



STRATEGIC PLAN

UNITED NATIONS DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS

2020-2022



DPPA
Preventing Conflict. Sustaining Peace

**Endorsed by Rosemary A. DiCarlo, Under-Secretary-General
for Political and Peacebuilding Affairs**

Endorsed by DPPA Senior Management

STRATEGIC PLAN

UNITED NATIONS DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS

2020-2022





CONTENTS

I. VISION OF THE UNITED NATIONS PEACE AND SECURITY PILLAR 1

II. DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS 2020-2022 STRATEGIC PLAN 9

INTRODUCTION 11

THEORY OF CHANGE 18

GOALS AND STRATEGIC OBJECTIVES 21

CAPACITIES AND RESOURCES 26

DPPA's APPROACH 32

MONITORING AND EVALUATION 36



I.



Vision of the UN Peace and Security Pillar

A UNIFIED PEACE AND SECURITY PILLAR

The UN peace and security pillar is at the heart of the Charter's commitment to save succeeding generations from the scourge of war. Seven decades after the founding of the UN, that goal remains as relevant and urgent as ever. Today's conflicts cause immense human suffering; they are more complex and more difficult to resolve than at any other time in human history. A surge in violent conflict in recent years has drastically increased human casualties, displacement, and humanitarian needs, often reversing hard-fought political, human rights and development gains and putting the Sustainable Development Goals at risk.¹ Moreover, the geopolitical context has become less conducive to the settlement of disputes, as deep divisions amongst major powers have led to paralysis on catastrophic wars and contributed to a steadily declining faith in multilateralism.² What the Secretary-General has termed a global "trust deficit disorder" points to challenges to our collective ability to manage today's risks.³

1 United Nations and World Bank, *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, 2018; UN General Assembly and Security Council resolutions A/RES/70/262 and S/RES/2282 (2016).

2 International Crisis Group, *Seven Opportunities for the UN in 2019-2020*, 2019.

3 UN Secretary General, *Address to the General Assembly*, 2018.

This rapidly shifting global landscape prompted the Secretary-General to lead a series of inter-related reforms, including a restructuring of the peace and security pillar. This was designed to make the pillar more coherent, pragmatic, nimble and effective, capable of collaboration with partners across the UN system and outside it to prevent violent conflict. It brought together the core UN peace and security capacities around a single political-operational structure with regional responsibilities and facilitated the integration of peacebuilding across the pillar.

Within the pillar, the Departments of Political and Peacebuilding Affairs (DPPA) and Peace Operations (DPO) share common goals: to prevent violent conflict and its negative impacts; to contribute to its transformation and resolution; and to help build strong, inclusive and resilient societies that will deepen peace outcomes for generations to come. While the departments retain discrete mandates, plans,⁴ and sources of funding, the pillar draws on a range of tools and resources that are employed flexibly in mission and non-mission settings. Through political expertise, technical capacities, and a wide array of advisory and specialized support, we are focused on maximising our impact in the field.

⁴ DPPA has developed a 2020-2022 Strategic Plan, while DPO's forward work is guided by the Action for Peacekeeping initiative.

A RENEWED COMMITMENT TO PREVENTION AND SUSTAINING PEACE

Today, as a result of its restructuring, the peace and security pillar can better fulfil its central role in helping to prevent violent conflict and reduce large-scale human suffering.

First, the pillar has an overriding focus on effective conflict prevention and sustaining peace. This is bolstered by the Secretary-General's call for a "surge in diplomacy for peace." With early warning capacities spread globally and a breadth of partners, the pillar is able to analyse and respond quickly to the risks of outbreak or escalation of conflicts, bringing its full range of political, technical, and programmatic capacities to bear.

Second, a unified pillar is already enhancing the effectiveness and coherence of its field presences – from peacekeeping to special political missions – placing political solutions at the heart of its work. The reformed single shared political-operational structure, now guided by regional approaches that draw on the various resources of the UN, is supported by a variety of shared services and is able to develop and deploy flexible responses tailored to the needs of each context. The Action for Peacekeeping initiative is a crucial aspect of this, pushing the UN and its partners to tangibly improve the impact of peacekeeping operations. In addition, strengthened support to our field presences and delegated authority is bringing decision-making closer to the point of delivery.

Third, we are pursuing a “whole of pillar” approach to our work, with a particular emphasis on supporting mission transitions in settings where the UN is undergoing a significant reconfiguration, and providing support to UN presences in the field through a range of capacities such as electoral assistance, and mediation, rule of law and peacebuilding support. Across the pillar, the women, peace and security agenda retains a central place; we are determined to ensure that a gender perspective and women’s participation, protection and rights are reflected in all our work. We equally emphasize the inclusion of youth – recognizing the growing importance of the youth, peace and security agenda – and other marginalized groups.

Finally, we are committed to the Secretary-General’s vision of alignment between peace and security, human rights, and development. The new structure and capacities allow us to strengthen our ties to these other pillars, especially via the peacebuilding work of the Organization, and to connect more deeply with the reformed Resident Coordinator system as well.

OUR SHARED PRIORITIES

Our ability to achieve these goals will be strengthened by deepening our commitment to a number of shared priorities. These include:

Politics

We work towards the promotion of political solutions to conflicts, which are a prerequisite to a sustainable peace.

People

We work to engage societies beyond political elites and ground our action in a deep knowledge of socio-economic, environmental, and structural aspects of the communities and peoples we serve.

