

2016 Annual Report

Multi-Year Appeal



United Nations
Department of Political Affairs
DIPLOMACY. PREVENTION. ACTION





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Foreword

2016 was a year of transition for the United Nations. In his last year at the helm of the Organization, former Secretary-General Ban Ki-moon moved to translate the conclusions of the wide ranging and recent reviews of the United Nations peace and security work into meaningful reforms and action, and saw the adoption of the landmark “Sustaining Peace” resolutions. The United Nations also welcomed a new leader, António Guterres, who has made a “surge in diplomacy for peace” his clarion call. These changes, along with the continuously evolving “conflict landscape” that gave rise to them, promise to have a transformational effect on the Department of Political Affairs (DPA). We have been energized by the new Secretary-General’s emphasis on preventive diplomacy, but are also conscious that we must meet great and growing expectations.

The generous financial and political support from Member States demonstrates that DPA is not alone in facing these challenges. This 2016 Annual Report details some of the progress made possible through the very generous support of our partners. Thus, in a year in which armed confrontation and other violence continued to rage and even expand in some regions, we can also list a number of instances where multilateral diplomacy, with the UN at the center, made a real difference. On 15 November 2016, for example, Equatorial Guinea and Gabon reached a milestone agreement in Marrakech to resolve their longstanding border dispute through a United Nations-led mediation process. The year also saw the creation of a new mission in Colombia to monitor and verify, at the request of the Government and the FARC-EP guerrillas, key parts of their historic peace agreement. We also continued to facilitate a promising peace process in Cyprus, where conflict has separated the island’s communities for generations. Thanks to the preventive diplomacy work of our Special Envoys, in collaboration with regional partners such as the African Union and ECOWAS and other actors, we helped to diffuse tensions and support the peaceful transfer of power in countries such as the Comoros and The Gambia, and continued to accompany the transition in Burkina Faso. In 2016, we were also able to establish a liaison presence in Vienna to develop a further partnership with the OSCE.

The report also highlights progress made under the goals and objectives of our 2016-2019 Strategic Plan. One notable achievement was the support provided to a series of Somali “Goodwill Ambassadors” of the President’s Committee who campaigned to secure 30 per cent of Parliamentary seats for women. This increased the representation of women in Parliament from 14 to 24 percent in the Federal Republic of Somalia. Another marker of progress in 2016 was the deepening of our partnerships with regional organisations, as exemplified by the adoption of the first ASEAN-UN Plan of Action for 2016-2020. And there were other, less visible DPA contributions to the resolution of complex political disputes, such as the deployment of electoral and high-level mediation expertise to support the national dialogue in the Democratic Republic of the Congo.

These and many other examples of our work in 2016 provide vivid evidence of what the 2015 High-Level Independent Panel on Peace Operations (HIPPO) called “the primacy of the political” in securing lasting peace and making prevention work. In advocating “bringing prevention back to the fore”, the HIPPO emphasized that, in fact, the intellectual case for prevention and preventive diplomacy no longer needs to be made. The problem, rather, is encouraging adequate investment in prevention. And indeed, the United Nations prevention work has traditionally been woefully underfunded. For DPA, that means that in the absence of additional and predictable regular budget support, we continue to rely on voluntary contributions from Member States, raised via the Multi-Year Appeal, to carry out about 40 per cent of our work in any given year. These contributions provide us with the required flexibility to respond quickly and effectively to the ever growing demand for our expertise in conflict prevention and mediation.

We sincerely thank our traditional donors, as well as the 16 new donors who have contributed to DPA in the last three years, and appeal for your continued support. A robust and broad donor base is a source of strength that drives us to better serve the global community. It is also a reflection that we have shared goals and responsibilities as we pursue stronger international cooperation and multilateral diplomacy in the service of sustainable peace.



Jeffrey D. Feltman
Under-Secretary-General
Political Affairs



ABOVE: Under-Secretary-General for Political Affairs, Jeffrey Feltman, briefs journalists at UN Headquarters. March 2017.

UN Photo

2016 Results under the Multi-Year Appeal



Global mandate

DPA assessed political developments **around the world** to detect crises before they erupt, manage protracted conflicts, and offer its preventive diplomacy tools in the cases of Benin, the Comoros, Libya, Syria, Yemen and beyond.



Field presence

DPA provided expertise and surge support to its **40 Special Political Missions** in Africa, Asia, Europe, the Americas and the Middle East, including the creation of a new mission in Colombia.



Regional approach

DPA's **3 Regional Offices** in West Africa and the Sahel, Central Africa and Central Asia provided effective platforms for preventive diplomacy including but not limited to Burkina Faso, Gabon, and The Gambia.



Coordination

DPA worked with **regional and sub-regional organizations** in over **85 percent** of its mediation engagements, including support to the AU facilitator in the Democratic Republic of the Congo.



Mediation

The **Standby Team of Senior Mediation Advisers** deployed more than 100 times, provided mediation support in some 30 contexts, which helped to build mediation capacities, developed crucial elements in peace process design, and helped to obtain some local level agreements.



Women, peace and security

100 percent of **mediation support teams included women** and 100 percent of UN-led or co-led formal peace negotiations included **consultations with civil society and women's organizations**. 185 envoys and mediators attended the High-level Seminar on Gender and Inclusive Mediation since 2013, with 20 new participants in 2016.



Electoral support

DPA coordinated UN electoral support to approximately **70 countries**, helped manage electoral crises and established the foundation for credible and peaceful election processes in fragile contexts such as the Democratic Republic of the Congo, Somalia, and the Central African Republic.



Partnership

Approximately 40 Peace and Development Advisers deployed under the Joint UNDP-DPA Program to develop long-term national capacities for conflict prevention with contributions from the MYA.

Introduction:

About the Multi-Year Appeal

The Multi-Year Appeal (MYA) enables the United Nations Department of Political Affairs to secure resources for vital, yet unpredictable, aspects of its work. DPA relies on extra-budgetary (XB) funds to prevent and respond to crises that cannot be anticipated or planned in DPA's regular budget process. Without XB funds, DPA would not be able to act with the flexibility and urgency that crisis prevention and response require. DPA depends on such funds for rapid and crisis response activities, as well as key early warning and early action capabilities, including the Rapid Response Window, the Standby Team of Senior Mediation Advisers, the network of regional and liaison offices, the rapid support to Envoys and Special Political Missions (SPMs), and support to the activities of the Joint UNDP-DPA Program on Building National Capacities for Conflict Prevention.

In 2016, voluntary contributions supported approximately 40 per cent of DPA's work. DPA called for \$25 million to cover six priority areas and issued supplementary appeals for Syria (\$1.3 million) and Yemen (\$1.1 million), bringing the total requested funds in 2016 to \$27.4 million. By 31 December 2016, DPA had mobilized over \$31.82 million. The increase in contributions is matched by high delivery levels and demonstrates DPA's capacity for absorption. In 2016, out of a \$31.5 million budget, DPA spent \$26.4 million, a significant increase compared to the \$17.9 million spent in 2015.

BELOW: 2016 Performance per MYA Priority Area

Priority Area	Budget (thousand \$)	Expenditures (thousand \$)	Implementation Rate
Setting the agenda for conflict prevention	5,433	4,248	78%
Reinforcing conflict response and resolution	14,929	13,363	90%
Investing in sustaining peace	4,596	3,455	75%
Deepening relations with UN Member States and regional organizations	2,673	2,187	82%
Strengthening ties within the UN system and beyond	1,677	1,158	69%
Ensuring organizational effectiveness	2,210	1,986	90%
TOTAL	31,519	26,397	84%

During 2016, DPA continued to diversify its partners with 16 new contributors since 2013. Multi-year agreements have also increased from 4 in 2015 to 8 in 2016, which enables better predictability in financing. Un-earmarked funding has also increased over the last three years to approximately 77 percent of contributions in 2016. This flexibility allows DPA to adapt and respond to dynamic situations on the ground.

DPA's new Strategic Plan for 2016-2019

2016 marked the launch of DPA's new four-year Strategic Plan, which provides a comprehensive and long-term framework to meet increasingly complex political demands globally, such as a growing number of conflicts, the rise in violent extremism, the political impact of refugee crises, and the need for a renewed emphasis on prevention and the political aspects of the UN's work.

The Strategic Plan also sets clear goals for improving UN system-wide collaboration, strengthening partnerships, and improving organizational effectiveness. The accompanying results framework has guided the monitoring and evaluation of DPA's performance, while capturing and applying learning to improve effectiveness.

BELOW: The Security Council votes to extend the mandate of the UN Assistance Mission in Afghanistan (UNAMA). March 2017.

UN Photo



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

Themes

In 2016, XB funds were 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 SPMs to support the good offices of the Secretary-General and 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 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 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.



Prevention: Setting the agenda

In 2016, conflict prevention continued to be at the forefront of DPA's agenda. To achieve this, DPA used its expertise – through the good offices of the Secretary-General, network of regional offices, liaison presences and SPMs, and engagements with the Security Council, regional organizations and Member States – to support political solutions to crises before they escalate into violence.

XB funds directly and positively impact DPA's ability to implement its prevention agenda. For instance, DPA relies heavily on XB funds to maintain the network of regional and liaison presences that serve as platforms for early warning analysis and early action; provide analytical and operational support for preventive diplomacy by its Envoys and SPMs; provide essential expertise to UN Resident Coordinators (RCs) and UN Country Teams (UNCTs) to enhance their political analysis and strengthen their conflict prevention efforts; and, maintain and deepen cooperation across the UN system and with regional organizations to strengthen collective approaches to prevention.

Preventing Conflict in Maldives

Beginning in 2012, Maldives entered into a political crisis resulting in socio-political polarization. To ease tensions and prevent violent conflict, the Commonwealth Ministerial Action Group (MACG) began spearheading a dialogue process in 2016. DPA deployed a Senior Adviser to facilitate dialogue between the government and opposition parties and to liaise with the Commonwealth and relevant Member States. While tensions remain, the dialogue prevented further escalation into violence. Made possible by support from XB funds, the Senior Adviser served as an effective, nimble, and cost-effective mechanism for the UN's preventive diplomacy efforts in Maldives. As a trusted and impartial broker between the parties, the Senior Advisor's successful engagement in 2016 not only averted conflict but paved the way for further engagement ahead of the 2018 presidential elections.

Regional and liaison offices: platforms for early warning and preventive diplomacy

DPA's network of regional offices and liaison presences are uniquely placed to conduct the early warning analysis required to support parties in preventing conflict. They provide an invaluable resource in contexts where the absence of a political presence would greatly hamper DPA's ability to fulfill its mandate. The DPA-led regional offices in Central Asia, West Africa and the Sahel, and Central Africa, and the UN Office to the African Union (UNOAU) rely on XB resources for many activities, while the liaison presences in Bangkok, Brussels, Gaborone, Jakarta, Kathmandu, and Vienna are entirely funded through XB resources. These entities have proven to be extremely cost-effective investments in the area of conflict prevention. They enable DPA to cooperate closely with regional organizations and national stakeholders to bolster their capacity for preventive action.

