DPA to meet the increased demand for its services from Member States with the flexibility and urgency that preventive diplomacy and crisis response require. In 2016, voluntary contributions funded about 40 percent of our work and allowed the Department to set up a new funding window to support innovative approaches. This New Ideas Window has funded a total of \$2.57 million for pilot projects on sustaining peace in Burkina Faso, Sri Lanka, and Comoros; youth inclusion in Iraq; minorities and land in Iraq; initiatives with UN-Habitat related to land and conflict in Somalia; and an upgrade of the systems to support the Security Council, to name a few.

In 2017, DPA called for \$27 million to cover six priority areas. At the end of November 2017, the Department had raised \$29.1 million. Over the course of the last few years, the predictability of voluntary funding has also improved, thanks to eight multi-year agreements with donors and

through the provision of unearmarked funding, which is essential to carrying out many of our activities and responding to unforeseen requests. Up to 76 percent of contributions received in 2017 were unearmarked. In addition, 11 new donors² have joined the ranks since 2016, significantly expanding DPA's donor base.

The MYA 2018-2019 lays out the priorities for the biennium, taking into account the Secretary-General's vision and focus on prevention, and in line with DPA's Strategic Plan for 2016-2019. Under the overarching priorities of the Strategic Plan, the MYA 2018-2019 puts emphasis on inclusive processes as part of setting the agenda for conflict prevention and as a cross-cutting theme in all areas of our work. The MYA continues investments in sustaining peace and further strengthening of partnerships and common agendas with regional and sub-regional organizations. In this regard, the Department will strengthen its liaison presences in order to provide better support to regional organizations. In light of the Secretary-General's vision for increased cross-pillar work, the Department will also continue to deepen its collaboration with the other parts of the United Nations system and beyond, while enhancing our organizational effectiveness. This Appeal also presents some progress under the lines of work funded through the New Ideas Window, and briefly highlights some key achievements and updates from 2017.

² Argentina, Estonia, France, Hungary, Iceland, Iraq, Kazakhstan, Luxembourg, Mexico, Philippines and Qatar.

For 2018-2019, the Department is requesting a total of \$54 million with an appeal of \$27 million per year, as per the breakdown presented in the table below. In addition, DPA is calling for \$400,000 for the biennium to cover the needs of the Trust Fund for the Repertoire of the Practice of the Security Council.

Priority Area	Amount requested in million USD	
	2018	2019
Prevention	6.5	6.5
Crisis response	6.5	6.5
Sustaining peace	6.5	6.5
Building external partnerships	3	3
Strengthening UN system wide collaboration	2	2
Enhancing institutional effectiveness	2.5	2.5
Total	27	27

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 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.

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 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

Prevention

Setting the Agenda for Conflict Prevention

OVERVIEW

DPA IS MANDATED TO SUPPORT Member States in preventing and resolving deadly conflict through peaceful means. It delivers by, among other means, discharging the Secretary-General's good offices mandates, including through Special Envoys and Special Representatives, regional offices and liaison presences. Our network of regional offices and field presences, in conjunction with the timely use of our Rapid Response Window, allows us to provide expert and timely political advice and analysis to the Secretary-General and the United Nations system; strengthen early warning capacity; establish partnerships; and build confidence among all concerned to allow conflict prevention to succeed.

Our three regional offices – namely, the UN Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA); the UN Office for West Africa and the Sahel (UNOWAS); and the UN Regional Office for Central Africa (UNOCA) – along with the United Nations Office to the African Union (UNOAU) are forward platforms for preventive diplomacy.

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 operat-

ing in complex situations; and contribute to the development of national capacities for conflict prevention.

In 2018-2019, DPA will place renewed emphasis on inclusion and inclusive processes, in the area of conflict prevention but also as a cross-cutting theme in all areas of our work.

LOOKING AHEAD 2018-2019

Inclusion and inclusive processes – Women, youth, indigenous peoples, minorities, and other stakeholders

Diversity – of actors, ideas and groups – is an opportunity, not a threat. Diversity means, among other things, the chance to tap into different viewpoints and approaches. Successful diversity and inclusion require investment in social and political cohesion; people must feel that their identities are respected and that they have a stake in their communities, societies, and nations. This is particularly important when looking at group-based grievances as root causes of conflict. Inequalities based on multiple and intersecting dimensions of exclusion often feed conflict in different ways, as underscored in the World Bank and United Nations study on *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*. For example,



ABOVE: Somali girls hold white cards as symbols of peace, at a ceremony to mark International Sports Day for development and peace in Mogadishu on 6 April 2017.

UN Photo / Ilyas Ahmed

tension between indigenous peoples, states and extractive industries over natural resource rights has resulted in violence in different parts of the world. Exclusion and absence of dialogue or consent are often cited as the main reasons for distrust and unrest. The inclusion and active participation of indigenous peoples in conflict prevention and resolution mechanisms is therefore essential to addressing these issues, including the consideration of their own traditional mechanisms of dispute resolution.

The Department will continue its work with women, men and youth from minorities and indigenous peoples. As a follow up to Security Council Resolution 2250 on Youth, Peace and Security, the Department will also pursue its work with young people generally. The Department's work with youth is wide-ranging: from policy making to activities in Iraq, Somalia and Sudan, as well as in, among others, countries in Central and West Africa. DPA is a member of the **Steering Committee of the Progress Study on Youth, Peace and Security** mandated by Security Council Resolution 2250 and due to be presented

in December 2017. The Study is being conducted through the use of highly participatory and consultative research methods, and aims to present a strategy for implementing Resolution 2250 that will include challenging stereotypes of youth and promoting young people's voices, agency and leadership in building sustainable peace.

DPA will be drawing up good practices that build on its existing work in different contexts, which could then encourage further engagement with young people.

The Department places special emphasis on the role of women in peace processes. Since the launch of its 2016-2020 Women Peace and Security Strategy, the Department has been actively implementing approaches focused on mainstreaming gender within its conflict prevention work, including conflict-related sexual violence; expanding and deepening our partnerships; and increasing women's participation in political, mediation and peacemaking processes. The Department has also informed and contributed to the design of a stronger



ABOVE: Hundreds of young Afghans attend an event to mark International Youth Day in Kabul, August 2017.

UNAMA / Fardin Waezi

infrastructure to address gender within the UN System, as well as ensure more effective use of existing resources.

Since 2011, 283 staff have been trained on Women, Peace and Security. And since 2013, 211 high-level participants have benefitted from “Gender and Inclusive Mediation” training. As a result of these training programmes, a number of staff have reported a shift in their approach to both political analysis and the development of conflict prevention and resolution strategies. In order to capture the results of training more systematically and build on what has been accomplished, the Department will undertake a survey to assess how trainees are applying what they have learned in their work.

In the biennium ahead, the Department will continue to support the inclusion of women, and look at means of addressing the challenges women and men from minori-

ties and indigenous groups, young people and other stakeholders face. Among the means of inclusion will be supporting participation in dialogue and decision-making across the conflict prevention and sustaining peace cycle.

In 2018-2019, DPA will also continue to support the **Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention**. This will include initiatives focused on building local and national capacities for mediation, with a focus on engaging women and young people, as well as joint analytical exercises aimed at creating a better understanding of the root causes and drivers of conflict. In addition, the Programme will continue to reinforce the capacity of Peace and Development Advisers (PDAs) to support UN Country Teams by establishing ‘Peace and Development Units’. The Joint UNDP-DPA Programme will aim towards an expansion of the PDA cadre in 2018-2019.

2017 UPDATE

Through XB funds, the Department is supporting a project on managing land disputes affecting minorities in northern **Iraq**. In particular, the project looks at disputed areas in Ninewa and Dohuk. Together with local partners, the United Nations Assistance Mission for Iraq (UNAMI) has undertaken a study in the Ninewa region with two components: 1) a desk review of legal and historical components of the dispute; and 2) field research to explore mechanisms for conflict resolution. The study builds on UNAMI's previous Disputed Internal Boundaries work; it seeks to clarify crucial changes in the demographic dynamics that took place both before and after 2003, and particularly following the ISIL advance in 2014. The desk review portion of the study has been completed and field research is ongoing.

A second component of the project is looking at land disputes since 2013 in the Dohuk governorate. Allegations of illegal use by Kurdish individuals of lands belonging to the Christian (Assyrian) community continue to be reported. The project is seeking to: 1) create effective means for dialogue between stakeholders; 2) identify mechanisms for resolving the issue; and 3) present recommendations to the authorities. National experts have been recruited and a task force of external interlocutors has been put in place. A series of conferences with Assyrian and Kurdish representatives is being organized.

The Government of **El Salvador** requested United Nations support for a political dialogue to build trust among the country's main political parties and help reach agreements on issues of national interest. In January 2017, the Secretary-General appointed a Personal Envoy who engaged in an initial phase of high-level consultations. That work led to a technical phase aiming to foster conditions for political dialogue with the involvement of civil society actors. A Group to Promote Dialogue, comprising representatives of academia, think-tanks, the business sector as well as religious leaders, is now coordinating three different technical tables with a view to having an impact on the electoral platforms. The agreements envisaged will focus on three different areas: fiscal reform; institutional strengthening; and education. DPA currently has a small team of experts in El Salvador to coordinate this new phase, which is expected to run through the electoral period (legislative elections are scheduled for March 2018 and Presidential elections for March 2019). XB funds will continue to be instrumental in supporting the Group to Promote Dialogue in the lead up to the 2018 legislative elections.