Impact

We support effective and efficient field presences, working to maximize their impact and deliver positive change on the ground.

Partnerships

We engage in partnerships across the United Nations system, with Member states, and with international, regional, sub-regional, and local institutions and actors.

Innovation


We prioritize innovation—in our approach, our partnerships, and in integrating new technologies—to enhance our work, while also committing to better understanding and managing the new risks posed by technological advancements.

Learning

Our most crucial resource is our staff, who carry the vision into action. We will rely on and invest in them to build a culture of mutual learning, creativity, growth, and ownership.



II.



DPPA 2020-2022 Strategic Plan

INTRODUCTION

The mandate of the United Nations Department of Political and Peacebuilding Affairs (DPPA) to assist Member States in preventing violent conflict and making and sustaining peace takes place in an increasingly complex and volatile global context. The surge in violent conflict around the world in recent years has inflicted untold human costs as it threatens critical political and development gains.⁵ Conflicts have become more regional in nature, spilling into one another in ways that drive instability and trigger consequences far beyond the region. Violent conflict is also proving increasingly intractable: more than 60 per cent of the conflicts from the early 2000s have recurred in the past decade. The growing role of transnational criminal networks and other non-state actors, some pursuing extremist agendas not amenable to negotiation, has made today's conflicts more difficult to resolve with traditional settlements.⁶

Around the world, and particularly in regions already suffering from insecurity, climate change poses an increasing danger to peace.⁷ The effects of climate change and environmental degradation can compound other conflict drivers or even become security risks in their own right. Their cross-cutting and multi-temporal nature also undermines prevention efforts.

5 United Nations and World Bank, *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, 2018.

6 Sebastian von Einsiedel with Louise Bosetti, Cale Salih, Wilfred Wan, and James Cockayne, *Civil War Trends and the Changing Nature of Armed Conflict*, 2017; UN General Assembly, *Proposed Programme Budget for 2020*, a/74/6 (Sect. 3).

7 "Today peace faces a new danger: the climate emergency, which threatens our security, our livelihood and our lives," UN Secretary-General Message on the International Day of Peace, 21 September 2019.

New pressures from digital technologies, the virality of hate speech, and disinformation are further complicating the conflict landscape. Taken together, these dynamics will require innovative approaches and new resources.

The spread of violent conflict, instability and unrest into middle-income countries with relatively strong institutions has called into question the longstanding assumption that economic growth would lead inexorably to peace. It points instead to the crucial importance of political solutions to address issues of inequality and exclusion, including of women and youth.⁸ Member States must address these challenges if they are to achieve the Sustainable Development Goals, an end in their own right but also, as the Secretary-General has noted, the best tool for prevention.⁹

Yet the space for diplomacy and multilateral cooperation has narrowed as deep divisions amongst major powers have led to paralysis on threats to international peace and security, including catastrophic wars in Syria and Yemen. As nationalism and protectionism appear to be rising, faith in multilateralism is on the decline, eroding international norms in the process. This complicates the efforts of the UN and its partners to help find political solutions to conflicts and undermines our collective ability to manage risks.¹⁰

8 United Nations and World Bank, *Pathways for Peace*, 2018.

9 Secretary-General's remarks to opening of High-Level Political Forum Ministerial Segment, 16 July 2019.

10 Bruce Jones, Jeffrey Feltman, and Will Moreland, *Competitive Multilateralism: Adapting Institutions to Meet the New Geopolitical Environment*, 2019.

THE PREVENTION CHALLENGE

Preventing violent conflict has been a stated priority for the UN for decades. It remains core to the work of the Secretary-General and the UN peace and security pillar.¹¹ Conflict risks do not emerge in isolation but are rather the result of the interactions of deeply rooted dynamics, shocks to fragile systems, and the political decisions of leaders. The inter-related nature of these risks means the Organization must take a holistic approach, drawing on resources and capacities across the system focused on preventing the outbreak, escalation, continuation and recurrence of conflict while working effectively with a wide range of national, regional and international partners; addressing root causes; assisting parties to end hostilities and facilitating national reconciliation; and moving towards recovery and sustainable development while respecting and protecting human rights and fundamental freedoms.¹²

¹¹ See, for instance, the Secretary-General's address to the 74th Session of the UN General Assembly, 24 September 2019.

¹² UN General Assembly and Security Council resolutions A/RES/70/262 and S/RES/2282 (2016).

DPPA WITHIN A REFORMED PEACE AND SECURITY PILLAR

To position the UN for this task, the Secretary-General led an ambitious process of reform, covering the peace and security pillar, development system, and management paradigm of the Organization. A core goal of these reforms is to enable the UN to fulfil its mandate to prevent large-scale human suffering, positioning the Organization to act earlier, more effectively, and with a greater focus on people, impact, and results. Within the reformed peace and security pillar, DPPA and the newly formed Department of Peace Operations (DPO) – which provides political and executive direction to UN peacekeeping operations – together, and most immediately through the shared regional structure, are able to pursue conflict prevention, resolution, peacekeeping and peacebuilding more coherently, while also acting more effectively within the increasingly regional settings of violent conflict today. The two Departments

also work closely with the Office of Counter-Terrorism and the Office of Disarmament Affairs on relevant issues, including through the Standing Principals Group chaired by the Secretary-General.