Resolution of Border Dispute

In November 2016, **Equatorial Guinea** and **Gabon** reached a milestone agreement to resolve their longstanding border dispute by referring it to the International Court of Justice (ICJ) for adjudication. The agreement, signed in Marrakech, was the culmination of the UN-led mediation process that DPA has been centrally involved in since July 2003. Throughout 2015 and 2016, DPA intensified its shuttle diplomacy, overcoming an impasse that had halted previous efforts to find a legal settlement. DPA supported the parties to finalize the text of the special agreement, thus paving the way for a peaceful and legal settlement. XB funds supported critical aspects of the facilitation meetings chaired by Under-Secretary-General Feltman, including simultaneous interpretation of the negotiations in Spanish, French and English.



The following are some examples of conflict prevention efforts facilitated through regional and liaison presences in 2016:

Through the **UN Office for West Africa and the Sahel (UNOWAS)**, DPA played a role to help ensure the holding of peaceful elections in **Benin**, including by helping to ease political tensions between key stakeholders. Political rivalries in Benin intensified during preparations for the presidential election, which was postponed due to delays in distributing voter cards. The potential for a contested election result escalated when leading party members rejected the candidacy of the incumbent Prime Minister, who was backed by the outgoing President. XB funds enabled DPA to react quickly and helped the state to prevent the crisis from escalating. With Rapid Response funding, DPA deployed surge support to UNOWAS by bolstering support to the good offices of the Special Representative of the Secretary-General (SRSG) for

ABOVE: An electoral officer assists a voter at a polling station during the first-round of the presidential election in the Central African Republic on 30 December 2015.

UN Photo

West Africa and the Sahel, Mohamed Ibn Chambas' and his role in helping to defuse tensions and create a more conducive climate for credible elections.

The **UN Regional Office for Central Africa (UNOCA)** continued its efforts to help mitigate tensions in Congo-Brazzaville and the Central African Republic (CAR) and the spillover effects in the region, particularly during elections in 2016. DPA also contributed to steps aimed at managing the regional threats posed by Boko Haram and the Lord's Resistance Army (LRA). For example, XB funds supported the diplomatic activity of the SRSG for Central and West Africa, Abdoulaye Bathily, on issues related to the Lake Chad Basin and Boko Haram, including the facilitation of political

dialogue in Cameroon and reinforcing the efforts of the RC and UNCT to encourage the Government of Cameroon, and other actors to take a holistic approach to preventing violent extremism.

DPA actively supported the efforts of UNOWAS and UNOCA, working in close collaboration with the RCs on the ground, for peaceful and credible elections in the West and Central African regions. In The Gambia, where President Yahya Jammeh rejected the outcome of the 1 December presidential election, DPA supported SRSG Chambas' efforts for a timely and peaceful transfer of power to President-elect Adama Barrow, in accordance with the Gambian Constitution. UNOWAS and DPA's close coordination with the Economic Community of West African States and the Organization for Islamic Cooperation Member States helped to ensure consistent messaging and a harmonized approach in addressing the post-electoral crisis. DPA also supported the good offices efforts to defuse tensions in the aftermath of presidential elections in Chad and in Gabon, where UNOCA helped facilitate a dialogue between the Government and the opposition. In particular, the Security Council commended DPA's early warning efforts in Gabon.

The **United Nations Regional Centre for Preventive Diplomacy for Central Asia (UNRCCA)** utilized XB funds to support its annual Strategic Dialogue Seminar in Almaty, Kazakhstan. Attended by Members of Parliament (MPs), civil servants, and Institutes of Strategic Studies of all five countries of the region, the focus was on the role of parliamentarians in preventive diplomacy in Central Asia. Participants exchanged experiences and good practices, including how individual MPs and officials of parliamentary administrations could respond to internal and external threats to security and stability. In addition, XB funds enhanced DPA engagement with the region and increased interaction between the field and Headquarters on preventive diplomacy. Specifically, the funds helped DPA participate in a regional meeting of RCs and Peace and Development Advisers (PDAs) convened by UNRCCA. The meeting looked at regional trends and implications for peace and security and discussed possible openings for preventive diplomacy initiatives.

DPA's liaison presence around the world enabled it to support parties in contexts where it does not have a mission or a regional office. These presences are modest and highly cost effective investments that achieve concrete results by supporting national and regional capacities. For instance, DPA's

liaison presence in Nairobi, and the **Office of the Special Envoy for the Great Lakes**, has ensured timely information, analysis and advice on regional threats to peace and security including violent extremist groups, border disputes, uncontrolled flows of arms and migrants, and the ongoing conflicts in the Great Lakes region and the Horn of Africa.

Setting the policy agenda for prevention

DPA provides analytical briefings regularly on crises around the world to the Security Council and the Secretary-General, and is proactive in assisting the Secretary-General in setting the policy agenda for prevention across the UN system on key issues, such as preventing violent extremism, electoral violence, and conflict-related sexual violence. XB funds enabled many of these initiatives in 2016 such as:

DPA's development and dissemination of a new policy directive on "Preventing and mitigating election-related violence", which aims to improve understanding within the UN system of the causes of election-related violence and to assist all relevant UN actors to assess risks, identify measures to prevent or mitigate violence, and to improve the overall coherence of the UN's approach. This was coupled with delivery of three training courses on the "Political Approach to Preventing and Responding to Electoral Violence." Conducted by DPA and the UN System Staff College, the courses improved understanding of the challenges of elections in transitional or fragile contexts, and of the need for a comprehensive political approach to preventing and responding to election-related violence and political crises.



Crisis Response:

Reinforcing conflict response and resolution

Crisis Response System

DPA's Crisis Response System is designed to provide urgent support and expertise to a wide range of Member States, UN and non-UN partners to prevent, manage and resolve conflicts around the world. The Crisis Response System – funded entirely with XB resources – includes four main components:

- **Standby Team of Senior Mediation Advisers (SBT)**, where eight members can be deployed within 72 hours to provide expertise on security arrangements and ceasefires, power-sharing arrangements, constitutions, gender and inclusion, transitional justice and reconciliation, facilitation and process design. In 2016, SBT members were deployed over 100 times.
- **Mediation Roster**, with 240 mediation experts who can be deployed for longer mediation-support assignments. In 2016, DPA responded to 33 requests using the mediation roster to identify experts and provide niche expertise.
- **Rapid Response Window**, which allows DPA to provide flexible and rapid support to envoys, SPMs, Member States and regional/sub-regional organizations to meet short-term needs in crises situations. As a result of growing demands and needs the funding allocation increased from \$2 million in 2015 to \$3 million in 2016 – out of which 37 per cent was used for urgent deployments, 18 per cent for surge capacity, 11 per cent for expert consultancy services and the remaining to cover operating and support costs as well as contractual services.
- In addition, DPA provides **political advice and surge support** to diverse actors in the UN system (RCs, UNCT, Peacekeeping Operations, SPMs) and beyond (Regional Organizations, Member States etc).

Rapid Response in action

In 2016, DPA's Rapid Response Window enabled DPA to provide flexible and timely support to crises prevention and peace processes around the world. The following examples illustrate achievements made possible by XB funds.

In response to the prolonged political and institutional crisis in **Guinea-Bissau**, DPA used Rapid Response funds to deepen its political analysis and develop a framework for the UN Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS). This helped in the engagement with ECOWAS and key political actors in the country. XB funds were also used to support DPA's engagement with civil society actors to ensure their participation in the development of a national strategy for enhancing stability. In addition, UNIOGBIS organized a conference in the National Assembly involving over 200 representatives from government institutions, political parties, civil society and traditional leaders. XB funds supported the process and helped to ensure that its proceedings fed directly into the ECOWAS 6-point roadmap to end the crisis. This was accompanied by a nation-wide public outreach campaign to raise awareness of fundamental civil rights and duties and to foster discussion of the political situation.

In **Niger**, a joint UNOWAS-ECOWAS visit identified the need to further assess the political, security and human rights situation in advance of presidential and legislative elections. Political tensions escalated after the arrest of one of the main opposition candidates. This occurred against the backdrop of a deteriorating security situation in the region that threatened to negatively affect the electoral process. As a result, DPA used Rapid Response funds to deploy a multidisciplinary team that strengthened the UN's support to the electoral process. The team was composed of political affairs, electoral affairs and human rights officers and supported the SRSG's good offices, as well as the ongoing RC and UNCT efforts to liaise with all relevant stakeholders. The election was conducted without instability, however the political and security situation in Niger remains fragile and there continues to be significant challenges to electoral and democratic reform in the country.

In **Nigeria**, DPA supported the good offices of the SRSG Chambas by deploying an expert to provide analysis of key political and security issues, and to liaise with key actors on the ground. Rapid Response funds also supported a high-level consultation, chaired by the SRSG, Nigerian stakeholders,

Standby Team of Senior Mediation Advisers – Engagements and Achievements in 2016

Established in 2008, the SBT is a group of full-time mediation advisers prepared for rapid deployment to provide technical advice to UN officials and others leading mediation and conflict prevention efforts. The team is diverse and equipped to address a range of issues such as constitution-making, gender, natural resources, power-sharing, process design and security arrangements.

In 2016, the SBT provided rapid, tailored support to peace processes in over 26 countries. This included ongoing engagement to support some of the most challenging mediation and peacebuilding processes currently supported by the UN such as Afghanistan, Libya, Somalia, Syria, and Yemen. In its diverse engagements, the SBT not only provided expertise to Envoy's and SPMs, but also to RCs and UNCTs, UN peacekeeping operations, and regional and sub-regional organizations. Throughout 2016, the SBT was a critical resource for DPA's network of Envoys and SPMs, deploying multiple times. For example, throughout 2016, SBT members provided expertise to UN Support Mission in Libya (UNSMIL) to facilitate the implementation of the Libyan Political Agreement, including the implementation of the WPS agenda. Furthermore, building on DPA's support to the final rounds of the Misrata-Tawerga dialogue, which led to an agreement on the return of IDPs and compensation for victims, the SBT supported UNSMIL to develop a national reconciliation strategy.

The SBT was also heavily engaged in advising Somali stakeholders on the review of the provisional federal constitution and supporting the work of a joint committee of Puntland and Galmudug representatives on a ceasefire implementation in the city of Galkayo. Working closely with UNSOM and UNDP, a SBT member provided constitutional advice to key stakeholders in the Federal Government, Federal Parliament, and Independent Constitutional Review and Implementation Commission. This assisted them to identify options for addressing contentious issues. A SBT member also contributed to a lessons learned exercise on the constitutional review involving UNSOM, UNDP, other international partners and Somali stakeholders from federal and regional lev-

els. This resulted in recommendations on the way forward after the conclusion of the electoral process.

