

For further information on the Multi-Year Appeal, please contact Ms. Delphine Bost (bostd@un.org) or Ms. Nerea Sanchez (sanchezmateo@un.org)

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Cover photo: Boys play on the streets of Aleppo, capital of the north-western Aleppo Governorate, Syria. Photo: UNICEF/Romenzi

Shop owner in Mogadishu, Somalia. UN Photo

## Foreword by Under-Secretary-General Jeffrey Feltman

2015 was another extremely challenging year for the international community. In Syria the killing, displacement and deprivation raged for a fifth year. In Yemen the war's toll in death and devastation continued to rise, causing a major humanitarian emergency. Conflicts in the Middle East and elsewhere fuelled the spread of violent extremism, as felt from Baghdad to Beirut and from Paris to Maiduguri and many other places around the world. Largely as a result of these crises, we are witnessing the largest refugee and migrant flows since the Second World War, a phenomenon that is in turn placing tremendous additional strains on our global capacity to respond.

With the crisis management capacity of the international system under such pressure and global attention and resources in such demand, the conflict-prevention mandate of the Department of Political Affairs (DPA) is more critical than ever. It is no coincidence that the common message across multiple high-level policy reviews in 2015 was the pressing need to return preventive diplomacy, good offices and peacemaking back to the fore. One such assessment, the Secretary-General's High-Level Independent Panel on Peace Operations (herein the High-Level Panel) pointed to the primacy of the political, the foundation of DPA's work, as fundamental in dealing with violent conflict. In a related and vital way, the 2030 Sustainable Development Agenda, gavelled in September, underlined how deeply intertwined issues of sustainable peace and development truly are. Even with regard to violent extremism, one of the most urgent peace and security challenges of our time, the theme of prevention was woven throughout the Secretary-General's new Action Plan on Preventing Violent Extremism.

The High-Level Panel—as well as the Advisory Group of Experts on the Review of the Peacebuilding Architecture and that of the Review of the Implementation of Security Council resolution 1325 (2000) relating to women, peace and security—offers a critical opportunity for the United Nations system in general and DPA in particular to reflect on how we can improve the way we work in order to better face the evolving prevention challenges of the twenty-first century. The action plan proposed by the Secretary-General in response to the High-Level Panel's review focuses on three pillars: 1) renewed focus on conflict prevention and mediation, 2) effective partnerships with regional and subregional organizations and 3) strengthening the planning and conduct of peace operations in the field. All three areas are central to DPA's work, and constitute major priorities as we move forward.

This Annual Report provides an ideal opportunity to reflect on the work of DPA in 2015 made possible thanks to funding under its Appeal. It reveals that DPA's services continue to be



in high demand by Member States, as well as by our regional partners. Today the Department manages more than 40 Special Political Missions. These include Special Envoys overseeing complex mediation processes, such as in Cyprus, Syria, Somalia and Yemen; regional offices in West Africa, Central Africa and Central Asia, which are engaged in day-to-day preventive diplomacy alongside regional and subregional organizations; field-based missions with complex, multidimensional mandates supporting difficult political transitions in countries such as Afghanistan, Guinea-Bissau, Iraq and Somalia; and expert groups monitoring Security Council sanction regimes. DPA is today a more limber and agile than ever in deploying its know-how, expertise and qualitative advantages in prevention, mediation and peacebuilding across some of the most difficult and intractable settings around the world.

This Report also gives us an opportunity, amid the tragedies unfolding in so many parts of the world, to focus on the strong, growing evidence that prevention is low cost but high impact. Prevention is by its nature difficult to quantify, while diplomacy and mediation often require discretion and much time. However, the Department has made important progress in illustrating its work to show how relatively small investments in preventive action can pay big dividends in saved lives, infrastructures and resources in the long run.

Common action from the region and the United Nations, with DPA at the heart, helped national actors to avert what might have been a deep crisis in Burkina Faso. In other parts of the world, quiet diplomacy, working hand-in-glove with UN Resident Coordinators on the ground helped keep brewing crises from deepening into tragedy. In the Sahel and in the Great Lakes region, DPA helped develop multiple regional strategies,

all of which include preventive components. Our electoral assistance experts also provided conflict-sensitive electoral support in Guinea, Afghanistan and the Maldives. Even in places of dramatic reversal, such as in Burundi, dedicated efforts to keep channels open and persuade all parties to engage in dialogue appear, as this report goes to press, to be bearing fruit.

