

2018

ANNUAL REPORT

MULTI-YEAR APPEAL



DPA

Preventing Conflict. **Sustaining Peace**



ABOVE: Secretary-General António Guterres meets with Rohingya refugees in the Kutupalong Transit Centre in Cox's Bazar, Bangladesh. July 2018. UN Photo/KM Asad



“I made a surge in diplomacy for peace one of my top priorities because I am convinced that stepping up our efforts and investment in prevention and mediation will pay off – in both human and material terms. I consistently offer my good offices and personal engagement wherever it can help parties resolve their differences, while my envoys and representatives grapple on a daily basis with some of the world’s most complex and destructive conflicts. In doing so, we rely on DPPA, which plays a leading role in United Nations efforts to prevent conflict and sustain peace.

Through its political engagement and technical advice, DPPA makes a difference. Its funding mechanism – the Multi-Year Appeal – is ideally suited to seize opportunities, whether it be to prevent incipient violence, spur negotiations between adversaries when tensions are brewing or encourage peaceful electoral outcomes. The relatively modest, nimble and cost-effective investments DPPA makes usually pave the way to larger country programming by the Peacebuilding Fund, thereby setting the stage for a sustainable peace to take hold.”

António Guterres
Secretary-General

United Nations Department of Political Affairs

Strategic Plan 2016 – 2019 & Theory of Change

MISSION

Promote the search for, and assist countries to reach inclusive political solutions as the key to preventing or resolving violent conflicts and reducing acts of political violence, while ensuring long lasting solutions that reduce human suffering and sustain peace around the world

GOAL 1: Strengthening international peace and security through inclusive prevention, mediation and peacebuilding processes.



Setting the agenda for conflict prevention



Reinforcing conflict response and resolution



Investment in sustaining peace

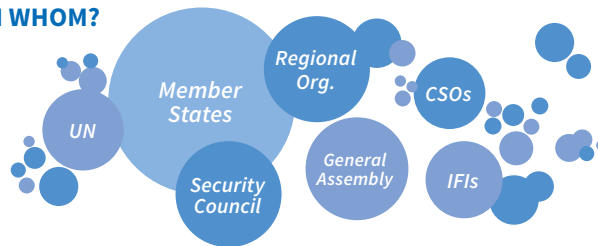
MULTIPLE PATHWAYS OF CONTRIBUTION

GOAL 2: Deepening and broadening partnerships within the UN and beyond.

HOW?

Access, Advice, Analysis, Convening Power, Early Warning, Influence, Investing Resources, Mediation, Messaging, Networking

WITH WHOM?



WITH WHAT? ORGANIZATIONAL ASSETS

- Network of UN Special Envoys
- Field Offices / SPMs
- Policy Guidance
- Standby Teams
- Surge Support
- Network of Country Desks

- Secretariat Services to Security Council, Palestine Rights, Decolonization Committee
- Rapid Response System
- New Idea / Innovation
- Peace and Development Advisers
- UNDP-DPA Joint Programme

GOAL 3: Fit for the future: ensuring organizational effectiveness.

Enhancing strategic planning & evaluation

Improving knowledge management & strategic communication

Investing in human resources

Flexible & predictable financial resources

Foreword



ON THE MORNING of 15 February 2019, United Nations security staff set out, as they do every day, to hoist the flags of the Organization's 193 Member States along New York's First Avenue. But on that crisp winter day, their mission was anything but routine: They were about to raise, for the first time at the UN, the standard of North Macedonia following the resolution of the dispute between Athens and Skopje over the Balkan country's name, paving the way for greater European integration and stability. Symbolically, our colleagues were also closing a decades-long UN mediation effort and raising hopes for the possibility of settling other protracted conflicts.

A few weeks earlier, staff of the UN's political, peacekeeping and field support departments scrambled to assemble and urgently deploy an expert team to monitor the ceasefire agreed on 13 December 2018 by the warring parties in Yemen after UN-brokered talks in Sweden. In South Sudan, expertise and support from the Department of Political Affairs (DPA) – now the Department of Political and Peacebuilding Affairs (DPPA) – bolstered the mediation process led by the Intergovernmental Authority on Development, contributing to the agreement by the South Sudanese leaders to end the conflict. And in Madagascar, the Secretary-General's good offices, channeled through DPA, and the work of the African Union and the Southern African Development Community helped bring about a peaceful end to a tense electoral cycle.

These developments highlight the impact and potential of preventive diplomacy. But as I present to you our 2018 Annual Report on the Multi-Year Appeal (MYA), I also cite them because they demonstrate what your voluntary contributions make possible. Indeed, extra-budgetary funding played a key role in all these efforts. In the case of Yemen, for example, the advance team of ceasefire monitors deployed after the Security Council endorsed the Stockholm Agreement was entirely funded by the MYA in its first month of operation. Flexible and immediately accessible funding allowed us to get the right expertise on the ground in time to make a difference.

The MYA has also been instrumental in easing the transition to a more integrated and holistic way of working among the “peace and security” departments of the UN as the Organization retools and reforms to deliver more effectively on the ambition of the 2030 Agenda. Thanks to its nimbleness and flexibility, the MYA is well suited to bridge gaps across the peace and security pillar, and it easily complements other funding mechanisms. The MYA funded, for example, DPA's participation, alongside the peacekeeping and other departments, in the planning of the transition of the UN Mission for Justice Support in Haiti to a non-peacekeeping UN presence after it draws down in October.

We will continue to need your political and financial support in the coming year. The progress made in different parts of the world to reduce violence and prevent conflict is far from the full story. Whether it is to continue to back processes such as those on Myanmar and Syria; deploy staff or senior mediators on a moment's notice to shore up peace talks around the globe; or help countries organize credible and inclusive elections, extra-budgetary funding will be essential to DPPA's work. Your contributions have always been extremely generous. I thank you for your trust and pledge on behalf of my colleagues to continue to work tirelessly in partnership to do our part to prevent conflict and make sustainable peace a reality everywhere.

Rosamary A. DiCarlo

Ms. Rosemary DiCarlo
Under-Secretary-General,
Department of Political and Peacebuilding Affairs

Introduction

THE DEMAND for preventive diplomacy, conflict resolution, peacebuilding and mediation – the core of the work of DPPA, formerly DPA¹ – keeps growing. In the absence of more robust and predictable regular budget funding, the Department mobilizes resources through its Multi-Year Appeal (MYA). DPPA relies on extra-budgetary resources to prevent or mitigate conflict and respond to crises. Voluntary contributions also help the Department meet the increasing demand for its services from Member States with the flexibility and urgency that preventive diplomacy and crisis response require.

In 2018, MYA funding continued to be a fundamental instrument to advance the United Nations conflict prevention agenda, and the priorities outlined in the DPA Strategic Plan for 2016 to 2019. The initiatives and projects funded through the MYA complemented local initiatives developed by Peace and Development Advisers of the Joint UNDP-DPPA Programme on Conflict Prevention and large country-programmes financed through the Peacebuilding Fund (PBF).

By the end of the year, out of the \$31.9 million requested to cover the six priority areas – as well as the supplementary appeals for funding for Syria and Colombia – the Department successfully mobilized \$35.6 million in contributions from 30 donors (Appeal 112% funded).

Remarkably, up to 69% of the total mobilized was unearmarked funding. This flexibility allows DPPA to adapt and respond to changing dynamics on the ground and demonstrates donors' trust in DPPA's ability to use flexible funding where and when it is most needed. The predictability of funding also improved with the maintenance of 10 multi-year agreements.

Finally, these positive results were matched by high delivery levels, with an implementation rate of 82% of the total budgeted as presented in Table 1.

RIGHT: An electoral official examines a ballot in front of election observers in Kabul as part of the polling process for Afghanistan's parliamentary election in October 2018. UNAMA/Fardin Waezi



1 On 01 January 2019, the Department of Political Affairs (DPA) became the Department of Peacebuilding and Political Affairs (DPPA), following the reform of the UN's peace and security architecture. In this Report, DPA is used for activities that took place in 2018.

TABLE 1: MYA KEY FIGURES IN 2018

Priority Area	2018 Budget	2018 Expenditures	Implementation rate	Prior period commitments and expenditures	Expenditures net of prior year adjustments
Setting the agenda for conflict prevention	7,969	6,670	83%	(120)	6,550
Reinforcing conflict response and resolution	6,564	5,039	77%	(70)	4,969
Investing in sustaining peace	5,170	4,151	80%	(172)	3,978
Deepening relations with UN Member States and regional organizations	4,243	3,366	79%	(56)	3,310
Strengthening ties within the UN system and beyond	3,792	3,077	81%	(2)	3,075
Ensuring organizational effectiveness	4,448	3,960	89%	(0)	3,960
Total	32,186	26,263	82%	(420)	25,842

OF THE TOTAL PROGRAMMED IN 2018:



41%

was to support **conflict prevention efforts** and **sustaining peace initiatives**



25%

was to deepen and expand **DPA's partnerships with regional organizations and other partners** inside and outside the UN



20%

was to **respond to crisis** and to **support mediation processes**



14%

was to ensure **DPA is fit for purpose** to deliver on its commitments

Priority



Prevention: Setting the agenda for conflict prevention

➔ THE TOOLS



Special Political Missions:

Support to over 30 Special Political Missions (SPMs) worldwide. SPMs sustain preventive efforts across a wide range of areas, including electoral support, women's empowerment and human rights. They also support complex transitions and help sustain peace in coordination with actors on the ground.



Special Envoys:

Support to the efforts of Special Envoys to resolve a wide range of disputes, facilitate peace talks and manage electoral crises. Special Envoys have country-specific (e.g. Syria, Yemen) and regional (e.g. Sahel, Great Lakes) mandates.



Regional Offices:

Located in West, Central Africa and West Asia, they serve as hubs for preventive diplomacy. Their networks and proximity to countries in their region help defuse tensions and support national actors, UN Country Teams (UNCTs) and regional organizations. Regional offices are well placed to address cross-boundary issues, such as transnational organized crime and sharing of natural resources.



Conflict prevention tools and guidance:

To help develop coherent UN responses to crisis and transnational peace and security challenges. For example, a new *Guidance Practice Note on Conflict Analysis*, was developed to provide guidance and identify good practice on undertaking conflict analysis. This Guidance Note is the result of a system-wide collaboration.

A new publication, *United Nations Conflict Prevention and Preventive Diplomacy in Action*, drafted in partnership with the Peacebuilding Support Office (PBSO) and the Department of Peacekeeping Operations (DPKO), describes six case studies illustrating how the conflict prevention tools have been successfully deployed to forestall conflicts.

Examples of preventive engagements in 2018

2018 SAW BOTH positive changes and volatility in the **Horn of Africa**. DPA redoubled its efforts to engage with countries in the region, key UN and non-UN stakeholders and the Intergovernmental Authority on Development (IGAD). Among other initiatives to strengthen its partnership with Member States in the region, DPA delivered capacity-building trainings in mediation and negotiation to young diplomats from Egypt, Eritrea and Ethiopia.

In **Sierra Leone**, the Special Representative of the Secretary-General (SRSG) Mohamed Ibn Chambas, joined the Economic Community of West African States (ECOWAS) to encourage political stakeholders to hold peaceful and credible elections. In **Cameroon**, SRSG François Louncény Fall, undertook several visits to engage with stakeholders during the electoral period and to discuss ways to address the situation in the North-West and South-West regions.



In Central Asia, the **United Nations Regional Centre for Preventive Diplomacy** (UNRCCA) deployed its good offices to work towards the adoption of a solution to the trans-boundary water management challenge, a longstanding issue among the Central Asian countries that impacts stability in the region.