“In my country, the Peace Accords reached their 25th anniversary in 2017, and showed us that the greatest victories are those that are achieved through the work and good will of everyone. In this regard, I would like to express my sincere gratitude for the engagement and support of the Secretary-General of the United Nations in the national dialogue in El Salvador, which is now in a second phase and in a quest for national agreements”.

President Sánchez Cerén of the Republic of El Salvador
in his address to the General Assembly
in New York on 21 September 2017.

PEACEFUL TRANSITION OF POWER IN THE GAMBIA

“The peaceful transition in The Gambia is a very clear case of prevention, in which the Economic Community of West African States, the African Union and the United Nations were all united behind the will of the Gambian people.”

Under-Secretary-General Jeffrey Feltman

Following former President Yahya Jammeh’s rejection of the results of the 9 December 2016 Presidential election in The Gambia, the United Nations and the Economic Community of West African States (ECOWAS) effectively mobilized international attention to help persuade the defeated President to respect the outcome of the election, which allowed for a peaceful transfer of power. After intense negotiations and amidst the threat of a military deployment by ECOWAS, former President Jammeh went into exile on 21 January 2017. The winner of the Presidential election, Adama Barrow, was then inaugurated as President.

Following the crisis, the UN worked closely with ECOWAS to support the Government of The Gambia in the transition process. The Special Representative of the Secretary-General (SRSG) and head of the United Nations Office for West Africa and the Sahel (UNOWAS), Mohamed Ibn Chambas, visited Banjul multiple times to consult with relevant stakeholders and guide the efforts of the UN Country Team headed by the UN Resident Coordinator. Thanks to XB funding, UNOWAS was able to deploy a senior expert on political transitions who helped establish a joint transitional team composed of new and former Gambian officials. The expert advised the Government on the most effective process to ensure an orderly transfer of official documents and state assets, and supported the development of legislation, the Transitions’ Bill, to consolidate the democratic transition.

In April 2017, the Gambian Electoral Commission oversaw the first legislative elections in more than two decades perceived as credible. At the request of the Electoral Commission, DPA and the United Nations Development Programme (UNDP) provided advisory support to strengthen voter education programmes, and assisted the coalition of civil society organizations on elections to ensure adequate domestic observation and monitoring. UNDP and DPA conducted a series of civic and voter education activities funded by XB resources in support of the Electoral Commission. The aim was to increase the understanding of voters’ rights and responsibilities to contribute to peaceful, credible and inclusive parliamentary elections.

Finally, Rapid Response funding was instrumental for DPA to quickly respond to the Government’s request for support in strategic communications. A strategic communications expert has been working closely with the Presidency and the Ministry of Information and Communication to enhance the government’s capacity to effectively communicate its priorities to the public. A key achievement through this effort has been the initiation of regular press briefings by the Minister of Information in August 2017.

This support could not have been provided without flexible and continued access to XB resources.

“The launching of the Security Sector Reform process in The Gambia is of utmost importance as the President, in his capacity as Commander-in-Chief, sent a message to the people of The Gambia, the state security institutions and its personnel. President Barrow expressed his vision for security sector reform aimed at building confidence in the new administration in order to turn the page of arbitrariness, indiscriminate treatment, unlawful practices within the security apparatus. I have been personally engaging the government to take up leadership on the process and UNOWAS and the UN Country Team have been involved throughout the process. We have recommended that the government take key decisions including the creation of a national security council and the launching of the security sector reform process...”

SRSG Mohamed Ibn Chambas

THE GAMBIA POLITICAL CHALLENGE AND TRANSITION IN 14 DAYS

1 – 6 DECEMBER 2016: PRESIDENTIAL ELECTION PERIOD

1 DECEMBER 2016

Presidential election day.
Gambians go peacefully to the polls.

2 DECEMBER 2016

The Independent Electoral Commission (IEC) announces preliminary results and declares Adama Barrow President-elect. In a televised statement, President Yahya Jammeh accepts the results.

6 DECEMBER 2016

The IEC issues a statement revising the results (with a margin narrower than the 20,000 votes initially announced). But says that Barrow has still won the election.

9 DECEMBER – 20 JANUARY 2017: CRISIS PERIOD

9 DECEMBER 2016

- President Yahya Jammeh reverses his initial position, rejects the revised results and calls for a new election.
- The UN Security Council calls on President Yahya Jammeh to step down and transfer power to Adama Barrow.

13 DECEMBER 2016

A high-level joint ECOWAS-AU-UN delegation is dispatched to Banjul to persuade President Yahya Jammeh to transfer power to Adama Barrow.

18 DECEMBER 2016

During its 50th ordinary session, ECOWAS Member States designate Presidents Buhari of Nigeria and Mahama of Ghana as mediators in The Gambia political crisis.

17 JANUARY 2017

- President Yahya Jammeh declares the state of emergency.
- The National Assembly votes a resolution extending Yahya Jammeh's mandate.

18 JANUARY 2017

End of President Yahya Jammeh's mandate, as per The Gambian constitution.

19 JANUARY 2017

- Adama Barrow is sworn in as the new President in the Embassy of The Gambia in Dakar, Senegal.
- The Security Council adopts resolution 2337 (2017) endorsing recognition by the AU of Adama Barrow as President of The Gambia.
- ECOWAS "Standby" force enters The Gambia.

20 JANUARY 2017

Presidents of Guinea and Mauritania, supported by SRSG Mohamed Ibn Chambas, engage in another round of talks with former President Yahya Jammeh.

21 JANUARY – 18 FEBRUARY 2017: PEACEFUL END OF THE CRISIS

21 JANUARY 2017

- Following hours of talks, Yahya Jammeh accepts to step down and confirms his departure in a TV statement.
- Yahya Jammeh leaves Banjul.

26 JANUARY 2017

President Barrow returns to Banjul from Dakar.

15 FEBRUARY 2017

With support from UNOWAS, a Joint Transition Team is established by President Adama Barrow to ensure a peaceful transfer of power.

18 FEBRUARY 2017

President Adama Barrow retakes his oath of office in Banjul during independence celebrations.

Crisis Response

DPA responds to crises and resolves conflict

OVERVIEW

DPA'S CRISIS RESPONSE SYSTEM consists of four major components:

- First, the Rapid Response Window, which allows the Department to provide support to envoys, Special Political Missions (SPMs), Member States and regional/sub-regional organizations upon request; the mechanism is designed to meet crisis and short-term needs.
- Second, the Standby Team of Senior Mediation Advisers which enables the Department to provide on-demand expertise – deployable in 72 hours – to envoys, SPMs, peacekeeping operations, regional organizations, Member States and other requesting entities. It is also designed to strengthen the United Nations own capacity in the mediation of disputes. The areas of dedicated expertise include mediation process design, constitutions, power-sharing, gender and social inclusion, security arrangements and natural resources.
- Third, a database of mediation experts with different skills for longer mediation-support deployments.
- Fourth, surge support from Headquarters to UN Resident Coordinators and other requesting parties to provide political analysis and expertise on the ground.

LOOKING AHEAD 2018-2019

The Department will continue to employ all the tools at its disposal to respond to crises and help resolve conflict through inclusive processes. In view of the rising demand for quick and flexible funding, DPA is committed to maintaining adequate funding levels to sustain the Rapid Response Window.

The following are some examples of DPA's crisis response work:

Syria, where DPA will continue to fulfill its role as the lead department in the United Nations system for coordination and policy setting functions, and provide continued support to the Secretary-General, the senior United Nations leadership and the Special Envoy's good offices. In **Libya**, DPA support will focus on the implementation of the Security Council-endorsed United Nations action plan on a viable way forward.

The United Nations is committed to supporting **Myanmar** and **Bangladesh** in their efforts to find a solution to the situation of refugees and people affected by the recent violence and mass displacement, including the Rohingya, the Rakhine and other ethnic groups. In 2018, the Department will continue to rely on XB resources to maintain a dedicated team to provide support to United Nations partners and government as needed.



ABOVE: Under-Secretary-General for Political Affairs Jeffrey Feltman in Myanmar in October 2017. UNIC Yangon

SECRETARY-GENERAL'S HIGH LEVEL ADVISORY BOARD ON MEDIATION

As part of his vision for a “surge in diplomacy for peace”, the Secretary-General announced in September 2017 the establishment of a High-Level Advisory Board on Mediation to provide him with advice on mediation initiatives and back specific mediation efforts around the world.

The Board is composed of nine men and nine women, among them current and former global leaders, senior officials and renowned experts. Together they bring wide-ranging experience, skills, knowledge and contacts.

The Board will support the United Nations work with regional organizations, non-governmental groups and others involved in mediation around the world. Additionally, Board members will provide support to the work of SRSBs and United Nations envoys, for example if avenues for United Nations activities are currently blocked, or there is a need for an additional/separate channel of communication with specific actors.