The reforms position DPPA as the lead entity supporting the Secretary-General in the UN's efforts to prevent and resolve conflicts at the global level, and to play a central role in advancing the women, peace and security and youth, peace and security agendas.¹³ This work is conducted through political analysis, preventive diplomacy and good offices, mediation, electoral assistance, peacebuilding support, capacity building, and partnerships, as well as through the support DPPA provides to the Security Council and the Peacebuilding Commission. Crucially, DPPA is now able to combine political action with the ability to fund, influence and support programming,

¹³ See DPPA's Women, Peace and Security Policy, adopted in June 2019, and S/RES/1325 (2000) as well as successive resolutions; on Youth, Peace and Security, see S/RES/2250 (2015) and S/RES/2419 (2018).

which reinforces the UN's engagement with tangible pathways towards sustained peace. The reforms also created a closer link between the peace and security and development pillars, including through an empowered Resident Coordinator system to underpin sustainable development and sustained peace, recognizing their mutually reinforcing nature. Structural changes within the peace and security pillar are complemented by the development system and management reforms; together they seek to decentralize decision making to improve impact at the field level.

Within the reformed structure, DPPA is developing new capacities to support regional divisions and special political missions in responding to the challenges of today and tomorrow, including the interlinkages between climate change and security; the impact of digital technologies

on conflict prevention, peacemaking and peacebuilding; and other emerging threats to peace and security. A Climate Security Mechanism has been established in partnership with the UN Development Programme (UNDP) and the UN Environment Programme (UNEP) to help strengthen analytical capacities on climate-related security risks and develop response strategies. A new Innovation Cell is helping DPPA maintain dedicated space for exploration and experimentation by serving as an incubator of ideas and a catalyst for new methods and empirical approaches to preventing and ending violent conflict. More broadly, DPPA is engaged in efforts to understand how new technologies are impacting the implementation of its various peace and security mandates, developing new tools and methods for use across the peace and security pillar.

A RENEWED FOCUS ON IMPACT AND POLITICAL PRIMACY

The 2020-2022 Strategic Plan reflects a clear and consistent message from all stakeholders, from Member States to UN leadership and staff: **DPPA's success will be measured by impact on the ground**, by the UN's ability to leverage all of its resources effectively and play a role in lowering diplomatic tensions, preventing crises from escalating, supporting national capacities, and reducing the broader range of risks associated with violent conflict. The evidence shows that when DPPA is able to do so, it plays an important role in reducing escalating risks and fostering sustainable peace.¹⁴

To do so, over the next three years DPPA will become more action-oriented, leading a wider range of preventive initiatives and supporting the Secretary-General and field presences in delivering more politically-driven strategies. By prioritizing its resources and efforts, DPPA will demonstrate direct

impact, reducing the risks of violent conflict in visible ways. It will leverage enhanced analytical capacities to reduce known risks and identify emerging and evolving ones, working closely across the peace and security pillar and the entire UN system to ensure coherence, coordination and enhanced collaboration and bigger impact. The department will be more deeply connected to regional, national, and local partners, including regional organizations such as the African Union and European Union, as well as the international financial institutions, and those partnerships will have proven effective in addressing the causes of conflict. It will advance the women, peace and security and youth, peace and security agendas across all areas of responsibility. And its peacebuilding work will become integral to prevention, building national and local resilience capacities which will themselves reduce risks.

¹⁴ See Laurie Nathan, Adam Day, João Honwana and Rebecca Brubaker, *Capturing UN Preventive Diplomacy Success: How and Why Does It Work?*, 2018; Youssef Mahmoud, Lesley Connolly, and Delphine Mechoulan, eds., *Sustaining Peace in Practice: Building on What Works*, International Peace Institute, 2018.

THE STRATEGIC PLAN CONSISTS OF FIVE PARTS

- 1** A **theory of change** describing DPPA's contribution to preventing conflict and sustaining peace;
- 2** The **goals and strategic objectives** of the department;
- 3** An overview of the **capacities and resources** DPPA will have over the next three years;
- 4** DPPA's **approach**, which articulates the aspirations and principles that will guide the work of the department for the coming three years; and
- 5** The means by which DPPA will **monitor and evaluate** its progress in achieving the department's goals.

Across these areas, the Strategic Plan guides the department towards more effective, coherent, and efficient use of resources, while also equipping DPPA with the tools to measure and communicate the impact of its work.

THEORY OF CHANGE

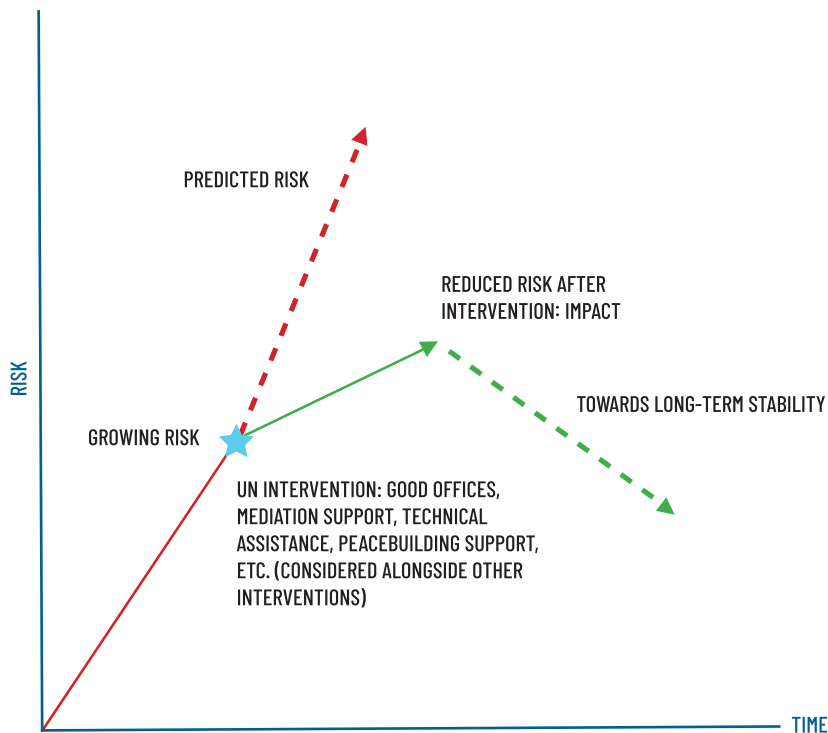
If DPPA deploys the full range of its resources based on cross-cutting analysis, in collaboration with others within the UN system and in partnerships with regional, national, and local stakeholders, drawing on an internal culture shaped by a commitment to learning and innovation, it will contribute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