In **El Salvador**, at the request of the Government, DPA supported political dialogue efforts, mainly through a

UN-facilitated group emanating from civil society, that was able to gradually create the space for discussion among political parties represented in Parliament of the much-needed reforms. In **Honduras**, at the request of the Government, DPA deployed a Senior Mediation Adviser as part of an exploratory mission to assess conditions for dialogue. The mission recommended a series of confidence-building measures to help establish the basis for a future political dialogue.

ABOVE: Meeting of the UN-facilitated political dialogue in Honduras, which concluded in December 2018. Tegucigalpa, Honduras. UN Photo

MYA provided support to 30 SPMs, 14 PKOs, 129 RCs as well as Member States and regional and sub-regional organizations

Support to SPMs

IN INSTANCES OF PROTRACTED CONFLICT, or in areas where political sensitivities are recurrent, DPA relied on its broad political “architecture” to fashion appropriate responses through the use of its Regional Offices, SPMs and Envoys. In 2018, the Department managed approximately 30 SPMs, and among these, 18 field-based missions in some of the toughest places in the world. SPMs serve as tools for both prevention and response, allowing DPA to support ongoing efforts to reduce tensions while simultaneously moving towards ceasefires, comprehensive peace agreements, national dialogues and sustainable reconciliation processes.

The Department continued to provide substantive and operational backstopping to SPMs. MYA funding facilitated essential backstopping to these complex missions, ensuring regular communication between missions and Headquarters, liaising with Member States, and preparing substantive material such as briefings to the Security Council and reports of the Secretary-General. For example, the Department continued to provide substantive and operational backstopping support to SPMs such as in the case of the UN Assistance Mission in **Somalia** (UNSOM), where additional assistance allowed key discussions with Somalia and international community stakeholders on federalism, constitutional review process security sector reform, and consultations on the strategic collaboration between UN and AU to galvanize political and financial support for the African Union Mission to Somalia (AMISOM).

.....

28 emerging crisis situations brought to the attention of the Security Council and other intergovernmental bodies (early warning)

.....

.....

48 cases where good offices efforts were deployed to address conflict situations

.....

Lessons Learned

SPMs are among the UN’s most important preventive diplomacy and conflict prevention tools. To maximize its effectiveness, DPA finalized a Lessons Learned study on *Political Missions Start-Ups* in 2018, using the missions in Burundi, Colombia and Yemen² as case studies.

The study concluded that: i) SPMs should consider developing directives on key management issues such as reporting, information management, conduct and discipline; ii) Relevant guidance for peace operations should be coordinated and co-owned between DPA, DPKO and the Department of Field Support (DFS) to support

consolidation, harmonization and common understanding; iii) SPM start-up processes should more explicitly define roles and responsibilities for the clear involvement of departments, divisions and offices. A core planning team should be considered, if necessary, and be formed under the auspices of a Secretary-General Planning Directive to facilitate action and decision-making during the start-up phase; iv) The SPM “mission concept” should capture both substantive and operational requirements in one document. Similarly, SPMs should develop a “mission plan” signed by the Head of Mission; and v) Deliberate efforts must be made in moving towards gender parity when recruiting during SPM start-up and codified into human resources policy.

2 Burundi (UN Electoral Mission in Burundi), Colombia (UN Verification Mission in Colombia) and Yemen (Office of the Special Envoy of the Secretary-General for Yemen).



Averting a political crisis in Madagascar

MADAGASCAR has suffered recurrent political crises since its independence, often around presidential elections. Tensions ahead of the 2018 presidential poll, centering around the electoral timeframe and eligibility of candidates, were exacerbated by plans from the ruling party to hold a referendum to amend an article in the Constitution prior to the voting. Building on the work of the UNCT and its own 2016 electoral Needs Assessment Mission, DPA with funding under the MYA, set in motion an additional track of high-level engagement on Madagascar.

22 SEPTEMBER 2017

President Rajaonarimampianina raised concerns over the forthcoming election and requested assistance during a meeting with the Secretary-General.

OCTOBER 2017

The Secretary-General deployed his Special Representative to the AU, Haile Menkerios, to Antananarivo to consult with key stakeholders on how to foster an environment conducive to inclusive and peaceful elections. United Nations good offices were instrumental in persuading the Government to postpone the constitutional referendum to avert a political confrontation. SRSG Menkerios impressed upon key political players that while there were shortcomings in the Constitution, it was not advisable to hold a referendum to amend it so close to the elections.

6 TO 16 MAY 2018

The Special Adviser on Madagascar travelled to Antananarivo and joined the Special Envoys of the AU and the Southern African development Community (SADC) among others, to facilitate dialogue between national actors.

25 MAY 2018

The High Constitutional Court ordered President Rajaonarimampianina to name a Prime Minister of consensus and reshuffle the Government.

11 JUNE 2018

A Malagasy-led agreement, allowed for the formation of a new Government in compliance with the High Constitutional Court ruling.

Voting during elections in Madagascar.



Special Adviser Bathily visited Madagascar to help overcome the political crisis ahead of the presidential elections held in November and December 2018. UN Photo



MARCH 2018

DPA deployed SRSG Menkerios to Madagascar again to continue political engagement with key state, political, electoral, civil society and international actors.

21 APRIL 2018

Contested draft electoral laws resulted in political confrontation and violence during an opposition protest.

27 APRIL 2018

The Secretary-General appointed Abdoulaye Bathily as Special Adviser on Madagascar to provide good offices to Malagasy stakeholders and assist them in finding a peaceful and inclusive solution to the growing impasse, emphasizing respect of constitutional rule.

03 MAY 2018

A High Constitutional Court ruling striking down some provisions of the contested draft laws contributed to lowering political tensions and promoting dialogue among key political stakeholders. DPA electoral expertise was deployed to advise relevant actors on technical options, which contributed to improving political climate.

27 SEPTEMBER 2018

The Secretary-General met Interim President Rakotovoao during the General Assembly and reiterated the support of the United Nations for holding a peaceful and credible presidential election.

7 NOVEMBER & 19 DECEMBER 2018

The first and second rounds of the presidential election were held in a largely peaceful and orderly environment. Special Adviser Bathily continued the Secretary-General's good offices on the ground and coordinated with the AU and SADC Special Envoys, among others.

19 JANUARY 2019

President Andry Rajoelina was inaugurated in a ceremony marked by a spirit of reconciliation.

Overall, the UN and other partners' concerted effort provided a collective accompaniment that contributed to preventing further violence and to the opening of space for a Malagasy-led agreement and subsequently, to the formation of a new Government that paved the way for a peaceful transfer of power.



Voting during elections in Madagascar.

Women, Peace and Security

AS A CORE COMMITMENT of the Department, the Women Peace and Security agenda is mainstreamed in the Strategic Plan, its accompanying Results Framework and the MYA.

Gender and inclusive mediation

IN 2018, SPMs supported by gender advisers, continued to engage with women's groups and civil society organizations. For example, the Office of the Special Envoy for **Syria** and its two complementary mechanisms in Geneva – the Women's Advisory Board and the Civil Society Support Room – facilitated the participation of Syrian women and civil society in the intra-Syrian talks. Replicating the Syria model, two new inclusivity mechanisms were established in 2018: the Women's Advisory Group to the SRSG for the United Nations Assistance Mission in **Iraq** (UNAMI), which aims to advance the inclusion of women in the mission's reconciliation and peacemaking efforts in Iraq; and the Women's Technical Advisory Group to the Office of the Special Envoy in **Yemen** (see page 22).

Similarly, the Standby Team Senior Mediation Adviser on Gender and Inclusion continued to provide process design and capacity building support on the inclusion of women in peace processes. For example, the Adviser

provided remote process design advice to the Guadalcanal Land Summit in the Solomon Islands; and met with women's civil society activists from Iraq, Yemen and Syria.

DPA supported UN Women in organizing an Expert Group Meeting to consult mediation practitioners, academia, civil society and UN actors on the impact and challenges of women's meaningful participation in peace processes. These discussions helped inform the Secretary-General's 2018 report on Women, Peace and Security to the Security Council.

Women's political inclusion and peacebuilding

THE UNITED NATIONS REGIONAL OFFICE FOR CENTRAL AFRICA (UNOCA) supported Member States in the region to develop a Regional Action Plan for the implementation of Security Council resolution 1325 that was endorsed by representatives of the Economic Community of Central African States (ECCAS). Building on this milestone, the Government of the **Republic of Congo** validated its first National Action Plan for the implementation of resolution 1325. In **Gabon**, the Ministry for Women's Affairs established a Committee to initiate the elaboration of its first National Action Plan. DPA also supported the drafting of a regional



strategy to implement Women, Peace and Security commitments in the **Great Lakes** region.

The recent emergence of regional networks of women mediators is evidence of a growing global movement to increase women's meaningful participation. DPA and its Senior Mediation Adviser on Gender and Inclusion supported FemWise, the AU's network of women mediators, along with supporting the establishment of the Association of Southeast Asian Nations (ASEAN) Women for Peace Registry.

**100
PER CENT**

of UN mediation support teams include women

**75
PER CENT**

of the delegations of conflicting parties to UN mediation efforts included senior women

**11
PER CENT**

of Standby Team deployments were in support of gender and inclusion

**100
PER CENT**

of MYA projects use a gender marker and a risk-management approach



LEFT: Meeting of the Women's Advisory Group in Baghdad, Iraq, 14 October 2018. The United Nations Assistance Mission for Iraq supported the creation of the Group to advance women's role in politics. Photo: UNAMI

Lessons Learned

Security Council resolution 1325 (2000) will mark its 20th anniversary in October 2020. To lay the foundations for this milestone, the Department, in 2018, took stock of its efforts to implement the Women, Peace and Security agenda. Overall, DPA staff showed a high level of understanding of the agenda's normative requirements while highlighting the need for additional tools to increase implementation in their work. The Department intends to produce a new Gender Policy and take a series of targeted actions for staff in the coming year.

DPA developed a new policy on "election situation rooms" to provide guidance on UN support to "women's situation rooms", which are set up as platforms to promote peaceful conduct of electoral processes, including the prevention and mitigation of violence against women in election. Election situation rooms broadly refer to civil society initiatives during election periods - and particularly on election day - to gather and share information obtained by domestic observer groups with a view to resolving potential conflicts or preventing violence, including violence against women.

Addressing conflict-related sexual violence

IN IRAQ, DPA supported UNAMI's engagement with federal and regional government focal points for the implementation of the UN Joint Communiqué on prevention and response to Conflict-Related Sexual Violence (CRSV), signed in September 2016. DPA further supported UNAMI's onboarding of a national expert on CRSV to conduct roundtable discussions with tribal leaders. Together with UNAMI's Senior Women Protection Advisor, the national expert also undertook preparatory work for the mapping of initiatives by religious and tribal leaders to support the reintegration of survivors of sexual violence.

Priority



Crisis Response: DPA responds to crises and resolves conflict

THE TOOLS



The Standby Team of Senior Mediation Advisers:

Eight experts who can be deployed within 72 hours to deal with a wide range of issues related to peace negotiations, process design, constitution-making, power-sharing, gender issues, security arrangements, transitional justice and natural resources. The Standby Team enhances the quality of support available to UN Special Envoys, political and peacekeeping missions and country teams, as well as to regional organizations and other partners.



Rapid Response funding:

Provides timely and flexible resources to meet the short-term and crises-type needs of Special Envoys and SRSGs, SPMs, Member States and regional and sub-regional organizations. It is designed to meet crisis-type demands that cannot be anticipated during the standard planning process due to its emergent and unpredictable nature.