DPA will serve as the Secretariat to the High-level Advisory Board and organize its meetings. This will require XB support in 2018-2019.

2017 UPDATES

RAPID RESPONSE

The **Rapid Response Window** continues to be an indispensable tool for the Department to provide flexible responses to urgent requests from envoys, Special Political Missions, Member States, and regional and sub-regional organizations. By the end of the third quarter of 2017, more than \$2 million have been allocated to meet short-term needs worldwide.

For example, Rapid Response funding allowed DPA to act upon several of the recommendations arising from Assistant Secretary-General Jenča's visit to **Bangladesh** and his discussions with national stakeholders on the prevention of violent extremism, the Rohingya and the border situation with Myanmar. In follow up to the recommendations of the Advisory Commission on Rakhine State, led by Kofi Annan, DPA also deployed an independent analyst to assess the political economy situation in the border region with Bangladesh. Working in close coordination with the Peace and Development Advisors in Bangladesh and Myanmar, and the UN Country Teams, the expert will draft a series of recommendations on border-related issues to allow the UN system to strengthen its support to the Governments of Bangladesh and Myanmar.

BELOW: A voter casting her ballot during presidential and legislative elections in the Central African Republic.

UN Photo /
Nektarios Markogiannis



In **Papua New Guinea**, the United Nations continues to support the national Government and the Autonomous Bougainville Government with the implementation of the Bougainville Peace Agreement. Through XB funding, DPA deployed a Liaison Officer to Bougainville to support the work related to the process of the referendum planned for 2019. This was done in close coordination with the Peace and Development Advisor. Rapid Response funding also allowed DPA to quickly respond to a request from both parties for technical advice on weapons disposal. Following a scoping mission in February 2017, a weapons disposal expert was deployed to provide technical expertise on the implementation of the Bougainville Weapons Disposal Strategy. The expert continues to work with relevant authorities, as well as local communities on a weapons disposal survey to help guide the scope and timeline of the implementation strategy.

STANDBY TEAM OF SENIOR MEDIATION ADVISERS

Since the establishment of the Standby Team of Senior Mediation Advisers (SBT) in 2008, demand for its services has grown rapidly. In 2017, the SBT team deployed more than 100 times in relation to more than 30 different situations. The SBT regularly engages in some of the most important peace processes the United Nations is leading or supporting, including in South Sudan, Mali, Somalia, Central African Republic, Libya, Yemen and Syria. The SBT has become an indispensable tool for DPA and the broader United Nations system, giving the Department the flexibility to deploy the right expertise at the most appropriate time.

Throughout 2017, two SBT Senior Mediation Advisers assisted in the peace process in the **Central African Republic (CAR)**. At the request of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), one SBT member with expertise in process design worked with multiple partners to increase the coherence of mediation efforts in the country. Notably, the Adviser worked with the African Union, the Government and key international partners to develop a roadmap for the African Union-led "Initiative for Peace and Reconciliation" in the CAR. This initiative became operational earlier this year and will serve as the main framework for an inclusive and multi-track peace process. A second SBT member specialized in transitional justice also travelled to Bangui to support MINUSCA in advising the Government on transitional justice in the framework of peace talks with armed groups.



ABOVE: Sudanese take part in “Citizen Hearings” in Musfa, Blue Nile State, on the border between northern and southern Sudan.

UN Photo / Tim McKulka

In 2017, a Senior Mediation Adviser provided technical support to the **UN Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA)** to strengthen co-operation on the use of trans-boundary water resources amongst five Central Asian countries. The expert also conducted a series of technical seminars to help regional stakeholders to discuss this issue. This direct support contributed to the development of possible options that could form the basis of a future agreement on the effective management of trans-boundary water resources.

LIBYA

The Secretary-General’s Special Representative for Libya, Ghassan Salamé, assumed his post at the end of July 2017. He spent his first weeks on the job holding extensive consultations with Libyans across the country. Those consultations formed the basis of the UN Action Plan for Libya, aimed at finding a viable way forward.

The Special Representative presented the Action Plan on 20 September at a high-level event in the margins of the General Assembly in New York.

As the Special Representative said during the high-level meeting, *“A succession of transitions have failed to bring to the Libyan people what they want the most; stable, effective and predictable governance and decent living standards.”*

On 10 October 2017, the Security Council endorsed the Action Plan.

Following the launch and endorsement of the Action Plan, Special Representative Salamé convened Libyan representatives from the House of Representatives and the High Council of State to swiftly start its implementation and take the first steps to resume an inclusive political process in Libya.

SYRIA UPDATE

In 2017, the United Nations Special Envoy for Syria, Staffan de Mistura, held four rounds of intra-Syrian negotiations in Geneva based on Security Council resolution 2254 (2015) and the Geneva Communiqué of 2012. In March 2017, he sought, and received, endorsement from the Security Council for a “four basket” agenda for negotiations, focusing on governance; constitutional issues; elections; and counter-terrorism, security and confidence-building measures. His office then established a consultative process for experts from the negotiating delegations of both the Syrian government and opposition platforms to examine technical issues and identify commonalities on these “four baskets” to better prepare for the formal negotiations. The Special Envoy’s office also created the space for the three opposition platforms – the High Negotiations Committee, the Cairo Group and the Moscow Group – to identify commonalities and try to forge a greater unity of purpose in preparation for potential direct talks with the government.

The Special Envoy’s Office also continued to host the International Syria Support Group’s standing task forces on ceasefire and humanitarian access; and facilitate the participation of Syrian women and civil society in the intra-Syrian talks through the Women’s Advisory Board and the Civil Society Support Room which has reached a wide spectrum of actors and networks.

The Office of the Special Envoy also provided technical expertise to the Astana talks convened by guarantor countries – Iran, Russia and Turkey – to implement the

30 December 2016 ceasefire. The Special Envoy’s team has continued to express the United Nation’s readiness to engage with the guarantors on confidence building measures discussed in Astana, particularly on the issue of detainees.

In this environment, XB resources have been critical to resume and expand the political track, helping cover direct costs of the rounds of negotiations in Geneva and the deployment of DPA staff and mediation experts from the Standby Team of Senior Mediation Advisers. For example, in July 2017, XB resources enabled DPA to deploy staff and provide support for the technical consultations in Lausanne, which helped to stimulate discussions amongst the High Negotiations Committee, Moscow Group and Cairo Group in the lead up to the seventh round of the Geneva talks.

In addition, XB funds have supported the Syria Inter-Agency Task Force and its Working Group’s planning process to guide the UN’s engagement in Syria should the parties reach a political agreement. Following the May 2017 directive by the Secretary-General, DPA initiated the second phase of the planning process. The overall objective of the second phase is to define a strategic and coherent role for the United Nations to assist Syria in the pre- and post-agreement phase, and ensure the UN’s preparedness to implement key actions. It focuses on advancing the work related to the “now” issues such as local governance, early recovery, civil documentation/land and property rights, and security environment.

RIGHT: Staffan de Mistura (left), UN Special Envoy for Syria, briefs journalists following a meeting of the Security Council on the situation in that country. April 2017.

UN Photo / Rick Bajornas



Investing in Peace

DPA fosters the conditions for sustainable peace

OVERVIEW

IN 2016, THE SECURITY COUNCIL and the General Assembly defined a new approach to sustaining peace as both “a goal and a process...which encompasses activities aimed at preventing the outbreak, escalation, continuation and recurrence of conflict, addressing root causes, assisting parties to conflict to end hostilities, ensuring national reconciliation and moving towards recovery, reconstruction and development”³. The definition acknowledged that sustaining peace is an “inherently political process”, and charts a pathway ahead to work within the peace and security pillar, as well as the United Nations system more broadly. DPA continues to operationalize this approach through its pilot initiatives in Burkina Faso, Comoros, The Gambia, and Sri Lanka, each requiring a tailored approach in close cooperation with the government and various actors. In 2017, XB funding allowed the Department to support a number of these initiatives through the New Ideas Window, which was created to fund pilot projects, innovation, and new lines of work.

³ S/RES/2282 and A/RES/70/262

LOOKING AHEAD 2018-2019

DPA will continue to use XB resources to advance the sustaining peace agenda, document its engagements, learn from practice and reflect lessons learned in the preparations underway for the Secretary-General’s report on sustaining peace, to be issued in February 2018. It will continue to emphasize inclusion and inclusive processes when addressing the entire range of sustaining peace activities.

LIBERIA AND COTE D’IVOIRE

In view of the forthcoming closure of the United Nations Mission in **Liberia**, DPA prepared an options paper on the future United Nations presence in Liberia, in collaboration with the Department of Peacekeeping Operations (DPKO), UNDP and other key UN entities. Based on a review of the options, the Secretary-General decided to strengthen the Office of the Resident Coordinator and the UN Country Team by creating a Peace and Development Unit; and establish a Liberia Transition Multi-Partner Trust Fund. In 2018-2019, DPA and UNOWAS will continue to provide political advice and support to the Resident Coordinator and back the consolidation of peace in Liberia.