More than ever last year, the Women, Peace and Security agenda was integral to all our engagements under the Appeal. We have made significant gains regarding women's participation in conflict prevention, mediation and peace processes, but we need to do more and strengthen our push to increase the number of female envoys, mediators and experts and to ensure that women and women's issues are reflected in national dialogues, peace processes and agreements.

Against this background, the extrabudgetary funding picture for 2015 left much to be desired. The 2015 Appeal received 71 per cent of its overall request, leaving a \$7.4 million funding gap. This marks a decrease of 7 per cent compared to 2014. As we are aware that in such financial climate fewer funds may become available in support of preventive diplomacy, our message

to donors nonetheless is that conflict prevention on one side and activities to prevent violent extremism or to address the root causes of migration on the other are two sides of the same coin. Actions in both fields must be complementary and adequately funded.

We sincerely thank our traditional donors, as well as the 12 new donors who contributed to DPA in the last three years, and we also make a special appeal to new partners who may now be in a position to contribute to the fulfilment of our mandate in 2016. A broader donor base is unquestionably a source of strength, bolstering our preventive diplomacy work, which is in many ways the essence of our mission.

It is this essence that we have tried to capture in devising a motto for the Department: Diplomacy. Prevention. Action. This continuum encapsulates our accumulated experience, relationships and expertise; our capacity for analysis and early warning; and our ability to be a reliable and consistent partner to those seeking to forestall or overcome conflict and entrench peace. In turn, we ask for your continued support to help us carry out this important work.



Jeffrey D. Feltman  
Under-Secretary-General  
Political Affairs

# 2015 Results under the Multi-Year Appeal



## Global mandate

DPA assessed political developments **around the world** to detect crises before they erupt.



## Field presence

DPA supported **40 Special Political Missions** in Africa, Central Asia and the Middle East.



## Regional approach

DPA's **3 Regional Offices**—in West Africa, Central Africa and Central Asia—proved to be **effective platforms for preventive diplomacy**.



## Coordination

DPA worked with **regional and subregional organizations** in more than **85 per cent** of its mediation engagements.



## Mediation

**Standby Team of Mediation experts** deployed more than **100 times** (50 per cent in Africa, 30 per cent in the Middle East) to provide expertise on gender, constitutions, elections and natural resources.

100 per cent of **mediation support teams included women**.



## Women, peace and security

100 per cent of UN-led or co-led formal peace negotiations included **consultations with civil society and women's organizations**.



## Electoral support

DPA coordinated UN Electoral Support to around **70 countries**.



## Partnership

**39 Peace and Development Advisers (PDAs)** deployed under the Joint UNDP-DPA Programme to develop long-term national capacities for conflict prevention.

**2 PDAs covered more than 3 countries** each to respond to the increasing regionalization of conflict.



Delegates attend the closing session of the regional consultation in Kismayo, Somalia  
UN Photo: Awil Abukar



Street vendor in Kabul, Afghanistan  
UN Photo: Fardin Waezi

## Introduction

As in previous years, extrabudgetary resources played a critical role in enabling the Department of Political Affairs (DPA) to deliver on its comprehensive mandate to prevent, manage and resolve conflicts. Today, voluntary contributions fund about one-third of DPA's work, in particular the less predictable, but essential parts of our overall action, namely, DPA's crisis response system for rapid deployment in support of peace processes; our network of special envoys; the cooperation with and capacity enhancement of regional organizations; mediation, support to Special Political Missions (SPMs) and conflict prevention. Crises, both new and old, have continued to require vigorous engagement by the Department. The emergence of ISIL/Daesh and its destabilizing effects across the Middle East, the complex transition in Somalia and the devastating civil wars in Syria and Yemen are just some of the challenges demanding DPA's proactive engagement. At the same time, Member States continue to expect the Department to work in partnership with regional organizations to help prevent emerging crises from deteriorating.

2015 was therefore anything but "business as usual". While the demands on the Department continued to grow, the level of income under the Appeal dropped for the first time since the Multi-Year Appeal (MYA) mechanism was established in 2011. In 2015 the Department mobilized a total of \$18.1 million out

of the \$25.5 million requested (the Appeal was 71 per cent funded). This 7 per cent drop is a result of a decrease in contributions from some donors, as attention shifted to addressing the refugee and migration crisis. In addition, the euro to dollar exchange rate was unfavourable to DPA.