Surge capacity:

Allows the Department to provide support in the areas of political analysis and expertise to diverse actors in the United Nations system (RCs, UNCTs, PKOs and SPMs) and beyond (regional organizations and Member States).



Toolkit on the use of new technologies in mediation:

Developed by DPA in partnership with one of the members of the High-Level Advisory Board on Mediation, the toolkit is meant to assess risks and opportunities in the use of new technologies in the field of armed conflict and mediation.

Additional information on mediation guidance can be found on the UN peacemaker website:

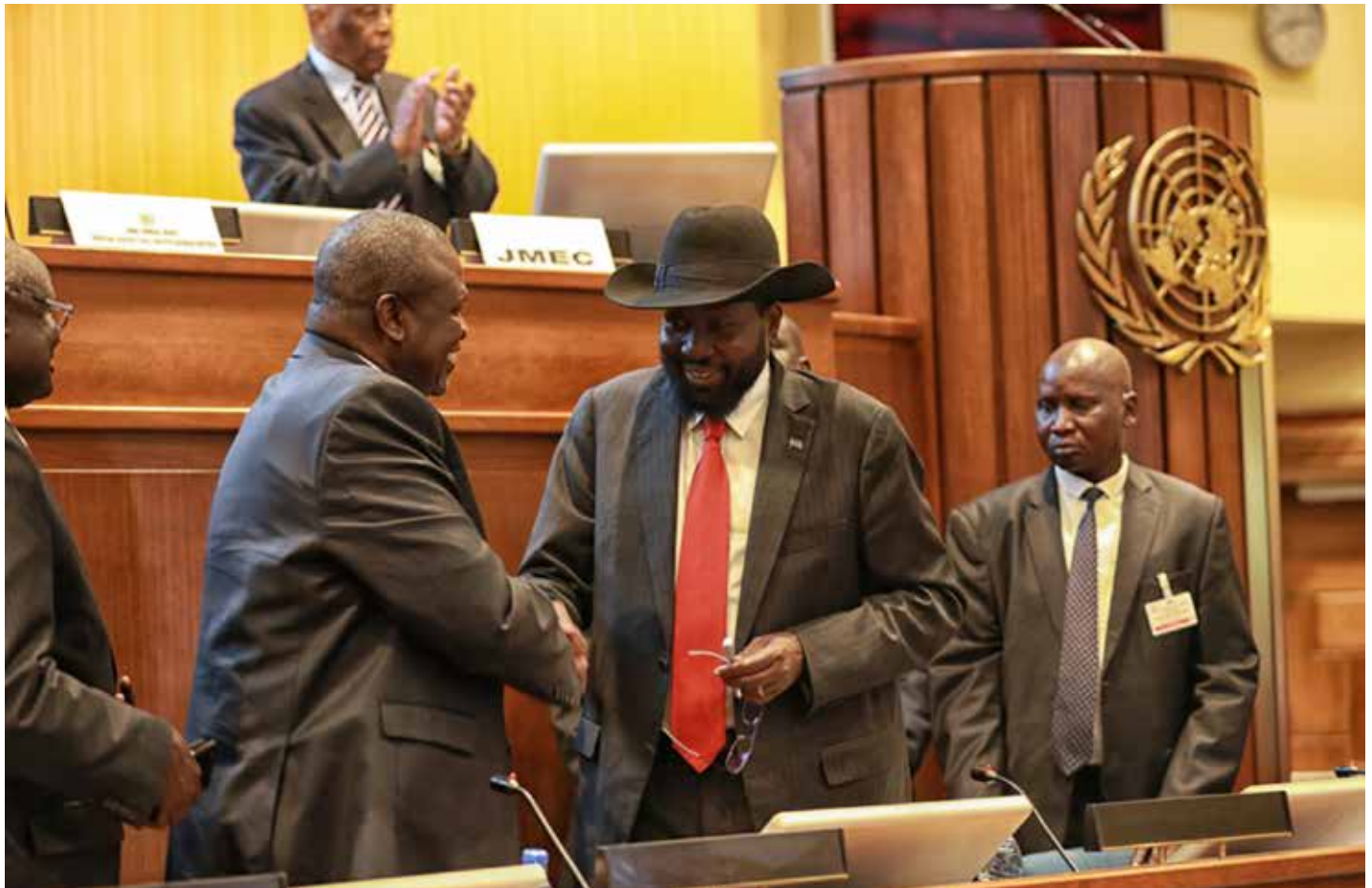
<https://peacemaker.un.org/>

Key initiatives funded by DPA's crisis response system

2018 SAW AN EXAMPLE of successful conflict resolution in the settling of the long-standing dispute between **Greece and the former Yugoslav Republic of Macedonia** following an agreement on the "name issue". MYA Rapid Response funding, an integral part of DPA's crisis response system, facilitated technical support to the mediation efforts of the Personal Envoy of the Secretary-General and supported the holding of meetings between the parties in New York, Vienna and Brussels.



ABOVE: North Macedonia flag raising at UN Headquarters in New York. The flag is alphabetically located between the flags of Nigeria (left) and Norway (right). 14 February 2019. UN Photo/Mark Garten



Another breakthrough occurred in **South Sudan**, where Standby Team experts and DPA staff supported the IGAD-led High-Level Revitalization Forum throughout the mediation process. This included direct advice to the IGAD Envoy on process issues, drafting and reviewing proposed agreement texts. This support was critical to the agreement reached on 12 September by the South Sudanese leaders to end the conflict.

Relative progress was made in the facilitation of the political process in **Western Sahara**, with the holding of an initial roundtable in Geneva in December. This was the first face-to-face meeting of the parties and neighboring states in six years, as well as the first to see the participation of women delegates.

The UN Support Mission in **Libya** (UNSMIL) hosted successful talks between armed groups in August and September that helped end weeks of fighting in Tripoli. The talks also led to, among other measures, a series of security arrangements intended to replace Tripoli's disruptive militias with professional police and military and deter them from interfering in the functioning of Libyan sovereign institutions.

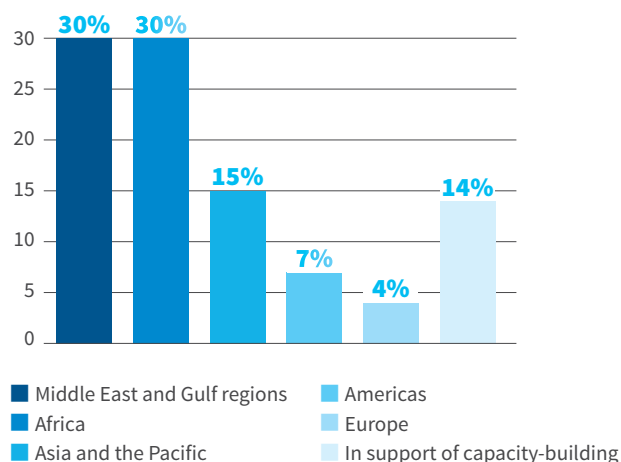
Rapid Response funding was used to fund - among others - electoral needs assessment missions to Haiti, Ethiopia, Central African Republic, Paraguay, Ghana, Malaysia and Niger. These missions enabled the Department to assess the needs and capacities of the requesting Member States and to elaborate recommendations on how best to support their electoral processes.

ABOVE: Opposition leader Riek Machar and President Salva Kiir met in Addis Ababa in September 2018 to sign the historic revitalized peace agreement for South Sudan.
Photo: UNMISS

130

deployments of the Standby Team in over 30 contexts worldwide

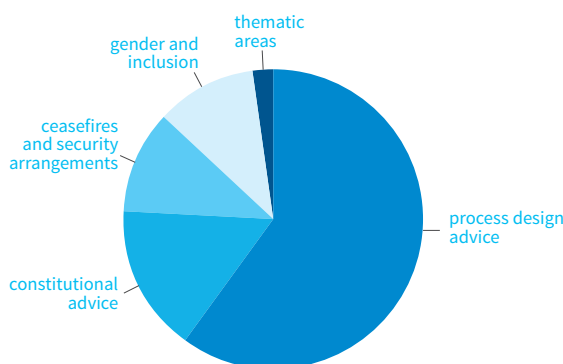
REGIONAL BREAKDOWN OF DEPLOYMENTS



60%

of deployments were to provide process design advice

16% constitutional advice
11% ceasefires and security arrangements
11% gender and inclusion and the remainder in thematic areas



Standby Team supported 4 Peacekeeping Missions

Examples of deployments of the Standby Team

IN THE **REPUBLIC OF THE CONGO** DPA deployed, in March 2018, a ceasefire expert to provide technical advice to the *Haut-Commissaire pour le Réintégration* and the parties to the ceasefire agreement on the formulation of a Disarmament, Demobilization, and Reintegration program for ex-combatants. The expert proposed measures to strengthen the ceasefire in the region, providing recommendations to the RC and to UNOCA on how the UN could best support it.

In **Mali**, the Standby Team helped the United Nations Multidimensional Integrated Stabilization Mission (MINUSMA) Mediation Unit, the

only separate mediation section in a peacekeeping mission, identify lessons learned for the benefit of other UN peace operations. In **Zambia**, the Standby Team’s process-design expert was deployed to assist both DPA and the RC in assessing the risks and opportunities of supporting a dialogue process in the country.

The Standby Team lent support to the efforts of an ECOWAS Facilitation led by the Presidents of Ghana and Guinea for a negotiated solution to the constitutional crisis in **Togo**. Throughout February and March, a senior Mediation Adviser on process design closely advised the Ghanaian

facilitation team. The Adviser was part of a larger UN technical support team, which included UN electoral and constitutional expertise. The team was led by the RC in Togo. However, direct talks were suspended on 23 March, as both the Government and the opposition were unable to agree on the current President’s eligibility to stand for re-election at the end of his present mandate in 2020.

In **Myanmar**, the security arrangement expert supported the Joint Monitoring Commission for Myanmar as part of a Technical Assessment Mission that provided advice on ceasefire, monitoring and implementation.

DPA's continued to serve as the Secretariat of the **Secretary-General's High-Level Advisory Board on Mediation**. The Board supported several UN and regional partners' processes; provided advice and guidance to the Secretary-General on matters related to mediation and conflict prevention engaged with regional and sub-regional organizations; participated in several workshops and "trust building seminars" and supported the Secretary-General efforts' to promote the role of women in conflict prevention and mediation. For example, Ms. Pierre-Louis and Mr. Judeh met with women mediators from four different regions; Mr. Natalegawa and Mr. Guéhenno participated in two "trust-building seminars"; Mr. Natalegawa attended an ASEAN-UN workshop;

Ms. Heyzer participated in a Regional Workshop on Enhancing the Women, Peace and Security Agenda in Northeast Asia; and several Board members have held productive meetings with UN colleagues to examine regional issues in depth. In addition, the Board held its second meeting in Helsinki on 18 June 2018 co-hosted by the Governments of Finland and Indonesia. The meeting covered "frontier issues" and use of new technologies in mediation; Mali; Myanmar and the Rakhine crisis; and a report from the Oslo meeting of the women mediators' network. The Secretary-General tasked the DPA to develop a "digital toolkit for mediation" together with the Centre for Humanitarian Dialogue and to explore how it could be used in mediation (see page 17).