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ABOVE: Extraction of registered weapons in Vidri, Antioquia, Colombia.

UN Mission in Colombia

After the closure of the UN Peacekeeping Operation in **Côte d'Ivoire**, DPA, UNOWAS and the UN Country Team have continued to support the Government in the area of peace and security. Through XB funds, DPA has funded the deployment of a UN arms expert to Côte d'Ivoire to assist with ongoing investigations into weapons discovered in the country. Sustaining peace in the country will remain a central feature of the United Nations efforts, and additional XB resources will be required to provide support to the UN Country Team and the Government.

Côte d'Ivoire and Liberia underscore the need for a cross-pillar and integrated approach by the United Nations in order to sustain peace.

In the context of **Colombia**, XB funding provided valuable support for the successful completion of the laying down of arms by the FARC-EP and the destruction of arms caches. This funding enabled the mission to hire weapons disposal experts and transport and dispose of collected weapons. XB funds also strengthened DPA's planning

capacity to support the transition from the United Nations Mission in Colombia to the United Nations Verification Mission in Colombia, which commenced activities on 26 September 2017. The new Mission builds on the achievements of its predecessor and seeks to sustain the gains of the peace process by verifying commitments made by the parties to the political and socioeconomic reintegration of the FARC. It will also verify the security guarantees for the FARC, as well as for conflict-affected communities. This will continue in a broader context of peace implementation that requires the cross-pillar support of the United Nations system and its partners. In addition, the Verification Mission has been mandated to participate in the verification of the ceasefire between the Government of Colombia and the National Liberation Army (ELN) group. Effective monitoring of ceasefires could build confidence and enhance the positive environment for peace negotiations between the government and the ELN in Ecuador, thereby contributing to comprehensive and lasting peace in Colombia.

Looking ahead, XB support will remain crucial to ensure that DPA can meet special requests and needs of the parties that may arise as the Verification Mission proceeds with its work.

2017 UPDATES ON SUSTAINING PEACE

Following the launch of the sustaining peace initiative in **Burkina Faso**, DPA developed a strategy that encompasses the activities of the UN Country Team, as well as DPA, UNOWAS and the Peacebuilding Office (PBSO) in their engagements in Burkina Faso. The strategy naturally focuses on national ownership by aligning with the National Plan for Economic and Social Development, given the multi-faceted nature of the challenges Burkina Faso is facing following the unrest that resulted in a change of leadership of the country. The United Nations set up an Inter-Agency Task Force, co-chaired by DPA and UNDP to guide and monitor the UN system's implementation of the strategy in support of the Government. Through a combination of funding sources, a dedicated cell has been established in the Office of the Resident Coordinator composed of a Senior Strategic Planning Adviser and a Strategic Communications Adviser in support of the Presidency (funded through DPA XB resources), and a Peace and Development Adviser (funded through the Joint UNDP-DPA Programme). In addition, project coordinators are also funded through the Peacebuilding Fund in the areas of security sector reform, national reconciliation, justice and cross-border cooperation. The Security Sector Reform (SSR) Advisor is attached to the Office of the President, providing policy advice and support on the development of a national SSR programme. The Strategic Communications Advisor is working to ensure coherent and consistent messaging on the sustaining peace initiative, and providing advice to relevant Ministries on the design and targeting of messaging to explain the progress made and challenges faced.

This pilot is evidence of the UN working across pillars in an integrated manner to support the Government of Burkina Faso. Recommendations from SRSG Chambas' good offices and political work help inform the United Nations system on the ground, and allow it to make adjustments to the Integrated Strategic Framework in support of the Government. The strategy presents a more dynamic and integrated approach to the UN engagement in the country, while making efficient use of limited resources in a targeted manner. The approach has enabled the UN to maintain national and international attention on priority issues in Burkina Faso, including the promotion of stability, the rule of law and national reconciliation, consolidation of the country's democratic gains, and reform of the security sector.

In addition, DPA is using XB funds to support the sustaining peace initiative in **Comoros** following UN-AU collaboration that helped to avert electoral violence during the tightly contested presidential and gubernatorial elections in 2016. At the request of the Government and in view of the upcoming national dialogue, or *Assises Nationales*, to be held in December 2017, XB funding is being used to deploy an expert to the country. This facilitates engagement with political parties and civil society organisations to prepare forward-looking analyses of national capacities for conflict prevention. It also helps to anchor United Nations initiatives in support of the *Assises Nationales* on broad and inclusive consultations held throughout the country. The recommendations emerging from the *Assises Nationales* will help to design future UN initiatives to help Comoros sustain peace.

Finally, DPA has used XB funds to roll out perception surveys to provide analytical insights and enhance the UN and the governments' understanding of drivers of conflicts in contexts such as **Sri Lanka** and the **Solomon Islands**. In Sri Lanka, a survey has been conducted to understand religious beliefs and practices, and the influence of religious leaders and inter-religious relations. In the Solomon Islands, the survey has generated quantitative data on conflict hotspots, drivers and challenges to sustaining peace. These tools help sharpen the United Nations' engagement and the political analysis available to Resident Coordinators and UN Country Teams.

Expanding Partnerships

DPA creates and maintains relations with Member States and regional organizations

OVERVIEW

IN ADDITION to inclusive processes, DPA considers that effective and concerted approaches to conflict prevention, response and peacebuilding worldwide require deep partnerships and collaborations between the United Nations, its Member States, and regional and sub-regional organizations. United Nations engagement in this area is increasingly important in implementing the Secretary-General's prevention initiative to address pressing global and regional challenges.

In this regard, DPA continues to play a lead role within the UN system, supporting political and diplomatic efforts of Member States and regional actors in response to crises around the world. In addition to its regional offices, the Department relies on its liaison presences in Addis Ababa, Bangkok, Beijing, Brussels, Gabarone, Jakarta, and Vienna to continue deepening collaboration and partnerships.

LOOKING AHEAD 2018-2019

In 2017, the Department established a liaison presence in Addis Ababa to work with the Intergovernmental Authority on Development (IGAD), and in Beijing to work with the Shanghai Cooperation Organization (SCO). These presences provide the vital links to regional level work. They are entirely funded through XB funds and serve as some of our most cost effective investments. Looking ahead the Department will continue to strengthen its liaison presences for which XB resources are required.

In response to requests from regional organizations and Member States, the Department will also continue to provide electoral assistance support to regional and sub-regional organizations.



ABOVE: Special Representative for Somalia, Michael Keating, visiting Laaca village near Gabiley, Somaliland to assess the impact of the drought on communities. April 2017.

UN Photo / Omar Abdisalan

MULTI-YEAR CAPACITY BUILDING INITIATIVES WITH REGIONAL AND SUB-REGIONAL ORGANIZATIONS IN AFRICA

The **International Conference on the Great Lakes Region (ICGLR)** and DPA have a partnership spanning several years. In this context, DPA, through the Office of the Special Envoy for the Great Lakes region, collaborates with the ICGLR Secretariat in several thematic areas, including population displacement, sexual and gender-based violence, women's and youth empowerment, illegal exploitation of natural resources and regional judicial cooperation. The ICGLR has sought DPA's assistance to build the capacity of its Secretariat, notably in the areas of political analysis, mediation and facilitation. To further define the needs and refine the terms of this capacity building initiative, DPA will hold a consultative and exploratory meeting with representatives of the ICGLR Secretariat and the Office of the Special Envoy in Bujumbura in the first quarter of 2018. Following this meeting, DPA and the Office of the Spe-

cial Envoy will develop a full-fledged capacity building project to be implemented during the biennium.

The **Southern African Development Community (SADC)** Secretariat has called for enhanced cooperation with the United Nations, building on recent gains in our partnership. These include the exchange of staff working on electoral issues, the DPA-SADC Liaison Team's support to SADC's mediation trainings, its Regional Peacekeeping Training Centre in Harare, as well as the roll-out of the Regional Strategy for Women, Peace and Security. To further identify joint activities and capacity building opportunities for 2018-2019, the United Nations and SADC will organize an exchange on areas of interest, notably on mediation, elections, counter-terrorism, cybercrime and the Women, Peace and Security agenda.

The United Nations support to the **Pacific Islands Forum (PIF)** countries ranges from electoral assistance to peacebuilding. At a 22 September 2017 event organized by DPA, the Secretary-General said the resolve of PIF leaders *“to advance your regional vision and common interests has amplified your voice and leverage within the United Nations.”* Earlier in September, in Samoa, Pacific leaders agreed to revamp the Forum’s regional security framework to encompass natural disasters, human trafficking, illegal fishing and climate change. The Secretary-General commended the members of the Forum for rethinking their regional security framework.

During the PIF Leaders Meeting in September, the Secretary-General reaffirmed the United Nations’ commitment to *“support efforts towards building resilient communities and societies based on the strong cultures unique to the Pacific.”* A visit by Assistant Secretary-General for Political Affairs Miroslav Jenča to Fiji and Samoa in September 2017 reinforced the message of United Nations engagement and support in the Pacific region. Following requests from Nauru and Vanuatu, DPA and UNDP have conducted needs assessment missions in the two countries to assess a possible UN role in upcoming elections and reform processes.

