

2018-2019 Results Framework for DPA's Strategic Plan 2016-2019

IMPACT: *To promote the search for, and assist countries reach inclusive political solutions as the key to preventing or reducing conflicts and acts of political violence, while ensuring long lasting solutions that reduce human suffering around the world*

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

Strategic Objective 1: Setting the agenda for conflict prevention

Risks and assumptions: the demand for DPA to play a "good offices" role is sustained or increased; adequate political willingness and climate conducive to DPA support, including security; changing nature of conflict and spread of violent extremism could further complicate conflict prevention efforts; sufficient financial and human resources are available to support the good offices role

EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Responsible Division for reporting	Baseline (as of end 2015)	Targets 2018	Targets 2019
1.1 Improved capacity and capability of Member States to identify, prevent and address conflict situations	# of good offices efforts to address conflict situations where the UN was asked to assist	Strategic Framework (SF) 2018-2019 ¹	Regional Divisions	22	52 (for the biennium)	
	% response to all requests of Member States and regional organizations for preventive action	SF 2018-19	Regional Divisions	100%	100% (for the biennium)	
1.2 Strengthened early warning and action to prevent conflict	# of emerging crisis situations DPA brings to the attention of the Security Council/ other intergovernmental bodies (early warning)	SC Monthly Agenda	Regional Divisions	N/A [change in methodology as indicator was revised]	28	30
	# of emerging crises and thematic issues DPA brings to the attention of and discusses with the Executive and Deputies Committees	New Divisions own tracking systems	Regional Divisions and PMD	N/A	39	42

¹ Strategic Framework for the period 2018-2019; Programme 2, Political Affairs

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	# of countries for which DPA provides political analysis to the Secretary-General, USG and ASGs	(from 2016-2017 Results framework)	Regional Divisions	N/A [change in methodology as indicator was revised]	116	119
	Number of substantive engagements (telephone, meetings) undertaken by senior DPA officials related to conflict prevention and early warning	New Divisions own tracking systems	Regional Divisions	N/A	800	800
	# of countries for which DPA has developed or contributed to a detailed conflict analysis where the Integrated Assessment and Planning (IAP) Policy applies	New Divisions own tracking systems	Regional Divisions	N/A [change in methodology as indicator was revised]	17	17
1.3 Enhanced conflict prevention efforts by Member States, Regional Organizations, and the UN through women's political participation	% of SPM reports to the Security Council that include gender relevant analysis and sex disaggregated data and/or observations/recommendations	(from 2016-2017 Results framework)	PMD-GPS	100%	100%	100%
Strategic Objective 2: Enhancing conflict response and resolution						
<p>Risks and assumptions: Member States, regional and sub-regional organizations continue to seek assistance from DPA to help them strengthen their capacities in conflict prevention and mediation; coherence of international community support to the UN; sufficient resources are available to respond to requests received; timely recruitment of staff, consultants and experts; parties to the conflicts in which DPA is involved are supportive of inclusive process which allow greater participation of women's groups in the peace process; sufficient financial and human resources are available</p>						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	2015 Baseline	Targets 2018	Targets 2019

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2.1 Effective maintenance of peace processes	% of all requests of Member States and regional organisations in support of the peace process having resulted in preventing, mitigating or resolving conflict situations	SF 2018-2019	All Divisions	79%	90% (for the biennium)	
	number of peacebuilding projects implemented in support of efforts to prevent, manage or resolve conflicts	SF 2018-19	Regional Divisions	279	187 (for the biennium)	
	# of deployments upon request of staff/advisors for assessment, assistance in mediation, conflict prevention, constitution-making and building capacities for conflict prevention	MSU statistical tracking system; Divisions own tracking systems	PMD – MSU	100 deployments of the Standby Team	100 deployments of the Standby Team	100 deployments of the Standby Team
				150 deployments	106 deployments	106 deployments
% of closure/drawdown of relevant integrated peace missions (both SPMs and PKOs) that are planned and implemented according to the Transitions Policy on Mission Drawdown and Withdrawal	IAP Working Group; code cables; EC	PMD-GLU	N/A [change in methodology as indicator was revised]	50%	75%	
2.2 Effective SG's Good Offices for conflict prevention, mitigation and resolution through SPMs and other high-level engagements	% of response to cables from SPMs providing support and guidance on all issues within their mandate	OUSG document management system	OUSG	100%	100%	100%

