



# ANNUAL REPORT

## MULTI-YEAR APPEAL



United Nations  
Department of Political Affairs  
DIPLOMACY. PREVENTION. ACTION

# Foreword



The global community is undergoing some dizzyingly rapid changes. This is not unprecedented: major shifts in how the world is ordered are nothing new. But such changes often come more suddenly, even brutally, than anyone can foresee. That has been the case in the last few years, during which transformations in power dynamics and the reorganization of multilateral relations have been evident to the most casual observers of international events.

But the fact that the global chess board may be undergoing a profound shakeup does not mean that nothing has been settled and that everything can stand to be dismantled. The international governance system we know today, fraying though it may be, is the fruit of decades of negotiation, experience, research and refinement. The development, human rights and peace and security architecture built up at the UN and countless other global forums – admittedly a perfectible one – is at the root of undeniable human progress. The idea of cooperation and solidarity as organizing principles has helped prevent another conflict of the magnitude of those that led to the conception of the international system as we know it. It is the idea behind multilateralism and the Organization I have had the privilege to serve for over five years. It is an idea I strongly believe we must defend.

And so, I have the honor to present to you our Annual Report of the Multi-Year Appeal for 2017. The report shows that, thanks to you, 2017 was another year of successful resource mobilization for DPA. As the report shows, donor contributions allowed us to extend our assistance and expertise to help prevent or mitigate conflict and sustain peace in countries around the world. We were also able, thanks to donor support, to expand our network of regional presences, and to continue to work for more inclusion of women, minorities, indigenous peoples and marginalized groups in conflict prevention, peace processes and peacebuilding. Notably, our crisis-response system was reliably activated and deployed numerous times to help prevent wider conflagrations or support regional and sub-regional organizations and Member States

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Jeffrey Feltman,  
Under-Secretary-General  
for Political Affairs.

UN Photo / Evan Schneider

Importantly, extra-budgetary resources also allowed us to continue to strengthen our internal systems of risk and knowledge management, as well as our ability to evaluate our work and report on results. We also made further strides in building the capacity of our staff to respond to new and existing challenges and demands.

As I end my tenure at the helm of DPA, I would like to once again extend my deepest appreciation for the continued support of our traditional and new donors, whose contributions have allowed us to meet much of the ever-growing demand for our expertise, particularly in the areas of conflict prevention, mediation and elections. It has been heartening to see our donor base continue to expand, evidence, I believe, of the confidence our partners have in DPA, which depends on voluntary contributions for 46 per cent of its work. It is relationships such as those that sustain the Department that also strengthen my enduring belief in the multilateral system. I hope that we will continue to count on your cooperation.



Jeffrey Feltman  
Under-Secretary-General  
Political Affairs

# Introduction



The demand for preventive diplomacy, conflict resolution, peacebuilding and mediation – the core of the work of the Department of Political Affairs – keeps growing. In the absence of more robust and predictable Regular Budget funding, DPA mobilizes resources through its Multi-Year Appeal (MYA). DPA relies on extra-budgetary (XB) resources to prevent or mitigate conflicts and respond to crises. Extra-budgetary contributions also help DPA meet the increasing demand for its services from Member States with the flexibility and urgency that preventive diplomacy and crisis response require.

In 2017, thanks to extra-budgetary funding, DPA continued to make progress in the following six priority areas, in line with the objectives outlined in its Strategic Plan for 2016 to 2019<sup>1</sup>.

**ABOVE:** A young woman carrying a bucket full of waste water away from a fish drying site at an IDP camp on the outskirts of Bossaso, Puntland, Somalia. UN Photo/Tobin Jones

<sup>1</sup> <http://www.un.org/undpa/en/resources>

**1 Conflict Prevention.** DPA is mandated to support Member States in preventing and resolving conflict through peaceful means. It delivers on its prevention mandate by discharging the Secretary-General's good offices, including through its Special Envoys and Special Representatives, its three regional offices in Central Asia and Africa, and an expanded network of liaison presences worldwide, as well as in coordination with United Nations Resident Coordinators and Country Teams.

**2 Crisis Response.** DPA has a long-established and efficient crisis-response system to provide quick and tailored reaction to unforeseen requests. The main components of this system are: the Rapid Response Window; the Standby Team of Senior Mediation Advisers; and surge support from Headquarters to United Nations Resident Coordinators and other requesting parties to provide political analysis and expertise on the ground.

**3 Investing in Peace.** DPA continues to operationalize the Security Council's and General Assembly's resolutions on sustaining peace<sup>2</sup>. These resolutions affirm that sustaining peace is an "inherently political process", and emphasize the importance of prevention throughout all stages of a conflict. DPA implements the resolutions through various initiatives made possible through the New Ideas Window.

**4 Expanding Partnerships.** DPA continues to invest in deepening and expanding partnerships and cooperation with Member States and regional and sub-regional organizations. DPA plays a leading role in the UN system, supporting and accompanying political and diplomatic efforts of Member States and regional actors in response to crises around the world.

**5 Strengthening UN System-wide Collaboration.** Equally important is the need to strengthen partnerships within the United Nations system itself, as well as with financial institutions such as the World Bank and civil society. These partnerships include the close collaboration with the United Nations Development Programme (UNDP) through the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention; with UN Habitat on pilot approaches to explore land and conflict issues; and more broadly, with the peace and security architecture of the United Nations, including the Peacebuilding Fund. With civil society, the Department continues to expand its networks on prevention and mediation. This includes an added focus on women's groups, women and men from minorities and indigenous peoples, as well as young people from these communities.

**6 Ensuring Organizational Effectiveness.** None of the foregoing would be possible without strong institutional effectiveness. The Department continues to enhance its accountability, risk management and reporting mechanisms to ensure the most effective and transparent use of the resources entrusted to it.

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<sup>2</sup> S/RES/2282 and A/RES/70/262

In 2017, DPA called for \$27 million to cover six priority areas and successfully mobilized \$32.9 million from 1 January to 31 December 2017. These positive results were matched by high delivery levels demonstrating DPA's capacity of absorption. In 2017, out of a total budget of \$36.4 million, DPA spent \$29.1 million reaching an implementation rate of 80%. Over the years, DPA's delivery levels have continued to improve, with total expenditures amounting to \$17.9 million in 2015, and \$26.4 million in 2016. Finally, in line with the United Nations Financial Rules and Regulations, DPA adjusted the expenditures due to the closure of prior year obligations, as reflected in the table below.

Priority Area	Budget (Thousand USD)	Expenditures (Thousand USD)	Implementation rate	Prior period adjustments	Expenditures net of prior period adjustments
Setting the agenda for conflict prevention	5,487	3,997	73%	(66)	3,931
Reinforcing conflict response and resolution	11,598	9,468	82%	(1,893)	7,575
Investing in sustaining peace	9,592	7,589	79%	(243)	7,346
Deepening relations with United Nations Member States	3,424	2,835	83%	(59)	2,775
Strengthening ties within the United Nations system and beyond	2,464	1,889	77%	(27)	1,862
Ensuring organizational effectiveness	3,924	3,293	84%	(99)	3,194
<b>TOTAL</b>	<b>36,489</b>	<b>29,071</b>	<b>80%</b>	<b>(2,387)</b>	<b>26,683</b>

DPA continued to expand and diversify its base of support welcoming 7 new donors in 2017 alone, and a total of 21 new donors since 2015. DPA maintained 8 multi-year agreements in 2017 that provided the necessary stability in XB resources. Of significance, unearmarked funding continued to improve reaching 76 per cent of the total mobilized. This flexibility allows DPA to adapt and respond to changing dynamics on the ground and demonstrate the trust of donors in DPA's ability to use flexible funding where and when it is most needed.

### New Ideas Window

Successful resource mobilization efforts made it possible for DPA to launch an internal funding window for innovative projects in 2016 and continue it throughout 2017. This 'New Ideas Window' provided a total of \$2.57 million to fund projects to advance the implementation of the sustaining peace resolutions in Burkina Faso, Sri Lanka and Comoros, among other countries; a pilot study on land and conflict in Somalia in partnership with UN-Habitat; an initiative to empower youth in Iraq and to manage land disputes affecting minorities in that country, in partnership with the United Nations Assistance Mission for Iraq; innovative web-based approaches to improve access to and analysis of the work of the Security Council; a research project related to housing, land and property in Syria in partnership with UN-Habitat and the Global Land Tool Network; and a research project with the World Bank to feed into the Prevention Study – Pathways of Peace.

**MISSION**

To promote – and assist countries to reach inclusive political solutions as the key to – prevention or reduction of conflicts and political violence, while ensuring long-lasting solutions that lessen human suffering around the world.

## STRATEGIC OBJECTIVES

**GOAL 1**

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



**1**  
Setting the agenda for conflict prevention



**2**  
Reinforcing conflict response and resolution



**3**  
Investing in sustainable peace

## STRATEGIC OBJECTIVES

**GOAL 2**

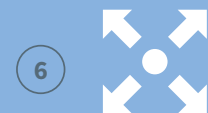
Deepening and broadening partnerships within the UN and beyond.



**4**  
Deepening relations with Member States and regional organizations



**5**  
Strengthening ties within the UN system



**6**  
Expanding the networks of partners

## STRATEGIC OBJECTIVES

**GOAL 3**

Fit for the future: ensuring organizational effectiveness.



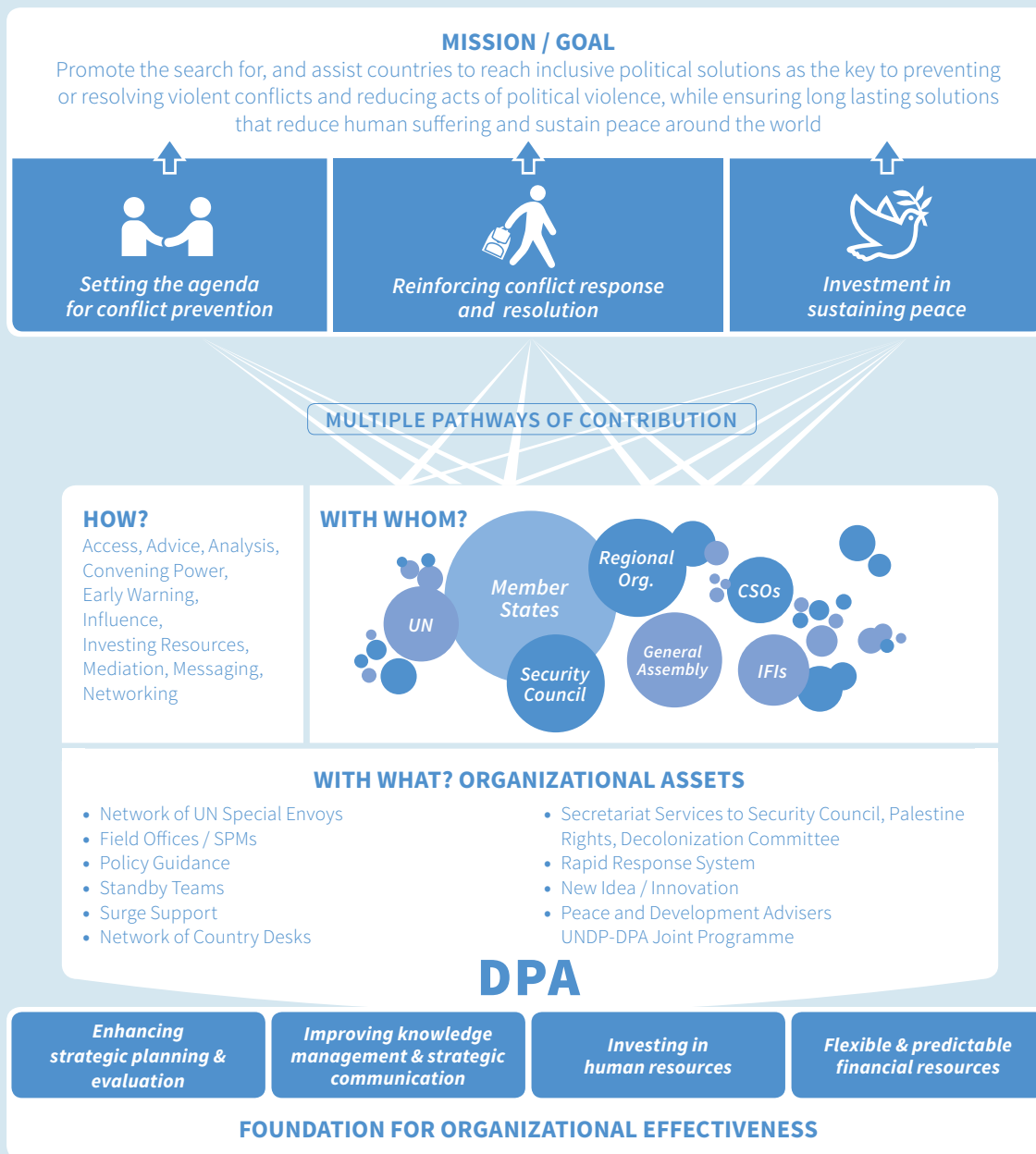
**7**  
Reviewing and updating information management, policy guidance and decision-making