DPA is pleased to report that it received funding from a wider range of Member States than in previous years, further enhancing our engagements. Twelve new donors have joined the ranks of DPA donors since 2013. The flexibility of funding has also improved with an increase of 12 per cent in unearmarked funding (62 per cent compared to 51 per cent in 2014).

To understand some of the major challenges associated with the Appeal, DPA conducted an external evaluation of the 2014-2015 MYA in spring 2015 that confirmed the relevance and effectiveness of this resource mobilization mechanism, as well as donors' overall satisfaction and support. The recommendations were discussed during a "stocktaking" meeting with DPA's main donors, held in Oslo in 2015. Donors underscored the need to ensure full alignment between the MYA and DPA's Strategic Plan. The evaluation recommended expanding the horizon coverage of the Strategic Plan (i.e., to four years) to promote longer-term commitments and improve the predictability of funding. Donors also requested a better presentation of DPA's comparative advantage vis-à-vis other UN entities and



less quantitative reporting to better measure results and impact. Donors welcomed the broadening of the donor base and called for sustained efforts to continue this positive trend. All these suggestions were taken on board by the Department as a whole, and specifically with regard to the development of the new MYA for 2016 to 2017.

2015 also marked the end of DPA's first Strategic Plan, which took effect in 2013. During those challenging years, the Department strove to fulfil its mandate of helping maintain international peace and security by preventing violent conflicts through preventive diplomacy, mediation and peacemaking alongside the efforts of Member States and international, regional and subregional organizations. In our mediation engagements alone, 85 per cent of activities involved working with regional partners to address conflicts and crises worldwide.

### The following four outputs represent the areas where extrabudgetary funding was used to meet requests for assistance

**Output 1** Timely, reliable, rapid response mechanisms in place and effective ongoing support provided to Special Envoys, Political Missions and other key stakeholders in the field.

Total extrabudgetary funds in 2015: **\$10.9 million**

**Output 2** Timely, coordinated and comprehensive response provided by DPA to requests for United Nations electoral assistance.

Total extrabudgetary funds in 2015: **\$1.2 million**

**Output 3** Productive partnerships developed and sustained with regional organizations, United Nations system entities and other stakeholders to enhance conflict prevention, mediation and peacebuilding.

Total extrabudgetary funds in 2015: **\$2.3 million**

**Output 4** DPA's supporting capacity and mechanisms enhanced to assist conflict prevention, mediation and peacebuilding.

Total extrabudgetary funds in 2015: **\$3.5 million**

### Contributions to DPA's Multi-Year Appeal are 100 per cent ODA-eligible

In 2012, the Development Assistance Committee of the Organization for Economic Cooperation (OECD) listed DPA as an Official Development Assistance (ODA)-eligible organization. This listing acknowledges that the bulk of DPA's preventive diplomacy work takes place in or for the benefit of developing countries, and that DPA services are related to political processes essential to their economic welfare.

Since then, donors have been able to meet their voluntary ODA targets when pledging funds to DPA and/or when funding Junior Professional Officers (JPOs). In 2014 (according to the latest figures produced by OECD), there was an increase of 58 per cent with a total of \$6.5 million reported as multilateral or bilateral contribution to DPA (as compared to \$4.1 million in 2013 and \$2.5 million in 2012).

The channel code for reporting is **41148 UN DPA Trust Fund in Support of Political Affairs**. For information on the addition of DPA's please visit:

<http://www.oecd.org/dac/stats/annex2.htm>

**“Lasting peace comes only through political solutions.”**

**Secretary-General Ban Ki-moon**

## Examples of DPA's political and diplomatic engagements in 2015

DPA used preventive diplomacy and mediation to resolve conflicts and low-intensity disputes around the world, thereby preventing escalation into violence. These examples represent a selection of political and diplomatic efforts undertaken in 2015

### Syrian Arab Republic



UN Envoy during intra-Syrian talks in Geneva. UN Photo: Jean-Marc Ferré

DPA supported the efforts of the Special Envoy to achieve a peaceful political settlement to the crisis and a Syrian-led transition to a democratic, plural political system based on Security Council resolution 2254 (2015) and the Geneva Communiqué. The International Syria Support Group (ISSG) and the adoption of Security Council resolution 2254 (2015) placed new responsibilities on the United Nations, with DPA in the lead. Extrabudgetary funding was used to cover the costs related to intra-Syrian negotiations, mobilize facilitators and experts, provide adequate reporting to the Security Council and ensure DPA's substantive and operational support to the process. Funds were also used for information-gathering and analysis, as well as inter-agency coordination and contingency planning. (Total extrabudgetary funds in 2015: \$2.7 million)