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2.3 Increased effectiveness of Member States and Regional Organisations to mitigate, manage and resolve political crises	# of capacity-building initiatives including trainings, workshops and seminars conducted with/for Member States and regional organizations	Divisions own tracking systems	All Divisions	20 initiatives	42	42
	# of mediator actors who have been trained on the WPS agenda	SG's reports on Gender, WPS	PMD – GPS	42 trained, ² including 20 representatives from Member States, regional organizations, CSOs and others	20	20
2.4 Increased inclusiveness and representation of women in conflict response and resolution	percentage of women in mediation efforts where the United Nations is involved [Percentage of United Nations mediation support teams with women members] [number of women appointed as Special Representatives and Special Envoys]	SF 2018-19	PMD-GPS; PMD-MSU	100% 2	100% 6 (for the biennium)	
	# of responses (e.g.: deployments, advice etc.) to requests for gender-related advice and/or DPA gender expert deployments for assistance in mediation, building capacities for conflict prevention, and assessment missions	SG's reports on WPS	PMD-MSU and GPS	42 responses to total of 42 requests	35	35
	# of delegations of conflict parties to mediation efforts with senior women members in where the United Nations is in (co-)lead	SG's reports on WPS	PMD - GPS	17 delegations, participating in 9 peace processes	14 delegations in 7 processes	14 delegations in 7 processes

² Two high-level seminars were organized in 2015.

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	# of relevant UN (co-) mediated ceasefire agreements signed and # that include SVC provisions	(from 2016-2017 Results framework))	PMD-GPS	2 relevant CF agreements signed, 1 has SVC provisions	2 UN (Co) lead ceasefire agreements - 2 with SVC provisions	2 UN (Co) lead ceasefire agreements - 2 with SVC provisions
2.5 Effective and well-informed mandates for conflict response and resolution	% of integrated special political missions that have up-to-date Integrated Strategic Frameworks or UNDAF plus	(from 2016-2017 Results framework)	PMD-GLU	57%	70%	80%
	# of strategic assessments undertaken in accordance with the Integrated Assessment and Planning Policy ³	(revised from 2016-2017 Results framework)	Regional Divisions	N/A [change in methodology as indicator was revised]	7	7
Strategic Objective 3: Investing in sustaining peace						
Risks and assumptions: Sustained level of requests by national authorities or UN missions; minimum security levels and conditions on the ground to prevent delays and to find the right experts; postponement/delays of the mission at the request of the national authorities or the advice of the UN mission on the ground; sufficient financial and human resources are available for deployment of staff, consultants.						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	Baseline (as of end 2015)	Targets 2018	Targets 2019
3.1 Sustain peace through inclusive political solutions that integrate human rights, development and security dimensions	# of countries where DPA coordinates closely with Resident Coordinators and UN agencies, including on agreed strategies and messaging	(from 2016-2017 Results framework)	Regional Divisions	80 countries	88	89
	Incumbency rate of Peace and Development Advisors through the UNDP-DPA Joint Programme	Annual reports UNDP-DPA Joint Programme on Conflict Prevention;	OASG II; PMD-PPU;	N/A [change in methodology as indicator was revised]	70%	70%

³ Strategic assessments that are either i) mandated by an inter-governmental body or ii) in response to internal requests of senior management.