2017 UPDATES

The **Horn Liaison Team** was established as a follow up to the Joint Framework for Cooperation between the Intergovernmental Authority on Development (IGAD) and DPA on Peace and Security (December 2015), drawing on evidence generated by the DPA Strategic Review of the Horn of Africa held in August 2016. While the Framework sought to institutionalise the relationship between IGAD and DPA, the Strategic Review recommended that, in addition to rationalising its presence in the Horn of Africa region, DPA should focus on three inter-related strategic goals, namely: 1) supporting regional integration; 2) strengthening the strategic partnership with IGAD; and 3) supporting democratic consolidation processes in the region.

Against this background, DPA has institutionalised a dedicated political capacity to work with IGAD. The Team is supported entirely by XB funds, and has started working closely with IGAD’s Peace and Security Division, as well as with all its Member States. It is also working on establishing DPA’s presence in various regional fora.

In the context of the Southeast Asia region, the **Association of Southeast Asian Nations (ASEAN)-UN** partnership continues to grow, recently given further momentum by the adoption of the first ASEAN-UN Plan of Action for 2016-2020 at the 8th ASEAN-UN Summit in Lao PDR. The Plan of Action is a comprehensive document, covering political-security cooperation; economic cooperation; socio-cultural cooperation; and cross-sectoral cooperation, as well as Secretariat-to-Secretariat cooperation. On 23 September 2017, the annual ASEAN-UN Ministerial Meeting was held in New York, which reviewed progress in the implementation of the Plan of Action based on the joint report by the Secretariats of ASEAN and the UN.

With XB funding, DPA continues to maintain a liaison presence in Jakarta that has been instrumental in strengthening cooperation between the two organizations, as well as in enabling the implementation of the ASEAN-UN Plan of Action. The liaison presence in Bangkok – also supported with XB funding – complements and strengthens this partnership with detailed political analysis of regional peace and security challenges. Among joint activities, the ASEAN-UN Regional Dialogue series provides a regular forum for discussion of regional peace and security challenges. The third ASEAN-UN Regional Dialogue was held in Jakarta in November 2016 and focused on the prevention of violent extremism. The fourth Regional Dialogue will be held in Kuala Lumpur on the topic of the role of women in prevention of violent extremism.

“The two Secretariats’ collaboration is an important aspect of the ASEAN-UN Comprehensive Partnership, and its role has gone beyond reporting progress on implementation of the Plan of Action, but also to review and explore potential areas of cooperation between the two organisations. It has become more important than ever to create a network of effective and mutually reinforcing regional and global mechanisms that would be responsive to current peace and security challenges”.

Secretary-General of ASEAN, Le Luong Minh



ABOVE: Secretary General António Guterres (right) and Moussa Faki Mahamat, Chairperson of the African Union Commission, sign the Joint UN-AU Framework for Enhancing Partnerships on Peace and Security. April 2017.

UN Photo / Eskinder Debebe

XB funding has helped DPA to organize several electoral capacity development initiatives and training for regional and sub-regional organizations. For example, DPA deployed electoral experts to assist the electoral unit of the League of Arab States and the Southern African Development Community to establish and upgrade their respective electoral databases. This support contributed to building a functioning database for each organization, which will help to better structure the deployment of electoral observation missions. Training was also provided for electoral and information technology staff on how to manage and use the electoral databases. DPA also supported the organization of a staff exchange programme that allowed SADC secretariat officials to engage with various UN entities involved in electoral activities.

This exposure has increased SADC's understanding and knowledge of UN electoral assistance and the work of the UN in the field of elections in general. More recently, in coordination with the UNDP Regional Center in Jordan, DPA organized in Ankara the first training on gender and elections for the Organization of Islamic Cooperation. The training benefitted 38 participants (19 women) from 20 different OIC members, as well as representatives from African Union, European Union, Organization for Security and Cooperation in Europe (OSCE), League of Arab States (LAS) and Arab Electoral Management Bodies, who shared experiences from their own regional organizations. This forum provided the opportunity to exchange best practices related to women's political participation and discuss electoral challenges and opportunities in the region.

Strengthening UN System-wide Collaboration and Beyond

OVERVIEW

DPA'S WORK TO EXPAND and deepen its partnerships continues to be funded primarily through XB contributions. These partnerships contribute to the coherence and effectiveness of the UN as a whole. DPA does so, in particular, through the sustaining peace agenda; the UN Development Group; a focus on the link of the sustainable development goals with peace and security; as well as by using the Women, Peace and Security Framework as a cross-cutting initiative. It also collaborates closely with the human rights machinery of the United Nations. The Department has deepened a number of its partnerships in 2017, including with the World Bank, UN-Habitat, and UNDP.

Furthermore, the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention continues to represent an innovative and pragmatic approach to conflict prevention that brings together the political and development arms of the UN to support Resident Coordinators and UN Country Teams operating in complex, politically sensitive contexts. The high level of demand for the programme is one measure of its success.

System-wide work also involves cooperation with several funds related to peace and security at the United Nations, including the Peacebuilding Fund. DPA's Multi-Year Appeal process will continue to work in a close and complementary manner with PBSO and the Peacebuilding Fund (PBF) on the sustaining peace initiatives. DPA will continue to rely on the MYA and the PBF, guided by their different purposes, governance arrangements and comparative advantages, as illustrated below.



ABOVE: In Tajikistan, a Peace and Development Advisor from the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention continues to coordinate inter-agency work on conflict prevention in cross-border areas of Tajikistan and Kyrgyzstan in the Ferghana Valley.

Mirzohaydar Isoev / UNDP

Trust Fund in Support of Political Affairs - DPA's Multi-Year Appeal: UN Secretariat Trust Fund

The Trust Fund in Support of Political Affairs is established by the Secretary-General to support the Department for its mandated activities. **The MYA is DPA's fundraising mechanism** to mobilize extra-budgetary resources for this purpose, and for strategic priorities of the Department in response to demands for expertise in conflict prevention and mediation. Among various areas, the MYA also funds the Department's capacity building, planning, backstopping and liaison posts.

Rapid Response Window for requests ranging from \$10,000 to \$300,000 approved within hours. Duration can be from one day to a maximum of 6 months.

Annual planning and funding process based on allocations by DPA's extra-budgetary Committee to Divisions.

New Ideas Window for proposals ranging from \$50,000 to \$250,000 to be utilized within a 12 month funding cycle.

Peacebuilding Fund: UN Multi-Partner Trust Fund Office as Administrative Agent

Established by GA Resolution A/60/180 and SC Resolution S/RES/1645, the **Peacebuilding Fund** is designed as a global fund to build sustainable peace and prevent relapse into violent conflict. Programmes are undertaken by UN and non-UN entities in countries where needs arise. Requests are made for support through the Resident Coordinator but with Government ownership and leadership. The PBF supports larger country joint programmes and is not intended to enhance UN's capacity to undertake peacebuilding. It is also not generally used to hire UN personnel.

Immediate Response Facility - maximum of \$3,000,000. Duration is up to 18 months.

Peacebuilding Recovery Facility - maximum of \$15,000,000, after the Secretary-General, upon request of a Government, declares a country eligible to receive funding from the PBF beyond the more limited Immediate Response Facility. Duration is up to 36 months.

LOOKING AHEAD 2018-2019

The role of processes for prospecting and exploitation of natural resources that exclude communities — including **land** as a factor — in causing and prolonging violent conflict is widely recognized. Meanwhile, the role of mediation as a tool for conflict resolution, peacebuilding and reconciliation in the context of natural resources is also increasingly accepted.

Given the importance of land as a trigger, proximate or underlying cause of conflict in many contexts, the Department has deepened its focus in this area through pilot projects in Iraq and Somalia, as well as via engagement with the Global Land and Tool Network. In 2018, DPA will launch the *Guide on Natural Resources and Conflict Mediation* in French, Arabic and Spanish and develop and roll out relevant training. In addition, DPA will work closely with partners in the United Nations and with the African Union to focus more attention on natural resources as part of conflict-prevention strategies in the context of the 2017 AU-UN Framework for Enhanced Partnership in Peace and Security.

In order to support inclusive processes, the Department is also involved in deepening its relationship with the UN Inter-Agency Support Group on **Indigenous Peoples**, and with the UN intergovernmental bodies working on the rights of indigenous peoples.

Engaging with **civil society** at different levels will continue to be a major aspect of DPA's work in 2018-2019, with the overall aim of broadening and deepening the network of partners working on prevention and mediation. This will include an added focus on women's groups, women and men from minorities and indigenous peoples, as well as young people and other stakeholders. DPA will reinforce partnerships with international NGOs that regularly undertake discreet initiatives to help identify entry points and test ideas, and which have long-standing presences on the ground. It also, crucially, includes national civil society actors as part of the Secretary-General's mediation initiative, and an increased focus on national and local mediation. Civil society groups often play an important role in early warning and defusing tensions. Furthermore, they are frequently important stakeholders in the negotiation and implementation of agreements. DPA will seek to generate an enabling environment for the engagement of civil society actors in peace processes and invest in learning from and strengthening their capacity to effectively participate and make their voices heard.