The extent to which DPPA is able to contribute to an improved trajectory for countries and regions where it engages will be the measure of the department's impact. DPPA's theory of change is based on the recognition that **violent conflict is the result of a combination of underlying factors and decisions taken by individuals** in a given setting. The decision whether or not to take the path of violence is influenced by a wide range of inter-related elements, including socio-economic conditions, norms, the interests of parties, and the personalities of leaders, amongst others. In many contexts, **DPPA plays a critical role, working in partnership with others, to influence settings away from violent conflict** and towards political solutions. These seek to channel conflict via non-violent means and to contribute to sustainable peace, reducing the immediate risks of escalation, contributing

to the longer-term resilience of societies, and directly supporting the Sustainable Development Goals. DPPA's access to and credibility with stakeholders – including through its regional presences – are important factors in its impact on the ground.

DPPA often is not the primary actor when it comes to prevention and sustaining peace but, as the political arm of the Secretary-General and his good offices efforts, frequently works in partnership and/or in support of others within and outside the UN system. DPPA's impact is strengthened when its tools and resources are deployed as part of a political strategy that brings all relevant resources of the UN system into play and builds leverage across partnerships with regional entities, national actors, financial institutions, and local organizations.

FIGURE 1. A RISK REDUCTION MODEL FOR DPPA'S WORK



In this context, DPPA has adopted a **risk-reduction model** that refuses the binary of “success” and “failure” and instead examines the extent to which DPPA has **contributed to a diminishment in the risks of violence** across a wide range of settings and timeframes. Here, DPPA aims to influence the trajectory of

countries away from violence and instability, to improve the chances that leaders and stakeholders will adopt peaceful solutions and gradually build national resilience capacities for sustainable peace. It recognizes that often the UN acts in a crowded landscape, where leverage is achieved indirectly through

partnerships and it captures risk trajectories of both action and inaction. But even acting in a supportive, indirect, or unseen manner, DPPA can and does influence settings away from violence.

This theory of change rests upon several important assumptions, including about the future risks facing the work of DPPA. It assumes that the UN system will continue to consider DPPA as the lead entity for identifying early warning risks, often in close collaboration with other UN actors and partners.

It also assumes that the financial and human resources available to support DPPA's mandate will continue to be provided at approximately the same levels as present. Internally to the department, the theory of change anticipates that the leadership of the peace and security pillar will dedicate resources to learning, innovation, and measured risk-taking. At the same time,

it recognizes that existing mandates and bureaucratic inflexibility may limit the ability of DPPA to drastically shift resources in a short period of time.

Externally, the theory of change assumes that conflict dynamics will continue to be influenced by socio-economic and political marginalization, requiring inclusive political solutions if they are to be sustainably addressed.¹⁵ And while national, regional, and local entities may continue to seek partnership with DPPA, this theory of change recognizes that significant sovereignty barriers and other resistance to external intervention will continue to pose real challenges for DPPA's work. Continuing divisions amongst major powers, including within the Security Council, remain an obstacle to DPPA's prevention work, which often relies heavily on international unity.

¹⁵ United Nations and World Bank, *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, 2018.

GOALS AND STRATEGIC OBJECTIVES

DPPA's overarching priority is to contribute to a reduction in the risk of outbreak, escalation, continuation and recurrence of violent conflict globally, while also helping move towards recovery, increased social cohesion, reconstruction and development. DPPA recognizes that the risks of violent conflict do not follow linear paths but must be addressed holistically, simultaneously engaging with parties that are on the brink of violence, helping to negotiate the end to violent conflicts, assisting member states in coexistence efforts, and building resilient and inclusive societies. This also means that **DPPA's objectives are necessarily overlapping and operate in synergy with each other**: action-oriented early warning is part of an engagement strategy that often includes good offices, mediation, technical assistance and peacebuilding programming, while also leveraging the multilateral system and strong partnerships. Programmatic and technical activities are grounded in the politics of each situation and linked closely to the Secretary-General's good offices efforts.

The following Goals and Strategic Objectives are the basis upon which DPPA will prioritize its engagements over the coming three years. Taken together, they offer an approach designed to enable the Department to fulfill its prevention and sustaining peace obligations.