**8**  
Continued professionalization of human resources and management

Monitoring, evaluation and knowledge management

# DPA Theory of Change





### **DPA Theory of Change**

- DPA’s mission is to help prevent and reduce violent conflicts and sustain peace through inclusive political solutions.
- DPA’s Theory of Change recognizes that a multitude of actors and variables affect achievement of the Department’s mandate.
- Therefore, deep and effective partnerships, within the United Nations system and outside it, are required to address root or immediate causes that lead to violent conflict. As conflict is complex and its dynamics are embedded in societal, economic, legal and political systems, conflict prevention and management require a non-linear and cyclical approach.
- DPA applies this approach with its partners within the international crisis prevention and response architecture of the Security Council, General Assembly, and the “good offices” of the Secretary-General through: preventive diplomacy and mediation, convening power, influence/trust/relationships, network/access, advice/messaging, analysis/early warning/studies, and investing resources to sustain peace.
- Underpinning our Theory of Change is the importance of ensuring organizational effectiveness through increased capacity and a better resourced DPA for conflict prevention, conflict management and sustaining peace.

### **Assumptions**

- The demand for the UN and DPA to play a “good offices” role is sustained or increased.
- Political willingness of partners to engage in joint activities or in good faith with DPA exists.
- Sufficient financial and human resources are available to support DPA’s mandate.
- Effective international response will bring about the desired positive change.

### **Guiding Principles**

(i) the centrality of conflict prevention and mediation; (ii) the primacy of political solutions to existing and potential conflicts; (iii) the need to foster partnerships and build anticipatory relationships for prevention, conflict resolution and sustaining peace; (iv) a call for flexibility in using the different tools at the disposal of the UN; and (v) the promotion of women’s empowerment and inclusive participation across all priority areas of work

### **Pathways of Contribution**

As the primary source of political advice to the Secretary-General and the operational arm of his good offices role, DPA employs a range of tools and assets to support Member States, Regional Organizations and civil society in preventing, managing or resolving conflict, while ensuring long lasting solutions that reduce human suffering and make peace sustainable. Depending on the context, multiple pathways may contribute to positive change. Positive change may result from a single, or multiple strategies; it can occur simultaneously, sequentially, or as mixture of the two. The resources, tools and strategies to deploy depend on the context.

### **Limitations**

Preventive diplomacy, crisis management, and sustaining peace are often difficult to measure through linear logic models or causal relationships. For example, if a conflict does not break out it may be difficult to attribute that outcome to the work of the Department, which frequently works discreetly and with many partners in highly volatile and complex environments. At other times, despite the effective engagement of all the tools and approaches at its disposal, the United Nations may not be able to prevent a conflict.

# Prevention

Setting the Agenda for Conflict Prevention





In 2017, DPA worked to ensure greater emphasis on conflict prevention across the United Nations system and with its partners. The Department fulfilled this key function through its operational and advisory roles; the provision of technical expertise to Member States, regional and sub-regional organizations; and its extensive network of regional offices, Special Envoys and other field presences.

Extra-budgetary funds contributed to DPA's work on early-warning analysis and assessments in a number of complex political environments. In particular, DPA responded to requests for support and political advice on conflict prevention from Member States, regional and sub-regional organizations and United Nations actors in the field. To do so, it deployed staff and experts to advise United Nations Resident Coordinators and provide updated analysis for other senior United Nations leaders.

## USG Feltman visits North Korea

The active engagement of senior United Nations officials in Headquarters laid the groundwork for DPA to play a proactive role on the Korean Peninsula, culminating in the policy dialogue visit of Under-Secretary-General Feltman to Pyongyang from 4-9 December 2017. This was the first in-depth political exchange of views between the United Nations Secretariat and officials from the **Democratic People's Republic of Korea** in Pyongyang in almost eight years. The objective was to represent the Secretary-General and open channels of communication that could help avoid a catastrophic crisis. The visit, coming amid serious international concern about the dangerous situation in the Korean Peninsula, was part of efforts to look for a peaceful way to defuse tensions.

XB funds facilitated the assessment of the political situation in **Madagascar** ahead of the general elections in 2018. It allowed DPA to meet with political parties, senior government officials, the United Nations Country Team and representatives of the international community. DPA also intensified consultations with key regional and sub-regional partners, including the African Union (AU) and Southern African Development Community, to develop a shared assessment on the situation in Madagascar and agree on common messaging. In addition, the mission paved the way for a subsequent visit to Madagascar, at the government's request, by Special Representative of the Secretary-General (SRSG) Haile Menkerios ahead of the general elections.

Finally, a major element of DPA's long-term strategy is to help Member States build their own capacities for conflict prevention, for which they are primarily responsible. For example, and thanks to XB funding, DPA organized and delivered a training for 30 young Eritrean diplomats (20 men and 10 women) and for 42 young Sudanese political representatives (25 men and 17 women). These two initiatives equipped a number of future leaders with skills in the areas of context analysis, multilateral negotiation and mediation, which could prove valuable in addressing conflict and instability in the region.

## THE GAMBIA POLITICAL CHALLENGE AND TRANSITION IN 14 DAYS

### 1 – 6 DECEMBER 2016: PRESIDENTIAL ELECTION PERIOD

Presidential election day. Gambians go peacefully to the polls.

1 DEC

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

2 DEC

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

6 DEC

### 9 DECEMBER – 20 JANUARY 2017: CRISIS PERIOD

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

9 DEC

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

13 DEC

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

18 DEC

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

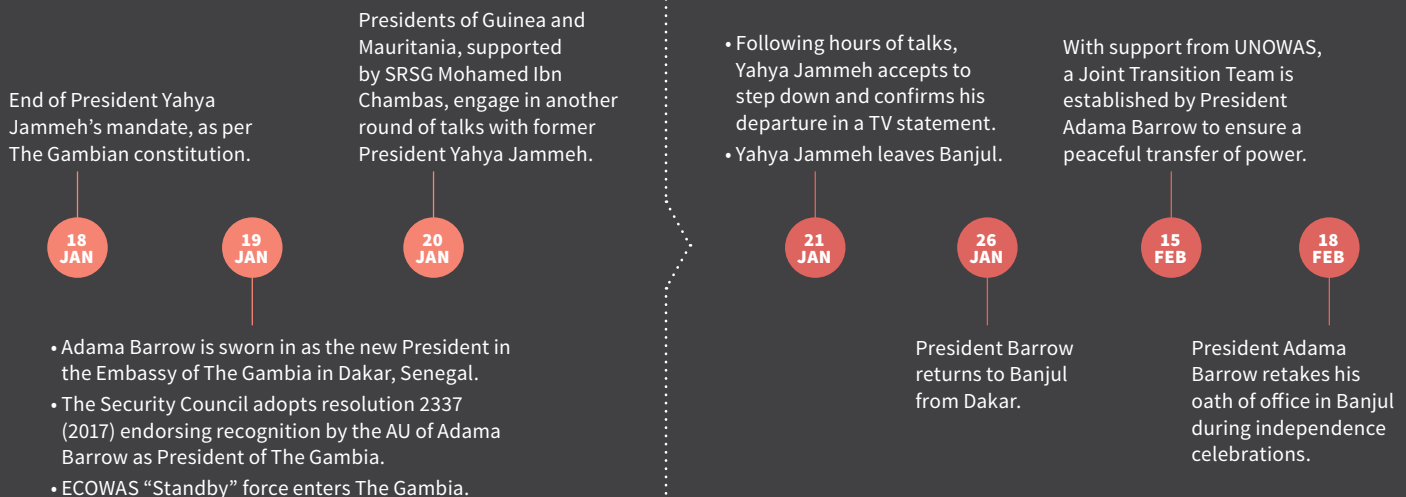
17 JAN

## Conflict prevention in The Gambia

Following the peaceful transition of power in **The Gambia**, DPA contributed and coordinated the delivery of voter education ahead of legislative elections. It also provided expertise in political transitions, rule of law, strategic communications, security sector reform, and transitional justice. DPA used XB resources which enabled the head of United Nations Office for West Africa and the Sahel (UNOWAS), SRSG Mohamed Ibn Chambas, to provide vital support for a successful transition as part of his regional mandate. He visited Banjul on a regular basis from February through June 2017 to engage with all relevant stakeholders and guide the efforts of the United Nations Country Team in support of the new Gambian Government. Backed by UNOWAS, a Joint Transition Team, comprising former and new government officials, completed the hand-over to the new government in April 2017. With XB funds, DPA was also able to deploy a senior expert on political transitions, while UNOWAS supported the development of a Transitions' Bill to be introduced to Parliament. DPA has continued to ensure the coordination of United Nations support through the monthly convening and co-chairing, with UNDP, of meetings of the inter-agency working group on The Gambia. Furthermore, a Peace and Development Adviser was deployed to Banjul in November 2017.

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

Under-Secretary-General  
Jeffrey Feltman



## Regional and liaison presences: platforms for early warning and preventive diplomacy

DPA relies on XB funds to support its regional offices and its network of liaison presences. In 2017, DPA established two new liaison presences, in Addis Ababa and Beijing. The liaison office in Addis Ababa covers the Horn of Africa to follow regional dynamics and strengthen the cooperation with the Intergovernmental Authority on Development (IGAD). In Beijing, the presence covers Northeast Asia and aims to strengthen cooperation with the Shanghai Cooperation Organization (SCO). DPA also has liaison presences in Bangkok, Brussels, Gaborone, Jakarta, Nairobi, Kathmandu, and Vienna. Funded entirely through XB resources, these presences are modest yet highly cost-effective instruments that support the good offices of senior United Nations officials, deepen relationships and help build trust with key regional and sub-regional partners.

XB funds have also been instrumental in supporting the work of DPA's three Regional Offices, particularly for programmatic activities to complement the capacities funded with United Nations' Regular Budget. For example, the support provided in 2017 by the **United Nations Office for West Africa and the Sahel** through XB funds has been critical to the functioning of the Ministerial Coordination Platform for Sahel. The Platform, established in 2013, is the highest level political and operational entity in the region, responsible for ensuring coherence between the various initiatives and strategies for the Sahel. XB funds have assisted in the implementation of the vision of the Chadian Presidency, which has been extended for a third year (2018). More specifically, XB funds have been crucial in advocating for strengthened ownership by countries of strategies for the Sahel, and for enhancing synergies between the platform and regional organizations, including the G5 Sahel and ECOWAS. XB funds enabled UNOWAS to facilitate discussions and the adoption of strategic decisions such as the recommendation to align the Platform's Thematic working groups with the working groups of the United Nations Integrated strategy for the Sahel on security, governance and resilience to enhance synergies between the two mechanisms.