SOUTH-SOUTH AND TRIANGULAR COOPERATION

Another key priority area (2018-2019) in the future is to strengthen collaboration with the UN Office for South-South Cooperation. South-South Cooperation, North-South Cooperation and Triangular Cooperation are complementary and necessary to address different dimensions of peace and security. DPA has facilitated South-South and Triangular cooperation as a convener, knowledge broker, partnership builder, analyst and catalyst. Drawing upon this experience, DPA's Strategic Plan calls for the Department to increase collaboration with "non-traditional" actors and to continue building on its existing work on South-South Cooperation to ensure that lessons are fully shared and institutionalized. More specifically, DPA's Strategic Plan recommends integration of South-South and Triangular Cooperation mechanisms, solutions and perspectives into DPA's work as a complement to traditional approaches and processes, and the enhancement of DPA's work with regional organizations.

The Department recently participated in a training course entitled "UN Catalytic Support on South-South and Triangular Cooperation (SS&TC) in Implementing the 2030 Agenda" on 13-14 June 2017, and in an Astana Economic Forum side event entitled, "Second Regional Networking Forum for the Arab States, Europe and the Commonwealth of Independent States" held on 15 June 2017 in Kazakhstan. At the training course, DPA piloted a module on "SS&TC in Peace and Development to Advance National Priorities". The module was well received. It was seen as bridging the gap between theory and practice and as relevant to the implementation of the 2030 Agenda. Several participants shared pertinent examples of mainstreaming SS&TC in peacebuilding related activities and indicated a strong commitment to call upon the United Nations system to develop an integrated SS&TC framework.

DPA is undertaking a mapping of its initiatives to promote South-South and Triangular Cooperation to determine future engagements in the early warning, conflict prevention, crisis management and sustaining peace realm in 2018-2019.



ABOVE: General view of the Security Council.
UN Photo / Rick Bajornas

2017 UPDATES

A series of events was held in the margins of the General Debate of the General Assembly to mark the launch of the companion report to the United Nations-World Bank study *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflicts*. Alongside UNDP, PBSO and DPKO, DPA XB funds contributed towards the research and drafting that culminated in the companion report, as well as towards the launch events. The full report of the joint study will be finalized in the next few months, and is expected to be published in early 2018. This will lead to a number of follow up initiatives.

DPA continued to play an important role in the Global Land and Tool Network, a collaboration of key UN agencies, including UN-Habitat, UNDP, the UN Environment Programme, DPKO, PBSO, UN Refugee Agency, the Office of the High Commissioner for Human Rights, UN Office for the Coordination of Humanitarian Affairs, UN-Women, the Food and Agricultural Organization and the Interna-

tional Fund for Agricultural Development. As part of that inter-agency coalition, DPA contributed to the development of a Secretary-General Guidance Note on Land and Conflict during 2017. The purpose of this Guidance Note is to better orient the United Nations System on issues of land and conflict, providing overall guidance, identifying key international principles and ultimately, presenting a framework for practical operational engagement on the ground. As part of the Network, DPA has also contributed to the ongoing development of a *Handbook on Conflict Sensitive Land Tools*, focusing on practical lessons and approaches applied in the Cyprus context.

In **Kismayo, Somalia**, preparations are ongoing to assess the state of land use and its connection to local conflict. The pilot project will yield a detailed analysis of the inter-clan complexities, dynamics surrounding contested land, and other valuable insights needed to improve the United Nations' understanding of the situation and support to state-building and conflict prevention efforts in the region.

Ensuring Organizational Effectiveness

OVERVIEW:

THE DEPARTMENT CONTINUES to enhance organizational effectiveness and accountability. As a learning organization, it commissions lessons-learned and evaluation exercises and implements relevant recommendations.

Ensuring the most effective and transparent use of the resources entrusted to DPA is of utmost importance. In this regard, DPA has rolled out the Enterprise Risk Management approach in all XB projects under the Multi-Year Appeal, and is planning to expand it further. This risk management system facilitates strategic decision-making, increases accountability and minimizes the exposure to and impact of risks.

Extra-budgetary resources continue to be central to DPA's efforts to strengthen its strategic planning processes, monitoring and evaluation. Since the establishment of a dedicated evaluation capacity in 2016, the Department has finalized an evaluation policy, and undertaken several key evaluations.

The Department will also continue to equip its staff with the necessary skills to innovate, integrate and utilize new tools to meet emerging challenges. It relies heavily on XB funds to implement its training strategy, as well as on the support and collaboration of various UN partners, including the Office of Human Resources Management, and the UN Institute for Training and Research (UNITAR), and external entities such as the Folke Bernadotte Academy, the Centre for International Peace Operations and Swisspeace.

THEORY OF CHANGE AND MEASURING PREVENTIVE DIPLOMACY EFFORTS

The Department is currently in the process of further articulating its Theory of Change. In doing so, it is taking into consideration the "attribution gap", as many actors and variables affect the outcomes of preventive diplomacy work.

Preventive diplomacy is often difficult to measure through linear logic models or causal relationships. For example, if a conflict does not break out it may be difficult to attribute that outcome to the work of the Department, which often works discreetly and with many partners in highly volatile and complex environments. At other times, despite the use of all the tools and approaches at its disposal, the United Nations may not be able to prevent a conflict. This may be due to a variety of factors, including, but not limited to, inter-related conflicts; dynamic conflict cycles and time horizons; complex national, regional and international politics affecting peace processes and implementation, and the will of parties. Often, the quiet and discreet nature of DPA's work, based on the confidence of parties and anchored on the Organization's principles, cannot be reported publicly. Progress depends on factoring in the work of multiple internal and external actors over a long period of time, as well as developments that lie beyond the Department's scope and control. Within the rapidly changing environment in which it operates, DPA has been developing risk mitigation measures as needed.



ABOVE: Women in the Maimana city of Faryab, Afghanistan, discuss challenges including insecurity, unemployment, and barriers to accessing education and healthcare. April 2017.

UNAMA / Sayed Barez

LOOKING AHEAD 2018-2019

The Department will develop its Results Framework for 2018-2019 while taking into consideration these challenges of measuring preventive diplomacy. The next Results Framework will incorporate both quantitative and qualitative methodologies to better capture DPA's work.

The preparations for the Secretary-General's report on sustaining peace are underway, and the report is expected to be issued by February 2018. An evaluation of DPA's partnership with the UN peacebuilding architecture – the Peacebuilding Commission, Peacebuilding Fund and Peacebuilding Support Office – will be finalized by the end of 2017 and generate policy recommendations on how to maximize DPA's engagement with these key UN entities.

A study of past and recent practice on Special Political Mission start-up is also underway to inform the revision of related guidance for DPA and the broader UN system.

Together with UN partners, plans are being laid to use recent practice to update past studies and policy on mission transition. Both start-up and transition phases are pivotal moments in a peace operation's lifecycle, during which priorities for sustaining peace must be established jointly with national partners while identifying capacities and funding.

In 2018, DPA will undertake a review of sustaining peace in selected pilot cases. The objective is to assess DPA's initiatives and collaboration across pillars to see if the pilot approach is working. In addition, DPA intends to document its engagement with the World Bank (WB) and the UN Country Team in emergency financing in Yemen, drawing on the model of seconding a UN-WB Advisor to the UN Envoy for Yemen.

Other learning exercises in 2018 will include a review of DPA's past engagement in supporting peaceful elections in The Gambia and in the Gabon during 2016.

XB-RELATED ACHIEVEMENTS IN 2017

The Department was successful in obtaining observer status with the **UN Evaluation Group (UNEG)** and most recently finalized its evaluation policy. With this requirement completed, the Department hopes to obtain full status with UNEG in 2018.

The Strategic Plan for 2016-2019 reached its mid-point in implementation. DPA commissioned an internal mid-term review of the Plan to assess progress, identify bottlenecks and suggest course correction. The assessment provided the opportunity to critically review the 2016-2017 Results Framework with recommendations to add qualitative elements into the 2018-2019 Results Framework, strengthen the liaison presences funded through XB sources, broaden networks with civil society actors at the national and local levels, and improve organizational effectiveness through increasing staff development and learning exchanges. The Department has started working on these areas to ensure it is on track towards meeting the goals of the Strategic Plan.

ISCAD

Since assuming office in January 2017, the Secretary-General has emphasized his vision for a modern and operational peace and security architecture. This requires effective information sharing platforms and what the Secretary-General has defined as “a digital first approach” to optimize the use of technological progress. In this context, with XB funding, DPA’s Security Council Affairs Division launched an innovative project to optimize the way in which data reflecting the work of the Security Council is captured and presented. The new web-based application has been designed using open-source technologies to improve access to and analysis of the work of the Security Council. Equipped with a tailored query engine, the application also enables data visualization and improved reporting, and is fully compliant with the Organization’s information and communication technology and security standards. The application is already capable of analyzing Security Council decisions (i.e. resolutions and presidential statements) as well as the Council’s meeting records.