GOAL 1: CONTRIBUTE TO PREVENTING AND RESOLVING VIOLENT CONFLICT AND BUILDING RESILIENCE



STRATEGIC OBJECTIVE 1

Action-oriented analysis

DPPA generates multidimensional gender-sensitive risk analysis, at country and regional levels, with UN-wide proposals for action. The analysis draws from all relevant pillars of the UN, field presences, and partners; it offers a holistic description of the setting and a clear assessment of risks, trends, actors, and entry points; and it enables the formulation of quick responses to immediate threats as well as more sustained support to crisis management.



STRATEGIC OBJECTIVE 2

Inclusive peacemaking

In support of the Secretary-General's prevention priority, DPPA works with stakeholders to develop political solutions in a timely and effective manner. DPPA engages proactively with other UN actors and with its partners to support inclusive peace and political processes, consistent with its Women, Peace and Security Policy and the Youth, Peace and Security Agenda. Its support at local, national, and regional levels includes good offices, dialogue, facilitation and mediation, as well as other technical capacities such as electoral assistance in mission and non-mission settings.



STRATEGIC OBJECTIVE 3

Sustained peace

DPPA's peacebuilding engagements across the pillar and UN system catalyze efforts to address socio-economic and other grievances and risks. They are undertaken in partnership with Governments and relevant actors such as the World Bank and other international financial institutions. Sustainability informs priority areas of support to dialogue and coexistence initiatives, peace processes, and basic services.¹⁶

¹⁶ Outline: Peacebuilding Fund Investment Plan, 2019.

GOAL 2: STRENGTHEN PARTNERSHIPS FOR PREVENTION AND RESILIENCE



STRATEGIC OBJECTIVE 4

Support to UN bodies and organs

DPPA contributes to multilateral understanding and cooperation in reducing the risks of violent conflict through analysis and by working collaboratively with and convening Member States. This includes supporting the Security Council and providing it with information and analysis to better enable it to implement its responsibilities for international peace and security; supporting the Peacebuilding Commission; supporting the Committee on the Exercise of the Inalienable Rights of the Palestinian People; and supporting the Special Committee on Decolonization (C-24).



STRATEGIC OBJECTIVE 5

Strengthened partnerships at the regional, national and local level

By expanding and deepening its engagement with regional and sub-regional organizations, international financial institutions and other stakeholders, as well as with Resident Coordinators and UN Country Teams, DPPA helps to reinforce inclusive regional, national and local capacities for conflict prevention, dialogue and facilitation. Partnerships position the UN to help address drivers of conflict through technical and programmatic support; to be responsive to new and emerging risks, notably climate change; and to link the UN's engagement to longer-term sustainable outcomes.

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



STRATEGIC OBJECTIVE 6

DPPA is a learning, innovative and flexible department

Across its work, and where appropriate working jointly with DPO, DPPA prioritizes institutional learning informed by past practice, evaluation, data, critical reflection and other evidence. DPPA leadership continues to invest in developing, updating, implementing, and disseminating guidance material in its areas of expertise, such as mediation, peacebuilding and elections, and related to integration and strategic planning.



STRATEGIC OBJECTIVE 7

A collaborative work culture and enabling work environment

DPPA motivates collaboration and staff movement across the peace and security, development, and human rights pillars, allocates resources as effectively as possible, and helps to build a culture where all staff see the value of their work. The development of staff offers opportunities for continuous improvement and professional growth and advancement, incorporating innovative approaches, skills-based training, and flexible use of resources. DPPA also fosters a work environment based on respect, inclusiveness, transparency, communication and accountability, valuing staff, their perspectives and individual contributions.

CAPACITIES AND RESOURCES

DPPA will draw upon the full suite of its capacities and resources to achieve the goals articulated in this plan. These include:

Special political missions: Headed by Special Representatives of the Secretary-General, special political missions deployed in the field provide a flexible tool for intensive and sustained preventive efforts across a range of disciplines such as dialogue and electoral support, women's empowerment and human rights. They support complex political transitions and help advocate for and sustain peace in coordination with national and UN development and humanitarian entities and other actors such as regional organizations and international financial institutions. These missions are backstopped by joint DPPA-DPO regional divisions and supported by DPPA's thematic divisions as well as other capacities. In addition, Special Envoys of the Secretary-General carry out good offices on his behalf to help resolve a wide variety of disputes, from territorial questions to constitutional and electoral crises. DPPA's Special Envoys may have country-specific (e.g. Syria, Yemen) or regional (e.g. Great Lakes) mandates. UN regional offices – in West Africa, Central Africa,

and Central Asia – serve as forward platforms for preventive diplomacy. Their networks and proximity to the countries in their region help to defuse tensions and support national actors, UN Country Teams, and regional organizations to address crises. Regional offices are also well placed to address cross-boundary issues such as transnational organized crime and climate security challenges including water sharing.

Rapidly deployable mediation expertise:

DPPA's Mediation Support Unit and Standby Team (SBT) of senior mediation experts provide operational support and capacity building, and guidance on a wide range of issues typical in dialogue processes and peace negotiations, such as process design, constitution-making, power-sharing, gender, inclusion, security arrangements, transitional justice, and natural resources. Members of the SBT can be deployed anywhere in the world within 72 hours to provide advice on mediation and conflict prevention efforts in support of UN actors in the field, including special political missions, peacekeeping operations and

Resident Coordinators; to national stakeholders and regional and sub-regional organizations. This capacity is complemented by the Secretary-General's High-Level Advisory Board on Mediation, which advises him on mediation initiatives and supports specific mediation efforts around the world.