The **United Nations Regional Office for Central Africa (UNOCA)**, pursuing its objective of enhancing women's meaningful participation in conflict prevention, organized a sub-regional workshop in Yaoundé, Cameroon, that led to the launch of the Regional Network of Women in the Media Peace and Security in August 2017. This initiative promoted the development of regional and national action plans to implement Security Council resolution 1325 (2000) on Women, Peace and Security in the Central Africa region. XB funds allowed UNOCA to organize a three-day workshop for women from the print and audio-visual media. It facilitated the establishment of a network of women in media working on peace and security issues, and promoted mentorship of the next generation of women in media through training on good practices and effective communication tools to raise awareness on resolution 1325. The network is contributing to enhancing the visibility of the role that women play in conflict prevention and mediation in Central Africa and seeks to further mobilize support of civil society and relevant authorities for replicating and expanding the initiatives involving women and peacebuilding. The additional visibility given to women working on peace and security issues, as well as the analysis of the current situation of women in Central Africa, also seeks to bolster women's initiatives in conflict prevention and resolution in the region.

The **United Nations Regional Center for Central Asia (UNRCCA)** has supported the annual meeting of Deputy Foreign Ministers and the annual Strategic Dialogue Seminar since 2007. These meetings provide a unique forum for senior officials to exchange views and best practices on key security and stability challenges in the region, and help bolster political support for UNRCCA ongoing initiatives. The Deputy Foreign Ministers' meeting in 2017 included the Foreign Ministers of Turkmenistan and Uzbekistan, as well as, for the first time, the Deputy Foreign Minister of Afghanistan. Such strategic political meetings are crucial to advancing regional cooperation, and reflect the increased partnership between the Central Asian countries, including Afghanistan. Similarly, using XB funds, UNRCCA held its annual Strategic Dialogue Seminar bringing together experts and institutes of strategic studies, academics, civil society and other

stakeholders from the five Central Asian countries to discuss ways to enhance the role of women and youth in conflict prevention in Central Asia.

Thanks to XB funds, DPA was able to maintain close, regular and substantive engagements in South Asia, especially through the work of the DPA Liaison Office in Kathmandu, which led to the successful visits of senior officials to Sri Lanka, Bangladesh and India. The visit of the Under-Secretary-General for Political Affairs, Jeffrey Feltman, to **Sri Lanka** in July 2017 contributed to accelerating the constitutional reform efforts and the establishment of transitional justice mechanisms. During the visit, the President of Sri Lanka signed the Act to establish the Office of Missing Persons, which had been pending since August 2016. Similarly, during his visit to **Bangladesh** in April 2017, Assistant Secretary-General Miroslav Jenča was able to build confidence with senior Government officials on restoring trust and establish opportunities for further political engagement on such inter-related issues as the Rohingya crisis, and Preventing Violent Extremism (PVE), as well as engagement with the Election Commission. His visit to **India** allowed DPA to continue conversations on regional issues to deepen DPA's understanding of India's views on the region. The liaison presence with SCO increased DPA's ability to analyze regional dynamics to inform its diplomacy efforts and strengthen partnerships with Northeast Asian governments and regionally-based organizations.

### **Strategic political advice to the Secretary-General, Security Council, and across the United Nations system**

In 2017, DPA continued to provide strategic political advice to key partners, including through a number of strategic assessments. One such exercise was the United Nations Strategic Assessment on the United Nations' presence in Somalia. This assessment, supported by XB funds, ensured the United Nations is appropriately configured to support the new phase of state-building in **Somalia** with the establishment of a new Federal Government early in the year. Concurrently, DPA used XB funds to hold consultations with a wide range of partners and to participate in the AU-UN Joint Review of African Union Mission in Somalia (AMISOM). These assessments allowed the United Nations to re-align its efforts with the new Federal Government's priorities and enhance coordination among key partners in support of Somalia. The reports of the two assessments were submitted to the Security Council and formed the basis for the new mandates of the United Nations Assistance Mission in Somalia and AMISOM in resolutions 2358 (2017) and 2372 (2017), respectively.

### **Secretary-General's High Level Advisory Board on Mediation**

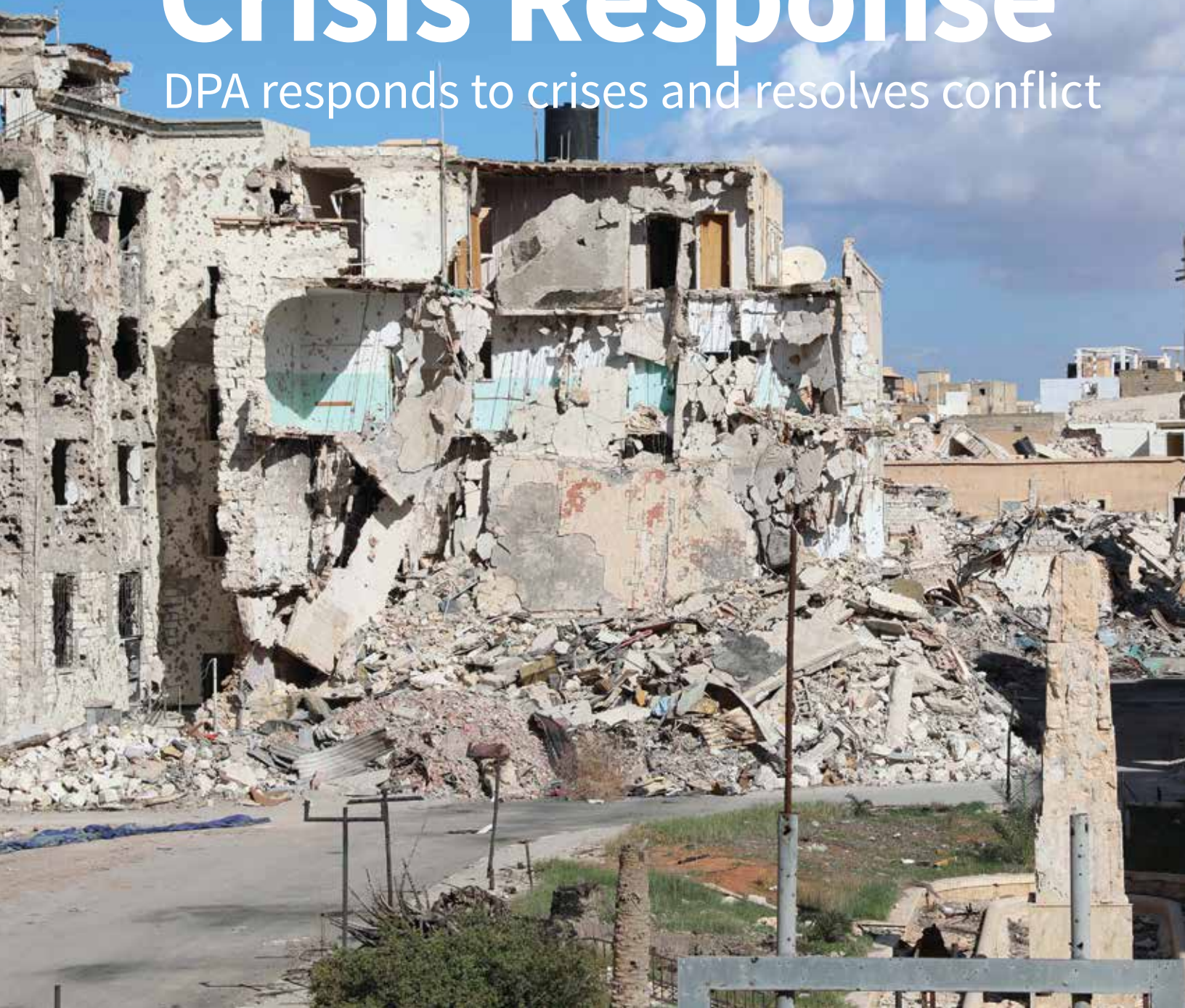
On 13 September 2017, the Secretary-General established as part of his vision for a "surge in diplomacy for peace" the High-level Advisory Board on Mediation. The Board is composed of nine women and nine men, all current and former global leaders, senior officials or renowned experts who bring together an unparalleled range of experience, skills, knowledge and contacts.

The Board is expected to allow the United Nations to work more effectively with regional organizations, non-governmental groups and others involved in mediation around the world. Board members could also provide additional support to the work of SRSs and United Nations Envoys. DPA, through its Mediation Support Unit, serves as the Secretariat to the Board. At the Board's inaugural meeting on 27 November 2017, the Secretary-General highlighted four areas in which he would like to see its members working i) root causes; ii) early action to early warning; iii) pre-conflict situations and iv) deployments.

At the Secretary-General's request, former President Olusegun Obasanjo of Nigeria was the first Board member to be deployed, going to Liberia in December of 2017. The deployment was part of the Organization's sustained efforts, spear-headed by the United Nations Mission in Liberia with the support of the UNOWAS, to reduce political tensions in the country at a critical stage of the country's presidential electoral process.

# Crisis Response

DPA responds to crises and resolves conflict





**D**PA'S Crisis Response System is designed to provide urgent support and expertise to a wide range of Member States, UN and non-UN partners to prevent, manage and resolve conflicts around the world. The Crisis Response System is made up of these major components:

- **Rapid Response:** The Rapid Response mechanism provides timely and flexible resources to meet the short-term needs of Special Envoys and SRSs, Special Political Missions, Member States and regional and sub-regional organizations in crises. It is designed to meet crisis-type demands that cannot be anticipated during the standard planning process due to its emergent and unpredictable nature.
- **Standby Team of Senior Mediation Advisers:** Established in 2008, the Standby Team of Senior Mediation Advisers continues to be an indispensable rapid deployment tool providing the appropriate expertise to DPA, the broader United Nations system and partners when and where it is most needed. As a team with diverse and multiple skill sets and experiences, the Standby Team is equipped to engage in some of the most important peace processes to address issues related to power sharing, constitution-making, elections, gender, natural resources and security arrangements. 2017 saw the greatest number of deployments of the Standby Team since its inception, exceeding 120 operational deployments in support of mediation processes.
- **Surge capacity:** DPA provides surge support in the areas of political analysis and expertise to diverse actors in the United Nations system (Resident Coordinators, United Nations Country Teams, Peacekeeping Operations, Special Political Missions) and beyond (regional organizations, Member States, etc.).



Downtown Benghazi during a visit of Special representative for Libya Ghassan Salamé.

UNSMIL/Abel Kavanagh



### Rapid Response in Action

In 2017, a total of \$2.5 million was budgeted to respond to twenty-five Rapid Response requests, out of which approximately 25 per cent was used for expert consultancy services, 20 per cent for surge capacity, 20 per cent for urgent deployments, and the remaining to cover operating and support costs as well as contractual services.

The great majority of the requests were in support of DPA's engagements in Africa (35 per cent of the total approved) and the Middle East and West Asia region (33 per cent). Rapid Response funding has also been used to respond to urgent requests in the Americas (14 per cent), Asia Pacific (9 per cent) and Europe (8 per cent) regions.

**ABOVE:** Mothers and their children gather around a mobile health clinic in the east of Aleppo city, Syrian Arab Republic.

UNICEF/UN071673/AI-Issa

In **Burundi**, Rapid Response funding allowed DPA to support the East African Community (EAC) mediation efforts in Burundi, particularly through Special Envoy Michel Kafando, whose office provided support to that crucial process. It also contributed to strengthened UN-AU-EAC partnership.

At a moment of high political tensions in **Guinea Bissau**, SRSG Modibo Touré requested urgent surge support for his political facilitation and coordination efforts for the implementation of the six-point ECOWAS Roadmap for the Resolution of the Political Crisis in Guinea Bissau and the related Conakry Agreement. Thanks to Rapid Response funding, DPA deployed an expert to advise the SRSG, senior managers of the United Nations Integrated Peacebuilding Office in Guinea Bissau (UNIOGBIS) on assisting the ECOWAS mediation process and implementation of the Roadmap and the Conakry Agreement. The consultant formulated frameworks of engagement, strategic assessments and options papers for enhancing the SRSG's political good offices impact, and provided timely analysis of internal ECOWAS dynamics. The expert also contributed to the successful engagement of UNIOGBIS and its international partners with other national stakeholders, including women, youth and faith-based as well as traditional leaders and representatives of academia. The expert also worked with ECOWAS and the AU, which helped harmonize partners' positions for moderating prevailing tensions and preventing violence.