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				20% of women among newly recruited PDAs;	30%	30%
				2 Regional PDAs providing support to more than one UNCT	3	3
	% growth in contributions to the UNDP/DPA Joint Programme on Conflict Prevention	Annual reports UNDP-DPA Joint Programme on Conflict Prevention	PPU	5%	5%	5%
	# of countries supported by the PBF with which DPA has had an involvement in providing political advice and shaping/designing/implementing	(from 2016-2017 Results framework)	PMD; Regional Divisions	23	25	26
3.2 Enhanced capacity of Member States requesting electoral assistance to strengthen their democratic processes and develop, improve and refine their electoral institutions and processes	% of cases where electoral needs assessments and other electoral missions were undertaken in response to requests from Member States within four weeks of the approval of the mission deployment by the United Nations Focal Point for Electoral Assistance	SF 2018-19	EAD	93%	94% (for the biennium)	
	number of experts and staff deployed to the field within the mandated time frame to conduct electoral missions, including in support of good offices efforts, or provide technical advice, in response to requests from Member States	SF 2018-19	EAD	94	98 (for the biennium)	
	% of cases where electoral assessment reports include gender-specific analysis and recommendations	SF 2018-19	EAD	94%	100% (for the biennium)	

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GOAL 2: Deepening and broadening partnership within the UN and beyond						
Indicators: Percentage of DPA engagements in which DPA worked with regional organizations (Baseline: 85%); Increased cooperation and coordination with UN System, member States, regional organizations, civil society, academic community, IFIs and national development agencies.						
Strategic Objective 4: Deepening relations with UN Member States and regional organizations						
Risks and assumptions: Adequate capacity and political will within regional and sub-regional organizations/other partners to engage in joint activities with DPA; sufficient financial and human resources are available for further developing relations with Member States and regional organizations.						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	Baseline (as of end 2015)	Targets 2018	Targets 2019
4.1 Nature, range and modalities of partnerships expanded with Member States and regional organizations for conflict prevention, resolution and sustaining peace	Sustained interactions between consultative mechanisms of the United Nations and the African Union in peace and security, including the United Nations-African Union Joint Task Force on Peace and Security and the “desk-to-desk meetings” ⁴ [number of coordination meetings]	SF 2018-19 (Sub-programme 10)	OASG1 (UNOAU)	6	10 (for the biennium)	
	[number of reporting mechanisms]			2	2 (for the biennium)	
	[number of reports of the Secretary-General supported]			7	10 (for the biennium)	
	Successful implementation of agreed targets under the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security ⁵ [number of high-level events]	SF 2018-19 (Sub-programme 10)	OASG1 (UNOAU)	6	9 (for the biennium)	
	[number of policies and guidelines developed]			3	4 (for the biennium)	
	[number of trainings]			6	6 (for the biennium)	

⁴ Indicator corresponds to Expected Accomplishment under Subprogramme 10 on “UN Office to the AU” of the SF 2018-2019

⁵ Indicator corresponds to Expected Accomplishment under Subprogramme 10 on “UN Office to the AU” of the SF 2018-2019

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	[number of frameworks and workplans]			N/A	5 (for the biennium)	
	# of agreements or MoUs signed with regional or sub-regional Organizations	New Divisions own tracking systems	Regional Divisions	N/A	5	2
	% of extra-budgetary resources that are based on multi-year agreements	OUSG-Donor Relations tracking systems	OUSG-Donor Relations	35%	40%	42%
	# of mediation, conflict resolution and prevention engagements with regional and sub regional organizations	New	PMD, regional divisions	N/A	43	43
4.2 Enhanced capacity of regional and sub-regional organizations in the area of elections	number of electoral partnership activities with regional and sub-regional organizations [number of events or initiatives]	SF 2018-2019	EAD	8	12 (for the biennium)	
4.3 Improved organizational and procedural aspects of meetings servicing as well as enhanced substantive and technical secretariat support to the Member States and other participants at the mandated meetings	Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division [percentage of favourable feedback]	SF 2018-19	SCAD	100%	100% (for the biennium)	
	% of experts recommended to the sanctions committee within 2 weeks of the renewal of the mandate of a sanctions regime and within six weeks of a new sanctions mandate	SF 2018-19	SCAD	91%	100% (for the biennium)	
4.4. Improved access to information relating to the work of the Security Council and its subsidiary organs	number of pages viewed of the online Repertoire of the Practice of the Security Council [millions of pages viewed]	SF 2018-19	SCAD	0.48 (for the biennium)	0.25 (for one year)	0.25 (for one year)