Lessons Learned

The UN took steps to support a peaceful and credible electoral process in **Kenya** ahead of the 2017 general elections. These included reinforcing a system for integrated monitoring and analysis throughout the electoral period and designating the Director General of the UN Office at Nairobi (UNON) as the political lead for the elections, with the support of the Special Envoy for the Great Lakes Region and the RC for Kenya. A multi-disciplinary Task Force on elections was put at the disposal of the Director General with reinforcements

from different offices foreseen. The Nairobi-based diplomatic corps, regional organizations including the AU, and several electoral observer missions were also engaged during this period alongside the UN. The Department undertook a lessons-learned study to review best practices and identify actionable recommendations to inform future UN engagements in particularly sensitive electoral processes. The study focuses primarily on UN practices in the following areas: monitoring, analysis and early warning; work practices aimed to ensure coherence; good offices and public messaging; cooperation with national, regional and international partners.

Support to **Syria**

Political Efforts and Post-Agreement Planning

MYA FUNDING REMAINED ESSENTIAL in supporting the UN's engagement on the political process in Syria. During the course of 2018, the former Special Envoy of the Secretary-General, Staffan de Mistura, continued to build momentum towards the implementation of Security Council resolution 2254 (2015), including through efforts to establish a constitutional committee in Geneva. MYA funds were critical in supporting the direct costs of a special "Round Nine" meeting of the UN-led intra-Syrian talks in Vienna, as well as ensuring flexible deployment of expertise throughout 2018 to support the Office of the Special Envoy.

Funds were also utilized to support the Syria Team's to provide advice to senior UN leadership's engagement on Syria-related issues. DPA, as the lead UN Department, continued its outreach activities to Syrian political, military and civil society interlocutors as well

as regional players, including through DPA's presence in Gaziantep, Turkey. This allowed DPA to gain deeper nuanced understanding of stakeholder positions and, in turn, explain the UN's perspectives on its multi-faceted engagement on Syria, which includes political, humanitarian, human rights/accountability and chemical weapons tracks. DPA also continued to map the fast-moving military developments on the ground especially by developing in-house capacity for mapping and data visualization products to support political analysis.

MYA funding was also used to advance some of the priority thematic issues in the UN post-agreement planning process. Those included civil documentation, housing/land and property and local governance. DPA continued to lead inter-agency coordination on various aspects of the Syrian conflict, including on the due diligence mechanisms to ensure that UN assistance reaches its target beneficiaries, is in line with the UN Charter, and the humanitarian principles of neutrality, impartiality and independence.

In 2018, DPA launched two separate fundraising appeals to support the efforts of the UN in Syria, namely on the political track and on post-agreement planning. As of 31 December 2018, these appeals were fifty nine per cent funded.

Timely support to the peace negotiations on **Yemen**

THROUGHOUT 2018, the Department's support to the peace process in Yemen was a good example of the value of timely Rapid Response funding combined with the right expertise, two elements that contributed to the smooth deployment of the advance team established by the Security Council in December 2018 to monitor the implementation of the Stockholm Agreement, including a ceasefire

between the warring parties. It was also a test case for the emerging regional pillar foreseen in the peace and security reform as the deployment of the advance team required integrated operational support.

DPA provided continued substantive backstopping support to the Office of the Special Envoy, Martin Griffiths, including during consultations

AUGUST

Creation of the Yemeni Women's Technical Advisory Group (TAG) – eight Yemeni women with legal, economic and political expertise – to ensure the inclusion of Yemeni women's voices in the political process.

SEPTEMBER

The TAG advised the Special Envoy on technical aspects of the peace process and confidence-building measures during the Geneva consultations. They also presented strategy papers and proposals to guide the Special Envoy in his mediation role to bring the war to an end.

6 DECEMBER

The UN-sponsored peace talks started in Sweden. On the side-lines of the consultations, the TAG held meetings with the two parties as well as members of the diplomatic community to advocate for women's inclusion in the political process.



in Geneva and Stockholm. Senior experts from the Standby Team supported the efforts of the Special Envoy to facilitate intra-Yemeni discussions with the development of a negotiation framework, as well as the funding by the MYA of regional consultations preceding the meeting in Stockholm in December 2018. The experts also provided advice on inclusion mechanisms

and modalities. With the MYA's New Ideas Window, DPA developed "Yemeni Voices", a concept for a digital portal to make the negotiations more inclusive by providing Yemeni stakeholders and other groups not formally represented in the peace process with an interactive platform to exchange views on the process. Additionally, a senior Standby Team expert provided support on

constitutional and power-sharing issues, including through a series of Track II consultations with a wide array of Yemeni interlocutors. This helped generate options for interim governance arrangements to present to the Yemeni parties for use by the Special Envoy in the UN-facilitated peace talks.

• 13 DECEMBER • 21 DECEMBER

Conclusion of the Stockholm Agreement.

Adoption of Security Council resolution 2451 (2018), which authorized the deployment of an advance team to support and facilitate the immediate implementation of the Agreement. The Secretary-General subsequently deployed an advance team for 30 days funded under the MYA's Rapid Response window (with staff from DPA, DPKO, OLA, UNOCC and the Standing Police Capacity in Brindisi). The advance team and integrated offices at Headquarters worked through the end of 2018 and eased seamlessly into the new common regional peace and security pillar. Support to the Office of the Special Envoy and to the United Nations Mission to Support the Hodeidah Agreement (UNMHA) continues in 2019, with funding under the MYA.



ABOVE: Special Envoy Martin Griffiths speaking at a press conference during the Sweden consultations. Stockholm, Sweden, December 2018. UN Photo

RIGHT: Members of the Office of the Special Envoy of the Secretary-General for Yemen in discussions with the Houthi movement delegation. Stockholm, Sweden, December 2018. UN Photo

OPPOSITE PAGE: Swedish Foreign Minister Margot Wallström looks on as the Secretary-General and Yemeni delegation leaders shake hands in the lead up to the signing of the Stockholm Agreement. Stockholm, Sweden, December 2018. UN Photo



Priority



Investing in Peace

➔ THE TOOLS



Electoral assistance:

Help Member States in holding elections that are a legitimate and sovereign expression of the people's will. DPPA ensures system-wide coherence among UN entities involved in electoral assistance and strengthens UN electoral partnership with other intergovernmental and regional organizations.



Inclusive constitutional processes:

Support to constitutional crises and/or assistance to national actors in addressing constitutional challenges in implementing peace agreements along with supporting solutions to intra-state conflicts which include constitutional reform.



Sustaining peace initiatives:

Pilot initiatives in Burkina Faso, Sri Lanka and Solomon Island to accelerate the implementation of the resolutions on sustaining peace.



Guidance:

The Review of the Secretary-General's Guidance Note on Constitutional Assistance 2006/09: This new version reflects emerging challenges and new practice supporting constitution-making processes and is the product of extensive consultations within the UN system. *The Practitioners' Guide on Planning for UN Transitions*: Based largely on the UN Policy on Transition in the Context of Mission Drawdown or Withdrawal and the UN Policy on Integrated Assessment and Planning, it provides hands-on information for all stakeholders involved in planning and managing transition processes.

Results funded under the MYA

IN **BURKINA FASO**, DPA provided support to the RC, UNCT and national partners in politically sensitive areas and helped build resilience in fragile zones (border areas) by enabling national institutions to manage and withstand political, social and security shocks; contributing to building social cohesion; and enabling the country to implement its five-year National Economic and Social Development Plan. Major multilateral platforms were kept informed of developments in Burkina Faso, including the Security Council, through the regular reporting of the United Nations Office for West Africa and the Sahel (UNOWAS). Together with partners, the Department also launched a tripartite cross-border project involving Burkina Faso, Mali and Niger, that led to better community security and social cohesion, as well as to the establishment of local mechanisms for conflict prevention and resolution.

In **Sri Lanka**, a sustaining peace survey was undertaken to complement the peacebuilding efforts of the Government. The survey ultimately informed the engagements and programming of the UNCT in Sri Lanka. The survey also allowed DPA - and the UN as a whole - to maintain an informed dialogue with various national counterparts, including on transitional justice, while also providing a good entry point to discuss some elements of the security sector reforms. Similarly, in **Solomon Islands**, MYA funding facilitated close coordination with PBSO and UNDP, with an emphasis on increasing meaningful participation of women and youth in the region. The Department also used extra-budgetary funds to support the Government, UN Women and UNDP to launch a National Perception Survey in May 2018.

RIGHT: Participants in the Somali National Women's Conference in Mogadishu on 28 November 2018. UN Photo/Omar Abdulsalan

In **Colombia**, DPA and the United Nations Verification Mission worked to assist partners to build on the progress achieved in the peace process. Local reconciliation processes and projects to support individuals and entities to earn and generate income contributed to promoting dialogue and confidence building between former combatants and communities, victims and other sectors of Colombian society. Women-led initiatives were prioritized, with 35 per cent of the beneficiaries being women. Also, the appointment of FARC Liaison focal points ensured the participation of former combatants in gathering information to support a more structured way of working with Government authorities to improve the former combatants' security.

Electoral and constitutional support

UN SUPPORT HELPED Member States build capacity and confidence in their electoral processes. In 2018, DPA continued to provide timely responses to new requests from Member States and ensured system-wide coherence among UN entities involved in electoral assistance. In **Togo**, DPA deployed three missions to support the Ghanaian mediation team to facilitate the Togolese dialogue. In **Iraq**, an electoral mission reviewed the progress made in preparations for the 12 May elections



and provided recommendations for UNAMI leadership as well as national and international interlocutors. In **New Caledonia/France**, in addition to the *accompaniment* of voter rolls update from March to August 2018, the Department deployed a Panel of Experts to follow the referendum on self-determination of November 2018. The Department also provided logistical support to the Pacific Islands Forum electoral observer mission. In **Nigeria**, the SRSR for West Africa and the Sahel, Mohamed Ibn Chambas, engaged with Nigerian stakeholders to lay the ground for peaceful and credible general elections ahead of the February 2019 polls.

In the **Democratic Republic of the Congo**, the Department supported the Secretary-General's Special Envoy for Great Lakes region, Said Djinnit, to engage various stakeholders, and encourage peaceful elections and work closely with the representative of the African Union (AU) in setting up an international multi-organizational experts' group on elections. MYA

funding allowed DPA to maintain dedicated senior electoral capacity in Africa, a key resource in a region that has received around half of the electoral assistance the UN has provided in the last several years.

Constitutional reform is often instrumental in addressing the root causes of conflict. Peace agreements provide a space to deal with the causes of conflict and grievances of marginalized groups through political and constitutional changes. Providing **constitutional support** is a key aspect of the Department's conflict prevention and sustaining peace work. In 2018, DPA, provided operational assistance on constitutional issues to national governments, RCs, mediation actors and political counterparts, ranging from federalism, power-sharing, restraints on majoritarianism, the empowerment of excluded minorities and mechanisms to promote inclusion and accountable governance in countries such as **Libya, Maldives, Nepal, Papua New Guinea, Philippines and Somalia**.

• Electoral assistance provided to
50
COUNTRIES

• **90** ELECTORAL MISSIONS involving over
110 DEPLOYMENTS to support Member States' efforts to conduct credible and peaceful elections

• Constitutional support provided regarding
11
COUNTRIES

Support to transitions

INCREASED POLITICAL, financial and technical resources are needed to ensure consolidation of peace and democracy in post-electoral environments. In **Côte d'Ivoire**, DPA deployed technical missions focused on political analysis and engagement with national authorities to complement the work of the RC, following the closure of the peacekeeping mission in the country in 2017. In **Liberia**, SRSG Chambas engaged with the government appointed on 2018 and UN actors to foster cooperation and focus on stabilization and reconciliation efforts after the closure of UNMIL.