Finally, Rapid Response funding made it possible for DPA to respond to a request from **Uzbekistan** to support a major international security conference in Samarkand in November, which UNRCCA co-organized. The event included some 500 experts, scientists, state officials and others, including Uzbek President Shavkat Mirziyoyev and the Foreign Ministers of all five Central Asian countries, as well as of Afghanistan and Iran. The conference provided a good opportunity to support the development of national and regional capacities and partnerships. Specifically, rapid response funding facilitated the attendance of regional participants and co-financed materials from the conference.

## Standby Team of Senior Mediation Advisers

In 2017, the Standby Team backed a number of on-going peace processes/political dialogues as well as efforts - by UN and non-UN Envoys - to begin mediation and facilitated dialogue initiatives. In **Sudan**, for example, the Standby Team continued to provide support to peace engagements efforts led by the African Union High-Level Implementation Panel (AUHIP) and the Office of the Special Envoy of Sudan and South Sudan. Through consecutive deployments, a Standby Team Adviser directly supported discussions with Sudanese and South Sudanese counterparts to identify potential entry points in the larger ongoing peace process. In May 2017, under the overall framework of the agreed Cooperation Agreement, the Standby Team of Senior Mediation Advisers helped to facilitate, on behalf of the AUHIP, meetings of the Tripartite Joint Approach team from Sudan, South Sudan and the AU, which reviewed the strategy for outreach to creditors for debt relief and for the lifting of sanctions. Such actions are part of efforts to encourage the normalization of relations between Sudan and the international community, which the aim of engendering greater political investment by Sudan to resolve its internal conflicts, improve neighborly relations and tackle other national challenges.

Furthermore, throughout 2017, the Standby Team helped the United Nations Multidimensional Integrated Stabilization Mission in the **Central Africa Republic** (MINUSCA) to integrate political dialogue into a comprehensive approach towards armed groups. Standby Team of Senior Mediation Advisers specialized in process design deployed to Bangui in early 2017, engaging with senior Mission leadership and relevant Mission sections to develop different options for a mediation process aimed at achieving a comprehensive peace agreement. Taking regional dynamics and Government sensitivities into account, the Standby Team of Senior Mediation Advisers generated

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options that envisaged a heightened mediation role for the region while ensuring that the Government retained sufficient influence over the process. The proposals also sought to bring greater coherence to what were, at the time, multiple and disparate mediation initiatives by a range of regional and international non-governmental organizations (NGO) players.

The Standby Team is often also requested to help build mediation capacities of United Nations staff in Special Political Missions and Peacekeeping Operations, as well as of regional and sub-regional organization partners of the United Nations, and Member States. For instance, after the Conference on **Cyprus** held in Crans-Montana, Switzerland, ended inconclusively in early July 2017, Secretary-General António Guterres called on the parties to reflect on the process, and on the possible road ahead. DPA and the Office of the Special Adviser of the Secretary-General on Cyprus equally used the opportunity to capture and document the United Nations' own lessons learned, with a view to informing the United Nations' facilitation role in Cyprus should a process resume, and to contribute to DPA's mediation practice more broadly. As part of the overall effort, a Senior Mediation Adviser from the Standby Team conducted an in-depth lesson learned study based on large number of structured interviews with key stakeholders, including the negotiation teams on both sides, to reflect on how to better support the efforts of the sides to find a comprehensive settlement as well as the United Nations' role.

Finally, to take advantage of its "alumni network", DPA has set up a mechanism to flexibly deploy any former member of the Standby Team, or any individual who has passed the rigorous Standby Team assessment, to provide expert mediation advice to United Nations Envoys and partners. In 2017, this modality was used, for example, to support the United Nations Assistance Mission in Afghanistan (UNAMA) in developing local peace initiatives throughout that country; to engage a number of additional gender and inclusion advisers for capacity-building work; and, to assist the Office of the Special Envoy for Syria in connection with the Astana process focused on the implementation of the December 2016 ceasefire agreement.

## Supporting Special Political Missions, including Special Envoys

In **Yemen**, a deadlock in political negotiations and the pursuit of military options by the warring parties impeded progress. As the crisis continued, DPA used XB funds to support the Special Envoy Ismail Ould Cheikh Ahmed to produce updated analysis of the military and security dynamics in Yemen, based on regular consultations with a diverse group of Yemeni and international interlocutors. The analysis of the military and security dynamics enhanced the ability of the Special Envoy to support the negotiation of proposals for agreements on local and national cessation of hostilities. Furthermore, the consultations helped in the development of possible draft security arrangements for Hudaydah and Taiz, along with analytical papers on tribal dynamics and the mapping of armed formations in the South and in Taiz. The mapping exercises proved to be critical in elaborating more viable agreements in the security sector. XB funds also supported preliminary assessments and information gathering for eventual disarmament, demobilization and reintegration measures, in coordination with the World Bank and UNDP. The assessments aimed to help build international consensus on the required national and regional planning mechanisms to support future Disarmament Demobilization and Reintegration programming.

Using XB funds, DPA continued to prioritize women's inclusion in peacebuilding processes. A notable example is the establishment of a Gender, Women, Peace and Security Unit in the Office of the Special Envoy for Yemen to support the leadership role of women in various formal and informal stages of the peace process, including political engagement and crisis mediation, and to provide feedback/inputs on proposals for a future peace agreement.

## Syria Update

XB resources have been essential in supporting a political solution to the Syrian conflict, a top priority for the Department and the entire United Nations system throughout 2017. DPA's Syria Team continued to lead the shaping of the United Nations' policy framework, promoting a credible political settlement of the Syrian conflict in line with resolution 2254; protection of civilians; human rights and accountability; and an approach that protects the rights of all citizens in post-conflict Syria and contributes to regional peace and stability.

Central to these efforts was the mapping of emerging areas of influence in Syria and the analysis of possible trajectories of the conflict, as well as the impact on both the political process and United Nations operations on Syria. In this regard, XB funds continued to support a small and nimble field presence in Gaziantep, Turkey, which was critical to DPA's ability to provide timely insight and analysis from the ground and the region.

At United Nations Headquarters, XB funds support the inter-agency post-agreement planning process that would guide United Nations engagement in Syria should the parties reach a political agreement. In May 2017, DPA, as co-chair of the Inter-Agency Task Force (IATF) on Syria, initiated phase II of this process following the Secretary-General's directive to continue

to ensure the United Nations preparedness and focus on advancing the issues that can be explored now, such as civil documentation, land and property rights, and local governance.

During the last quarter of 2017, DPA, through the IATF, developed a due-diligence document titled "Principles and Parameters for United Nations assistance in Syria". The document ensures that United Nations humanitarian assistance in Syria is in line with the principles of the United Nations Charter and relevant Security Council resolutions, as well as humanitarian principles of neutrality, impartiality and independence, all while insisting on respect for human rights as an outcome. The next step in this process is to establish a multi-disciplinary working group to monitor adherence to these United Nations principles and parameters, including the political, legal, human rights, humanitarian, and development dimensions of the United Nations' work in Syria.

Finally, XB funding has continued to support the work of the Office of the Special Envoy, covering the direct costs of negotiations in Switzerland, ensuring flexible deployment of DPA staff and the Standby Team, and providing assistance during the Riyadh Opposition Conference in November 2017 and at several rounds of the Astana ceasefire meetings.



**ABOVE:** Community leaders attend the “Peace Caravan” in Gao, Mali.

UN Photo/Marco Dormino

### Women, Peace and Security

DPA uses XB funds to continue implementing the Women, Peace and Security (WPS) agenda across the Department, in the work of Special Political Missions and with other partners. In 2017, XB funds helped harmonize the approach of different United Nations actors to focus on the gender dimension, with specific attention to issues such as the prevention and response by Special Political Missions to conflict-related sexual violence; the promotion of women’s

political participation in conflict and post-conflict settings, and advocating a more inclusive approach in United Nations peacemaking efforts.

In addition, XB funding has helped deliver various knowledge-management and capacity-building activities for DPA staff to increase their understanding of the WPS issues and how to better formulate recommendations and strategies to promote the agenda within their various offices

and mandates. This has contributed to improved DPA capacity to more effectively monitor the evolution of gender mainstreaming in United Nations reports and briefings to the Security Council, as well as its ability to provide advisory, technical and operational support internally and to Special Political Missions.

Furthermore, in response to the Security Council's call in resolution 2242 (2015) to increase cooperation on WPS between UN Women, DPA, the Department of Peacekeeping Operations (DPKO) and the Department of Field Support (DFS). An agreement was reached to further improve coordination and cooperation between Gender Advisers in a complementary manner, according to each Department's respective mandate and comparative advantages.

### Gender and inclusive mediation

As in previous years, in 2017 DPA relied on XB funds to organize a **High-level Seminar on Gender and Inclusive Mediation Processes** for 26 Envoys, senior mediators and mediation experts from the United Nations, Member States, regional organizations and civil society. The seminar delivered practical "how-to" strategies and tools for the design of more inclusive mediation processes, as well as options for gender-relevant provisions for the key thematic areas of peace agreements. These seminars, as acknowledged by participants, contribute to more consultative processes

by promoting women's effective participation and building inclusive, gender-sensitive mediation capacity at the international, regional and national levels.

XB funding also played a central role in the timely finalization of DPA's **Guidance on Gender and Inclusive Mediation Strategies**, which expanded the analytical toolkit available to United Nations mediation actors, parties to conflict, and other stakeholders.

### Women's political inclusion and contribution to peacebuilding

In **Somalia**, XB funds enabled the roll-out of activities that contribute to creating an enabling environment for women's effective political participation. Following the positive outcome of the 2016 elections (24 per cent of the members elected to the Federal Parliament were women), XB funds were used to develop working sessions for women parliamentarians, focused on further strengthening the women's caucus and identifying opportunities to promote gender equality. Additionally, at the request of Somali women leaders in the field of conflict resolution from civil society, DPA developed and rolled out a tailored training on gender and inclusive mediation.

### Addressing conflict-related sexual violence

The post-ISIL/'Da-esh' phase in Iraq presented the **United Nations Assistance Mission for Iraq (UNAMI)** with an opportunity to engage further with the government and other key partners in tackling conflict-related sexual violence (CRSV) as a key part of the process to restore peace and security. Using XB funds, DPA supported UNAMI in conducting focus group discussions in internally displaced persons' camps, with the support of the United Nations Population Fund (UNFPA) and local implementing partners. This helped identify the needs of survivors of sexual violence amongst those displaced by the military operation to defeat ISIL. The liberation of additional areas enabled UNAMI to access populations that had been living for over three-years under ISIL-control and helped develop a better understanding of the main challenges affecting the population. Simultaneously, the XB funds enabled UNAMI to hold roundtable discussions with scholars and religious and spiritual leaders to solicit their support to protect survivors of CRSV and children born of rape in Dohuk, Erbil and Baghdad. These discussions refocused attention on CRSV as an issue that requires a comprehensive response, including political commitment. They also increased understanding of developing tailored-responses to appropriately address the needs of survivors from the various religious, ethnic and minority communities.

# Investing in Peace

DPA fosters the conditions  
for sustainable peace





**D**PA plays a central role in advancing the sustaining peace agenda. It does this by building meaningful relations with partners; fostering inclusiveness through civil society networks; and using the Women, Peace and Security framework. DPA undertakes initiatives that support Member States in pivotal areas – such as inclusive constitutional processes, peaceful elections and national dialogues – that pave the way for sustainable peace and long-term development.