TRAININGS

During the year, staff participated in numerous trainings to advance their skills to stay abreast of the latest state of play in international affairs. DPA’s training strategy for 2017 prioritized capacity building in mediation, conflict analysis, electoral assistance and prevention of electoral violence, gender mainstreaming, as well as leadership and management in collaboration with relevant UN partners. A total of 250 DPA staff at headquarters and in the field were trained in these areas in 2017. Some training examples included: specialized writing; engaging non-state armed actors; religion and mediation; ceasefire mediation; and innovating the United Nations for the 2030 Agenda.

Keeping in mind the importance of multidimensional analysis when looking at conflict drivers, DPA organized a pilot course from 16-17 October on political economy analysis in New York with the overall objective to develop participants’ understanding of legitimate and illegitimate aspects of political economy and how it affects DPA’s mandate implementation. The course provided guidance on data collection, analysis and visualization that can be applied across a range of core DPA tasks.

The learning from the various trainings will be captured through surveys on how staff are employing it:

1) in the course of their work; and 2) in their professional development.

TRUST FUND FOR THE REPERTOIRE OF THE PRACTICE OF THE SECURITY COUNCIL

The *Repertoire of the Practice of the Security Council* is the only official and comprehensive record of the practice of the United Nations Security Council and is available in all six languages. The *Repertoire* and its Supplements provide coverage of the Security Council's interpretation and application of the Charter and of its own Provisional Rules of Procedure dating back to 1946. The requirement for the timely publication of this unique constitutional and procedural guide into the proceedings of the Council has been repeatedly underscored by Member States. Through resolution 54/106, the General Assembly endorsed the Secretary-General's proposal for Member States to provide voluntary contributions to eliminate the ten year back-log in publication of the *Repertoire of the Practice of the Security Council*. Accordingly, the **Trust Fund for the updating of the Repertoire of the Practice of the Security Council** (the Trust Fund) was established by the Secretary-General with the singular objective of ensuring that the *Repertoire* is brought up to date⁴. The strategy for combating this decade-long lag was to establish an additional team of researchers to eliminate the backlog in the preparation and issuance of Supplements to the *Repertoire*.

Since the establishment of the Trust Fund, sustained progress has been made in closing the ten year backlog. The 19th Supplement covering the period between 2014-2015 is now available on the Security Council's website in its advance version. However, efforts must continue to further bridge the gap in the issuance of Supplements. The Department of Political Affairs is specifically seeking to narrow the existing two-to-three-year lag in the preparation of the *Repertoire*.

Working closely with the Department for General Assembly and Conference Management (DGACM), DPA has also succeeded in shortening the time lag between the completion of Supplements and their publication in all six official languages. Despite considerable progress, the 17th Supplement covering 2010-2011 is the most recent one available as a publication in all languages.

Without XB funds and a continued investment over the upcoming biennium, there is a risk of progress being reversed. Extra-budgetary funds are essential to close this gap and for the Department to continue to provide contemporary analysis of the growing program of work of the Security Council.

The Department therefore seeks \$400,000 for the Trust Fund to provide the essential resources needed during the biennium to close the backlog, and meet the objectives of the General Assembly resolution.

	Amount requested (thousand USD)	
	2018	2019
Trust Fund for the Repertoire of the Practice of the Security Council	200	200

⁴ The Trust Fund is established by the Secretary-General under Financial Regulations 6.6 and 6.7. The Trust Fund shall be administered in conformity with United Nations Financial Regulations and Rules, the general policies and procedures outlined respectively in the Secretary-General's Bulletin ST/SGB/188 and the administrative instruction ST/AI/284.

DPA Resources

	Amount (Thousand USD)
Appealed in 2017	27,000
Contributions and hard pledges received (Jan-Nov)	27,674
Re-programmed from closure Trust Funds	1,482
TOTAL MOBILISED	29,156

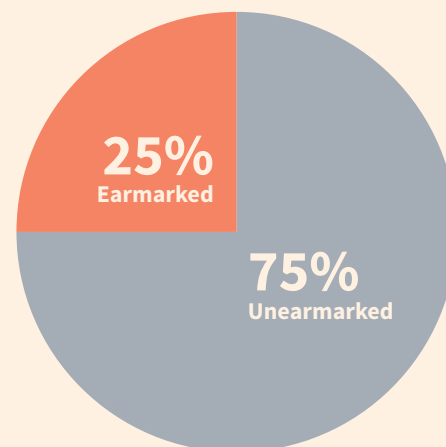
FUNDS RE-PROGRAMMED FROM CLOSURE OF OLD TRUST FUNDS		
Donor	Amount (Thousand USD)	Original Trust Funds
Australia	11	United Nations Guard Contingent (BTA)
Belgium	4	United Nations Guard Contingent (BTA)
Canada	13	United Nations Peacebuilding related Efforts in Sierra Leone (LWA)
Denmark	10	United Nations Guard Contingent (BTA)
Finland	20	United Nations Guard Contingent (BTA)
France	359	United Nations Guard Contingent (BTA)
Ireland	1	United Nations Guard Contingent (BTA)
Italy	31	United Nations Guard Contingent (BTA)
Luxembourg	239	Multiple Trust Funds (YNA, BTA, LWA)
Mexico	20	Trust Fund for Afghanistan (ANT)
Netherlands	498	Multiple Trust Funds (YNA, BTA, LWA)
Norway	154	OPRSG Lebanon
Portugal	14	United Nations Guard Contingent (BTA)
United Kingdom	108	Multiple Trust Funds (BTA, LWA)
Total re-programmed from closure old Trust Funds	1,482	

CONTRIBUTIONS AND HARD PLEDGES RECEIVED 1 JANUARY TO 10 NOVEMBER 2017	
Donor	Amount (Thousand USD)
Australia	967
Austria	158
Belgium	64
Canada	2,086
China	200
Denmark	1,540
Estonia	32
European Union	1,006
Finland	235
France	958
Germany	5,367
Hungary	50
Iceland	100
India	250
Iraq	25
Ireland	400
Japan	105
Kazakhstan	50
Netherlands	1,409
New Zealand	729
Norway	3,356
Poland	164
Qatar	500
Republic of Korea	1,605
Sweden	1,191
Switzerland	300
Turkey	200
United Kingdom	3,627
Sub-total received	26,674
Peace and Security Sub-Fund (EOSG)	1000
Total received	27,674

OTHER CONTRIBUTIONS RECEIVED*

Donor	Amount (Thousand USD)	Purpose
Germany	700	Earmarked to support the Office of the UN Personal Envoy of the Secretary-General for Western Sahara
Germany	473	Earmarked to support the laydown of weapons in Colombia
Germany	543	Earmarked to support the constitution-making process in Yemen
Japan	1,000	Earmarked for the Office of the Special Envoy for Yemen
Norway	276	Earmarked for the UN Office to the African Union (UNOAU)
United States of America	325	Earmarked for the De-escalation and Coordination Committee in Yemen
Total pledges	3,317	

FLEXIBILITY OF FUNDING

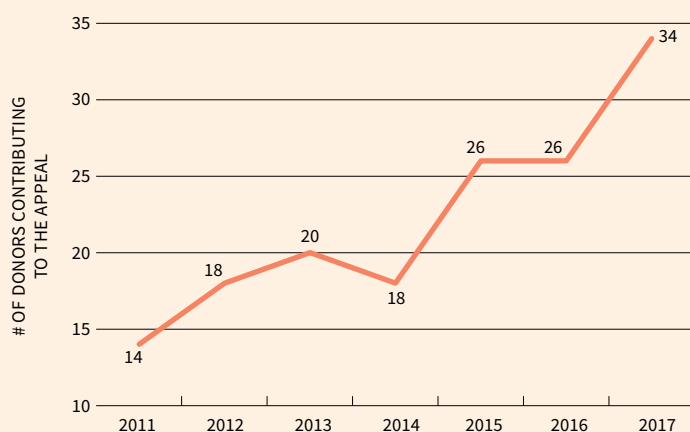


* Not part of the \$27 million requested in the 2017 Appeal.