The SBT also provided short-term expertise to SPMs and Envoys to manage crises. For example, a SBT expert was deployed in September 2016 to assist UNIOGBIS to develop a mediation strategy in relation to ECOWAS efforts to facilitate an end to the protracted crisis in Guinea-Bissau. The expert also supported preparations for the National Conference on Reconciliation.

In 2016, the SBT expanded its support to partners across the UN system. It provided expertise to RC's, UNCTs and peacekeeping operations. For example, the SBT deployed to assist UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) to develop its political dialogue strategy aimed at reducing the threat of armed groups in the Central African Republic. The SBT also supported the UNCT and UNOCA in Chad in their efforts to encourage national dialogue in the run-up to the April 2016 presidential elections; supported the UNCT to develop an implementation strategy for the Peacebuilding Fund (PBF); supported peacebuilding program in the Solomon Islands; assisted the UNCT in Papua New Guinea to develop a mediation strategy relating to the Bougainville referendum, as well as to develop engagements aimed at enhancing women's participation in peacebuilding; and it supported the UN Kosovo Team in a transitional justice project.

In addition to supporting UN-led processes, the SBT directly advised regional and sub-regional organizations that are leading mediation processes, including the AU-led mediation processes in the Democratic Republic of the Congo, Sudan and South Sudan, and the East African Community (EAC)-led process in Burundi. For example, DPA deployed a Standby Team expert to support the mediation efforts led by the African Union High Level Implementation Panel for Sudan and South Sudan. The expert has provided technical advice to ongoing discussions in Addis Ababa focusing on the cessation of hostilities in Blue Nile and South Kordofan States, as well as in Darfur.

Somalia: DPA worked with the UN Assistance Mission in Somalia (UNSOM) to support the Federal Government of Somalia to agree on a model for the election of a new bicameral Federal Parliament, which promoted inclusivity and representation. The model provided a formula for power-sharing between the clans, representation of federal Member States and the entities of Puntland and Somaliland; and, reserved 30 percent of parliamentary seats for women. With Rapid Response funds, DPA supported UNSOM to hold workshops with women and youth on the constitutional review as part of its wider efforts to help parties to establish a permanent constitution that has broad, cross-clan buy-in and provides a foundation for sustainable peace. XB resources also supported the work of “Goodwill Ambassadors” who launched an advocacy campaign that focused on securing the buy-in of political and clan leaders to achieve the goal of securing 30 percent of Parliamentary seats for women. The outcome of the election process was a Parliament composed of 24 percent women – a substantial increase from 14 percent in 2012, and a significant step forward in a context in which advancing women’s political empowerment continues to face many challenges.

ECOWAS, UNCT and representatives from academia and civil society on violent extremism, and other political and security related issues affecting the country. The meeting helped affirm UN support for the consolidation of Nigeria’s peace architecture.

In **Cyprus**, since negotiations resumed in May 2015, the pace of peace talks between the Greek and Turkish Cypriot leaders has been encouraging. Using Rapid Response funds, DPA provided surge support to the Office of the Special Adviser of the Secretary-General (SASG) on Cyprus to ensure the essential technical assistance and support to the peace talks. This included facilitating dialogue and providing technical support on the: economic aspects of the settlement; preparatory work for the extension of the European Union (EU) acquisition island-wide; drafting of federal laws; reviewing and agreeing on international treaties binding on a united Cyprus, federal and constituent state judicial systems, and constitution drafting.

In the **Former Yugoslav Republic of Macedonia (FYROM)**, Rapid Response funds were used to deploy a political and governance expert to support the Resident Coordinator and the UN Country Team during a turbulent period in Macedonian politics. The expert provided regular political analysis and briefings to DPA, UNDP and other partners, particularly related to parliamentary elections held in December 2016. Furthermore, the expert also supported the restructuring of the UNCT’s governance work in the context of some setbacks on the democratic front.

Supporting Special Political Missions, Special Envoys, and the Good Offices of the Secretary-General

SPMs and Envoys are a central part of DPA’s political architecture – serving as tools for both prevention and response in situations of protracted conflict or political instability. DPA manages some 40 SPMs. Among these are 13 field-based missions in extremely complex and volatile contexts. DPA relies on XB funds to provide essential analytical support and backstopping to the preventive diplomacy and mediation efforts of SPMs and Envoys.

In 2016, as the conflict in **Syria** entered its sixth year, diplomatic efforts saw an unprecedented surge following the launch of the International Syria Support Group (ISSG) by the Russian Federation and the United States in October 2015. XB funds enabled DPA to intensify its support to the Special Envoy of the Secretary-General for Syria, Staffan de Mistura’s efforts to facilitate Intra-Syrian talks. DPA deployed experts, including SBT Members, to advise on the design and substance of Intra-Syrian talks, including on political, constitutional and detainee issues. During a cessation of hostilities that came into effect in February 2016, DPA convened two ISSG task forces on ceasefire and humanitarian access that sought to stabilize conditions on the ground and create conditions for Intra-Syrian talks to resume. Unfortunately, these talks were eventually overshadowed by an escalation in violence. XB funds also supported the UN’s post-agreement planning process, while following up on commitments made by the Secretary-General at the 2016 London Conference on Supporting Syria and the Region. As a result, the planning process is near completion, and includes a conflict and stakeholder analysis, mapping of ongoing and planned activities in Syria, and a UN plan for the immediate 180 days following the signing of a peace agreement.



In **Yemen**, DPA's efforts in 2016 focused on substantive and operational support to the Special Envoy of the Secretary-General, Ismail Ould Cheikh Ahmed, to facilitate a sustainable cessation of hostilities and negotiate interim security arrangements as part of a comprehensive agreement. As the conflict worsened and the demands grew in complexity, XB resources enabled a four-member expert team to support the Special Envoy's efforts to facilitate talks and to assist in establishing the De-escalation and Coordination Committee tasked with strengthening compliance with a cessation of hostilities. A round of talks that opened in Kuwait in April 2016 offered a temporary respite from violence and hope for a political breakthrough; however, they were suspended in August amid escalating military hostilities. During engagement with the parties, the Special Envoy presented them with a roadmap that was aimed at putting

ABOVE: Staffan de Mistura, United Nations Special Envoy for Syria, welcomes the representatives of the Syrian Government and the opposition to the resumed UN-facilitated intra-Syria talks in Geneva. February 2017. UN Photo

in place a cessation of hostilities with a view to subsequently resuming negotiations.

XB support enabled DPA to backstop the UN's political and diplomatic efforts related to the **Middle East Peace Process**, including through the Middle East Quartet. This included preparing, organizing and supporting the follow up to Quartet meetings and providing substantive and operational support to the good offices of the Secretary-General and the efforts of the Special Coordinator for the Middle East Peace Process, Nickolay Mladenov.

*"I think it is important to realize – as friends of Colombia and supporters of the peace process – the magnitude of the endeavor in which the Colombian Government and people are embarking in direct proportion to the magnitude of a conflict of five decades that took the lives of 200,000 people and displaced millions. It is an ambitious project, and in many ways at the cutting edge of peacemaking, particularly with regard to transitional justice and reconciliation. ... But together with Colombians we should be clear about the challenges and brace ourselves to provide the support it will require. ... In our toolbox, assessed contributions provided through the establishment of a Mission such as ours are of course critical... and **extra budgetary funds provided through DPA are also indispensable...**"*

SRSB for Colombia Jean Arnault's remarks to DPA's Annual Donor Meeting on 1 Dec. 2016, highlighting the importance of XB funds in the Colombia peace process

Colombia: 2016 witnessed a historic peace agreement ending half a century of armed conflict between the Government of Colombia and the *Fuerzas Armadas Revolucionarias de Colombia- Ejército del Pueblo (FARC-EP)*. It also saw the creation of a new UN mission in Colombia which was deployed prior to the final agreement to monitor and verify the ceasefire at the request of the parties. The UN Mission's early presence on the ground proved to be critical to restoring confidence and helping parties rescue the accords after Colombians narrowly voted to reject the deal in a plebiscite in October. While the 'no' vote was unexpected, it provided an opportunity for the parties to re-craft the agreement to broaden its popular support. Despite this period of uncertainty, UN observers on the ground helped to consolidate the ceasefire and the UN system sustained preparations to support Colombia in implementing the accords. The parties ultimately reached a revised agreement that was ratified by the Colombian Congress in December 2016. >>



>> DPA's substantive and operational support to the ongoing peace talks and instrumental role in the planning and deployment of the new UN Mission would not have been possible without the flexible funding provided by the MYA. XB resources provided essential expert support to SRSG Jean Arnault, both during the Havana talks and in his subsequent leadership of the UN Mission. In addition, rapid response funds filled critical gaps during the talks. At the same time the funds supported the UN Mission's planning and deployment related activities.



ABOVE & BELOW: Arrival of FARC-EP members at one of the zones where the UN Mission will verify the laying down of arms. February 2017. Photo UN Mission Colombia





Investing in Peace:

Fostering conditions for sustainable peace

In April 2016, the Security Council and the General Assembly adopted parallel resolutions on “Sustaining Peace” in response to the 2015 review of the UN Peacebuilding Architecture. The resolutions recognized that sustaining peace is an “inherently political process” that encompasses activities aimed at “preventing the outbreak, escalation, continuation and recurrence of conflict”. Thus, they reinforce the UN system’s renewed emphasis on prevention – effectively eliminating the distinction between post-conflict peacebuilding and other forms of prevention – and place sustaining peace at the heart of DPA’s work.

Sustaining peace is central to DPA’s work focused on broadening support for the implementation of peace accords; building inclusive political and constitutional processes with the participation of women, minority, and other groups; and support to peaceful elections.

For instance, recognizing the importance of constitution-making and constitutional reform to peace and stability, DPA stepped up its provision of advice to constitutional processes. DPA used XB funds to support a Senior Constitutional Advisor who advised on the design of inclusive constitutional processes and other constitutional issues in 13 countries.¹ For example, in the Philippines, DPA engaged with key political actors and helped UNCT develop strategies for improved engagement in constitution reform for conflict resolution. In Thailand, DPA assisted UNCT to identify risks involved in support to the constitution making process. With respect to Nepal, DPA assisted UNCT to identify opportunities for reaching a compromise on contested issues relating to federalism.

DPA also engaged different UN agencies involved in constitutional assistance for a lessons learning exercise that assessed the UN’s recent engagement in constitutional support. This strengthened the partnership between UNDP, UN Women, the Department of Peace Keeping Operations (DPKO), the Office of the High Commissioner for Human Rights (OHCHR) and other agencies involved in this area of

work. DPA also strengthened the UN’s relationship with constitutional experts from civil society through a workshop on “Promoting Constitutional Dialogue in Civil Society” that explored innovative ways to design more inclusive constitution-making processes.