### Central African Republic

DPA assisted the international mediation led by the Economic Community of Central African States (ECCAS) in their efforts to reach a ceasefire agreement and to foster reconciliation. Extrabudgetary funding was used to support efforts to promote national dialogue in the country. In addition, experts from the Standby Team (SBT) and DPA staff were deployed to support the UN Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) in the preparations and the conduct of the May 2015 Bangui Forum for National Dialogue and Reconciliation, which was seen as an important milestone in long-term reconciliation efforts. Ongoing support is provided to the good offices of SRSR Mr. Abdoulaye Bathily and the work of the UN Regional Office for Central Africa (UNOCA) to defuse tensions, prevent election-related violence and bring the transition to a successful conclusion. (Total extrabudgetary funds in 2015: \$400,000)

and made possible with extrabudgetary funding. The MYA, with its rapid response window, is designed to allow the Department to respond quickly and support urgent political initiatives.

### Libya

In December 2015, after almost a year of UN-facilitated talks, the participants in the Libyan dialogue, including representatives of the competing parliaments, signed the Libyan Political Agreement. The agreement was a critical step in continuing Libya's post-revolution transition after months of turmoil and uncertainty. Extrabudgetary funding was used to send political officers to bolster the UN Support Mission in Libya (UNSMIL) particularly during demanding stages of the talks, and to assist the Special Representative of the Secretary-General (SRSG) through the deployment of SBT experts. Extrabudgetary funding also facilitated the coordination with other departments to provide senior military expertise to the Mission at a critical time for engagement with armed actors. (Total extrabudgetary funds in 2015: \$455,000)



Libyan parties sign Political Agreement  
UN Photo

### South Sudan

The signing of the "Agreement on the resolution of the conflict in the Republic of South Sudan" by the warring parties in August 2015 marked the beginning of a new phase in the peace process. With extrabudgetary funding, DPA provided tailored expertise on ceasefire and transitional security arrangements, as well as to the constitution-making process prior to the signing of the agreement. The Department also provided support for the implementation of the peace agreement by co-facilitating a workshop on permanent ceasefire and transitional security arrangements in September 2015. (Total extrabudgetary funds in 2015: \$175,000)

## Afghanistan

DPA continued to support its largest Special Political Mission, the UN Assistance Mission in Afghanistan (UNAMA), whose mandate focuses on political good offices, including in support of electoral reform, peace and reconciliation, human rights and coordination of aid and humanitarian assistance. Extrabudgetary funding was used to provide backstopping to the Mission as well as experts (both mediation and electoral). DPA conducted field missions to finalize the transition of lead responsibility from the Department of Peacekeeping Operations (DPKO) and in support of mediation activities in UNAMA's field offices, conducted outreach towards the UN membership to garner political support for the Mission, and assisted the Mission's leadership in decision-making and management issues. (Total extrabudgetary funds in 2015: \$440,000)



*The top UN envoy in Afghanistan, Nicholas Haysom, met with senior media editors to discuss current affairs and freedom of expression issues in the country (20 October 2015). UN Photo: Fardin Waezi*

## Somalia

2015 was a year of transition. DPA provided assistance to the UN Assistance Mission in Somalia (UNSOM), focusing on the State formation process due to be formalized shortly through revised constitutional arrangements, and on preparations for the election of a new Parliament and President. Extrabudgetary funding

was used to continue backstopping the efforts of UNSOM and to provide constitutional advice to the Federal Prime Minister as well as other institutions. Members of Parliament and civil society organizations also benefited from such expertise. (Total extrabudgetary funds in 2015: \$375,000)

## Burkina Faso

The Head of DPA's Regional Office for West Africa (UNOWA), Special Representative to the Secretary-General (SRSG) Mr. Mohamed Ibn Chambas, immediately undertook diplomatic efforts after the coup to restore the transition and later to ensure the early holding of peaceful and transparent elections. With extrabudgetary funding, experts were deployed to support the SRSG, and in view of the volatile situation during the political transition, a UN Light Team composed of political affairs and human rights officers was deployed to Burkina Faso from October to December 2015. The deployment of the Light Team, in line with the Human Rights-Up Front (HRuF) contributed to ensuring the UN worked in a coordinated manner to prevent serious human rights violations. (Total extrabudgetary funds in 2015: \$145,000)