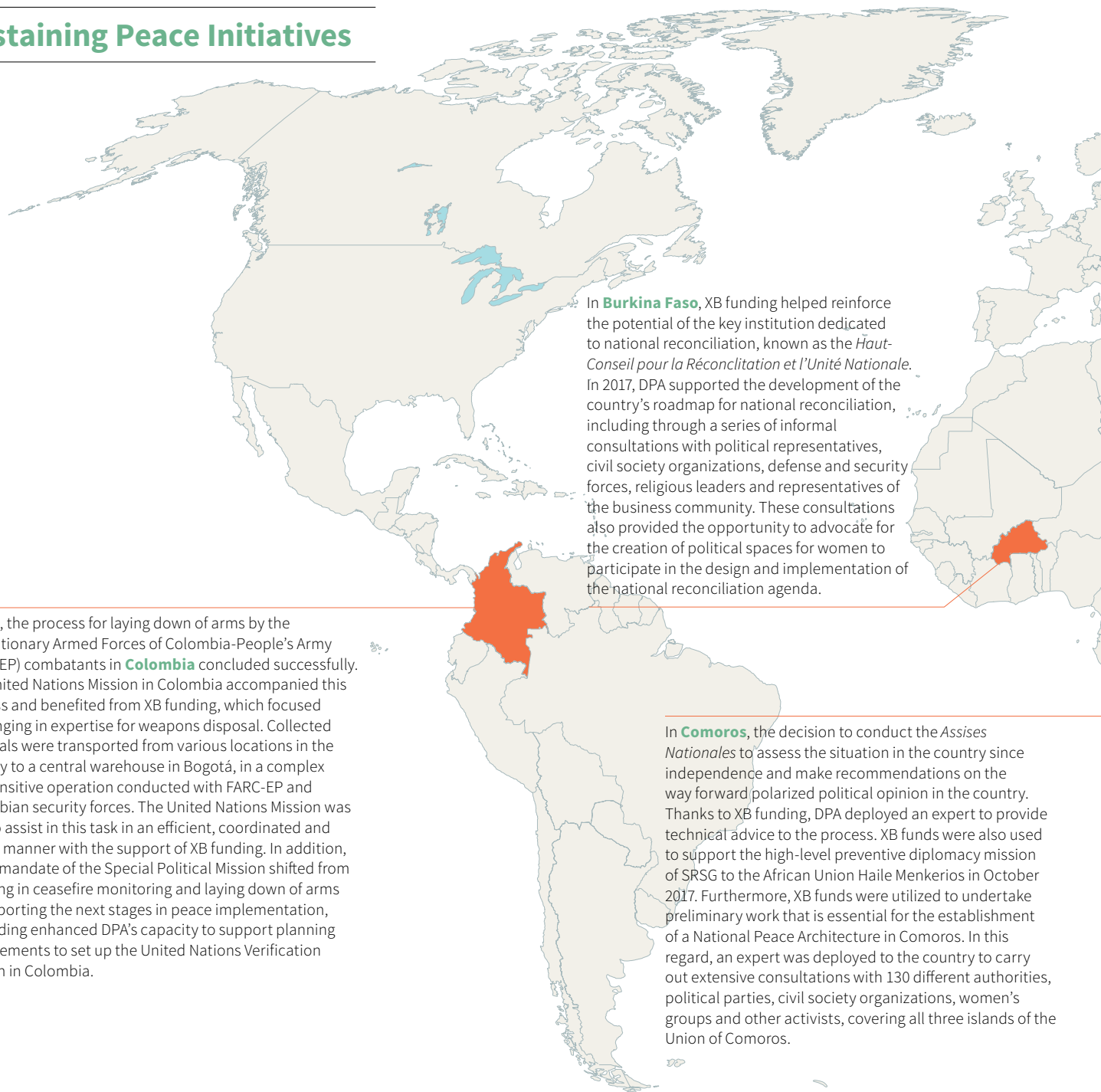
In 2017, DPA continued to boost its work on implementing the sustaining peace resolutions through XB resources, working with partners in the development, humanitarian, peace and security, and human rights pillars. Notably in this regard, DPA broadened its support to Peace and Development Advisers, part of the Joint UNDP–DPA Programme on Building National Capacities for Conflict Prevention, who rely on XB funds to conduct programmatic activities in complex political environments around the world.

**LEFT:** The UN Verification Mission in Colombia maintains a permanent presence in the 26 Territorial Areas of Training and Reintegration (TATR) for the reintegration process of FARC-EP ex-guerrillas. In the picture, the Quibdó Regional Office team is transported by boat to Vidri's TART for their verification activities.

UN Verification Mission in Colombia/Jennifer Moreno



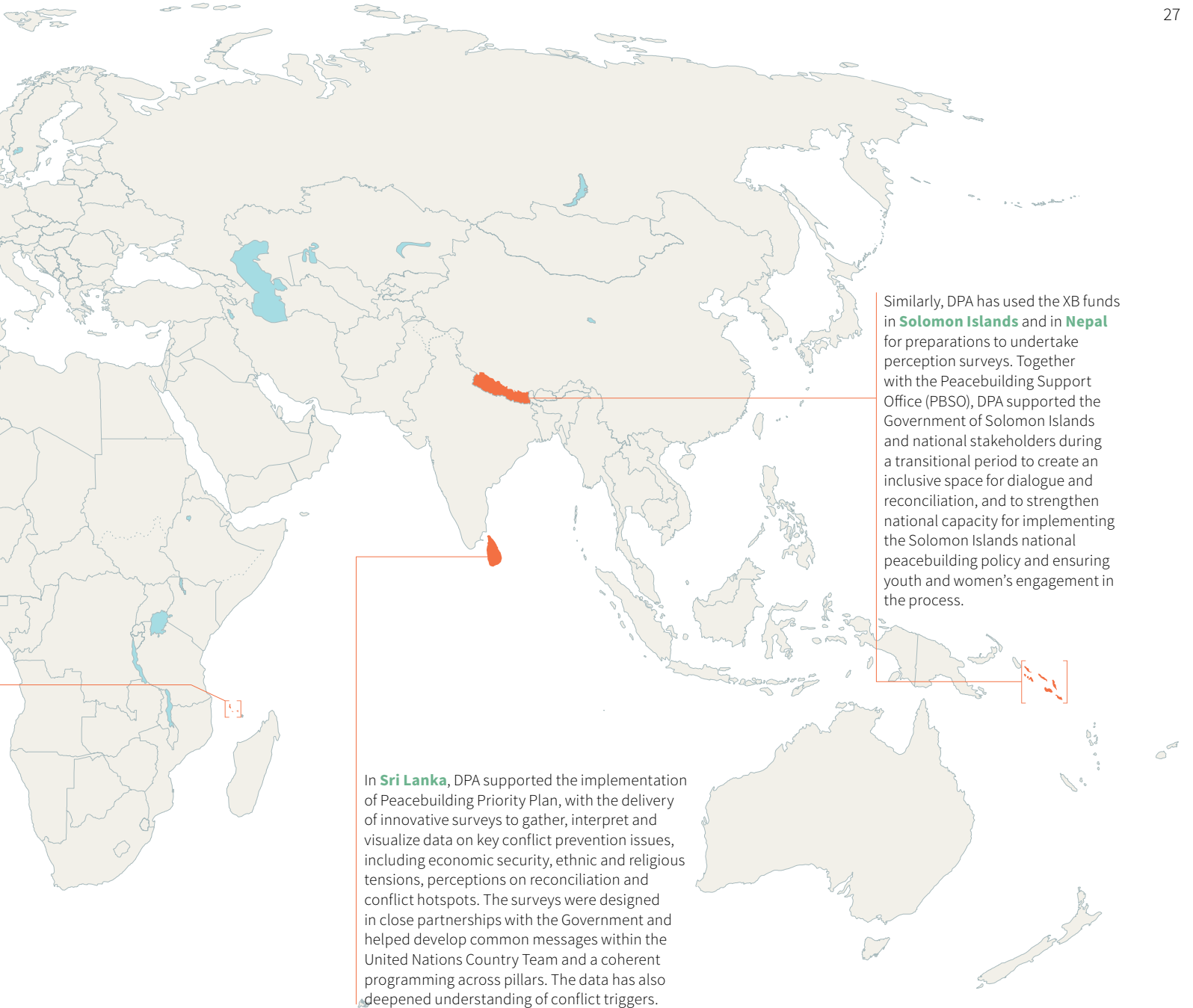
## Sustaining Peace Initiatives



In **Burkina Faso**, XB funding helped reinforce the potential of the key institution dedicated to national reconciliation, known as the *Haut-Conseil pour la Réconciliation et l'Unité Nationale*. In 2017, DPA supported the development of the country's roadmap for national reconciliation, including through a series of informal consultations with political representatives, civil society organizations, defense and security forces, religious leaders and representatives of the business community. These consultations also provided the opportunity to advocate for the creation of political spaces for women to participate in the design and implementation of the national reconciliation agenda.

In 2017, the process for laying down of arms by the Revolutionary Armed Forces of Colombia-People's Army (FARC-EP) combatants in **Colombia** concluded successfully. The United Nations Mission in Colombia accompanied this process and benefited from XB funding, which focused on bringing in expertise for weapons disposal. Collected materials were transported from various locations in the country to a central warehouse in Bogotá, in a complex and sensitive operation conducted with FARC-EP and Colombian security forces. The United Nations Mission was able to assist in this task in an efficient, coordinated and secure manner with the support of XB funding. In addition, as the mandate of the Special Political Mission shifted from assisting in ceasefire monitoring and laying down of arms to supporting the next stages in peace implementation, XB funding enhanced DPA's capacity to support planning arrangements to set up the United Nations Verification Mission in Colombia.

In **Comoros**, the decision to conduct the *Assises Nationales* to assess the situation in the country since independence and make recommendations on the way forward polarized political opinion in the country. Thanks to XB funding, DPA deployed an expert to provide technical advice to the process. XB funds were also used to support the high-level preventive diplomacy mission of SRSg to the African Union Haile Menkerios in October 2017. Furthermore, XB funds were utilized to undertake preliminary work that is essential for the establishment of a National Peace Architecture in Comoros. In this regard, an expert was deployed to the country to carry out extensive consultations with 130 different authorities, political parties, civil society organizations, women's groups and other activists, covering all three islands of the Union of Comoros.



Similarly, DPA has used the XB funds in **Solomon Islands** and in **Nepal** for preparations to undertake perception surveys. Together with the Peacebuilding Support Office (PBSO), DPA supported the Government of Solomon Islands and national stakeholders during a transitional period to create an inclusive space for dialogue and reconciliation, and to strengthen national capacity for implementing the Solomon Islands national peacebuilding policy and ensuring youth and women's engagement in the process.

In **Sri Lanka**, DPA supported the implementation of Peacebuilding Priority Plan, with the delivery of innovative surveys to gather, interpret and visualize data on key conflict prevention issues, including economic security, ethnic and religious tensions, perceptions on reconciliation and conflict hotspots. The surveys were designed in close partnerships with the Government and helped develop common messages within the United Nations Country Team and a coherent programming across pillars. The data has also deepened understanding of conflict triggers.

In January 2017, DPA and UNAMI launched a project to enhance the role of youth in **Iraq's** post-conflict and national reconciliation processes. The project supported the organization of seven forums covering Iraq's 18 governorates and consultations with over 700 youth participants, out of which 34 per cent were young women. These forums provided young Iraqis across ethnic, sectarian and other lines the opportunity to deliberate and get involved in post-conflict issues and engage on national reconciliation. The project culminated in a national conference held in Baghdad in May 2017 and the adoption of a series of recommendations to support youth engagement in the political decision-making process. The recommendations strongly reflected the youth's aspirations for deep and genuine reforms to address the challenges of the current political system and increase space for their active engagement in political decision-making.

Using XB funds, DPA supported the Office of the Resident Coordinator in **Bolivia** in the development of a specialized course on "prevention, analysis and management of social and environmental conflicts", related mainly to the use of natural resources, for officials of government ministries such as Ministry of Energy, Ministry of Rural Development and Lands, Ministry of Environment and Water and Ministry of Mining and Metallurgy. XB funds allowed for the deployment of dedicated technical expertise to support the development and

coordination of the course and establish a roster of trained national experts. This initiative was in response to a request to the Office of the United Nations Resident Coordinator by the School of Public Management of the Ministry of Education.