Peace and Development Advisors: In countries where there is no UN mission, UN Resident Coordinators represent the Organization and coordinate the efforts of the UN family. The Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention supports Resident Coordinators, including through the deployment of Peace and Development Advisors, in their efforts to assist locally-owned initiatives and institutions for conflict prevention, facilitation and dialogue and in conflict sensitive and preventive programming.

Joint Transitions Project: Recognizing that the withdrawal or transition from one mission to another represents a critical moment, the UN Transitions Project brings together DPPA, DPO, and UNDP to improve the way in which these transitions are planned and implemented to consolidate peacebuilding and sustain peace. The project provides a range of support, often through the deployment of transition specialists, including (1) rapid and integrated country support, (2) knowledge management

and guidance, (3) capacity development for UN mission and UN Country Team staff, and (4) engagement with Member States, UN stakeholders and partners.

Peacebuilding Fund: The Peacebuilding Fund (PBF) is a programmatic instrument to finance sustaining peace activities in countries or situations at risk or affected by violent conflict. The Fund invests across pillars to support integrated UN responses to fill critical gaps, respond quickly and with flexibility to political opportunities and catalyze processes and resources from other partners in a risk-tolerant fashion. It provides funding to UN Agencies, Funds and Programmes as well as civil society organizations for projects tackling immediate or structural causes of violent conflict as identified in the Common Conflict Analysis and integrated in the United Nations Sustainable Development Cooperation Framework or other existing planning processes. The PBF invests in four priority areas: implementation of peace agreements; peace dividends; dialogue and coexistence and; re-establishment of basic services. It has a particular focus on investing in facilitating transitions between UN configurations; fostering inclusion of women and youth in peacebuilding processes; and on regional and cross-border activities. The Fund may also complement other mechanisms

to strengthen Resident Coordinator Office capabilities to coordinate and monitor peacebuilding programmes. All projects must be signed by respective Governments. The PBF also includes the Humanitarian-Development-Peacebuilding and Partnership Facility to catalyze greater partnerships between the UN and the World Bank Group. Focused on programmatic peacebuilding activities, the Peacebuilding Fund is different from, and complementary to DPPA's Multi-Year Appeal, and does not finance activities implemented by peacekeeping or special political missions or carried out by the department.

Electoral Assistance: Providing technical electoral support to Member States and assisting them in organizing transparent, peaceful and inclusive elections is one of the key activities of the UN. The UN has provided technical electoral support to over 100 member states in the past 25 years and on average each year 50 countries benefit from United Nations technical electoral support. UN electoral assistance covers a wide range of areas in various phases of the electoral process and includes providing technical advice and capacity development support in key areas such as: designing or reforming electoral systems and frameworks; voter registration; electoral boundary delimitation; voter education; promotion of the participation of women, youth,

people with disabilities and marginalized groups in the electoral process; as well as assisting member states efforts in mitigating potentials for electoral violence.

Gender Expertise: DPPA deploys experts on gender/women, peace and security who can initiate and advise on gender-sensitive conflict analysis; the design of inclusive processes, including through engagement with different social and political groups on multiple tracks; and on creating an enabling environment for women's political participation and the integration of gender perspectives on a range of relevant substantive issues. DPPA works closely on these issues with UN Women and the DPO Gender Unit.

Youth, Peace and Security: The inclusion of youth in peace and security processes is a growing priority for DPPA, pursuant to the Security Council resolutions adopted in recent years. DPPA, through the joint UNFPA-PBSO Secretariat on youth, peace and security and in collaboration with DPO, and other UN entities and the Folke Bernadotte Academy, has developed a handbook on YPS and is advancing the development of youth-sensitive conflict analysis and of activities and programmes aimed at engaging youth in peacemaking, peacekeeping and peacebuilding processes.

Climate Security Mechanism: Through its role in the interagency UN Climate Security Mechanism (jointly established by DPPA, UNDP and UNEP), DPPA leverages extensive networks with partners across and beyond the UN system to analyze climate-related security risks and support comprehensive and gender-sensitive prevention and response strategies. The Mechanism draws on an informal brain trust of 20+ UN entities to exchange information and explore avenues for cooperation on climate and security. It also works with a number of think tanks, academic institutions and practitioners from regional organizations to build up a global evidence base on climate change impacts on security and distil good practices with regard to addressing these.

Innovation Cell: Responding to the call of the Secretary-General on the whole UN system to keep up with the scale and speed of innovation, DPPA has established a dedicated capacity to explore, pioneer and leverage new methodologies in support of its mandate delivery, including digital technologies, behavioural insights, immersive visualization, and other cross-cutting means. The Innovation Cell serves as a catalyst for innovation across the Department and its field presences to strengthen the UN's conflict prevention, mediation and peacebuilding effort in this spirit.

Shared Capacities: DPPA draws upon capacities and expertise across the peace and security pillar, such as the Office of the Director for Coordination and Shared Services (ODCSS) and its units for support, e.g. on information management or leadership appointments, and the Office of Rule of Law and Security Institutions (OROLSI). Across the Secretariat, DPPA works with capacities such as the Office of Counter-Terrorism (OCT) with regard to the prevention of violent extremism, in addition to its ongoing partnerships with other actors across the development and human rights pillars.

FINANCING

The Department's ability to achieve its goals and objectives is dependent on the availability of sufficient, predictable and sustained resources. The restructuring of the peace and security pillar was budget-neutral, with each department using existing resources in a more rational manner, while the separate funding sources for respective mandates have been maintained.