MYA funding supported the Department's engagement on the transition of the UN Mission for Justice Support in **Haiti** (MINUJUSTH) into a non-peacekeeping UN presence following its expected drawdown by October 2019. Voluntary contributions also supported the Department's representation in a DPA-DPKO/DFS-UNDP project on UN mission transitions. Key outputs of that project, developed under the management of the three entities, included practice notes and lessons learned that captured good practices and challenges related to mission transitions, mission start-ups, and integrated strategic planning. Additionally, the Department supported DPKO, PBSO, and UN Women in developing methodology to integrate gender into transition planning.

Lessons Learned

Transition planning and management have received greater attention across the UN given their importance in ensuring the sustainability of peacebuilding achievements. DPA continued to prioritize support to peace operations, transition planning and management, through a joint project with DPKO/DFS and UNDP. This project was evaluated in December 2017 and highlighted several recommendations. The evaluation outlined the different perspectives on transitions of each entity based on respective mandates and capacities; and stressed the importance of coordinating with the peacebuilding architecture, DPKO's Integrated Assessment Unit, the Development Operations Coordination Office (DOCO); the Secretary-General's Executive Office (EOSG), and regional entities, depending on the country of support. The project suffered from insufficient visibility within the three implementing entities and the UN at large, and ultimately with Member States. The assessment recommended the development of clear communication and knowledge management strategies to guide relevant partners on transitions.

Priority



Expanding partnerships with Member States, regional and sub-regional organizations

➔ THE TOOLS



Liaison Presences:

The UN requires solid partnerships with regional and sub-regional organizations to consolidate and broaden support for conflict prevention and sustaining peace. Where there is no UN Mission on the ground, the Department relies heavily on its 9 liaison presences to establish and deepen partnerships with Member States and regional actors. These Liaison Presences ensure coherence and coordination among the UN's engagement in the regions. They produce timely analysis and reporting and they enhance early warning capabilities of the Organization.



Technical expertise:

In areas such as conflict prevention, mediation, gender and electoral affairs, the Department builds the skills of regional and sub-regional organizations. Regional actors are often better placed to facilitate negotiations, navigate political sensitivities and build trust among parties to advance the peace and security agenda in their own region.



Convening role:

The Department's track record as an impartial, honest broker helps it maintain constructive relationships and dialogue with a broad range of stakeholders to advance peace and security.

Results thanks to MYA funding

IN JUNE 2018, the Secretary-General held a high-level interactive dialogue with 19 regional or sub-regional organizations working on international peace and security. Participants voiced a strong commitment to identify key action points to advance global prevention efforts and look at ways to strengthen coordination between the UN Special Envoys and SRSGs and their counterparts in regional and sub-regional organizations.

The Department continued to expand its focus on strengthening regional electoral partnerships. In the last three years, for example, it has delivered 13 electoral trainings to eight regional and sub-regional organizations. It has also facilitated peer exchanges, study tours and ensured an active role of participants from the Global South to stimulate South-South exchanges.

In 2018, DPA deepened its cooperation with the **African Union (AU)** in the implementation of the Joint UN-AU Framework for Enhanced Partnership in Peace and Security through the

UN Office to the African Union (UNOAU). DPA supported the establishment of the AU Mediation Support Unit, a one-stop-shop of mediation capacity and institutional knowledge. In line with the AU's flagship roadmap to "Silence the Guns" by 2020, UNOAU organized a policy dialogue in October 2018 with leading peacemakers from the AU, Regional Economic Commissions, African Member States, UN and international partners and civil society.

During a period of historic changes sweeping through the Horn of Africa, DPA increasingly relied on its partnership with the **Intergovernmental Authority on Development (IGAD)**. At the second UN-IGAD High-Level Dialogue held in Uganda, in November 2018, the two organizations agreed on a six-point plan for further collaboration that included conflict prevention, mediation and reinforcing dialogue among IGAD Member States. The two secretariats will convene in early 2019 to translate the six points into concrete actions points and initiatives.



ABOVE: Students gather in Ashgabat, Turkmenistan, at a UN event on the SDGs.
UN Photo/Amanda Voisard

In July, the UN held its biennial general cooperation meetings with the **League of Arab States (LAS)** and with the **Organization for Islamic Cooperation (OIC)**. At the UN-LAS meeting, the participants reaffirmed their commitment to strengthening cooperation and coordination on peace and security, combating terrorism and radicalization and electoral assistance. The meeting allowed for an exchange of views on the Middle East Peace Process, and on the situations in Libya, Syria, Somalia, Sudan and Yemen. The cooperation is expected to be strengthened with the establishment of the new UN Liaison Office in Cairo, Egypt. The UN-OIC General Cooperation meeting welcomed the deepening of relations between both organizations. In addition, the Department coordinated staff exchanges with both organizations to enhance staff knowledge on both sides and develop complementary methods of effective cooperation.

The UN Liaison Office for Peace and Security in Brussels was a key link between the UN and the **European Union (EU)** on peace and security matters. It supported the finalization of the UN-EU Strategic Partnership Priorities on Peace Operations for 2019-2021, which spans all UN peace

operations and included, for the first time, conflict prevention and support to political processes. The Liaison Office organized a technical workshop with entities of 10 regional and sub-regional organizations to strengthen nascent mediation units. It also identified potential areas for collaboration on issues such as the design of inclusive peace processes and reconciliation approaches and mediation, at both national and subnational levels.

The Liaison Office in Vienna is the main entry point for the collaboration with the **Organization for Security and Cooperation in Europe (OSCE)** and allowed the UN to better engage and support relevant mediation mechanisms and peace efforts led by this Organization, as well as facilitating regular exchange of expertise and best practices to bolster the capacities of OSCE in the areas of conflict prevention and mediation.

Finally, DPA deepened its strategic partnership with the **Caribbean Community (CARICOM)**, providing two electoral trainings on electoral observation and women's participation in elections, as well as technical support for the establishment of CARICOM's electoral database.



ABOVE: Scene from a polling station in Gao, Mali, during the run-off presidential election held in July 2018. UN Photo/Marco Dormino

DPA worked with regional and sub-regional organizations in more than **80%** of its mediation engagements

9 LIAISON PRESENCES across the globe to deepen regional partnerships

Lessons Learned

DPA's network of Liaison Presences is a cost-effective and a useful tool to deepen relationships and help build trust with key regional and sub-regional partners. A lessons learned study is underway looking at the work of the Liaison Presences in Addis Ababa, Bangkok, Beijing, Brussels, Buka, Gaborone, Jakarta, Nairobi and Vienna.

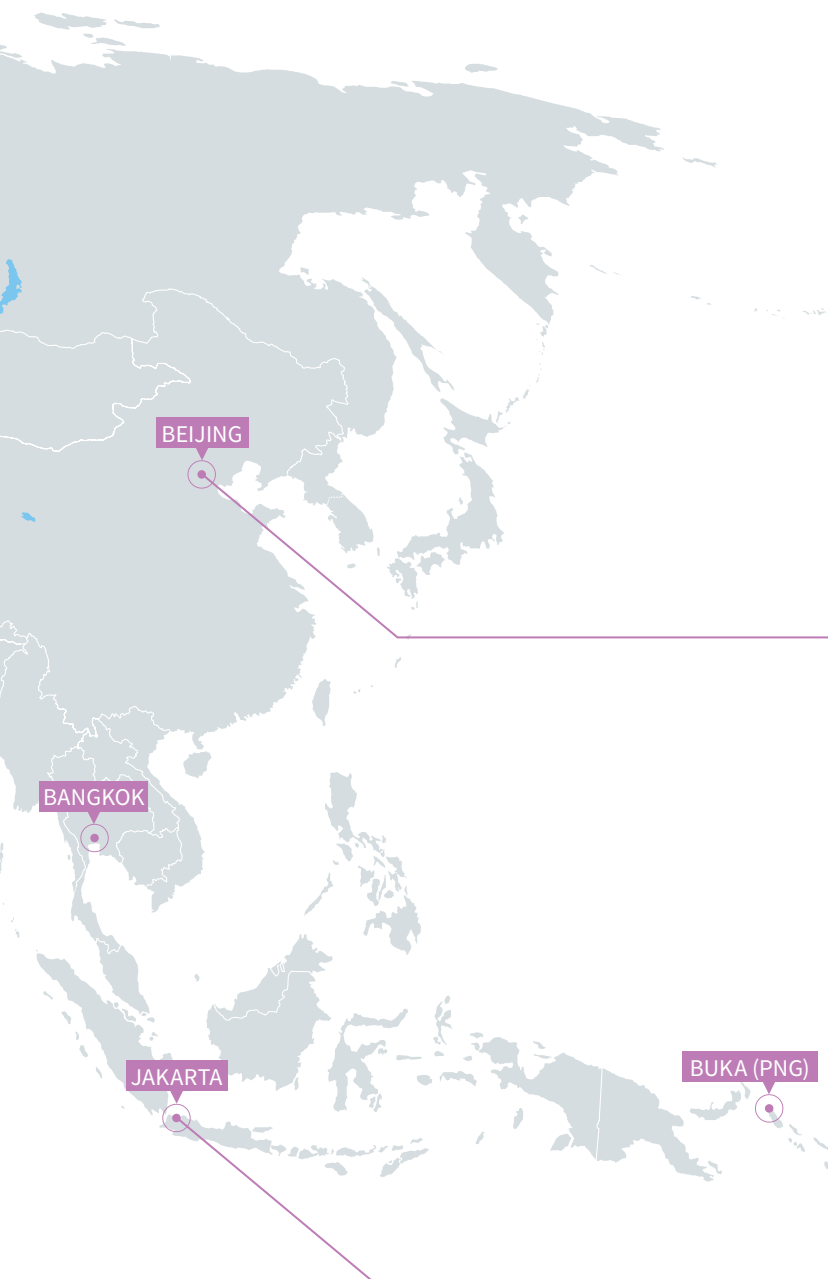
Preliminary key findings of the study include good practices and challenges regarding the contributions of Liaison Presences to the three goals of the DPA's Strategic Plan (2016-2019). According

to the study: (i) Many Liaison Presences have limited capacity to engage and support mediation, negotiation and peace processes, but they provide highly valued monitoring, analysis, reporting and advice functions; (ii) While most Liaison Presences focus on cooperation with regional organizations or on regional developments, a few presences focus on country-specific or local developments and work with partners at the country-level; and (iii) Although there is good practice on how Liaison Presences integrate gender, youth and human rights in their work, they do not appear to do so systematically. Enhanced support, including in the form of guidance, good practice and training, from Headquarters is needed.



Expanding the depth and breadth of regional partnerships

STRENGTHENING COOPERATION with Asian multilateral organizations continued to be a key priority for the Department in 2018 to i) strengthen direct exchange of best practices and expertise; (ii) deepen relations between Secretariats and explore areas for cooperation; and (iii) better understand each other's strategic priorities and comparative advantages to advance conflict prevention and the peaceful resolution of conflicts in the region. Among the **9 Liaison Presences**, this spread focuses specifically on Beijing and Jakarta.



Shanghai Cooperation Organization (SCO) Liaison Presence in Beijing

Partnership with SCO: The Liaison Presence helped increase trust between the two Secretariats and opened opportunities for collaboration, such as the high-level event on “*UN-SCO: cooperation aimed at strengthening peace, security and stability*” organized in November; and the participation of the UN Deputy Secretary-General at the SCO Summit in Qingdao, China, in June. These events provided the opportunity to discuss common priorities, agree on main actions for effective cooperation and respond to emerging threats and challenges in the region.