*Billboard promoting peace in Ouagadougou, Burkina Faso  
IRIN/Chris Simpson*

## Burundi

In 2015, a series of high-level UN officials provided good offices to promote a conducive electoral environment, help defuse tensions and support a dialogue process in close partnership with key regional stakeholders. DPA also continued to support efforts to resolve the political crisis. Following a request for technical assistance from the Government of Uganda, DPA and the Office of the Special Envoy for the Great Lakes Region have

been supporting the East African Community. Meanwhile, DPA has also been supporting the efforts of the Secretary-General's Special Adviser, Mr. Jamal Benomar, who was appointed on 12 November 2015. Efforts were ongoing to deploy a team to support his work, pursuant to SC resolution 2248 (2015). (Total extrabudgetary funds in 2015: \$50,000)

## Papua New Guinea

DPA supported the Government of Papua New Guinea (PNG) and the Government of Bougainville in their dialogue on the implementation of the Bougainville Peace Agreement. This included the provision of advice through an electoral scoping mission in February 2015, expertise on key issues at the request of the PNG Government and the Bougainville Government, and support to the joint meeting of officials of the two Governments in December. DPA's support also resulted in wider UN assistance for the May-June elections in Bougainville. The Department also provided political advice for the design of projects under the Peacebuilding Fund that include fostering women's participation in peacebuilding. (Total extrabudgetary funds in 2015: \$535,000)

## Colombia

Within the mandate given to the UN in relation to the peace talks, DPA continued to support peace process activities. On 13 August, the Secretary-General appointed Jean Arnault as his Delegate to the Sub-Commission on End of Conflict Issues within the Colombian Peace Process. With extrabudgetary funding, DPA was able to scale up its work significantly, supporting the Delegate's role providing experts and coordinating inter-agency meetings to keep the UN system apprised of developments. Increased demands for DPA are expected in 2016 in light of the progress being made by the parties toward reaching a final peace agreement, expected to trigger new requests for operational UN support. Increased collaboration with regional partners is also envisaged. (Total extrabudgetary funds in 2015: \$88,000)

## Yemen



UN Envoy for Yemen Meets Sana'a Delegation, 15 December 2015. UN Photo: Jean-Marc Ferré

DPA continued to provide substantive support and administrative backstopping to the Office of the Special Envoy for Yemen. Notably, DPA supported two rounds of UN-facilitated peace talks in June 2015 (Geneva) and December 2015 (Macolin, Switzerland). With extrabudgetary funding, the SBT also assisted the Special Envoy for Yemen, Mr. Ismail Ould Cheikh Ahmed on process-design issues, as well as advising Yemeni interlocutors on ceasefire and disarmament issues. DPA also prepared, led and participated in inter-agency coordination and crisis management mechanisms in response to the dramatic escalation of the situation. In collaboration with the UN Development Programme (UNDP) and funding support from the Peacebuilding Support Office (PBSO), a Peace and Development Adviser, with dual reporting lines to the Resident Coordinator (RC) and the Special Envoy, was deployed to strengthen the UN Country Team's (UNCT) efforts to address the conflict. (Total extrabudgetary funds in 2015: \$164,000)

## Nepal

DPA continued to provide good offices to accompany the peace process and to engage actively to support Nepali stakeholders in their political transition. The UN's engagement was particularly important throughout the drafting and the adoption of Nepal's new constitution in September 2015. Extrabudgetary resources allowed DPA to maintain a Liaison Office in the country, which worked closely within the UNCT to monitor developments on the ground in order to inform UN support to the country. (Total extrabudgetary funds in 2015: \$495,000)



Under-Secretary-General Jeffrey Feltman (centre) during a visit to Tamaco, Colombia  
UN Photo

## Nigeria

DPA provided support to the general elections (Presidential, Parliamentary, Governorship and State House of Assembly elections) in March and April 2015. This support entailed good offices from both the Secretary-General and the Under-Secretary-General (USG) for Political Affairs, as well as facilitation by SRSG Mr. Ibn Chambas and UNOWA in collaboration with the RC/UNCT. Extrabudgetary funding allowed electoral experts from DPA to set the parameters for technical assistance through a Needs Assessment Mission (NAM) and to provide ongoing support throughout. (Total extrabudgetary funds in 2015: \$50,000)