Consolidating and broadening support for peace

Throughout 2016, DPA worked in challenging contexts to broaden support for the implementation of peace accords, including through facilitating inclusive political dialogue to address outstanding obstacles. The following examples highlight key achievements in 2016, made possible with XB support:

In **Iraq**, DPA supported the United Nations Assistance Mission in Iraq (UNAMI) to prepare the ground for national reconciliation and to engage civil society leaders, religious leaders, women and youth in the peacebuilding process. During 2016, Iraqi forces steadily gained ground against ISIL militants, retaking key cities and towns, with support of the international coalition. With XB funds, DPA facilitated a scenario planning exercise with civil society representatives in anticipation of the liberation of Mosul and supported initiatives aimed at engaging minority community representatives, women and youth in peacebuilding. This improved understanding of the situation inside Mosul and the key concerns of communities for the post-ISIL period, particularly among minority groups. It enabled DPA and the Mission to explore how they can address challenges foreseen in Mosul to prevent and manage further violence.

In addition, DPA worked with UNAMI, the UN High Commissioner for Refugees (UNHCR) and other UN entities to support the peaceful relocation of approximately 3,000 **Camp Hurriya** residents on humanitarian grounds. Most residents relocated to Albania through a humanitarian arrangement with the Albanian government. The relocation was completed in 2016 and programs are underway to support the integration of former camp residents. XB funds helped coordinate the process.

¹ Cyprus, Democratic Republic of Congo, Guyana, Libya, Myanmar, Nepal, Philippines, Somalia, South Sudan, Syria, Sri Lanka, Thailand and Yemen.



ABOVE: Commemorative event on the occasion of International Women's Day in Kabul, Afghanistan. March 2017.

Photo UNAMA / Fardin Waezi

In **Libya**, over the last year, the country has experienced increasing fragmentation and polarization of political and security actors. In this context, DPA supported UNSMIL in facilitating an inclusive dialogue aimed at overcoming obstacles to the implementation of the Libyan Political Agreement. Efforts centered on broadening the support base for the agreement and the bodies it created, including through sustained engagement with women, as well as improving the security situation. Despite the challenges, DPA's support has assisted parties in the partial implementation of the agreement and has helped ensure that most Libyan and international stakeholders support it as the only political framework for preventing a relapse into large-scale conflict. In addition, using XB funds, DPA supported several successful, local-level reconciliation initiatives.

In **Afghanistan**, DPA continued to support its largest political mission, the United Nations Assistance Mission in Afghanistan (UNAMA), to promote both national unity and political dialogue through an Afghan-owned and led peace

process and dialogue between Afghanistan and its neighbors. This included advising UNAMA on the peace process with Hezb-e-Islami, managing political tensions related to the implementation of the 2014 political agreement that established the National Unity Government, and, providing technical input into electoral reform. XB funds contributed to DPA's daily backstopping of the Mission on operational and strategic issues, particularly related to electoral and political concerns.

El Salvador: DPA supported the Government of El Salvador based on its request to design and prepare for a national dialogue process to be facilitated by the UN in 2017. In this regard, DPA deployed three expert missions to assess conditions for a national dialogue; a SBT expert in process design was centrally involved in facilitating consensus on a way forward. A proposal for a national dialogue to ease political and institutional tensions was developed and opened further lines of communication among key national actors in a highly-polarized context.

In **Papua New Guinea**, DPA supported parties in the implementation of the peace agreement in Bougainville, and preparations for the referendum which will help to determine its future political status. XB resources supported DPA's engagement with national and Bougainville authorities, as well as ongoing dialogue and outreach activities of the RC and the PDA. In addition, DPA deployed a SBT member who supported the Bougainville Women's Federation to develop a referendum engagement strategy that is crucial for an inclusive process. Furthermore, the PDA supported an ongoing Bougainville-led reconciliation and unification program that promotes an inclusive 'trauma healing' process to help overcome grievances between victims (many of whom are women and youth), and combatants.

In 2016, **DPA's liaison office in Nepal** continued to provide ongoing support to the RC and the UNCT to encourage progress in relation to outstanding commitments in the 2006 Comprehensive Peace Agreement, including the implementation of the constitution and the transitional justice process.

Support to peaceful elections

In 2016, DPA coordinated support to electoral processes in approximately 70 countries. Beyond its wider coordination role, DPA also directly supports electoral processes as part of its conflict prevention and peacebuilding mandate, providing expertise on electoral systems design during mediation processes and supporting diplomatic efforts to prevent and manage electoral crises. In 2016, the Department responded to approximately 20 new requests for UN electoral assistance and conducted 61 electoral missions to assess needs, and provide technical support to Member States and UNCT on the ground. Approximately, 75 percent of these missions were supported through XB funds. XB resources were also used to strengthen partnerships with regional and intergovernmental organizations that provide electoral assistance. Some examples of DPA's electoral assistance, made possible with XB funds, include:

In the **Democratic Republic of the Congo**, DPA helped parties to achieve a political compromise. For instance, in line with SC resolution 2277 (2016), XB funds were instrumental in supporting the diplomatic efforts of SRSg Said Djinnit to help address election related tensions. Following an advisory and assessment mission, DPA deployed a Standby Team electoral expert, as well as other technical experts to advise

Managing the electoral crisis in the Comoros

UN collaboration with the AU in the Comoros helped avert electoral violence during the tightly contested presidential and governorate elections in 2016. DPA deployed a political expert who liaised closely with the AU delegation as it observed a partial re-run of the elections in 13 polling stations. In response to escalating tensions, SRSg Haile Menkerios traveled to the Comoros to consult with all stakeholders, urge restraint and encourage the electoral institutions to function independently in accordance with their mandates. After the visit, DPA used XB funds to deploy a senior electoral expert who provided technical support to the national electoral institutions along with advice to the RC and international partners. This on-the-ground coordination and support was instrumental in the peaceful, partial re-run of the presidential and gubernatorial elections in Anjouan Island on 11 May 2016.

The tensions that marred elections reflect longstanding institutional weaknesses that make the country vulnerable to recurring political instability. In a post-election scenario the situation remains calm but fragile. The country faces multifaceted political, socio-economic and institutional challenges. The tensions between the Union and the Islands of Grande Comoros, Anjouan and Moheli are an enduring source of fragility. DPA's current efforts to help promote post-electoral stability are therefore anchored in supporting the parties to implement a roadmap on electoral reforms, capacity building of political parties and civil society organizations, and the promotion of dialogue between the Comorian stakeholders.

the AU facilitator of the National Dialogue on process design and a range of other topics.

This strengthened the AU facilitation team's electoral expertise and demonstrated, in concrete terms, the UN-AU partnership to jointly address electoral crisis situations. In addition, XB funds supported the Seventh High-level Meeting of the Regional Oversight Mechanism for the Democrat-

“The interconnected nature of today’s crises requires us to connect our own efforts for peace and security, sustainable development and human rights, not just in words, but in practice ... We must rebalance our approach to peace and security. For decades, this has been dominated by responding to conflict. For the future, we need to do far more to prevent war and sustain peace”.

Secretary-General’s remarks to the Security Council Open Debate on “Maintenance of International Peace and Security: Conflict Prevention and Sustaining Peace”. 10 January 2017.

ic Republic of the Congo and the Great Lakes in October 2016. Hosted in partnership with the Government of Angola, this event provided a platform for the Special Envoy to bring together key leaders to reach a political compromise. The involvement of Catholic Bishops as mediators also enabled a more inclusive dialogue process and paved the way for the 31 December 2016 agreement.

In **Armenia**, in response to a request from the Government, DPA supported a needs assessment mission, that included extensive consultations with the Central Election Commission, political parties, civil society, media, government, and international stakeholders. The mission’s recommendations led to the approval of the UN’s electoral assistance strategy to support the introduction of new voting technology in advance of the 2017 parliamentary elections. Such outcomes are the driving force of DPA’s electoral assistance, which seek to promote the holding of elections that meet international standards.

Sustaining Peace Agenda

DPA kick started efforts to implement the “Sustaining Peace” agenda. XB resources enabled DPA to build an understanding of the agenda’s implications among Member States, regional organizations and other key partners. For example, DPA used XB funds to organize a series of inter governmental meetings on the margins of the General Assembly including with the *Group of Friends* on Sustaining Peace. It further utilized XB funds to launch pilots of this approach in Sri Lanka and Burkina Faso after close consultation with both governments.

‘Sustaining Peace’ Strategies: Burkina Faso and Sri Lanka

Although **Burkina Faso** successfully transitioned after the political crisis in 2015, the root causes of conflict persist and risk unraveling the recent democratic gains. Supported by XB funds, a SBT expert assisted UNDP in the country to conceptualize its support to Burkina Faso’s national reconciliation process; this followed the completion of the political transition after local elections in May 2016. The XB funds further contributed to DPA’s support for developing a UN-system wide Sustaining Peace Strategy for Burkina Faso to prevent a relapse into crisis.

Guided by the groundbreaking twin resolutions of the Security Council 2282 (2016) and the General Assembly (RES/70/262), the Sustaining Peace Strategy in **Burkina Faso** leverages linkages between the political and security, development and human rights pillars of the UN. In order to address the root causes of conflict and consolidate democratic gains, the strategy is grounded in a comprehensive political analysis and complements ongoing UNCT development programming in areas such as justice and rule of law, security sector reform and national reconciliation, with targeted political engagement, advice and recommendations emerging from the good offices of SRSG Chambas. These efforts seek to create a conducive environment to support the Government implement the National Plan for Economic and Social Development (PNDES) for the period 2016-2020 as a pathway for stability and sustained peace. In line with the “Delivering as One” approach, the Sustaining Peace Strategy utilizes the existing coordination mechanisms at the country level, and brings to bear all the capacities of the UN system in support of the Government.

In Sri Lanka, the 2015 presidential and legislative elections marked the beginning of a new chapter for the country. The new Government expressed its commitment to promoting good governance, strengthening democracy, fostering economic growth and sustainable development, pursuing reconciliation, delivering peace dividends and >>

>> guaranteeing human rights. This commitment to long-term peace was reaffirmed through the formation of a unity Government and its co-sponsorship of a Human Rights Council resolution (HRC/30/1) of October 2015, which details a comprehensive framework to advance transitional justice. In response, the Secretary-General expressed his commitment to Sri Lanka by declaring the country eligible to access additional resources under the PBF's Peacebuilding Recovery Facility (PRF). In March 2016, an independent peacebuilding context assessment was conducted to inform the formulation of a Peacebuilding Priority Plan (PPP), which identifies entry points for the UN's assistance in the areas of governance, economy, security and reconciliation. The PPP, jointly developed by DPA, the Peacebuilding Support Office (PBSO), UNCT, the Government and civil society, covers support to: (i) accountability and transitional justice; (ii) reconciliation; (iii) good governance; and iv) resettlement and durable solutions, with an integrated gendered approach. Utilizing XB funds, DPA played an important role in 2016 throughout the UN's engagement with Sri Lanka, including through high-level visits, internal coordination and information sharing, supporting the development of a common UN strategy, kick-starting priority interventions, and providing analysis throughout the PPP design phase. Through its initiatives, DPA continues to contribute to a better understanding of the evolving context, and deepens the analysis for the UN system to yield insights into trends and the impact of reform measures, as well as the identification of peacebuilding challenges and opportunities.