Advancing the Women, Peace and Security agenda: the first regional workshop on “*Enhancing the women, peace and security agenda in Northeast Asia*” was held in Beijing, China, in May 2018. The meeting provided an opportunity for government, civil society and academia to identify priorities and resources and initiate strategic actions on this agenda.

Ensuring UN-wide coherence for sustaining peace: The Liaison Presence in Beijing continued to work with RCs and UNCTs to support the development of strategies that are sensitive to the country context. This support included geopolitical analysis and scenario building.

ASEAN Liaison Presence in Jakarta

Partnership with ASEAN: The Department is the global co-lead - together with the Economic and Social Commission for Asia and the Pacific (ESCAP) – in the implementation of the Joint Declaration on the UN-ASEAN Comprehensive Partnership, and its related Plan of Action (2016-2020). The Plan of Action serves as a vehicle to prioritize political, security and socio-economic objectives. It also defines the UN’s engagement with ASEAN through multiple formal and informal exchanges, from the Ministerial meeting - attended by the Secretary-General; to the regular ASEAN-UN Summits and Secretariat-to-Secretariats meetings, among others.

Capacity building and knowledge exchange: To ensure ASEAN Member States can more effectively engage in regional preventive diplomacy, conflict prevention, political facilitation and mediation efforts. In recent years, these exchanges have also opened new spaces for cooperation, including peace mediation, preventive diplomacy, Women, Peace and Security human rights, and electoral observation, among others.

Priority

5

Strengthening UN system-wide collaboration and beyond

THE TOOLS



Support to Resident Coordinators and UN Country Teams:

RCs/UNCTs are on the frontline of the UN's prevention efforts and spearhead the implementation of the 2030 Agenda for Sustainable Development in non-mission settings. In countries where there is no UN Mission, RCs represent the Department and coordinate the efforts of the UN system. DPPA continues to offer tailored support to RC/UNCTs who often operate in complex and polarized political environments.



Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention:

To support RCs and UNCTs through the deployment of Peace and Development Advisors (PDAs) who provide conflict analysis and support preventive programming at the country level, helping to connect the political and development pillars of the UN.



South-South and Triangular Cooperation:

The Department continues to facilitate South-South and Triangular Cooperation as a convener, knowledge broker and partnership builder. The mapping of DPA initiatives in that area helps determine future engagements in early warning, conflict prevention and crisis management.



Partnership broker:

The Department often acts as the conduit to facilitate new partnerships to bring more sustainable resources for conflict prevention and sustaining peace from partners such as the World Bank and the PBF.

Examples of support to RCs/UNCTs in 2018 funded under the MYA

SECURITY IN **ECUADOR**'S northern border with Colombia deteriorated significantly in 2018, with an increase in attacks and kidnappings linked to drug trafficking. DPA deployed a conflict prevention adviser to support the RC's Office and develop a UN strategy to strengthen coordination in the northern provinces. This modest but timely investment was instrumental in securing additional funds for sustaining peace. For example, the Advisor helped formulate a proposal on prevention of forced recruitment, violence and sexual exploitation that received \$5 million from the PBF. The proposal also helped make the case for an interim PDA for 2019.

In the **Maldives**, the run-up to the Presidential elections in September 2018 was marked by an uneven pre-electoral playing field and heightened political tensions. DPA provided sustained support to the RC on the ground, both through high and working-level interactions and visits throughout

the year. Such collaboration allowed for coordinated and nuanced engagement from the UN and other bilateral and multilateral stakeholders in the effort to create conditions for transparent and credible elections.

In the **Middle East region**, RCs and SPMs operate in complex environments where regional dynamics have a significant impact on mandate implementation and political engagements. This requires cross-regional analyses and regional prevention measures developed through regular dialogue between the RCs and DPA. The Department - in partnership with the Conflict Prevention and Peace Forum (CPPF) - organized the second RC/MENA Forum in Jordan, gathering 30 participants, including more than 10 RCs. The forum facilitated strategic discussion among the UN leadership and the setting of priorities in the Organization's engagement for prevention in the MENA region.

The **Joint UNDP-DPPA Programme on Conflict Prevention** is uniquely positioned to support national partners build their capacities in conflict prevention and the broader sustaining peace agenda through the work of RCs. The assistance the Joint Programme provides to national and local level actors complements DPA's leading role in Track I diplomacy and the direct support provided to Special Envoys, SRGS and conflicting parties around the world. In 2018, DPA funded 5 "interim PDAs" (a.i. in Comoros, Lesotho, Mozambique, Sudan and Togo) and provided seed funding to develop and devise innovative and context-specific conflict prevention initiatives (in El Salvador, The Gambia, Maldives, Nigeria, Tunisia and Venezuela). These activities ultimately created entry points for the PDAs' engagements, helped establish trust with national partners and contributed to further investment from the PBF.

Opening spaces for dialogue and participation of civil society

THE DEPARTMENT - in partnership with UNDP - organized two roundtable meetings in Georgia, focused on the Sustainable Development Goals (SDGs) that brought together 40 civil society representatives from the **South Caucasus region**, as well as three RCs and UNCT representatives. The encounters put a strong focus on women's participation (over 60 per cent of participants were women) and the mainstreaming of Women, Peace and Security issues. The forums created the space to exchange best practices and facilitate collaboration between the civil society partners in the region.

DPA continued to support the **East African Community** (EAC) efforts to break the political stalemate in **Burundi**. In 2018, DPA co-convened

Addressing climate-related risks

IN 2018, climate change impacted millions of people around the globe and, in some cases, contributed to situations of insecurity. For example, in the Sahel and the Sudan, climate change heightened competition for diminishing land, forage and water resources, fueling tensions between herders and farmers. UNOWAS is working with ECOWAS on an analysis of climate-related security risks and the development of regional prevention strategies.

Along with UNDP and United Nations Environment Programme (UNEP), DPPA is strengthening its analytical capacity and devel-

oping an integrated risk assessment framework to analyze the interlinkages between climate change, prevention and sustaining peace. This collaborative effort yielded concrete results in 2018 as it strengthened cross-pillar collaboration, increased knowledge of the issue among UN and Member States and informed the reports to the Security Council. For instance, the Secretary-General reports on Central Africa and West Africa released in the fourth quarter of 2018, integrated field-level analysis of climate-related security risks.

Recognizing the complexity of climate-related risks, the DPPA-UNDP-UN Environment Climate Security Mechanism will continue to leverage existing capacities across the system and with Member States, regional organizations, civil society, as well as the growing external research community.

the CPPF’s meeting on Burundi that gathered UN agencies, regional experts and civil society, to generate new ideas to advance prevention and promote stability ahead of the elections in 2020. In addition, DPA continued to advocate for an inclusive dialogue with civil society, especially women and youth organizations. The Facilitator of the Inter-Burundian Dialogue convened a dedicated session with 13 civil society groups to develop a road map. As a result, these discussions informed the Facilitator’s recommendations submitted to the EAC’s Heads of State on the next steps for the sub-region’s efforts on Burundi.

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The net annual return from prevention is \$33 billion against an average cost of \$2.1 billion over 15 years”

**UN-World Bank study
“Pathways for Peace”**

.....

Expanding partnership with the World Bank

DPA’S PARTNERSHIP with the World Bank continued to solidify in 2018. The UN-World Bank study *“Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict”* helped set out a conceptual framework to improve coordination between the two institutions and programme interventions in a more complementary manner. DPA took the lead in the roll-out of the study in ten locations in North America, Asia, Europe and Africa, gathering practitioners and policy makers from diplomatic and donor communities, governments, and civil society actors.

LESSONS LEARNED

on the deployment of a World Bank Adviser to the Office of the Special Envoy for Yemen

A lesson learned study on the deployment of a World Bank Adviser to the Office of the Special Envoy for Yemen from 2014 to 2017, found that this innovative model positively contributed to aligning the strategy of both organizations and led to greater engagement by the Special Envoy on macroeconomic issues critical to the transition. The Adviser also contributed to a closer alignment of World Bank programming with the political process and an unprecedented level of risk acceptance in the Bank’s provision of emergency financing.

For example, the Adviser helped develop a framework through which the Office of the Special Envoy was designated to manage a joint financing facility to support the Yemen National Dialogue Conference outcomes and leverage its resources to contribute to overall state-building. After the civil war broke out in early 2015, the Adviser was instrumental in injecting a proposal to resume cash transfers to the poorest Yemenis into peace talks in 2015 and 2016, enabling an incremental agreement in the talks that contributed to the larger political process. When, nevertheless, the talks collapsed in August 2016 and the humanitarian crisis worsened, the Adviser served as a bridge between political and development actors that contributed to the channeling of over US\$ 1 billion of World Bank emergency financing through different UN entities.

The study identifies lessons for similar initiatives in the future. These include the need for better consultation between the World Bank and the UNCT on emergency financing on normative issues and alignment to national priorities; and persistent administration, recruitment and management challenges. The study lists some recommendations for future deployments of World Bank Advisers to UN peace operations and on how both organizations can ensure that those involved in the facilitation or mediation of a peace process systematically incorporate political economy analysis and thinking about macro-economic stability, the development agenda, and the core functions of state institutions into their work.



ABOVE: Secretary-General António Guterres meets with Jorge Arreaza, Minister of the People's Power for Foreign Affairs of the Bolivarian Republic of Venezuela. United Nations, New York. 22 February 2019. UN Photo/Loey Felipe

The Department also facilitated the first ever desk-to-desk exchange to operationalize the *UN-World Bank Partnership Framework for Crisis-Affected Situations*. UN and World Bank experts shared analyses of risks in fragile contexts and devised a shared assessment of key entry points for reducing fragility and sustaining peace. The exchange also informed joint operational engagements and assessments, as in **Zimbabwe**, where the UN and the World Bank developed a joint response plan following the political changes in 2018. Overall, facilitating greater harmonization between the UN and the World Bank ensured mutually reinforcing and sensitive programming that integrates political risks and peace and conflict dynamics.

Examples of cross-pillar cooperation with the Peacebuilding Fund

THE DEPARTMENT continued to support the Government of **Papua New Guinea** and the Autonomous Bougainville Government in the implementation of the Bougainville Peace Agreement. The Liaison Presence in Buka provided technical support to both governments on peacebuilding, national dialogue, reconciliation and weapons disposal; and played a key advisory role with PBSO and the PBF, and with the broader UNCT. A joint DPA/PBSO visit in early 2018 helped design the next stage of PBF support for

the Bougainville Peace Agreement. This project has now been launched and is enabling critical UN support to the referendum period.

In **Lesotho**, a project launched in June 2018 holds the potential to further solidify the cooperation between SADC and the UN, especially through the Liaison Office based in Gaborone. The office provided technical assistance in support of political dialogue processes and security sector reform. DPA has been working closely with PBSO in the implementation of a \$2 million PBF project, the *Lesotho National Dialogue and Stabilisation Project*, backing dialogue on comprehensive political reforms and national reconciliation in the country.

Regarding **Sri Lanka**, following the adoption of the Human Rights Council consensus resolution 30/1 in October 2015, extended for another two years in March 2017, the Secretary-General and the President launched the Peacebuilding Priority Plan (2016-2019) providing the opportunity for DPA and the PBF, to work closely with the RC and UNCT to deliver rapid and targeted support to the Government's efforts in transitional justice and reconciliation.

.....

Out of all Standby Team deployments in 2018, 15 per cent were in support of RCs, and 15 per cent in support of regional organizations

.....

.....

4 peacekeeping missions had electoral assistance as part of their mandates

.....