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	number of visits to the Security Council home page [millions of visits]	SF 2018-19	SCAD	7.98 (for the biennium)	6 (for one year)	6 (for one year)
4.5 Heightened international awareness of the question of Palestine, as well as international support for the rights of Palestinian people and the peaceful settlement of the question of Palestine through the work of the Committee on the Exercise of the Inalienable Rights of the Palestinian People	Sustained level of dialogue, engagement and support on the part of the international community for the programme's objectives [number of resolutions adopted]	SF 2018-19	Division for Palestinian Rights	4	4 (for the biennium)	
	[number of international meetings and conferences]			8	8(for the biennium)	
	[number of International Days of Solidarity with the Palestinian People]			2	2(for the biennium)	
	Continued involvement of civil society organizations in support of the efforts of the Committee and the United Nations towards a comprehensive, just and lasting settlement of the question of Palestine [number of civil society conferences, public forums, meetings and consultations between the Committee and civil society organizations]	SF 2018-19	Division for Palestinian Rights	4	4 (for the biennium)	
	Increase in international awareness of the question of Palestine, including through an increased number of quality briefing notes, informational materials and resources provided by the Division for Palestinian Rights [number of briefing notes, informational materials and resources]	SF 2018-19	Division for Palestinian Rights	125	150 (for the biennium)	
% favourable feedback from members of the Palestinian Rights Committee regarding the services provided by DPR	(from 2016-2017 Results framework)	Division for Palestinian Rights	90%	≥90%	≥90%	
4.6 The Special Committee and the General Assembly	Sustained level of support to the work of the Special Committee in facilitating	SF 2018-19	Decolonization Unit	94%	100% (for the biennium)	

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will be able to carry out their decolonization mandates and make progress in the decolonization process of the 17 Non-Self-Governing Territories	communication with the administering Powers [percentage of Secretariat working papers prepared with involvement of the administering Powers]					
	Timely submission of parliamentary documents [percentage of documents submitted on time]	SF 2018-19	Decolonization Unit	100%		100% (for the biennium)
Strategic Objective 5: Strengthening ties within the UN system						
Risks and assumptions: Funding, institutional capacity and political will within the UN partners to engage in joint activities with DPA; willingness and capacity within other parts of the UN system to engage in joint responses, training, etc.						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	Baseline (as of end 2015)	Targets 2018	Targets 2019
5.1 Increased collaboration with UN actors to prevent, mitigate and resolve conflict	# of active headquarters Inter-Agency mechanisms of which DPA is the Chair or the co-Chair, held with the participation of UNDP, DPKO, DFS, OHCHR, UN Women, and PBSO/PBF and others (country/region specific as well as thematic)	(from 2016-2017 Results framework) Divisions own tracking systems	Regional Divisions, PMD, EAD	N/A [change in methodology as indicator was revised]	28	28
	# of joint initiatives/ and programmes with the UN System	New HRUF; XB projects; Transition; MPTF for piracy	Regional Divisions, PMD, EAD	N/A	13	13
	# of SG reports with DPA in the lead or contributing thereto	UN's Official Document System	Regional Divisions, PMD, EAD	N/A [change in methodology as indicator was revised]	84	83

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5.2. Strengthened system-wide coherence and consistency in the provision of United Nations electoral assistance	number of United Nations system-wide electoral policies and other policy-related documents developed by the Electoral Assistance Division in coordination with other relevant United Nations entities [number of documents]	SF 2018-2019	EAD	8	8 (for the biennium)	
Strategic Objective 6: Expanding our network of partners						
Risks and assumptions: Willingness and capacity within other partners to engage with DPA; sufficient financial and human resources to explore new partnerships						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	Baseline (as of end 2015)	Targets 2018	Targets 2019
6.1 Increased collaboration with and broadening of CSO networks including women, youth, indigenous peoples, minorities, think tanks and academia	# of civil society organizations that DPA engages on a regular basis on critical issues of international peace and security, including on dialogue processes and elections disaggregated by i. Women's groups ii. Youth iii. Indigenous Peoples iv. Minorities v. Think Tanks and academia vi. Mediation support organizations	(from 2016-2017 Results framework) Divisions own tracking systems	All Divisions	80 organizations	120	125
6.2. Increased collaboration with IFIs to prevent, mitigate and resolve conflict	# of joint initiatives and mechanisms established with IFIs and national agencies	(from 2016-2017 Results framework) Divisions own tracking systems	All Divisions	5 joint initiatives	8	10