Women, Peace and Security

2016 was a momentous year for Women, Peace, and Security (WPS) issues within DPA. Several major achievements were made possible with support from XB funds including: the creation of a Senior Gender and Political Advisor, a Gender Peace and Security Unit, and the Gender and WPS 2016-2020 Strategy.

In 2015, three wide-ranging UN peace and security reviews were conducted on peace operations, peacebuilding, and

the implementation of Security Council resolution 1325 on WPS. All three reviews illuminated the importance of the WPS agenda and the need to accelerate its implementation. Evidenced by the highest number of speakers ever to participate in an open debate at the Security Council, the High-level Review of SCR 1325 attracted attention and political momentum globally. In 2016, these events culminated in DPA creating a **Senior Gender and Political Adviser** position, which was initially supported by XB funds and later subsumed under the Regular Budget. The creation of this post led to the establishment of a stand-alone **Gender, Peace and Security (GPS) Unit**, which reports to the Under-Secretary-General through the Director of the Policy and Mediation Division. Elevating the GPS Unit to a stand-alone unit in the Policy and Mediation Division underlines the importance that DPA attaches to this portfolio and further highlights its ability to collaborate and implement the WPS agenda across the Department, SPMs, and with relevant UN entities, regional and national partners. The Unit acts as an advisory body to support the integration of Gender and WPS in DPA's work including through technical advice, training, and the collection and analysis of data to monitor DPA's progress in implementing WPS commitments.

As a first activity, the GPS Unit developed the DPA **2016-2020 Gender and WPS Strategy**, which identifies six priorities:

- Further integrating gender within DPA's conflict prevention work;
- Enhancing women's contribution to countering terrorism and preventing violent extremism (CT/PVE);
- Promoting women's political participation through electoral assistance;
- Strengthening partnerships and capacity on conflict-related sexual violence;
- Strengthening DPA's joint strategy with the UN Entity for Gender Equality and the Empowerment of Women (UN Women) on gender and mediation; and
- Strengthening the UN gender architecture in peace operations through a pilot initiative with DPKO, the Department of Field Support (DFS) and UN Women.

Gender and inclusive mediation

Promoting women's effective participation in conflict mediation and addressing their specific needs in peace-making efforts is a high-level priority and commitment taken on by the Department. XB funds have enabled DPA to act on this



ABOVE: Young woman in Mali. February 2017.

UN Photo

commitment. For instance, DPA used XB funds to harness experience gained from the High-level Seminar on Gender and Inclusive Mediation Processes to produce new **Guidance on Gender and Inclusive Mediation Strategies**, which provides mediation practitioners with practical tools and strategies for designing more inclusive and gender-responsive mediation processes. It includes information and guidance on how to put into practice the gender dimensions of the international normative frameworks and how to introduce a gendered perspective in mediation preparedness and process design. The guidance also addresses substantive issues in peace processes including: security arrangements, conflict-related sexual violence, political participation, power sharing and constitutions, as well as on drafting and implementing peace agreements.

In October 2016, DPA also organized the **9th High Level Seminar on Gender and Inclusive Mediation Processes** for 20 envoys, senior mediators and mediation experts from the UN, Member States, regional organizations and Non-governmental organizations (NGOs). Since 2013, 185 participants have benefitted from the seminar series. Participants are expected to use the guidance and tools after the seminar to design and support inclusive mediation process-

In **Libya**, XB funds were used to deploy political experts, including SBT members and staff from the GPS Unit, to support UNSMIL's efforts to promote women's participation in the Libyan Political Dialogue and Constitution drafting process. This support resulted in the development and validation of a two-year framework, based on SCR 1325 for improving internal coordination and capacity to help promote effective participation of Libyan women in the political transition process. This in turn contributed to the launch of a dedicated "Women's Track" to ensure regular consultations with activists. XB funds also enabled a conference of 38 women's groups that prepared a "Libyan Women's Agenda for Peace."

es, as well as to advocate for the inclusion of gender-sensitive provisions in all areas of peace agreements. Participants consistently rate the seminars as very useful and applicable, and they often commit to concrete follow-up actions. For instance, a representative from the Philippines noted that her participation in the seminar was timely and helpful for her current involvement in the ongoing peace negotiations in the Philippines. As a result of the trainings many participants are employing disaggregated analysis, and incorporating gender into their daily work.

DPA is committed to gender and WPS concerns in all mediation support activities. For example, in addition to a designated Gender and Inclusion Adviser on the SBT, DPA ensures that all team members have gender expertise within their respective thematic areas of work. XB resources also enable DPA to provide additional support to mediation and dialogue processes by facilitating the participation of civil society actors that include women's groups.

Women's political inclusion and contribution to peacebuilding

Promoting women's political participation is a guiding principle for all UN support to electoral, political, and constitutional processes. In 2016, gender considerations were systematically incorporated into all UN electoral assistance. For instance, gender analysis and recommendations were included in all needs assessment reports. Gender considerations were also incorporated into all technical advice provided on electoral system design and reform. Gender was

In **Iraq**, DPA supported UNAMI to increase women's capacity to contribute to local and national reconciliation processes. For instance, XB funds enabled UNAMI to facilitate training on gender and WPS for members of the Follow-up and Implementation Committee on National Reconciliation. XB funds also supported training on mediation and negotiation for local NGOs working with conflict-affected communities on local reconciliation. The initiative increased the public visibility of UNAMI's mandate on WPS; renewed efforts to include women in efforts to rebuild Iraq in the post-Islamic State period; and opened-up discussions with religious leaders on tackling the long-term consequences of conflict-related sexual violence.

also included in capacity building and training support to Member States and regional organizations. XB resources helped DPA to fill important gaps such as the addition of more female electoral experts on the UN's Single Electoral Roster. This is in line with DPA's new policy directive on the Single Electoral Roster, which identifies gender as one of the core competencies for the recruitment of staff at all levels and calls for greater gender parity in the roster.

Conflict-Related Sexual Violence (CRSV)

In 2016 XB funds made a significant contribution to the UN system's work on CRSV. For instance, XB funds enabled DPA to finance a Political Affairs Officer in the GPS unit to serve as DPA's focal point on CRSV, which is a core function of DPA's gender portfolio that could not be funded under the Regular Budget. DPA 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 in UN Peace Operations. This subsequently provided the basis for a pilot, scenario-based training on preventing conflict-related sexual violence organized jointly by UNSOM and the AU Mission in Somalia (AMISOM), that will be rolled out for AMISOM peacekeepers. XB funding also enabled DPA to provide technical expertise on the protection of women and girls, including CRSV. For example, XB resources enabled the GPS Unit to participate in an inter-agency task force on protection issues in Syria. In addition DPA, in partnership with the DPKO, DFS, OHCHR, and the Office of the SRSG on Sexual Violence in Conflict, con-



ABOVE: Women at a Protection of Civilian site in Juba, South Sudan. April 2016.

UN Photo

vened the 3rd Biennial Women's Protection Advisers Workshop attended by 15 advisers and focal points working to address conflict-related sexual violence in 6 peacekeeping operations and two SPMs. The workshop established priorities for 2017-18.

Building capacity to integrate gender across DPA's work

DPA utilized XB resources to advance its gender and WPS priorities globally. For example, in line with DPA's commitment to integrate gender in the work of all SPMs, DPA used XB resources to deploy a gender advisor to the Office of the UN Special Coordinator for Lebanon (UNSCOL) in **Lebanon** to develop a gender strategy for the Mission. In 2016, DPA also held two gender and WPS trainings for all DPA staff, including two PDAs. This built capacity to address gender issues in conflict analysis, mediation, diplomacy and peacebuilding work. DPA also conducted a Gender and WPS and Countering Terrorism and Preventing Violent Extremism training for DPA's Counter-Terrorism Implementation Task Force. Twenty trained members of the Task Force are applying the training in their work, including in the implementation of requirements called for in SCR 2242 (2015).



Expanding Partnerships: Deepening relations with Member States and organizations

An effective and concerted approach to conflict prevention, response and peacebuilding worldwide depends upon extensive partnerships and collaboration between the UN and its Member States and regional and sub-regional organizations. DPA continued in 2016 to play a role in supporting political and diplomatic efforts of Member States and regional actors in response to crises around the world. For example, DPA helped to harmonize the diverse mediation efforts of the AU, League of Arab States (LAS) and other regional and international actors working on Libya. It also helped to ensure a coherent approach to the electoral and political crisis in The Gambia by supporting the Security Council's response, as well as efforts by ECOWAS, AU, and the OIC.

In 2016, DPA invested heavily in its partnerships with regional and sub-regional organizations, in line with key recommendations of the High-Level Panel on Peace Operations report. That report stresses the centrality of stronger global-regional partnerships for effective peace and security engagements. DPA has been developing long-term partnership frameworks that institutionalize such cooperation, and it relies on XB resources to maintain a number of its liaison presences.

African Union and African sub-regional bodies

In 2016, DPA strengthened its strategic partnership with the AU to address peace and security challenges in the region. The nature, range and scope of UN-AU collaboration expanded and an increasing number of political engagements were undertaken jointly. Through the UNOAU and with XB support, DPA advanced the partnership in the fields of conflict prevention, mediation and early warning. Building on previous collaboration with the AU Commission, DPA provided technical assistance towards developing the AU's mediation support capabilities such as planning the structure of the AU Mediation Support Unit. The UN and AU continued working on developing a Joint Framework for an Enhanced Partnership on Peace and Security to further institutionalize cooperation and systematize working-level consultations, information-sharing and joint training. In addition, the deployment



ABOVE: The Central African Republic held presidential and legislative elections on 30 December. An electoral officer helps a voter dip his finger in ink after casting his ballot. December 2015.

UN Photo

of a senior electoral expert to UNOAU greatly enhanced the UN's ability to provide advice and manage electoral crises in the region by engaging with partners on the Democratic Republic of the Congo, the Central African Republic, Senegal, Madagascar, and the Comoros.