### Land and conflict work in partnership with UN Habitat

Land and property grievances are often a root or proximate cause of many conflicts; they can also act as triggers for future conflict. In contexts where land issues have not been addressed or understood, preventive measures can be enhanced through detailed mapping and research to design United Nations' support mechanisms. In 2017, XB funds were used to expand on DPA's work in preventing conflict arising from tensions or disputes tied to land and natural resources.

In **Somalia**, land use has been a perennial conflict driver. Through the New Ideas Window, DPA initiated a joint project with UN Habitat to analyze the impact of land use and surrounding inter-clan tensions. The project focused in particular on understanding the role of women as political or economic actors with respect to land use in pastoral and agricultural communities in Kismayo, Somalia. This provided insights as to their role and gender-based vulnerabilities in potential land-based conflicts among these communities. Overall, the joint project will support the Government's understanding of local conflict in the Kismayo

area, and further engagement in support of the stabilization and reconciliation efforts.

Similarly, in **Syria**, DPA in partnership with UN-Habitat, developed a framework to identify short-, medium- and long-term risks and opportunities along six lines of effort, including: legal framework; house, land and property documentation and land administration; dispute resolution and social cohesion; peace agreement and transitional justice; housing and urban planning; rural land and natural resource management. An expert was brought on board to prepare a draft paper on specific housing, land and property topics relevant for an eventual Syria Peace agreement.

In Iraq, XB funds were utilized to support a project on managing land disputes amongst minorities in Iraq's disputed areas- Ninewa and Dohuk. Together with local partners, UNAMI undertook desk and field research in Ninewa. In Dohuk, the focus was on raising awareness on legal provisions to resolve land disputes peacefully and present recommendations to authorities on amending relevant laws.

### Electoral Assistance to Member States

XB funds are instrumental in allowing DPA to provide timely and effective responses to requests from Member States for United Nations electoral support. In 2017, this was of particular importance in electoral crisis management situations in Afghanistan

and the Democratic Republic of the Congo, among others. In total in 2017, XB funds enabled DPA to coordinate and provide United Nations electoral support to 70 Member States. DPA undertook more than 80 electoral missions to support Member States' efforts to enhance their electoral capacities. This included Needs Assessment Missions and technical advisory missions, as well as rapid deployment of electoral experts to support Member States or United Nations field missions in their electoral activities. The gender dimension continued to be a central consideration in providing technical electoral assistance. The Department ensured that 100 per cent of needs assessment reports in 2017 included gender-specific analysis and recommendations.

Further, XB funding allowed DPA to continue to post a Chief Electoral Officer in Addis Ababa. This capacity has ensured timely and effective response to electoral assistance requests in the region, particularly in politically sensitive environments that required a combination of both technical electoral expertise and political skills. For instance, in the **Democratic Republic of Congo**, the Chief Electoral Officer supported the AU and United Nations efforts to set up the Group of International Experts mandated to help build confidence in the electoral process. Operating in sensitive electoral processes in the region, the Chief Electoral Officer has played a key role in assisting national authorities,

Special Representatives of the Secretary-General, heads of Missions and Resident Coordinators, in their efforts to avoid or manage electoral crisis situations.

During the extended electoral period from August to November 2017 in **Kenya**, DPA's Liaison Team provided in-depth analysis and early warning notes to the Director-General of the United Nations Office in Nairobi, the Special Envoy for the Great Lakes region, the United Nations Resident Coordinator in Kenya, and United Nations senior managers in Nairobi and Headquarters. This allowed for a coordinated United Nations approach with a view to reducing tensions between the main political stakeholders.

In **Kyrgyzstan**, the deployment of a Chief Technical Adviser with XB funds in the run-up to the 2017 presidential elections ensured continuing substantive advice and technical support to the recently appointed Central Election Commission and other national electoral stakeholders. The Adviser served as an important asset in the broader United Nations effort to spearhead and coordinate electoral assistance in the country, which bolstered conflict-prevention by building public confidence in the electoral authorities and the electoral process itself.

In 2017, **Timor-Leste** went through parliamentary and presidential elections. Given prior tensions, there was a need to closely monitor the political situation in

the pre- and post-elections period. Using XB funds, DPA deployed political experts to Timor Leste. The experts produced updated analysis, strengthened in-country early response capacity, and helped increase coordination in the United Nations Country Team on this issue.

### **Inclusive constitutional processes**

Supporting constitutional reform is important both as a conflict-prevention measure and as a mechanism to promote accountability and inclusive governance. Using XB funds, DPA provided support on constitutional issues to several United Nations Resident Coordinators and United Nations Country Teams. For example, DPA used XB resources for a joint mission with UNDP to **Guyana** to advise on a potential process for constitutional reform. This support was important considering the deep polarization between the Government and the opposition and the need to back initiatives with civil society to ensure that attention is kept on constitutional reform. XB funds also enabled the deployment of experts to the **Philippines** to participate in discussions on the constitutional reform process with the United Nations Resident Coordinator and the United Nations Country Team, along with members of a government caucus and its constitutional advisers.




# Expanding Partnerships

DPA creates and maintains relations with Member States and regional organizations

The scope and complexity of today's challenges require broad-ranging partnerships to forge common political solutions. In 2017, DPA continued its efforts to strengthen its partnerships with regional and sub-regional organizations to consolidate and broaden support for conflict prevention and sustaining peace.

DPA relied on XB funds to initiate or enhance electoral partnerships with regional, sub-regional and inter-governmental organizations. This included capacity development support, in the form of workshops, on key electoral issues such as gender and elections, election observation and needs assessments provided to ASEAN, AU, LAS, OIC and SADC. Participants in these workshops included, in addition to officials from the Secretariats of the concerned regional organizations, representatives from civil society organizations, election management bodies and other relevant stakeholders from Member States. In 2017 DPA also took steps to initiate electoral partnerships with, and provide capacity development support to, the Indian Ocean Commission and the International Commission for the Great Lakes Region. These have resulted in initial agreements on concrete capacity development and training support.

Finally, DPA also utilized XB funds to assist regional organizations and Member States to enhance their mediation and conflict prevention capabilities and strengthen their institutional and policy frameworks. For instance, DPA used XB funds to conduct targeted exchanges and trainings with ECOWAS, IGAD and the Economic Community of Central African States (ECCAS) with the aim of increasing their respective mediation capacities.



Darfur Women March  
in Campaign against  
Gender-Based Violence,  
El Fasher, Sudan.

UN Photo/Albert González Farran

## Africa

2017 was a milestone year for cooperation between the United Nations and key regional partners such as the **African Union**. Secretary-General António Guterres and the Chairperson of the African Union Commission, Moussa Faki Mahamat, held the first Annual UN-AU Conference in April 2017 and signed the Joint UN-AU Framework for Enhanced Partnership in Peace and Security. The April meeting underscored the importance of the strategic partnership between the two organizations in efforts to promote good governance, sustainable development, peace and security, as well as human rights on the continent. The Joint Framework was the first agreement of its kind signed at the level of the Secretary-General with a regional organization on peace and security, underscoring the importance of XB in promoting relationship building with regional partners.

In **the Horn of Africa**, conflict and instability continued, including conflicts within Sudan and South Sudan, as well as tensions between the two countries. The broader region also continues to experience tensions between Ethiopia and Eritrea, Eritrea and Djibouti, as well as Ethiopia and Egypt. In the context of the 2015 Joint Framework between DPA and IGAD to increase cooperation on peace and security and address conflict dynamics in the region, DPA has continued to respond in a rapid and flexible manner to requests from Resident Coordinators in the region, including

through extended deployments from United Nations Headquarters at critical junctures. For instance, a political adviser was deployed to provide additional analysis and support the Resident Coordinator in **Ethiopia** during a period of protests in the country in early 2017. Furthermore, the Department established an XB-funded Horn of Africa Liaison Team during the last quarter of 2017. This has enabled DPA to maintain a presence on the ground to support IGAD, follow regional conflict dynamics, deepen existing relationships and build new ones, as well as generate in-depth analysis and messages for senior leadership with IGAD and Member States of the region.

In **Southern Africa**, with XB funds, DPA continued to support the Southern African Development Community's (SADC) capacity development on early warning analysis and conflict prevention. For instance, DPA deployed a senior electoral expert to Gaborone to support the SADC Secretariat in the establishment of its electoral database and institutional memory. The database allows SADC Secretariat to more systematically and easily store and use election related data for effective electoral monitoring. DPA and SADC also conducted a staff exchange program, with DPA hosting three senior staff from SADC in September 2017.

## Asia

XB resources were used to sustain the Association of Southeast Asian Nations (**ASEAN**)-UN partnership and to maintain

regular consultations and dialogue aimed at the effective implementation of the ASEAN-UN Comprehensive Partnership and the ASEAN-UN Plan of Action. DPA continued to coordinate and support a series of ASEAN-UN meetings such as the Summit, Ministerial, Regional and Secretariat-to-Secretariat. ASEAN's request that the latter be institutionalized was testament to their increasing wish to engage formally with the UN in all areas, including peace and security cooperation.

Furthermore, DPA continued to support ASEAN counterparts in strengthening essential operational and institutional frameworks, and their capacity for conflict prevention and pacific settlement of disputes. As a result, the ASEAN Chair and Member States provided positive feedback on how DPA's support has contributed to improving their engagement in regional preventive diplomacy and conflict prevention, political facilitation exercises, as well as mediation efforts.

There were also two new regional activities undertaken under the ASEAN-UN Plan of Action, in which DPA, supported by its XB-funded liaison presence, played a critical role. Notably, the liaison presence in Jakarta continued to play a pivotal role to sustain and expand the partnership with ASEAN through the coordination and development of capacity development programmes. For example, in 2017 DPA coordinated the first ASEAN-UN training for ASEAN diplomats,





**ABOVE:** Under-Secretary-General Jeffrey Feltman and SRSG Jean Arnault during a visit to the Transitional Point of Normalization in Pondo, Guajira, Colombia.

UN Verification Mission in Colombia

and other regional stakeholders, on the United Nations Convention on the Law of the Sea, held in Indonesia in December 2017. The training, arranged in partnership with the United Nations Office of Legal Affairs and the Governments of Germany and Japan, covered the principles of the Law of the Sea and resulted in greater awareness

of approaches to the South China Sea issues. Finally, DPA, in cooperation with the ASEAN Chair, ASEAN Member States and ASEAN Secretariat, co-organized a Building Resources in Democracy, Governance and Elections (BRIDGE) Workshop on election observation in the Philippines in December 2017. The workshop was followed by a



one-day roundtable discussion on promoting women’s participation in electoral and political processes. Around 50 participants including electoral management bodies of the ASEAN Member States, representatives from AU and European Union, as well as international nongovernmental organizations such as the International Foundation for Election Systems, International Institute

for Democracy and Electoral Assistance (IDEA), National Democratic Institute, Electoral Assistance for Sustainable Democracy in Africa (EISA), Association of African Election Authorities and Asian Network for Free Elections , and also NGOs from Philippines participated and engaged with great interest in the workshop.

**ABOVE:** Polling officers aid a voter cast her ballot in Timore-Leste’s parliamentary elections.

UN Photo/Martine Perret

## Latin America

XB funds made it possible for DPA to provide support to the **Caribbean Community (CARICOM)**, and build on DPA's previous successful support to the Caribbean Counter-Terrorism Strategy. When the sub-regional organization requested DPA assistance to help with its review of the Crime and Security Strategy, DPA used XB funds to ensure participation of several key participants at the launch of the review process. This was the first CARICOM Crime and Security Strategy Review Meeting and DPA's attendance allowed for furthering the relationship with government and civil society, laying the basis for future collaboration. Similarly, DPA used XB funds to support the Ninth General Meeting between the United Nations and CARICOM and its associated institutions at United Nations Headquarters in New York. The Ninth General Meeting reconfirmed the strong bond between CARICOM and the United Nations system and opened the path for closer cooperation.