PREDICTABILITY OF FUNDING

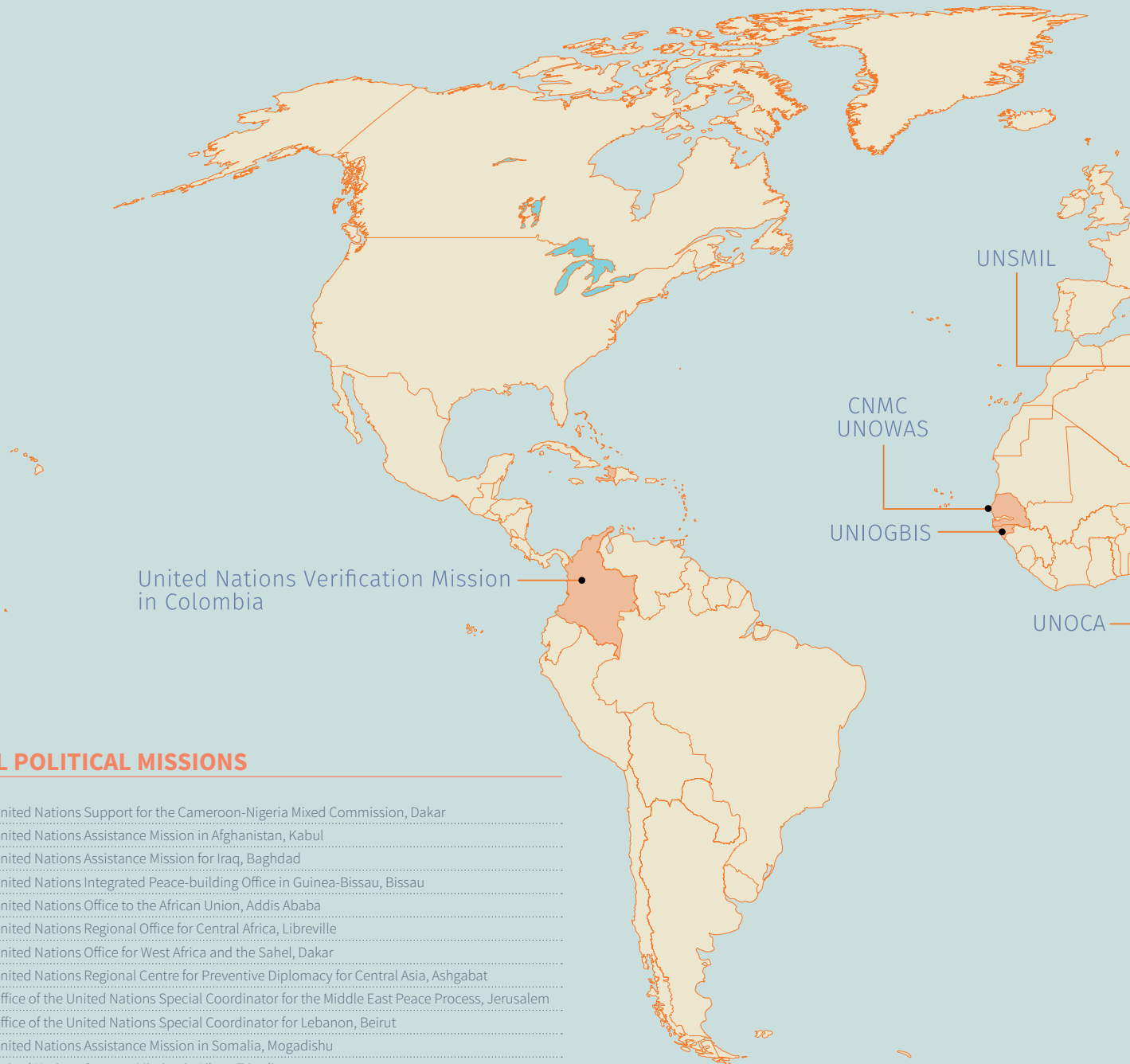
8 multi-year agreements
 representing
50% of the total
 received/pledged

DONOR BASE



JUNIOR PROFESSIONAL OFFICERS IN DPA

Sponsoring country	#	Duty Station
China	1	New York
Denmark	3	2 New York, 1 Beirut
DPRK	1	New York
Finland	1	Addis Ababa
Germany	4	New York
Italy	1	New York
Japan	4	3 New York, 1 Addis Ababa
Netherlands	4	2 New York, 1 Nairobi, 1 Brussels
Norway	1	New York
ROK	1	New York
Spain	1	New York
Sweden	1	New York
Switzerland	3	New York
USA	1	Jerusalem
TOTAL	27	21 in New York and 6 elsewhere



United Nations Verification Mission in Colombia

UNSMIL

CNMC
UNOWAS

UNIOGBIS

UNOCA

SPECIAL POLITICAL MISSIONS

CNMC	United Nations Support for the Cameroon-Nigeria Mixed Commission, Dakar
UNAMA	United Nations Assistance Mission in Afghanistan, Kabul
UNAMI	United Nations Assistance Mission for Iraq, Baghdad
UNIOGBIS	United Nations Integrated Peace-building Office in Guinea-Bissau, Bissau
UNOAU	United Nations Office to the African Union, Addis Ababa
UNOCA	United Nations Regional Office for Central Africa, Libreville
UNOWAS	United Nations Office for West Africa and the Sahel, Dakar
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia, Ashgabat
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process, Jerusalem
UNSCOL	Office of the United Nations Special Coordinator for Lebanon, Beirut
UNSOM	United Nations Assistance Mission in Somalia, Mogadishu
UNSMIL	United Nations Support Mission in Libya, Tripoli
UNVMC	United Nations Verification Mission in Colombia, Bogotá

Personal Envoy of the Secretary-General for Western Sahara

Special Adviser to the Secretary-General on Cyprus

Special Envoy of the Secretary-General, currently focusing on Burundi dialogue

Special Adviser to the Secretary-General on the Prevention of Genocide

Special Envoy of the Secretary-General for the Implementation of Resolution 1559

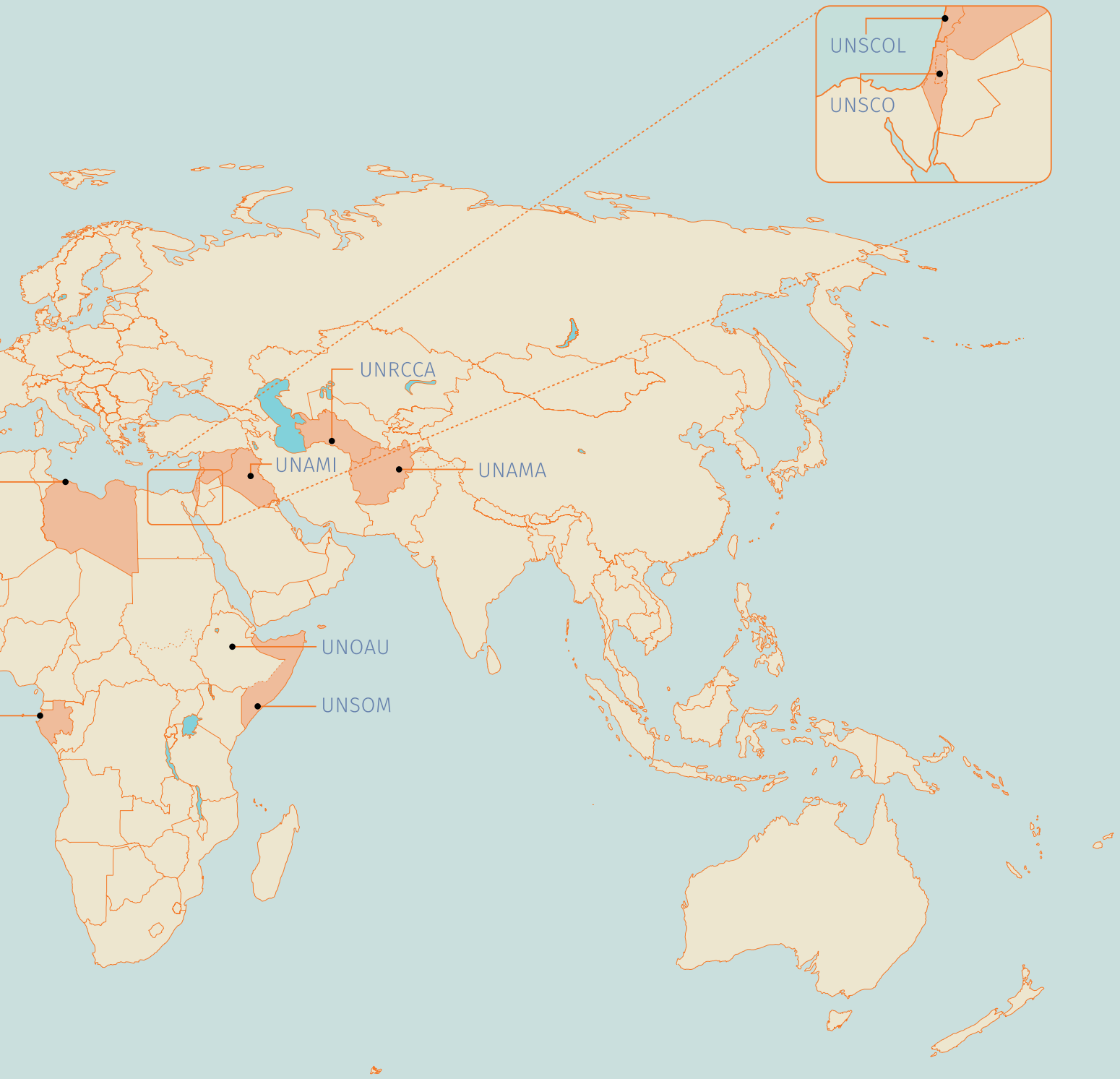
Special Envoy of the Secretary-General for Sudan and South Sudan

Special Envoy of the Secretary-General for Syria

Special Envoy of the Secretary-General for Yemen

Special Envoy of the Secretary-General to the Great Lakes Region

United Nations Representative to the Geneva International Discussions (UNRGID)





United Nations
Department of Political Affairs

DIPLOMACY. PREVENTION. ACTION

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