DPA also continued to strengthen its extensive cooperation with sub-regional organizations in Africa. In 2016, through DPA's liaison office to the **Southern African Development Community (SADC)** in Gabarone, funded entirely with XB resources, DPA supported SADC to develop its mediation and electoral assistance capacity.

South African Development Community

Based in Gaborone - the seat of the SADC Secretariat - the SADC Liaison Team (SALT) office allows DPA to engage with SADC on a regular basis. As outlined in Chapter VIII of the UN Charter, cooperation with the regional and sub-regional organizations remains the cornerstone of the work of the United Nations, and being located in the same city as the SADC Secretariat allows DPA to continue building this important partnership. Unlike other parts of the continent, Southern Africa does not have a UN Regional Office, and SALT's presence is therefore crucial in providing some of the benefits to Member States that come from a regional office. For instance, in 2016, SALT worked with SADC's Secretariat to support the latter's mediation training, electoral assistance capacity and its steps towards a regional strategy on the implementation of UNSCR 1325 on women, peace and security.

The DPA SALT supports the RCs and UNCTs throughout the region. In 2016, this included deploying staff to support the RC in Zambia to conduct political and conflict analysis during the tense election period, support the UNCT in Malawi to promote inter-party dialogue, and assist the UNCT in Lesotho to align UN assistance with SADC stabilization efforts. This demonstrates that the SALT office has become a valuable resource, close at hand, that can be called upon by RCs and Member States, and deployed to enhance early warning analysis and conflict prevention.

Through UNOWAS, DPA cooperates closely with the **Economic Community of West African States** and other sub-regional bodies. In the context of the ECOWAS-UNOWAS mediation partnership, DPA provided technical assistance in 2016 to develop a mediation knowledge management system for ECOWAS, and helped to improve the effectiveness of its mediation efforts in the sub-region.

With XB resources, DPA provided technical support to ECOWAS-led mediation efforts in Guinea-Bissau throughout 2016, and supported the **Mano River Union (MRU)** to develop its capacity for cross-border management including



ABOVE: Residents of Teachers Village IDP Camp, Maiduguri, Nigeria, during a visit by a delegation of the UN Security Council. February 2017.

Photo UK/UN Mission

conducting a review of the MRU Cross-Border Security Strategy in Liberia and Cote d'Ivoire.

After signing a joint cooperation framework with the **Intergovernmental Authority on Development (IGAD)** in 2015, DPA worked towards establishing a liaison presence in the Horn of Africa in order to increase its interactions with the IGAD Secretariat and respond to requests for support. In 2016, the Department participated in two IGAD meetings focused on developing an IGAD Regional Mediation Strategy. It is envisaged that this closer cooperation through a liaison presence will deepen the partnership with IGAD and the AU to support peace and security undertakings in the region.

Association of Southeast Asian Nations (ASEAN)

XB funding has enabled the continued operation of DPA's liaison presence in Bangkok, which manages DPA's regional partnerships throughout Southeast Asia and provides in-depth country and regional analysis. For instance, in 2016, emphasis was placed on deepening DPA's engagement in Myanmar to support the political transition and peace process. XB funding also supported DPA's liaison presence in Jakarta, the seat of the ASEAN Secretariat. In 2016, UN and the **ASEAN adopted the first ever ASEAN-UN Plan of Action for 2016-2020**, which includes concrete joint political and security engagements, including conflict prevention

training for ASEAN diplomats, sharing of best practices in electoral observation, a series of regional dialogues, and collaboration with the ASEAN Institute for Peace and Reconciliation. Building on this partnership, in November 2016, DPA supported a first regional follow-up event to the Secretary-General's Plan of Action to Prevent Violent Extremism. The ASEAN-UN Regional Dialogue on Conflict Prevention and Preventing Violent Extremism, organized with the Ministry for Foreign Affairs of the Republic of Indonesia, the ASEAN Secretariat and the Centre for Strategic and International Studies of Indonesia, focused on involving non-state actors and going beyond security-focused approaches to preventing violent extremism.

Europe

XB funds enabled DPA to strengthen the UN's institutional relationship with the **Organization for Security and Cooperation in Europe (OSCE)** in 2016 by establishing a **liaison presence in Vienna**. The new liaison presence serves as a resource to enhance high-level institutional dialogue between the UN and the OSCE, as well as to channel DPA's support to strengthen the capacity of the OSCE Secretariat, particularly the OSCE Conflict Prevention Center. DPA also advanced cooperation between the UN and OSCE counterparts working in Moldova through a joint staff visit to Chişinău, which will inform broader UN-OSCE cooperation in other contexts as well.

DPA continued to maintain strong partnerships with Brussels-based regional arrangements and institutions, especially with the EU and the North Atlantic Treaty Organization (NATO) on conflict prevention and crisis management issues through its representation, together with DPKO and DFS, at the **UN Liaison Office for Peace and Security (UNLOPS)** in Brussels, made possible with XB resources. XB resources also supported formal dialogue processes in Europe that advance cooperation between the UN, the EU and NATO on peace and security, including the second annual UN-EU partnership meeting on conflict prevention and the annual **UN-NATO Staff Talks**. DPA's partnerships with regional arrangements and organizations in Europe, its collaboration across the UN system, and joint work across regions, became increasingly important as it responded to spill-over effects of the Syrian conflict and instability in parts of West Asia and North Africa, and the impact of large-scale refugee movements of men, women and children in the region and in Europe.

The Americas

In the Americas, DPA continued its long-term support to build the capacity of the **Caribbean Community (CARICOM)** on electoral issues by providing training on electoral matters to the CARICOM Secretariat and senior officials from 15 Member States. The Department hosted exchange visits for two CARICOM staff, and deployed an expert to the CARICOM Secretariat to help create its electoral database and electronic document management system.

In 2016, DPA also strengthened communications, information-sharing and coordination with the **Union of South American Nations (UNASUR)**, the **Organization of American States (OAS)**, and the **Community of Latin American and Caribbean States (CELAC)**. This included country-specific engagements, such as working with CELAC on the establishment of the UN Mission in Colombia, as well as higher-level cooperation.

League of Arab States and Organization of Islamic Cooperation

In 2016, XB resources supported DPA's initiative to strengthen collaboration between the UN system and LAS and OIC through capacity building in early warning, conflict prevention, mediation, peacebuilding, and electoral preparedness. This took place through a series of high-level and working-level visits, desk-to-desk consultations, and other exchanges. As part of the initiative, DPA organized back to back UN-LAS and UN-OIC General Cooperation Meetings in Geneva which fostered collaboration in areas of common interest, including peace and security, counter-terrorism, conflict prevention, electoral assistance, protection of women and children in conflict and post-conflict situations, as well as social, economic and cultural issues. DPA also continued its partnership with LAS and OIC to develop their electoral support capabilities including the establishment and improvement of their electoral rosters and databases.



UN System-wide Collaboration: Strengthening ties within the UN system and beyond

DPA's work to expand and deepen its partnerships is primarily funded by voluntary contributions. The Department's partnerships with entities across the UN system contribute to the coherence and effectiveness of the UN as a whole. It has increasingly partnered with international financial institutions (IFIs) – particularly the World Bank and regional development banks – helping to ensure that large-scale financing in fragile contexts is targeted to prevent conflict and sustain peace. In 2016, DPA's efforts to deepen these partnerships delivered some key results. For instance, DPA's partnership with the **World Bank** reached a new level with the launch of two facilities to assist countries impacted by refugee crises:

- **Middle East and North Africa (MENA) Concessional Financing Facility:** established through a partnership between the World Bank, the UN, and the Islamic Development Bank, the facility was established in April 2016 to provide urgent support to countries affected by the impact of Syrian refugees. The MENA Facility made rapid progress in providing urgent support to Jordan and Lebanon – amounting to over \$340 million – for projects aimed at creating job opportunities for over 200,000 Syrian refugees and rehabilitating municipal infrastructure in Jordan. In light of the growing refugee crisis and with support from the United States and international community, the MENA Facility was expanded to the **Global Crisis Response Facility**, which provides financing to middle income countries impacted by refugee crises, including protracted situations worldwide. The UN, led by DPA with the support of XB funds, provided significant policy and normative input into both facilities.
- DPA continued to coordinate the UN system's engagement with the **Horn of Africa Initiative**, a joint UN, World Bank, EU, AU, Islamic Development Bank and African Development Bank initiative launched in 2014 that mobilizes investment of over \$8 billion to promote peace, security and development in the Horn of Africa.
- Thanks to XB funds, DPA, together with UNDP and PBSO, initiated a joint UN-World Bank study that aims to improve understanding of the potential role of development policies and programs in conflict preven-

tion. The study examines how diplomatic and development tools can work in concert with one another, and will provide recommendations for how development actors can strengthen their conflict prevention efforts. The study is expected to conclude in September 2017 and will serve as a valuable reference for the UN's conflict prevention work.

UNDP continues to be a key strategic partner for DPA, as reflected in the **Joint UNDP-DPA Program on Building National Capacities for Conflict Prevention**, at the heart of which are **Peace and Development Advisors** who advise **UN RCs** and **UNCTs**. Beyond this collaboration DPA provided technical and surge support to RCs and UNCTs in countries facing conflict and political crises in non-mission settings, as well as to **DPKO** in countries with Peacekeeping Operations through the SBT and other deployments.

DPA intensified its close cooperation with DPKO and RCs, particularly in the Middle East. With XB resources, DPA and DPKO organized a retreat with political directors of peace

BELOW: Participants at an event to mark the International Day of Elimination of Sexual violence in Conflict in Mogadishu, Somalia. June 2016.

UN Photo / Ilyas Ahmed



operations in the Middle East that developed joint regional political analyses and strengthened regional cooperation. DPA also organized a **MENA Resident Coordinators Forum** to take stock of developments in the region five years after the Arab uprisings and to discuss concrete ways to strengthen cooperation.

The Joint UNDP-DPA Program on Building National Capacities for Conflict Prevention

Since its inception, the partnership between UNDP, DPA, and increasingly, PBSO, has represented an innovative approach to conflict prevention that brings together the political and development arms of the UN to support **UN RCs and UNCTs** operating in complex, politically sensitive contexts. Much of the work centers around the deployment of PDAs, who provide vital political analysis and advice to RCs, and enhance the conflict sensitivity of UNCTs' programming. At the same time, they engage with national stakeholders, often having a catalytic effect on national initiatives to prevent conflict.

During 2016, there were 42 PDA posts supported through the Joint UNDP-DPA Program and new PDAs were deployed to nine countries: Bangladesh, Bosnia and Herzegovina, the Caribbean (regional), Guyana/Suriname, Chad, Guinea, the Philippines, Sierra Leone, and Sudan. During 2016, the Joint UNDP-DPA Program stepped up its efforts to increase the multi-country, regional and sub-regional mandates of PDA's.