## Europe

DPA continued to strengthen the partnership with the **European Union (EU)**, the **North Atlantic Treaty Organization (NATO)** and the **Organization for Security and Cooperation in Europe (OSCE)** on peace and security. XB funds enabled exchange of best practices and expertise. The exchange allowed the organizations to identify concrete action points for collaborative engagements on the ground. Notably, DPA's liaison presence in Vienna


helped facilitate an agreement, between the OSCE and the Department of Field Support (DFS) with regard to the United Nations contracts system. This allowed the OSCE to purchase equipment on the same terms and conditions as the United Nations Secretariat, that is, at significantly reduced rates. This is the second regional arrangement to benefit from this agreement (the AU being the other). DPA also used XB funds to regularly channel expertise from DPA, DPKO and DFS to the OSCE Secretariat and relevant Permanent Missions to the OSCE. This included sharing of concrete policy, guidance, and lessons-learned documents or standard operating procedures, as well as facilitating exchanges between staff of both organizations on a broad range of issues such as gender, mediation support, country-specific conflict prevention, conflict resolution-related discussions, and procurement. Additionally, XB funds were indispensable for DPA to maintain its presence, together with DPKO, in Brussels through the liaison mechanism to the EU and NATO.

## Middle East

As part of its capacity development support to the **League of Arab States (LAS)**, DPA recruited two electoral experts using XB resources to enhance the LAS database and institutional memory. Additionally, DPA organized three back-to-back roundtable discussions for the LAS Secretariat on several important electoral matters including on information technology, elections, Needs Assessment Missions, and various

types of technical electoral assistance. Representatives of other regional organizations were also invited to attend and share their experiences. DPA also relied on XB funds to hold desk-to-desk consultations with the LAS, as well as staff exchanges and trainings. Similarly, staff exchange between DPA and the LAS provided a valuable opportunity to learn more about practical methods of dealing with multifaceted international and regional relations, backstopping political missions and international public relations and elections.

Using XB funds, DPA continued to engage with the **Organization of Islamic Cooperation (OIC)** on peace process issues in the Middle East. Such exchanges are vital for forging common approaches to issues such as preventive diplomacy, conflict resolution, mediation, peacekeeping and preventing violent extremism in the region. In addition, in October 2017, DPA organized a workshop on gender and elections for participants from the OIC Member States and General Secretariat. Around 35 participants from the region, along with a number of representatives from the United Nations and other regional and intergovernmental organizations, shared views and good practices on how to promote women's participation in electoral and political processes.

A photograph of three women in traditional red dresses and headscarves. The woman on the left is smiling and holding a flag with green, white, and blue stripes. The woman in the middle is looking down with a serious expression. The woman on the right is holding a blue United Nations flag. The background is a blurred blue and white striped pattern.

# Strengthening United Nations System-wide collaboration

DPA strengthens ties within the  
United Nations system and beyond



**D**PA maintained its focus on strengthening ties within the United Nations and beyond, primarily through XB funds. For instance, following the end of mandate for the Secretary General's Special Adviser on **Myanmar** in December 2016, DPA ensured a coordinated and coherent approach with key partners across the pillars of peace and security, development and human rights, including humanitarian actors. Funded through XB resources, DPA staff in Headquarters were key to undertaking in-depth analysis of the political complexities and the evolving situation in Myanmar including the regional dimensions. Since the worsening of the situation in Rakhine in August 2017, DPA worked closely with partners such as UNDP, OCHA, UNHCR, OHCHR and others to ensure a comprehensive response to the multifaceted crisis and served as the coordinator for regional engagement, including through assessment of the situation in the Bangladesh-Myanmar border area.

**LEFT:** Young people celebrating the opening of the new United Nations House in Ashgabat, Turkmenistan.

UN Photo/Amanda Voisard

XB-funded analysis informed the decision-making of the senior management of the United Nations system and helped calibrate a coherent and coordinated UN-wide approach. Such steady support also enabled the Secretary-General and Under-Secretary-General Jeffrey Feltman to remain actively engaged with the Myanmar authorities, Member States, the Security Council and General Assembly, as well as stakeholders including ASEAN, the OIC and the EU.

Similarly, XB resources enabled the continued close collaboration between DPA and DPKO on information-sharing and joint analysis of developments in the **Middle East and West Asia** region. This helped strengthen exchange on cross-cutting issues between United Nations Headquarters and field missions, including Special Political Missions and Peacekeeping Operations in the region, as well as with Resident and Humanitarian Coordinators in non-mission settings in the Middle East region. A series of these meetings and resulting papers helped sharpen the focus on regional trends and developments, issues of common concern of the United Nations' peace and security agenda, and the dissemination of information on the Secretary-General's reform initiatives. The joint reflections on the implications of the foregoing themes for United Nations operations in the Middle East provided the basis

for concrete advice to United Nations senior leadership for potential action.

DPA also continued to develop relationships with **civil society organizations**. The participation of civil society representatives based in Israel and the Occupied Palestinian Territory in activities of the Committee on the Exercise of the Inalienable Rights of the Palestinian People enriched the discussion, providing perspectives from the ground that are often missing in debates at United Nations Headquarters. Feedback from the beneficiaries also showed that their participation in Committee events, made possible by XB funds, increased their understanding of the work of the Committee and the United Nations at large; and contributed to the vital networking and coordination efforts between Palestinian, Israeli and other civil society organizations.

XB funds supported a regional exchange of experiences on **“South-South Exchange on Lessons Learned: Dialogue institutions and management of socio-environmental conflicts in Latin America”**, held in Guatemala City and co-organized by UNDP. The goal of the seminar was to strengthen national capacities for dialogue. Participants included government representatives, civil society and UN Country Teams from Guatemala, Honduras, Bolivia and Peru, as well as experts from Colombia and Argentina.

## **Partnering with PBSO and World Bank**

Similarly, along with PBSO, DPA used XB funds to lead the **UN-World Bank joint study on preventing violent conflict**.

This included commissioning background papers for the study, supporting several regional consultations on the study, participation in the steering committee of the study, and conducting numerous consultations within the Department. The study was finalized in December 2017 and officially launched in March 2018. A shorter companion report was launched in September 2017 in the margins of the General Assembly during an event co-hosted by the Secretary-General and the World Bank President. Additionally, thanks to XB funds, DPA was able to further strengthen its partnership with the World Bank which will lead to a WB-DPA desk-to-desk exchange with senior level participation in 2018. DPA will also participate in United Nations inter-agency discussions related to partnership with the World Bank.

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

This joint initiative entails support to the Resident Coordinators and United Nations Country Teams through deployment of Peace and Development Advisers (PDAs). Contribution from the XB funds proved critical to bridging gaps with the provision of catalytic funding for conflict analysis and conflict sensitive programming to support the key functions of the PDAs.

For example, the PDA in **Fiji and for the Pacific** region used XB funding to set-up and support a regional dialogue workshop on political parties and stability in the Pacific. The workshop was organized by the UNDP Pacific Office in cooperation with the Konrad Adenauer Foundation in early September 2017 in Fiji. The dialogue brought together key actors from the region, including political party leaders; officials from political party commissions and electoral management bodies; civil society organisations; academics; and development practitioners working in the field of effective governance. Over 40 participants, from Solomon Islands, Vanuatu, Fiji, Tonga, Samoa, Micronesia, Cook Islands and Kiribati (with an expert from the Philippines as the main resource person), analysed the situation of political parties in the Pacific, and discussed activities to strengthen political parties that have succeeded. A number of participants were interested in bringing the discussion on political parties to their own countries, and the PDA is now working with UNDP to develop a fully-fledged project proposal in support of stable political party systems in the Pacific.

XB funding was provided to the United Nations Resident Coordinator's office in **Cambodia** to inform the positioning of the United Nations in relation to political developments. The PDA

led a scenario-building exercise with the United Nations Country Team aimed at positioning the United Nations in anticipation of the pre-2018 general elections. This was followed by a scenario-building exercise with the United Nations Country Team aimed at positioning the United Nations in anticipation of the pre-2018 general elections. The findings supported the development of the new 2019-2023 United Nations Development Assistance Framework (still ongoing) and guided the engagement strategy with the government. Some of the funding contributed specifically to training on sustaining peace and youth for the United Nations Youth Advisory Panel and United Nations Youth Task Force, which was delivered by the PDA. The training gathered 25 young members of Cambodian civil society organizations working on women's empowerment, gender-based violence, migration, disability rights, indigenous peoples, and human rights.

In the **Philippines**, catalytic funding aimed at building the capacities of the relevant actors to engage with the issue of violent extremism – including through the development and application of “insider mediation” – should lead to more systematic responses to emerging threats, help reduce the impact of the extremist violence, and advance the process of developing and implementing a National Action Plan on the issue. In 2017, through a partnership with the Clingendael Institute in the Netherlands, senior-level “insider mediators” were trained to deal with a range of crisis situations. The “insider mediators” saw concrete application of their tools during the Marawi crisis, where members of the group worked with counterparts in security agencies and local government to negotiate the release and rescue of nearly 200 trapped civilians and hostages.

# Ensuring Organizational Effectiveness

DPA enhances transparency  
and accountability





**D**PA continued in 2017 to make strides to improve its organizational effectiveness. Learning and effective knowledge management are imperative to furthering this priority area. In particular, DPA used XB funds to address knowledge management at HQ and in the field at both the strategic and operational levels, and to further invest in its staff.

### Enhancing accountability, institutional learning and Knowledge Management

Some notable achievements in 2017 included the development and adoption of DPA's new Evaluation Policy, the implementation of the DPA's Learning and Evaluation Plan, and the development of a "tracker" to implement recommendations from evaluations. Furthermore, DPA commissioned an external consultant to undertake an internal **mid-point review of its Strategic Plan for 2016-2019** to assess progress, identify bottlenecks, and suggest course correction. The assessment acknowledged the high level of value added by DPA in addressing conflict prevention and building partnerships with regional organizations and within the United Nations system. It further acknowledged significant results achieved thanks to the high caliber of staff, their ability to operate in complex settings and the relationships that they have nurtured. It provided the opportunity to critically review the 2016-2017 Results Framework with recommendations to add qualitative elements to the 2018-2019 Results Framework, strengthen the liaison presences that are funded through XB sources, broaden networks with civil society actors at the national and local levels, and improve organizational effectiveness through increasing staff development and learning exchanges to address multiple issues. The Department has implemented a number of the recommendations of the review in 2017, and will continue to implement others in 2018 to help it meet the objectives of the Strategic Plan.

**LEFT:** A view of the Secretariat Building at United Nations headquarters in New York.

UN Photo/Rick Bajornas



In addition, DPA continued to undertake lessons learned studies and after-action reviews along with provision of guidance and advice to Special Political Missions and United Nations Resident Coordinators in non-mission settings. XB resources have helped ensure that knowledge is not only captured but applied. DPA provided operational support to Special Political Missions in the areas of integrated strategic planning and transitions (mission closures, draw-downs and reconfigurations) by capturing and sharing best practices. This included support on integrated assessment and strategic planning at the country and regional levels, including Somalia, Afghanistan, Ukraine, Darfur, Iraq, Colombia, the Occupied Palestinian Territory, and the Great Lakes region. Regarding improved transition planning for the United Nations, XB funds were used to provide support in Liberia and elsewhere, and for staff training. XB funds also enabled DPA to continue dedicated capacity on information technology tools – such as the Policy and Practice Database, UN Peacemaker, UN Constitutionmaker and the Mediation Experts Roster – all of which provide knowledge tools/expertise to mediation support activities, and contribute to the strategic priority of ensuring operational effectiveness.

To ensure the most effective use of the resources entrusted to it, DPA rolled out the **Enterprise Risk Management** approach in all XB projects funded by the Multi-Year Appeal in 2017. This included the

maintenance of a risk register, incorporation of a risk assessment template in project management software and project design, multiple information sessions for staff and project managers on the roll out, and feedback loops on risk assessment after initial design to make changes as necessary. The risk management system enables DPA to facilitate strategic decision-making, increases accountability and minimizes the exposure to and impact of risks.