Lessons Learned

The twin resolutions on sustaining peace³ demand greater UN system coherence and agility. Ahead of the peace and security reform that came to effect on 1 January 2019, DPA conducted an evaluation of its partnership with the UN peacebuilding architecture.

The evaluation highlighted several key findings and gaps in this partnership. First, there was evidence that DPA provided responsive and comprehensive support to the PBF to develop priority peacebuilding plans. However, the evaluation showed that DPA's up-front investment in PBF planning had not been sufficiently reinforced through support for PBF monitoring

and evaluation and political risk management. Similarly, DPA has started to develop good partnership practices for working with the PBF and the Peacebuilding Commission (PBC) during UN mission drawdown phases, but gaps were identified in sustaining regional support. The evaluation also found that DPA has underutilized its partnerships with the peacebuilding architecture for supporting structural prevention, as the overall effectiveness of DPA is constrained by the absence of a common UN conflict prevention approach and coordinated resources in non-mission settings. The peace and security reform gives further urgency to these recommendations, which the Department is taking on board as it looks for opportunities to strengthen UN-system wide collaboration on conflict prevention and sustaining peace.

³ The Security Council and General Assembly twin resolutions S/RES/2282 and A/RES/70/62 call upon the UN to intensify efforts to sustain peace.

Multi-track support to UN partners and national actors in Central African Republic

Regional engagement in support of a Peacekeeping Mission

The security situation in Central African Republic remained fragile in 2018. Primarily through the UN Multidimensional Integrated Stabilization Mission in Central African Republic (MINUSCA), the UN continued to support the AU-led *African Initiative for Peace and Reconciliation* between the Government and armed groups. In recognition of the regional dimension of the conflict, SRSG Fall of UNOCA complemented MINUSCA's efforts to advance the peace process and encouraged neighboring governments and regional partners to intensify their engagement with the AU process. SRSG Fall travelled to Bangui on three occasions, including a joint mission with the Secretary-General of ECCAS to consult with Central African Republic's President, Government ministers and international partners. These efforts helped keep cross-border bilateral and multilateral cooperation high on the regional agenda.

Technical expertise

At a time of increased tensions between various armed groups and militias, MINUSCA requested assistance to address the violence and promote reconciliation. The Standby Team deployed to Bangui eight times in 2018 to:

- Reinforce MINUSCA's technical support to the Panel of Facilitators of the AU-led *African Initiative for Peace and Reconciliation* and its local mediation efforts in preparation for direct talks between Government and armed groups;

- Provide technical support in the development of interim security arrangements, local ceasefire and peace agreements in different hotspots across the country as well as a transitional justice strategy;
- Establish the basis for the signing of a local ceasefire agreement brokered by religious leaders in Bangassou on April 2018;
- Strengthen MINUSCA's capacity to monitor the implementation of local ceasefire agreements that facilitated the gradual restoration of state authority, humanitarian assistance and return of displaced families.

Electoral support

In response to the Government's request for UN electoral assistance for the 2020-2021 elections, DPA deployed a needs assessment mission in September 2018. The mission recommended the continuation of good offices by SRSG Fall during the electoral process; and the inclusion of an electoral mandate for MINUSCA for the provision of technical, operational and logistical support to the Electoral Commission. It also provided concrete proposals for improving the electoral legal framework, election administration and planning, voter registration, civic and voter education, information technology and electoral logistic.

Going forward

In early 2019, the *African Initiative* process culminated in peace talks in Sudan attended by regional countries as well as both SRSG Onanga-Anyanga of MINUSCA and SRSG Fall. On 6 February, the Government and 14 armed groups signed a peace agreement in Bangui. While led by the African Union and the region, DPA's consistent technical and political backing in the country and the subregion helped advance the peace process. The Secretary-General welcomed the agreement and called on neighboring countries and regional organizations to support its implementation to bring lasting peace and stability to the Central African Republic. To this end, MINUSCA and UNOCA, with support from Headquarters, will continue to support the process with technical expertise and good offices across Central Africa.

New Ideas Window: supporting innovation

SINCE ITS INCEPTION IN 2016, the New Ideas Window has funded more than 25 initiatives with budgets totaling \$3.7 million. This funding window allowed the Department to test new approaches in some of the key priority areas of the Secretary-General such as: new technologies, climate security, youth empowerment and Women Peace and Security. Below are a few examples of projects funded in 2018:

- DPA supported the development of a concept for a **digital interactive platform**, the “Yemeni Voices”, to help make the political process more inclusive. The platform brings together data resources on the peace process and facilitates digital outreach to various peace constituencies working on the Yemeni peace process. The proposal was tested in partnership with the London School of Economics and a broad range of peace practitioners, tech experts and Yemeni activists.
- In **Somalia**, UNSOM backed the establishment of the Somalia’s Youth Advisory Board, which greatly facilitated the mobilization of young people and opened spaces for dialogue with the Federal Government on their role to improve stability in Somalia. UNSOM facilitated six regional meetings that gathered 920 youth leaders to discuss

with the Youth Council and the government mutual priorities, with a particular focus on supporting young women’s political participation.

- In **Central Africa**, UNOCA worked with ECCAS to strengthen the capacity of youth to manage early warning systems for peace and security in the region. Three experts were recruited to conduct a mapping of youth associations and an assessment of the National Youth Councils in seven out of the 11 countries of the sub-region. The study revealed common trends across countries and informed the development of a digital application by UNESCO that will allow users to search for youth associations in the sub-region. Each youth association will be able to update their summary description, the GPS coordinates of their offices and contact details, given them greater visibility to reach potential beneficiaries.
- In **West Africa and Sahel**, UNOWAS partnered with ECOWAS and the G5 Sahel to enlarge the role of youth in negotiating and implementing peace agreements. UNOWAS organized a series of awareness-raising activities in Benin, Ghana, the Gambia, Guinea, and Togo and supported the First *Regional Annual Forum on Youth, Peace and Security*, which brought together more than 100 youth from 16 countries. This milestone event concluded with the adoption of a regional report with concrete steps to start a regional mentoring programme for young women and men.

Priority

6

Ensuring Organizational Effectiveness

THE TOOLS



2016-2019 Strategic Plan:

Management tool that facilitates the Department's strategic planning, monitoring, reporting and evaluation functions. It is accompanied by a monitoring framework to ensure a results-based approach to programme implementation.



Risk management:

All projects require a mandatory risk assessment to identify risk areas and mitigation measures that help minimize the exposure and impact to risks.



Knowledge management:

DPA continued to enhance organizational effectiveness and accountability. As a learning organization, DPA commissions lessons learned and evaluation exercises, which help enhance the feedback loop between field and Headquarters.



Gender marker:

All MYA projects use a gender marker to monitor and assess the contribution of gender-related activities to women's empowerment and participation in peacebuilding.



Outreach and strategic communication:

The Department continues to reinforce effective strategic communications to ensure transparency and mobilize political and financial support.



Guidance:

A *Guidance Note on the use of the Multi-Year Appeal* by both DPPA and the integrated regional pillar after the peace and security reform, was disseminated to better support SPMs and non-mission setting and fulfil DPPA's service-provider role.

Contributing to strategic objectives

MYA FUNDING IN 2018 successfully contributed to the delivery of the Department's overall mandate to prevent, manage and resolve armed conflict and sustain peace. The Department had notable successes, suggesting that in most cases, DPA interventions were critical to the outcome of a conflict situation (i.e. cases where DPA efforts contributed to resolving, preventing, containing, de-escalating disputes or conflicts) or at maintaining peace. Despite challenges linked to the difficulty of measuring conflict prevention work, the Department continued to monitor its performance through the Results Framework.

Planning, reporting and monitoring

THE MYA LINKS DIRECTLY to and supports the **Strategic Plan**. The Plan, together with the Results Framework, form the basis of the annual work plans of the Department's Divisions. It is in the annual work plans that Divisions identify priorities for which extra-budgetary funding is needed, thus ensuring that MYA projects are aligned with the Strategic Plan.

In 2018, the MYA further consolidated its monitoring and evaluation systems. Early 2018, the Department's Planning Group engaged in a consultative process to develop a Theory of

RIGHT: A voter holding a ballot. The Central African Republic held run-off presidential elections between two former prime ministers, Anicet-Georges Dologuele and Faustin-Archange Touadera. The country also held a re-run of the 30 December legislative elections.

UN Photo/Nektarios Markogiannis



DPA met



of its targets set in the
2018 Results Framework

A+ score
in the United Kingdom's
annual review
of the MYA

30
different training
organized
with 361 DPA and
UN partner staff,
well above the target
of 190

8 lessons learned
studies and
4 evaluations
conducted
in 2017-2018

Change for the Department's Strategic Plan. The Planning Group then developed the Results Framework (2018-2019) for the remaining two years of the Strategic Plan. With a strong focus on delivering and measuring results, the Planning Group concentrated on refining the language of the expected accomplishments and identifying additional SMART indicators.

Managing risks and integrating gender considerations into programming

THE MYA CONTINUED to demonstrate its unique role as a timely, flexible and risk-tolerant financing tool. The Department continued to streamline the **Enterprise Risk Management** approach in project planning, implementation and to monitor risks, finances and results on a quarterly basis. Based on risk-markers, targeted re-programming of unspent allocations took place on a quarterly basis. Additionally, all MYA projects continued to use a **Gender Marker** to track and report on the Department's efforts to mainstream gender and the Women, Peace and Security agenda.

Enhancing accountability, institutional learning and knowledge management

The Department graduated from observer status to full membership of the UN Evaluation Group (UNEG) in 2018. This is an important recognition of the Department's commitment to **learning and accountability** through evaluation. In spirit of transparency, the Department has now decided to systematically disseminate executive summaries of DPA-led evaluations and lessons learned studies, if sharing of full reports is not feasible. This new full-disclosure practice will be applicable as of 01 January 2017 and is aimed at supporting both accountability and learning objectives.

The **Office of Internal Oversight Services (OIOS)** recently shared its 16th biennial study on the state of evaluation across thirty-one United Nations entities over 2016-2017. Regarding DPA, the report highlighted some structural improvements related to the evaluation function with a dedicated evaluation capacity now hosted in the Office of the Under-Secretary-General. OIOS acknowledged that this resulted in a higher organizational independence compared to the previous biennial period.

Efforts to enhance organizational effectiveness and accountability with a commitment of institutional learning continued unabated in 2018. As a learning organization, the Department commissioned **lessons learned** and **evaluation** exercises and implemented relevant recommendations. DPA continued to review its strategic priorities on the basis of lessons learned and evidence coming from evaluations and other internal exercises, while developing mechanisms to formalize the follow-up to recommendations and integration of key findings into policy, guidance and decision-making processes. For the first time, key lessons learned studies were highlighted in this annual report under each priority area.

DPA continued to equip its staff with the necessary skills to innovate, integrate and utilize new tools to meet emerging challenges. The Department organised several trainings, such as the Drafting for Political Analysis course; Gender/Women, Peace and Security training; Conflict Analysis and Strategic assessment course; Political Economy Analysis course and an “E-Analytics” course on the use of new technologies, tools and methods for political analysis.

During the last quarter of 2018, the Department was deeply engaged in the **transition planning** for the new peace and security structures and actively

participated in all the workstreams to address specific aspects of the transition. Regarding the MYA, the Department, in consultation with DPKO and PBSO, produced new guidelines for both DPPA and the integrated regional pillar on the use of MYA funding to support activities in the context of SPMs and non-mission setting, as well as DPPA’s service-provider role.