The PDA posts are supported through various cost-sharing arrangements between UNDP, PBF and DPA. In 2016, the PDAs in Bangladesh and Togo were supported with XB funds and provide examples of the catalytic role that PDAs can play. The PDA in Bangladesh was deployed to the RC's Office in Dhaka in February 2016 to support UN efforts to develop a program to prevent violent extremism in the wake of a wave of terror attacks from 2013 to 2016. This resulted in a multi-year initiative entitled "Partnerships for a Tolerant, Inclusive Bangladesh". The initiative has multiple strands including >>

>> research, assessment of trends and engagement with social media. For example, it supports the creation of the Bangladesh Peace Observatory, a multi-disciplinary initiative developed in partnership with Dhaka University to map violence trends, as well as an innovative partnerships with Facebook, Twitter and Google to test alternatives to extremist narratives with a view to promoting tolerance in the country.

The PDA in Togo provided critical value to the UNCT's efforts to support implementation of the recommendations of the Commissioner for Reconciliation and Strengthening of National Unity. After the new government assumed office in 2015, the PDA supported the UNCT in conducting national consultations with civil society actors, including the media, on the peace and reconciliation process and the appropriate 'peace infrastructure' for the country. In 2016, this resulted in the establishment of local peace committees in two prefectures, as well as capacity building support to national actors and peace committee members on mediation, conflict prevention, communication and leadership aimed at facilitating the establishment of infrastructures for peace.

In addition, XB funds proved critical to bridging gaps and supporting PDA's to initiate programmatic activities that otherwise would not be possible. For example, with XB funds, DPA deployed an interim PDA to Burkina Faso, ensuring that the RC and UNCT received support at a critical time for the "Sustaining Peace" pilot and the set-up of PBF funded activities in support of peacebuilding priorities in the post-transition period. In this context, the interim PDA helped to develop a project in support of the High Council on National Unity and Reconciliation, as well as a project in support of security and defense sector restructuring.

Based on the success of the Joint Program and the catalytic projects, XB funding in 2017 will also support several strategic conflict analysis and conflict prevention initiatives.



In 2016 DPA continued to engage with the **Peacebuilding Support Office** and **Peacebuilding Fund**. For example, in Somalia, DPA coordinated the launch of \$13 million in PBSO-funded peacebuilding projects to be rolled out in select districts as part of UNSOM's Community Recovery and Extension of State Authority and Accountability Initiative. Working with the PBSO, UNSOM and Global Pulse, DPA also coordinated a pilot Big Data Project that aims to capture trends and public perceptions among different populations in Somalia to inform the UN's peacebuilding efforts and contribute to better integration of the work of the Mission and the UNCT.

DPA has also used XB funds to maintain and strengthen its partnerships with a range of mediation networks, academics and civil society organizations, particularly those engaged

ABOVE: Members of the United Nations Security Council arrive on a visit to Mogadishu, Somalia, on 19 May, 2016.

AMISOM Photo / Omar Abdusalan

in the mediation field. This included, for example, exploring potential areas of collaboration with religious and traditional peacemakers (such as in relation to Al Shabaab in Somalia and Boko Haram in Nigeria and the LCB); providing facilitation and expertise to the Berghof-Swisspeace training and handbook on national dialogues; exploring collaboration with leading NGOs through the mediation support network; holding a briefing on prevention by academics to the countries of the Group of Friends of Mediation; and, organizing a meeting of the Academic Advisory Council on Mediation in collaboration with the University of Montreal on challenges in the field of mediation.



Organizational Effectiveness: Fit for the future

DPA continued to enhance its organizational effectiveness through planning and evaluation processes, investing in human resources, and improving its knowledge management and communications systems. The launch of DPA's four-year Strategic Plan (2016-2019) provided an opportunity to prioritize the Department's engagements and efficiently allocate resources to support long-term strategic objectives.

The Strategic Plan also includes a biennial Results Framework that covers 2016-2017 (a new one will be developed for 2018-2019). In the first year of reporting against the targets set out in the Results Framework over 84 per cent of targets for 2016 were successfully met. Going forward, DPA is committed to continuing measuring higher levels results through ongoing monitoring and evaluation with a view to identifying best practices, lessons learned and concrete recommendations for adjusting the next biennial results framework.

United Kingdom's Assessment of DPA's performance

For a fourth consecutive year, DPA received an 'A' in the UK's annual assessment of its performance according to the MYA Results Framework. The assessment recognized DPA's leading role, making a positive contribution in the prevention of violence, resulting in lower humanitarian costs. It confirmed that "DPA has performed well against the majority of objectives." The review noted "the progress made in the strengthening of DPA's internal systems, and in particular of its learning, strategic planning and results reporting capacity". The assessment also made a series of recommendations such as the need to ensure a cohesive and integrated approach to conflict prevention; to continue strengthening links with civil society; and to ensure a systematic application of lesson learned. DPA has taken these recommendations on board and developed a tracking mechanism to ensure appropriate actions are implemented.

"Over the years, DPA strengthened its results reporting and management. It has developed a Results Framework to accompany the MYA despite the inherent measurement challenges for preventive diplomacy and peacebuilding. The process of developing, tracking and reporting on these targets has greatly contributed to creating the beginnings of a culture of results in DPA."

**United Kingdom Project
Completion Review, June 2016**

Evaluating and learning to enhance results

Over the last two years, DPA has taken significant steps to enhance its learning and evaluation systems and build a body of knowledge and evidence to inform and improve its work.

In 2016, the Office of Internal Oversight Services (OIOS) conducted an evaluation of DPA that found that the Department had supported almost all of the "highest-criticality" conflicts. In order to enhance the fulfillment of the Department's mandate, the evaluation recommended that DPA institutionalize its role in ensuring field-level accountability, strengthen Headquarters and field-level planning processes, and fill gaps in its early warning analysis and in its evaluation function.

In response to this evaluation, XB funds were set aside to strengthen the Department's evaluation capacity through a dedicated specialist tasked with: (i) revising the Department's evaluation policy to ensure it is fit-for-purpose and aligned with the latest norms and standards from the United Nations Evaluation Group; (ii) developing and implementing Department-wide evaluations; and (iii) coordinating management responses to recommendations from these evaluations.

To strengthen the way that learning and evaluation efforts inform policy and decision-making, DPA's evaluations and lessons learned studies translate recommendations into concrete actions monitored systematically and regularly. Beyond

Key evaluation, review and learning exercises in 2016

DPA led a **Strategic Review of the UN Integrated Peacebuilding Office in Guinea-Bissau** that highlighted the need to prioritize and sequence its engagement in the country. The review recommended that the Mission, which has a large and complex peacebuilding mandate, streamline its management structure and focus on a limited set of issues, including: leading good offices, political facilitation, coordination with key partners, and support to upcoming elections in 2018 and 2019.

DPA commissioned an independent Strategic Review of the **Trust Fund to Support Initiatives of States Countering Piracy off the Coast of Somalia** on behalf of the Contact Group on Piracy off the Coast of Somalia using both XB and Trust Fund resources. The review found that Trust Fund-supported initiatives had been very effective in supporting interventions at sea by building prosecution and detention capacity that broke the catch and release cycle. This contributed to halting successful piracy attacks on commercial vessels in 2012. However, the root causes of piracy persist and the threat of resurgence remains. The review identified options for the future of the Trust Fund in light of the changed context, as well as the Trust Fund's comparative advantage in relation to other actors. The review also helped to inform the updated SC resolution on piracy off the coast of Somalia.

DPA conducted a **Strategic Review of the Horn of Africa**, which analyzed regional dynamics, recommended adjustments to the existing structures and mechanisms and identified priority areas for conflict prevention work in the sub-region. These include supporting regional integration, strengthening the strategic partnership between the UN and IGAD, and supporting democratic consolidation processes. In consultation with the region, DPA intends to establish a liaison presence in 2017 to take these priorities forward.

In response to the request of the Security Council (SCR 2277), DPA led a **Strategic Review of the mandate of**

the Special Envoy for the Great Lakes Region in relation to the support provided for the implementation of commitments under the Peace, Security and Cooperation Framework for the DRC and the region. The inter-agency assessment mission, which visited Kenya, Burundi, the DRC and Ethiopia, provided recommendations to the SC that are currently under consideration.

DPA commissioned an independent evaluation of the **UN Integrated Strategy for the Sahel** that examined the design, scope and focus of the strategy, including implementation modalities and partnerships, and made recommendations for enhanced effectiveness and impact in the region. The findings fed into the Secretary-General's recommendations to the Security Council on the renewal of the UNOWAS mandate for 2017-2019. They are also informing discussions within UN working groups on implications at the operational level as well as on specific country projects such as the sustaining peace initiative in Burkina Faso.

In collaboration with the EU, DPA held a technical expert **retreat on lessons learned from providing mediation support**. The meeting included mediation support professionals from the AU, EU, OSCE, IGAD, ECOWAS and the UN.

XB funds enabled DPA to participate in the DPKO-led **Strategic Review of the mandate of the UN Multi-dimensional Integrated Stabilization Mission in the Central African Republic**, which informed the SG's recommendations on the renewal of MINUSCA's mandate.

In addition, XB funds also supported a number of in-depth lessons learned undertakings including: (i) on the use of UN Guard Units in Somalia and Iraq; (ii) a review of UN support provided to the Kampala Dialogue mediation process; (iii) transitions in Sierra Leone and Somalia; (iv) the Joint UNDP-DPA Program on Peace and Development Advisers; and, (v) mission start-up of the Burundi Electoral Observer Mission.

this, XB funds enabled DPA to strengthen the feedback loop from programming in the field to strategic planning and learning at Headquarters.

Outreach and strategic communications

Extra-budgetary funding allows DPA to field a small team within the Office of the Under-Secretary-General to carry out a broad range of strategic communications and public information work. The team helps craft the Department's strategic messaging to different audiences, helping to build support for the UN's preventive diplomacy, mediation and peacemaking missions. In 2016, the team, among other tasks, continued to liaise closely with the Spokesperson for the Secretary-General to ensure timely and active media messaging and response; maintain the Department's website, intranet and social media tools; advise senior leadership and other staff on communications matters, and work with the Department of Public Information to leverage DPA messaging in the most effective way possible. 2016 also saw the roll out of a multi-lingual DPA website, with new content in different languages being added continually. The Department also expanded its suite of public information products, with a number of video reports on DPA-managed good-offices and mediation efforts.