DPPA's primary source of financing is the regular programme budget of the United Nations, which has come under increasing strain in recent years. With the growth in demand for DPPA engagement, the department has come to rely increasingly on voluntary contributions, to the extent that half of its funding is now derived from extrabudgetary contributions (see table below).

Special political missions, too, are financed from the UN's regular budget and depend on backstopping capacity at Headquarters being built into mission budgets to ensure the availability of dedicated support. While the backstopping issue remains unaddressed in a comprehensive way by the General Assembly, DPPA relies on its regular budget resources as

well as voluntary contributions to complement backstopping capacity funded by the respective mission budgets.

In addition, DPPA's work benefits from and can leverage specific financing vehicles or instruments, including the Peacebuilding Fund for programmatic activities in the field or the UNDP-DPPA Joint Programme. These support and advance the overall objectives of DPPA's engagement but do not provide core capacity for the department. As it moves to operationalize the Strategic Plan, DPPA will deepen its work to bring coherence to and make optimal use of financing sources available to the department.

The Multi-Year Appeal (MYA) is DPPA's primary extra-budgetary instrument to fund and support United Nations political capacities and interventions to prevent and resolve conflicts. Overall, it allows DPPA to be more operational by complementing the regular budget and by funding staff and activities at Headquarters and in the field. The MYA is flexible (70% unearmarked), fast (72 hour deployment), early (more than half programmed for conflict prevention) and global (funds political interventions worldwide).

The MYA with its nimbleness is an ideal instrument to meet the needs of the peace and security pillar, easily filling the gaps or kickstarting new activities with its three funding windows:

- 1 The **Technology and Innovation window** to support projects that leverage emerging technologies to strengthen the UN's conflict prevention, mediation and peacebuilding efforts;
- 2 The **Local Peace Initiatives window** to support SPMs in the delivery of their mandates with targeted local peace and mediation initiatives to build trust into a larger strategic engagement on peace and reconciliation; and
- 3 The **Rapid Response window** to fund DPPA's crisis-type situations and short-term needs linked to mediation, conflict prevention and peacebuilding activities.

PROJECTED DPPA'S RESOURCES IN 2020-2022

DPPA Resources (in millions USD)	2020	2021	2022
Regular Budget*	45.5	—	—
Extrabudgetary Multi-Year Appeal (MYA)	45	45	45
TOTAL	90.5	—	—
Special Political Missions Budget*	711.6	—	—

** The regular and SPM budgets for 2021 and 2022 cannot be projected at this stage due the changing operational requirements and/or potential discontinuation/new mandates entrusted by the legislative bodies.*

DPPA'S APPROACH

DPPA's approach is one that recognizes the **primacy of the political**. Purely technical solutions cannot prevent violent conflict and rarely deliver sustained peace. The Department's core work is consequently to support political actors at the international, regional, national, and subnational levels in their efforts to reach political solutions that prevent or resolve violent conflicts and to build resilient societies in an inclusive and sustainable manner.

DPPA recognizes that the **risks of violent conflict are complex and interconnected**: deeply-rooted political, socio-economic, and environmental drivers interact with the political decision-making of leaders in dynamic ways, often producing fast-moving and unpredictable results. Once crisis has erupted, mediation and diplomatic efforts often can create the space to de-escalate. Yet sustaining peace and building resilience to future crises often requires long-term investment in addressing conflict drivers, including fostering political, social and economic inclusion. Effective prevention approaches must therefore take

place at multiple levels and bring to bear a broad range of tools and capacities across the realms of the political, development and humanitarian assistance.¹⁷ The vision for DPPA is therefore of a department capable of using different tools at different levels, working with partners across and beyond the UN System to develop **comprehensive strategies and tangible programmatic responses, at country and regional levels** to reduce risks and help build more resilient societies.

Conflict prevention marries **early warning with early action**. DPPA's unique analytic capacities are at the disposal of the UN System and designed to galvanize a quick response and comprehensive approaches to settings where risks may be growing, including due to new stresses such as climate impacts, rising inequalities, or digitally driven disinformation and manipulation. At the highest levels of the Organization, efforts have been made to develop a more responsive machine, capable of using data and evidence to shift gears more quickly when risks are identified.¹⁸

¹⁷ UN General Assembly and Security Council resolutions A/RES/70/262 and S/RES/2282 (2016).

¹⁸ For example, through the Executive Committee of the Secretary-General and the Regional Monthly Reviews and forthcoming UN Strategy on Data.

DPPA's three-year vision sees the department prioritizing catalytic analysis, focusing resources on identifying the risks of violent conflict early and offering actionable proposals, drawing on comparative experience.

Greater connectivity within the peace and security pillar, and between DPPA and other UN entities, including the reformed Resident Coordinator system in the field, will ensure that early warning draws from the full analytic capacities of the UN and beyond and that responses build upon the capacities of partners within and outside of the UN system, including regional organizations, the World Bank and other international financial institutions.

DPPA recognizes climate change as the defining issue of our time and supports the Secretary-General's call for ambitious **climate action** on the part of the UN system. In line with the UN Secretariat Climate Action Plan, DPPA is committed to reducing its carbon footprint in a manner that does not undermine mandate implementation. To this end it is developing an Intended Climate Action Contribution that identifies opportunities for reducing emissions at Headquarters and the field, ultimately helping move the Department away from fossil fuels and towards renewable and sustainable energy.