GOAL 3: Fit for the future – ensuring organizational effectiveness

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Strategic Objective 7: Reviewing and updating information management, knowledge, policy guidance and decision-making						
Risks and assumptions: Sustained DPA leadership commitment for organizational effectiveness; availability of resources for management initiatives (evaluations, new platforms, etc.)						
EXPECTED ACCOMPLISHMENTS	INDICATORS OF ACHIEVEMENT	Sources of data	Reporting Division	Baseline (as of end 2015)	Targets 2018	Targets 2019
7.1 DPA has sound policy guidance to help prevent, mitigate and resolve conflict effectively (and efficiently)	# of policy materials and guidance developed and updated	PMD Tracking System	PMD	3 policy and guidance developed	3	3
	# of visits to DPA's online support tools as a source of specialised information	Peacemaker and Constitution-maker website data	PMD-MSU - GLU	Peacemaker: 60,000 page hits	Peacemaker: 75,000	Peacemaker: 75,000
		Policy and Practice Database (PPDB)		Constitution-maker: 5,380 page hits	Constitution-maker: 5,380	Constitution-maker: 5,380
			Policy and Practice Database (PPDB): 33,000 (downloads at UNHQ and in SPMs)	PPDB: 30,000	PPDB: 30,000	
7.2 Increased institutional learning and accountability for organizational effectiveness	# of learning and accountability exercises undertaken annually: i. lessons learned ii. evaluations	(from 2016-2017 Results framework)	PMD-GLU OUSG	5 exercises undertaken	7 Lessons Learned and 3 Evaluations	7 Lessons Learned and 3 Evaluations
	% of evaluation recommendations approved in year x by DPA leadership, and that are within the Department's control to execute	New LEB Implementation Trackers and Recommendations Action Plan	PMD and OUSG	N/A	75%	75%

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	# senior management team (SMT) meetings on thematic issues to ensure common strategies, prioritisation and coherent messaging	(from 2016-2017 Results framework)	OUSG and PMD-GLU	6 SMTs held	8	8
7.3 Strengthened and applied Knowledge Management (KM) to improve organisational effectiveness	# of After Action Reviews	New PMD- GLU tracking system	All Divisions	N/A	10	10
7.4 Enhanced communications to increase awareness, support and effectiveness of DPA's work	# of news conferences and media engagements to inform the international community and specific audiences about DPAs work	(from 2016-2017 Results framework) OUSG – Communications Team tracker	OUSG – Communications Team	2 news conferences by USG or senior DPA staff (HQ and field)	Monthly meetings with media (on the record and on background) for senior DPA staff	Monthly meetings with media (on the record and on background) for senior DPA staff
	% of Divisions/Offices adopting a unified set of guidelines for strategic communications, including already developed tools such as tagline and visual identity rules	(from 2016-2017 Results framework) OUSG – Communications Team tracker	OUSG – Communications Team	25% systematically using DPA's tagline and visual identity guidelines in DPA's publications	100%	100%
	# of audience of digital diplomacy tools a) subscribers of Politically Speaking online magazine b) Twitter Followers c) YouTube Videos d) Visits to DPA websites	(from 2016-2017 Results framework) OUSG – Communications Team tracker	OUSG – Communications Team	10,000 subscribers of <i>Politically Speaking</i> online magazine; 145,000 followers for Twitter account; 10 YouTube videos developed	11,000 subscribers of Politically Speaking online magazine; 280,000 Twitter followers; 10 YouTube videos developed; revamped DPA website, with	15,000 subscribers of Politically Speaking online magazine; 310,000 Twitter

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					increased number of unique visits	followers; 10 YouTube videos developed; develop a media section for DPA website, with capacity to house all communication products and serve as one-stop source for all the Department's public information.
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