Managing and sharing institutional knowledge

DPA's approach to knowledge management is based on helping staff at Headquarters and in the field to systematically create, share, analyze and use knowledge. XB funds have enabled DPA to develop, maintain and disseminate guidance, learning and best practice materials that inform both UN and non-UN mediation, conflict prevention and response efforts. Beyond strengthening DPA's own knowledge management systems, XB resources have also enabled DPA to provide technical support to regional organizations to strengthen their information and knowledge management systems. The following are examples of some of the resources made possible with XB support:

- DPA continued to update and improve the **UN Peacemaker**, an online mediation support tool that includes an extensive database of peace agreements and mediation guidance material. The site supports both UN and non-UN mediation professionals and received over 71,000 session hits in 2016, a 19 percent increase in usage. <http://peacemaker.un.org>

- In 2016, DPA launched **Language of Peace**, a new platform developed in partnership with Cambridge University that expands upon the UN Peacemaker. Designed for mediators, researchers, parties to conflict and others involved in mediation support, this has a unique search tool that provides instant access to over a thousand peace agreements that can be searched and categorized according to key issues, ranging from ceasefires and confidence building measures, to power-sharing and gender provisions.

<https://www.languageofpeace.org>

- DPA maintained **UN Constitution maker**, an online repository of UN knowledge and experience related to constitution-making and constitutional assistance that is accessible to UN staff. The site received over 7000 session hits in 2016, an increase of over 33 per cent.

<https://constitutionmaker.un.org>

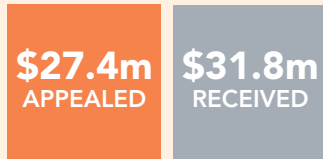
Investing in human resources

DPA depends heavily upon the skills, knowledge and expertise of its staff to fulfill its mandate. Therefore, investing in human resources is a key aspect of DPA's Strategic Plan. In 2016, XB resources helped to ensure that staff were trained and equipped for complex and demanding duties. For instance, DPA delivered core training courses in conflict analysis, electoral assistance, mediation, and gender and WPS to DPA staff and PDAs. It also collaborated with UNHABITAT to deliver a training on land and conflict for DPA staff.

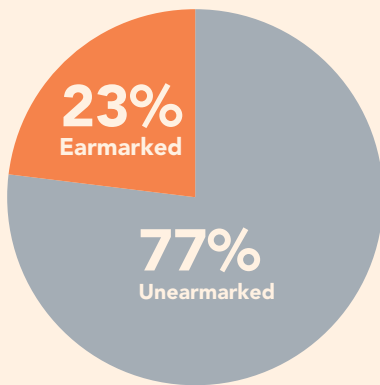
DPA partners extensively with UN entities, Member States, and other actors to design and deliver joint trainings to strengthen cooperation on the ground and build a shared understanding of how to tackle new and emerging challenges. For example, in 2016, DPA used XB funds to (i) jointly organize with Norway and Switzerland a flagship ceasefire mediation training course for DPA and DPKO staff, as well as with parties to conflict from South Sudan, Myanmar and Colombia. The course was refined to address emerging challenges for ceasefires, such as increasingly non-permissive environments for monitoring mechanisms and fragmented armed groups and command structures; (ii) organize a Religion and Mediation course with Finland and Switzerland for DPA staff and PDAs; and, (iii) develop a new course on regional analysis that will be delivered to both DPA and DPKO staff in the Middle East and North Africa.

DPA Resources – 2016

Appeal Stats



Flexibility of funding

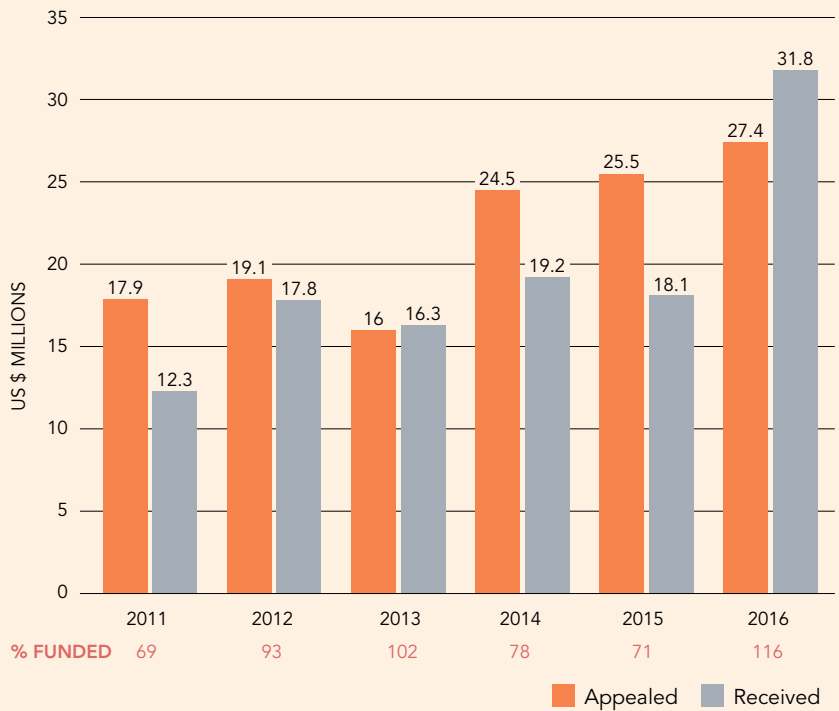


Earmarked: \$7,250,947
 Unearmarked: \$24,578,458
Total: \$31,829,405

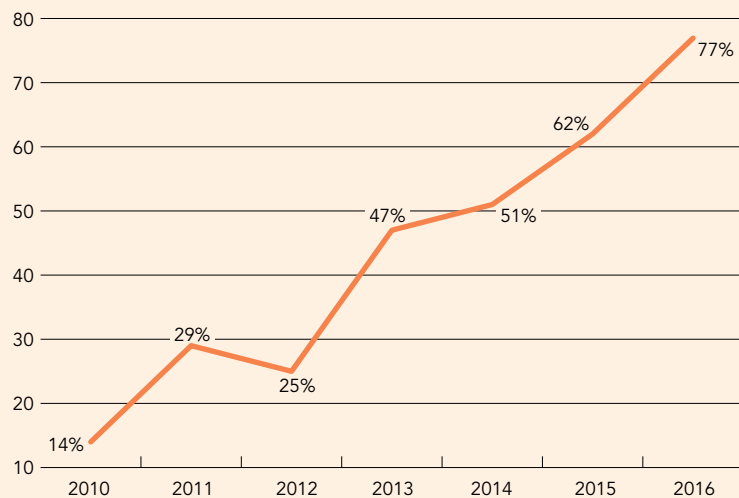
Predictability of funding

From **4** multi-year agreements to **8** in 2016 representing **40%** of the total received in 2016

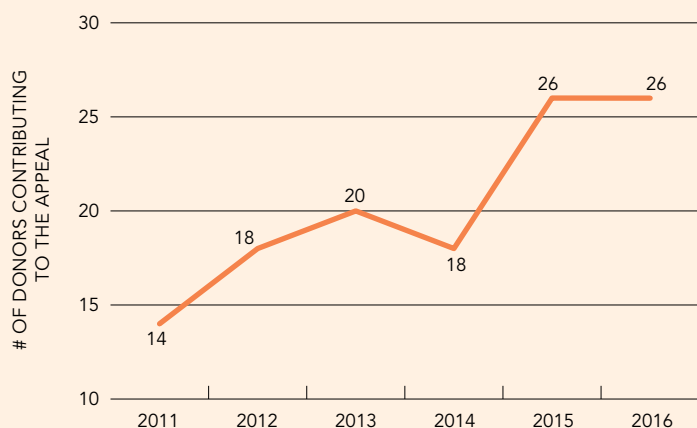
Funding Levels of DPA's Appeals (2011 - 2016)



Evolution of unearmarked funding (% of the total mobilised)



Donor Base



Since 2013,
DPA has welcomed
16 new donors

Junior Professional Officers in DPA

Sponsoring country	#	Duty Station
China	2	New York
Denmark	4	2 New York, 1 Addis, 1 Beirut
Finland	1	Addis
Germany	6	5 New York, 1 Dakar
Japan	3	New York
Netherlands	5	3 New York, 1 Nairobi, 1 Brussels
Norway	2	1 New York, 1 Tunis
Spain	1	New York
Sweden	1	New York
Switzerland	4	New York
USA	1	Jerusalem
TOTAL	30	22 in New York and 8 elsewhere

Contributions received in 2016

Donor	Amount received (thousand USD)
Argentina	15
Australia	262
Belgium	41
Canada	3,726
Denmark	875
Finland	218
France	552
Germany	10,512
Hungary	50
Ireland	373
Italy	941
Japan	500
Liechtenstein	10
Netherlands	1,541
New Zealand	360
Norway	2,625
Philippines	5
Republic of Korea	1,200
Slovakia	283
Spain*	251
Sweden	1,077
Switzerland	500
Turkey	480
United Arab Emirates	162
United Kingdom	4,174
United States of America	1,086
TOTAL	31,819

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

Acronyms

ASEAN	Association of Southeast Asian Nations
AMISOM	African Union Mission in Somalia
AU	African Union
CARICOM	Caribbean Community
CELAC	Community of Latin American and Caribbean States
CRSV	Conflict related sexual violence
DFS	Department of Field Support
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
EAC	East African Community
ECOWAS	Economic Community of West African States
EU	European Union
ICJ	International Court of Justice
IFI	International Financial Institution
IGAD	Intergovernmental Authority on Development
ISSG	International Syria Support Group
LAS	League of Arab States
LRA	Lord's Resistance Army
MENA	Middle East and North Africa
MINUSCA	UN Multidimensional Integrated Stabilization Mission in the Central African Republic
MRU	Mano River Union
MYA	Multi-Year Appeal
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
OAS	Organization of American States
OHCHR	Office of the High Commissioner for Human Rights
OIC	Organization for Islamic Cooperation
OIOS	Office of Internal Oversight Services
OSCE	Organization for Security and Cooperation in Europe

PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PDA	Peace and Development Advisor
PVE	Preventing Violent Extremism
UNRC	United Nations Resident Coordinator
SADC	South African Development Community
SALT	SADC Liaison Team
SASG	Special Advisor to the Secretary-General
SBT	Standby Team of Senior Mediation Adviser
SPM	Special Political Mission
SRSG	Special Representative of the Secretary-General
UN	United Nations
UNASUR	Union of South American Nations
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission in Iraq
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNIOGBIS	UN Integrated Peacebuilding Office in Guinea-Bissau
UNLOPS	UN Liaison Office for Peace and Security
UNOAU	UN Office to the African Union
UNOCA	UN Regional Office for Central Africa
UNOWAS	UN Office for West Africa and the Sahel
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia
UNSMIL	UN Support Mission in Libya
UNSOM	UN Assistance Mission in Somalia
UNSCOL	United Nations Special Coordinator for Lebanon
UN Women	UN Entity for Gender Equality and the Empowerment of Women
WPS	Women, Peace and Security
XB	Extrabudgetary





United Nations

Department of Political Affairs

DIPLOMACY. PREVENTION. ACTION

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