DPPA is committed to **prioritize where its impact is greatest**, but has limited resources, many of which are already stretched. In consequence, the Department will have to prioritize, consistent with its effort to achieve the above objectives related to conflict prevention and sustaining peace. At the same time, it is unlikely that the daily demands on the department will decrease in the coming period. In setting priorities, the following considerations should inform the department's sense of unified purpose and way of doing business.

1. **Field Facing:** DPPA understands that the most impactful aspects of its work take place in the field, whether through the work of its special political missions, liaison presences, Peace and Development Advisors or in support of Resident Coordinators and UNCTs in non-mission settings. This means maintaining an unwavering orientation towards the field: allocating resources and support outwards, taking opportunities to reflect the views of field presences, providing strategic backstopping, and regularly informing field colleagues of developments at HQ. It also means working closely with Resident Coordinators and other UN actors in the

field and prioritizing national ownership of political solutions, working closely with regional, national and local partners, including women and youth, to ensure the longer-term sustainability of peace outcomes.

2. **Action-Oriented:** Analysis and expertise must be translated into action if the goals of conflict prevention and sustaining peace are to be met. DPPA should look to pair its analytic work with proposed actions that could help reduce risks and advance the goals of the department. It may also mean de-prioritizing activities that have less of a tangible contribution to the above goals. This plan can be a shield against “busy work” for the department and hopefully contribute to motivation for staff as they see the impact of their work.
3. **Harnessing regional approaches:** Under a single political-operational structure, DPPA works across the pillar and UN system to develop regionally-driven approaches underpinned by deeper relationships with regional actors. Conflict risks and opportunities for peace are not confined to a country’s borders. Taking a regional approach enables more

effective engagement that is informed by a deeper understanding of regional risks; links prevention, mediation, conflict, management, and peacebuilding; and is strengthened by closer partnerships with regional actors and organizations.

4. **Cross-Pillar:** The reform process was designed to make the UN work more closely across pillars on the core objectives of prevention and sustaining peace. This means moving beyond the design of the reform and embracing its spirit: looking to link analysis, approaches and programmes across the UN system – including especially the development and human rights pillars – should guide every aspect of DPPA’s work. Wherever possible, DPPA should leverage institutional partners with complementary strengths – particularly international financial institutions – to maximize our impact.
5. **Inclusive:** Building inclusion into every aspect of DPPA’s work is an outward and an inward facing priority. This means ensuring that meaningful participation of women, youth, and marginalized groups is at the center of all peacemaking, peacebuilding and conflict prevention efforts; it means building networks beyond the highest level government actors to reflect a broader

cross-section of society; it means fully implementing the women, peace, and security and youth, peace and security agendas in the field, as well as with regard to gender parity and the role of women in the peace and security work of the Organization.

6. Innovative: DPPA strives to be a forward-thinking member of the UN family, working closely with colleagues in its respective pillar and beyond, as well as with outside innovators, academia and technology pioneers. The Department aims to enable innovation at all levels of its work and to contribute actively to the collective efforts of the UN Innovation Network in this context. Innovation means for DPPA creating space for new ideas, prototyping, and experimentation, and exploring new ways of informing and measuring our work. It also means deepening our commitment to evidence-based work, including in learning from and putting to use new sources of data. This is understood as a joint effort of all staff, including senior leadership, to keep the Department ahead of the curve of new approaches to better sustain peace. It is a promise to constantly improve our practices, tools, and work culture.

7. Risk Tolerant: A recurrent complaint about multilateral approaches to peacemaking is that they are overly concerned with sensitivities and risk, preferring to placate rather than potentially unsettle major players. Preventing conflict and sustaining peace require a willingness to take political risks to help build inclusive, resilient peace; they also require a readiness to make a public claim for human rights when they are being infringed upon. The Secretary-General has called on the UN as a whole to embrace risk and the Department will need to do so if it is to successfully support actors in preventing conflict and sustaining peace. Bold, innovative thinking around options for engagement will require a cultural shift that enables reflections on institutional failures to allow for lessons learning and new approaches.

Although DPPA will continue to operate across functions with limited resources, these parameters are intended to help the department and its staff focus in areas where DPPA has a unique contribution to make.

MONITORING AND EVALUATION

To operationalize, monitor and evaluate the goals and objectives in the Strategic Plan, the Department will:

- Use the three-year Results Framework as a management tool to guide its work plans and reporting. The Results Framework articulates a set of intermediate expected accomplishments that lead to the desired longer-term strategic objectives. The expected accomplishments are accompanied by performance indicators that assist in measuring desired changes. The targets set against these indicators will be updated on an annual basis. The purpose of the results framework is to enable DPPA to track and monitor progress against its goals, and to communicate to donors and partners the impact of its work.
- Draft divisional annual work plans, using the Strategic Plan and the Results Framework as a basis. The qualitative reporting in the annual work plans will complement the quantitative data collection against the indicators in the Result Framework.
- Conduct mid-year and annual progress reviews against the objectives set in the Strategic Plan.
- Promote learning and accountability by continuing to invest in evaluations and lessons learned studies related to the mandate of the Department.
- Commission an external evaluation of the Strategic Plan in early 2022, to inform strategic decision-making processes ahead of the next Strategic Plan.



dppa.un.org



twitter.com/UNDPPA



dppa-ps.atavist.com

**FOR FURTHER INFORMATION ON THE MULTI-YEAR APPEAL,
PLEASE CONTACT THE DONOR RELATIONS TEAM:**

dppa-donorrelations@un.org