Effective communication and information sharing

COMMUNICATIONS – strategic and internal – is vital for the Department’s efforts in conflict prevention, peacemaking and peacebuilding, to mobilize the necessary political and financial support for DPA’s work but also to ensure the necessary information flow with field operations and among all staff. In 2018, DPA continued to publish its *Politically Speaking* web magazine, which is sent directly to 10,800 subscribers and promoted through the Department’s Twitter account, which counts nearly 300,000 followers.

The Security Council website (<https://www.un.org/securitycouncil>) was revamped in 2018 to make it more user-friendly; it attracted almost one million page-views shortly after its relaunch in December.

Lessons Learned

Investing in human resources is key for DPA to become an effective organization. In 2018, an evaluation was undertaken to assess if the objectives of DPA’s gender/Women, Peace and Security staff training had been met and to make the training more impactful, as necessary. At the time of the evaluation in 2018, a total of 15 trainings had already taken place, with a total of approximately 350 staff trained.

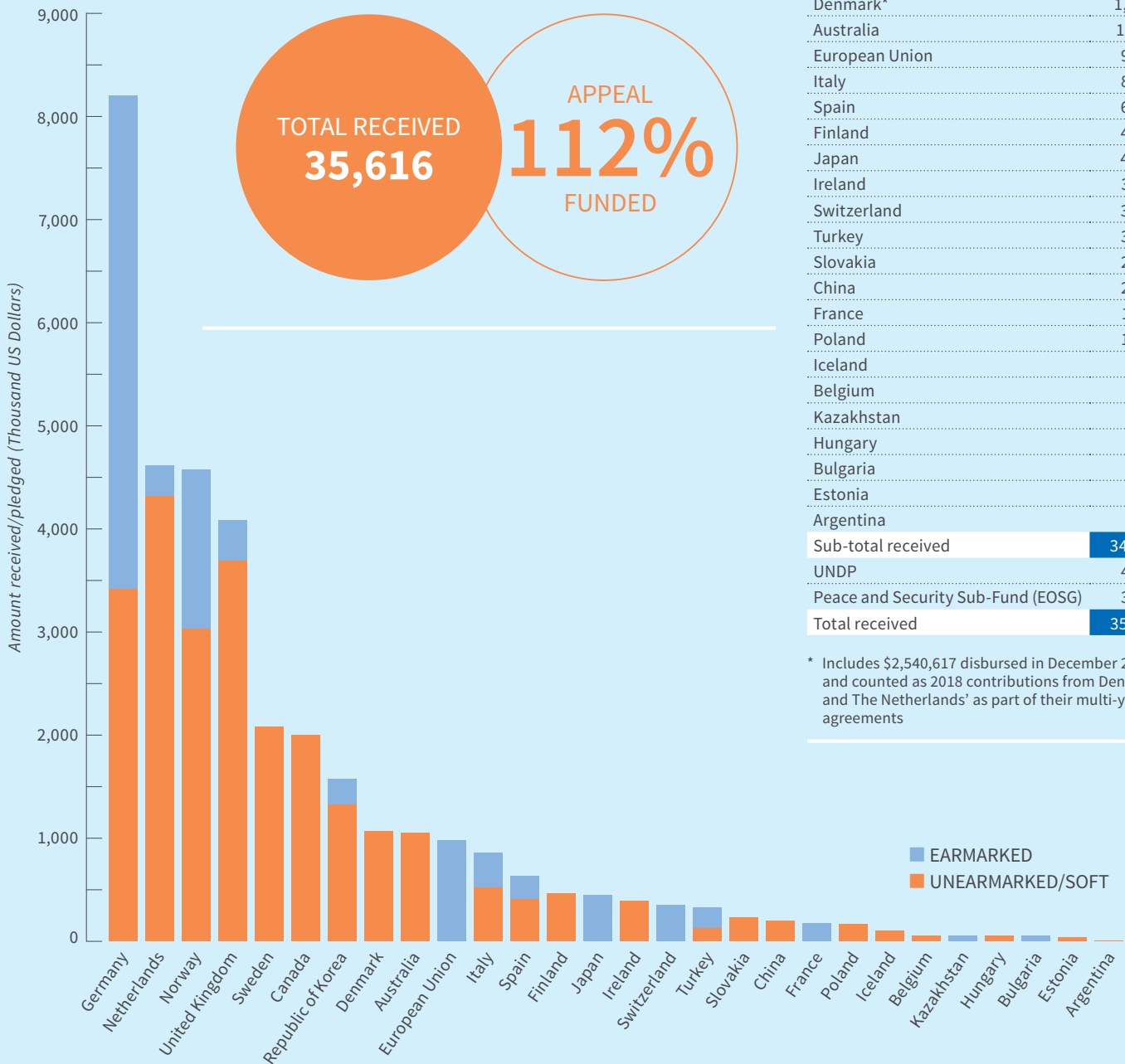
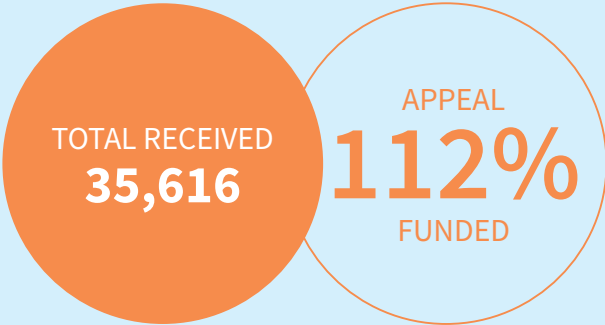
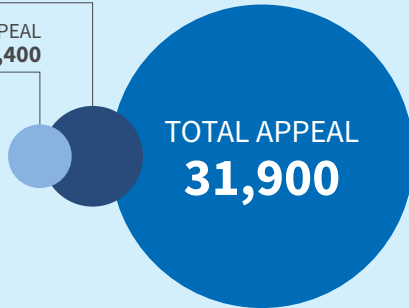
Participants found that their understanding of gender concepts had increased, and more than half of respondents indicated that the training had enabled them to integrate a gender focus into their work. Overall, respondents most valued the sessions that explore strategies, provide good practices and include practical measures to promote women’s participation in conflict mediation and prevention. As a result, DPPA and DPO intend to make resources on WPS available in a joint repository to all staff in the peace and security pillar.

2018 Resources

SUPPLEMENTARY APPEAL SYRIA **3,500**

SUPPLEMENTARY APPEAL COLOMBIA **1,400**

(in Thousand US Dollars)

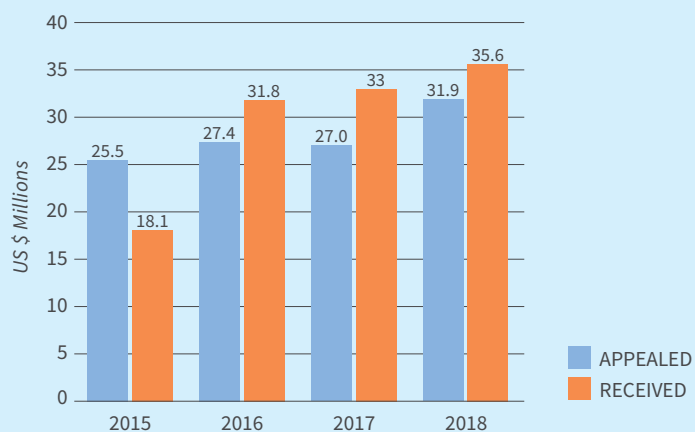


CONTRIBUTIONS RECEIVED 1 JANUARY TO 31 DECEMBER 2018 (in Thousand US Dollars)

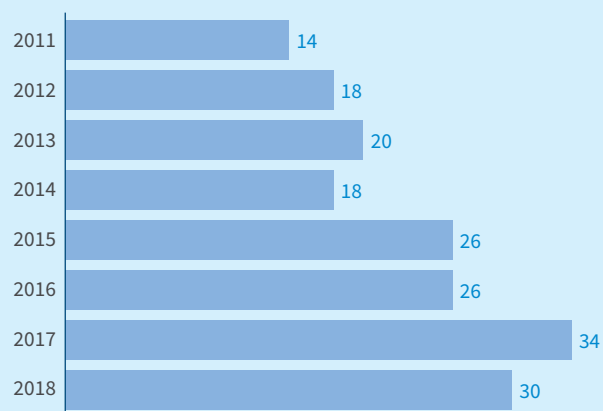
Donor	Amount
Germany	8,202
Netherlands*	4,615
Norway	4,576
United Kingdom	4,081
Sweden	2,076
Canada	1,996
Republic of Korea	1,577
Denmark*	1,067
Australia	1,052
European Union	979
Italy	861
Spain	634
Finland	466
Japan	446
Ireland	391
Switzerland	349
Turkey	328
Slovakia	226
China	200
France	171
Poland	162
Iceland	99
Belgium	50
Kazakhstan	50
Hungary	50
Bulgaria	50
Estonia	35
Argentina	5
Sub-total received	34,794
UNDP	429
Peace and Security Sub-Fund (EOSG)	393
Total received	35,616

* Includes \$2,540,617 disbursed in December 2017 and counted as 2018 contributions from Denmark and The Netherlands' as part of their multi-year agreements

FUNDING LEVELS DPA'S APPEALS (2015-2018)



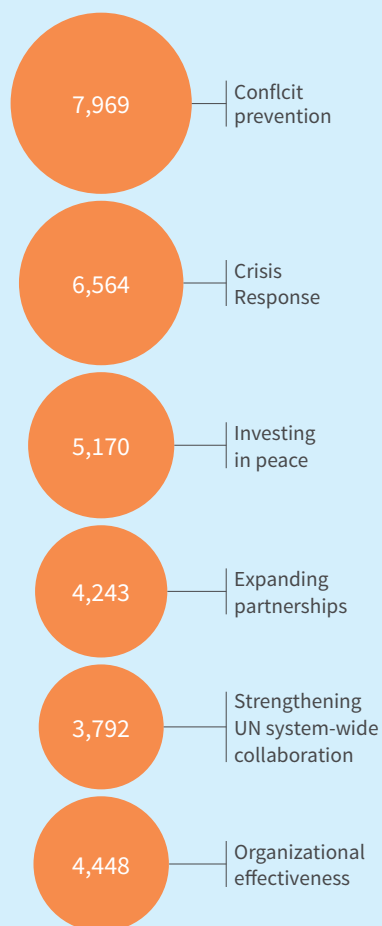
DONOR BASE



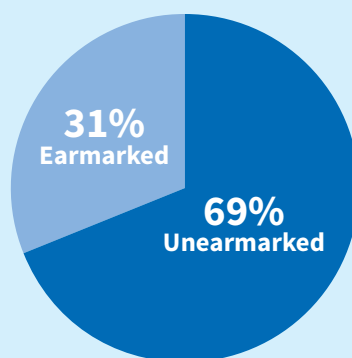
MYA PRIORITIES TOTAL PROGRAMMED IN 2018

(in Thousand US Dollars)

32,186



FLEXIBILITY OF FUNDING



PREDICTABILITY OF FUNDING

10
Multi-year
agreements
signed

JUNIOR PROFESSIONAL OFFICERS

Donor	#	Duty Station
China	2	New York
Denmark	2	New York, Beirut
DPRK	1	New York
Finland	2	New York, Mogadishu
Germany	6	New York, Addis, Bogota, Dakar
Hungary	1	New York
Italy	2	New York
Japan	1	New York
Netherlands	5	New York, Brussels
Norway	1	New York
Republic of Korea	1	New York
Spain	1	New York
Sweden	2	Berlin, Bogota
Switzerland	3	New York
United States of America	1	Jerusalem
Total	31	22 in New York and 9 elsewhere



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