Along with strategic planning, monitoring and evaluation, and knowledge management, strategic communication is foundational to DPA's efforts to increase organizational effectiveness. Over the years, XB resources have enabled the Department to better tell its story and demonstrate increased transparency. Outreach through the Spokesperson of the Secretary-General and tools such as the web magazine *Politically Speaking* and social media channels has helped raise understanding of the Department's work and increased the profile of conflict prevention and mediation challenges. Notable examples in 2017 were two videos on DPA's work, including a well-received mini-documentary in English and French on the United Nations, and DPA, role during the transition period in Burkina Faso in 2014-2015, focusing on the timely preventive action taken by the UNOWAS along with regional and sub-regional partners.

## United Kingdom's annual assessment of DPA's performance

In 2017, the United Kingdom's conducted its annual assessment of DPA's performance and its management systems related to XB resources. For a fifth consecutive year, DPA received an 'A' rating, with specific recognition of the progress towards gender mainstreaming. The review noted that *"DPA has made notable contributions to conflict resolution internationally and are considered a valuable resource for staff in the field, regional organizations and other United Nations entities"*. It also highlighted that *"DPA's in-country presence, network of regional and liaison offices have and continue to prove their value as platforms for dialogue, early warning analysis and action, as well as providing analytical and operational support essential to Resident Coordinators and UN Country Teams (. . .)"*. Finally, the review acknowledged that *"financial management, results reporting and results-based management have been on a positive trajectory throughout the programme"*. The assessment encouraged DPA to continue strengthening cooperation with UNDP and PBF, promote women's role in peace processes and seek innovative solutions to build a strong talent pipeline.

## Investing in human resources

XB funds directly and positively contributed in building the Department's capacity to making its peacemaking and conflict prevention work more inclusive according to United Nations normative frameworks.

In 2017, DPA conducted several in-house courses with 198 participants, including 49 (25 per cent) from the field. These included the induction course along with training on Drafting for Political Analysis; Gender/WPS and a **pilot course on Political Economy Analysis** to strengthen Political Affairs Officers' ability to analyze and better understand connections between legitimate and illegitimate economies and the role of criminal actors in peace processes. Using XB funds, DPA also organized three courses during the year on Electoral Violence Prevention that was attended by over 60 participants. Similarly, DPA partnered with DPKO to hold three Conflict Analysis and Strategic Assessment courses with total attendance of over 60 participants. Funds helped to increase analysis on the minority and indigenous peoples' issues, and viewpoints when it comes to conflict prevention. XB funds also enabled DPA to support a workshop on **Gender/WPS and Sexual Exploitation and Abuse by United Nations personnel and peacekeepers**, requested by the United Nations Office to the AU (UNOAU) and UN Women. These learning events contribute to strengthened capacity of the participants

in gender-sensitive analysis, reporting, and mainstreaming of gender issues in the planning of joint activities. They enhanced capacity of staff to mainstream gender in current peacekeeping and other related operations; and enhanced staff ability to develop strategies for United Nations offices, agencies and programmes to promote the WPS agenda in their work, particularly with the AU on peace and security related issues.

DPA used XB funds to organize the **first joint DPA/DPKO Chiefs of Staff conference** which further enhanced participants' capacities for strategic planning and leadership. It provided them with updates on policy issues including mission support, human resources management, and budget and financing. The event also allowed the participants to network amongst their peers for informal horizontal learning. Similarly, the Retreat of the Heads of Political Affairs Components of DPA-field missions (HPAC) provided an opportunity to discuss the institutional and operational implications of the Secretary-General's peace and security reforms, and to agree in concrete terms on HPAC support to the operationalization of his conflict prevention agenda. The meeting contributed significantly to Headquarters understanding of the challenges and needs of HPACs, both substantive and administrative, and identified ways to better support Heads of Political Affairs Components.

Finally, XB funds supported the first **UNAMA and UNRCCA inter-mission meeting** in Tehran, building on the success of a similar initiative in the Middle East. The event brought together both Headquarters and field-based staff of DPA and UNAMA to create a working-level network of DPA-affiliated staff members in the wider region of Central and West Asia. A dedicated session was held at the Iranian Institute for Political and International Studies (IPIS), affiliated with the Ministry of Foreign Affairs. This not only provided unique insights into Iran's views on developments in Afghanistan and Central Asia, but also forged connections between IPIS and participants.

# DPA Resources 2017

(in Thousand US Dollars)

Appealed  
27,000

Received  
31,367

Re-programmed  
funds  
1,600

Total Mobilized  
32,967

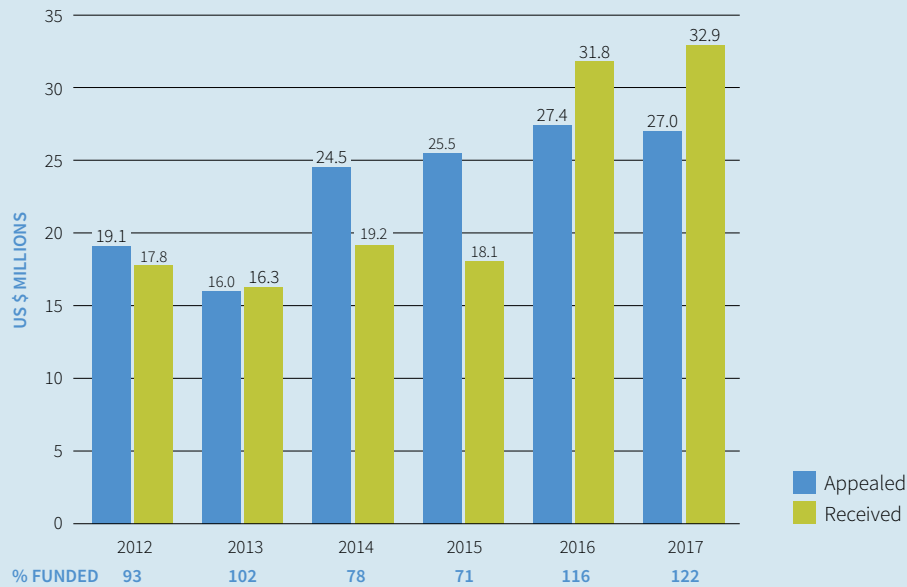
Contributions received in 2017 (in Thousand US Dollars)

Donor	2017 contributions	2018 contributions*	Total received in 2017
Australia	967		967
Austria	158		158
Belgium	64		64
Canada	2,086		2,086
China	400		400
Denmark	1,543	1,067	2,610
Estonia	32		32
EU	1,006		1,006
Finland	235		235
France	1,312		1,312
Germany	6,453		6,453
Hungary	50		50
Iceland	100		100
India	250		250
Iraq	25		25
Ireland	408		408
Italy	1,175		1,175
Japan	105		105
Kazakhstan	50		50
Netherlands	1,410	1,473	2,883
New Zealand	729		729
Norway	3,275		3,275
Poland	165		165
Portugal	30		30
Qatar	500		500
Republic of Korea	1,605		1,605
Spain**	-		-
Sweden	1,669		1,669
Switzerland	500		500
Turkey	400		400
United Kingdom	3,665		3,665
<b>Sub-total</b>	<b>30,367</b>	<b>2,540</b>	<b>32,907</b>
UN Peace and Development Trust Fund (Peace and Security Sub-Fund)	1,000	-	1,000
<b>Total</b>	<b>31,367</b>	<b>2,540</b>	<b>33,907</b>

\* In December 2017, Denmark and the Netherlands transferred the first tranche of the multi-year agreements for 2018-2019

\*\* Spain provides an in-kind contribution to the Office of the Special Envoy for Western Sahara

## Funding Levels DPA's Appeals (2012-2017)



## Funds re-programmed from closure of old Trust Funds (in Thousand US Dollars)

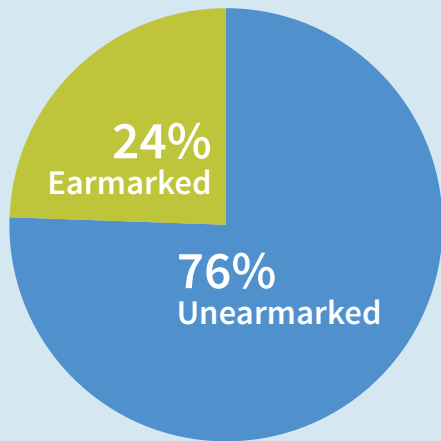
Donor	Amount	Original Trust Funds
Australia	11	UN Guard Contingent (BTA)
Belgium	4	UN Guard Contingent (BTA)
Canada	13	UN Peacebuilding related Efforts in Sierra Leone (LWA)
Denmark	10	UN Guard Contingent (BTA)
Finland	20	UN Guard Contingent (BTA)
France	359	UN Guard Contingent (BTA) & Friends of Pakistan (SZA)
Ireland	1	UN Guard Contingent (BTA)
Italy	31	UN Guard Contingent (BTA)
Luxembourg	239	Multiple Trust Funds (YNA, BTA, LWA)
Mexico	20	Trust Fund for Afghanistan (ANT)
Netherlands	498	Multiple Trust Funds (YNA, BTA, LWA)
Norway	154	OPRSG Lebanon
Portugal	14	UN Guard Contingent (BTA)
Sweden	97	Multiple Trust Funds (BTA & LWA)
United Kingdom	117	Multiple Trust Funds (BTA, LWA) & SZA
Other donor	12	UN Peacebuilding related Efforts in Sierra Leone (LWA)
<b>Total re-programmed from closure old Trust Funds</b>	<b>1,600</b>	

## Additional earmarked contributions received in 2017\* (in Thousand US Dollars)

Donor	Purpose	Amount
Germany	Support to the laydown of weapons in Colombia	473
Germany	Support to the Office of the UN Personal Envoy of the Secretary-General for Western Sahara	671
Germany	Support to the constitution-making process in Yemen	543
Japan	Support to the Office of the Special Envoy for Yemen	1,000
Norway	Support to the UN Office to the Africa Union (UNOAU)	276
United States of America	Support to the De-escalation and Coordination Committee in Yemen	325
<b>Total</b>		<b>3,288</b>

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

### Flexibility of Funding



### Junior Professional Officers in DPA

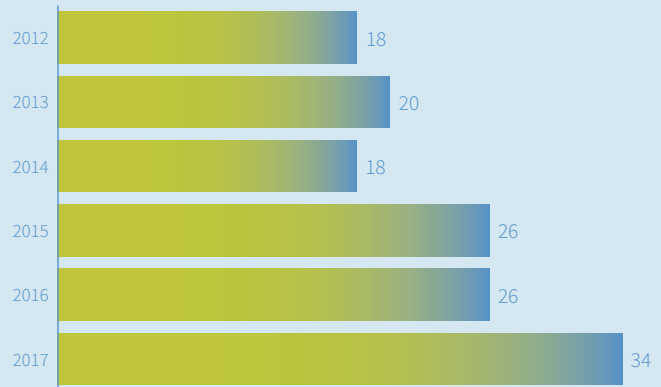
Sponsoring country	#	Duty station
China	1	New York
Denmark	3	2 New York, 1 Beirut
Democratic People's Republic of Korea	1	New York
Finland	1	Addis
Germany	4	New York
Italy	1	New York
Japan	4	3 New York, 1 Addis
Netherlands	4	2 New York, 1 Nairobi, 1 Brussels
Norway	1	New York
Republic of Korea	1	New York
Spain	1	New York
Sweden	1	New York
Switzerland	3	New York
United States of America	1	Jerusalem
<b>Total</b>	<b>27</b>	<b>21 in New York and 6 elsewhere</b>

### Predictability of Funding

**8** multi-year agreements representing **42%** of the total received

### Donor Base

Since 2015, DPA has welcomed **21** new donors



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For further information on the Multi-Year Appeal,  
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**Ms. Nerea Sanchez Mateo**, Programme Officer  
for Donor Relations ([sanchezmateo@un.org](mailto:sanchezmateo@un.org))



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