SRSG Chambas meets with the President of Nigeria Muhammadu Buhari  
UN Photo

## Bangladesh

With extrabudgetary funding, the then DPA Assistant-Secretary-General for Political Affairs Mr. Oscar Fernandez-Taranco continued his good offices efforts to de-escalate tensions in the first half of 2015 through the deployment of a senior political affairs officer to Dhaka. DPA also provided timely and informed action by senior officials based on on-the-ground discussions during the Dhaka and Chittagong local elections. A coordinated action plan was agreed with the RC and UNCT, based on in-depth strategic discussions during a mission to Dhaka. The UN's facilitation efforts encouraged dialogue under the umbrella of combating violent extremism, stressing the potential impact of democratic backsliding in terms of empowering extremist groups. The UN's shuttle diplomacy contributed to the de-escalation of violence. (Total extrabudgetary funds in 2015: \$15,000)

## Cyprus

Full-fledged negotiations to reach a comprehensive settlement to the Cyprus issue resumed on 15 May 2015. DPA, with extrabudgetary funding, continued to support the efforts of the Special Adviser to the Secretary-General on Cyprus, Mr. Espen Barth Eide, and his good offices team both operationally and through substantive and strategic guidance, including in terms of budgetary and staffing requirements. DPA also supported the direct engagement of the Secretary-General with the Greek Cypriot and Turkish Cypriot leaders as well as other interested actors, in close coordination with the Office of the Special Adviser. The Department also deployed on several occasions experts from the SBT to provide additional expertise to the good offices team. (Total extrabudgetary funds in 2015: \$25,000)



UN Special Adviser Espen Barth Eide (middle) with Greek Cypriot leader Nicos Anastasiades (left) and the Turkish Cypriot leader Mustafa Akinci (right)  
UN Photo



Market in Kabul, Afghanistan  
UN Photo: Fardin Waezi

# Achievements under the 2015 Multi-Year Appeal

The outputs detailed below reflect the priorities outlined in the DPA's Strategic Plan for 2014-2015, which articulates both strategic and operational areas and more specifically the four

key outputs where the Department used extrabudgetary funding for the purposes of conflict prevention, peacemaking and peacebuilding in 2015.

## Output 1

Timely, reliable, rapid response mechanisms in place and effective ongoing support provided to Special Envoys, Special Political Missions and other key stakeholders in the field.

Amount programmed: \$12.8 million

Total expenditures: \$10.9 million

Overall implementation rate: 85 per cent

## Overview

DPA is the operational arm of the United Nations (UN) for conflict prevention and preventive diplomacy, mediation and peacebuilding. DPA's work is centred on the need to promote inclusive political solutions as the key to preventing, managing or resolving conflicts and acts of political violence, while ensuring long-lasting solutions that reduce human suffering and make peace sustainable.

As part of this mandate, DPA currently oversees the work of over 40 Special Political Missions (SPMs). This includes the work of special envoys supporting complex peacemaking processes, as in Syria and Yemen, as well as field missions deployed to volatile environments including Afghanistan, Iraq, Libya and Somalia. Three UN Regional Offices in West Africa, Central Africa and Central Asia have remained at the forefront of the UN's preventive diplomacy engagements, as was recently demonstrated by the active role played by the UN Office for West Africa (UNOWA) in defusing tensions in Burkina Faso.

Thanks to extrabudgetary funding, DPA has been able to steadily upgrade its crisis response system. DPA continued to rely upon its rapid response funding mechanism to deploy a diverse group of experts, including from DPA's core staff, the mediation roster or the Standby Team of Mediation Experts (SBT). In 2015, rapid response funding was used in the amount of \$2 million, of which 65 per cent was used for travel, 20 per cent for expert consultancy services and 15 per cent for other operating expenses.

Extrabudgetary funds enabled DPA to sharpen its rapid response capacity through the management of its mediation roster and the UN Peacemaker website. In 2015, using the mediation roster, DPA responded to around 40 requests from both

the UN system and external partners by identifying experts for mediation processes or for timely provision of niche expertise or longer-term deployments. We continue to make efforts to ensure gender balance in the roster and currently over 40 per cent of roster experts are women. The Peacemaker website has been maintained as the most comprehensive database of coded peace agreements in the public domain, providing immediately accessible data for mediation actors for the purposes of comparative analysis and crafting agreements. The Peacemaker website received over 62,000 visits in 2015, and over 158,000 pages were viewed, with visitors from almost 200 countries and territories.

Over the years, DPA has developed dedicated mediation capacity, expertise and tools that are deployed to support peace processes around the world, including both those led by the UN and those facilitated by regional organizations or Member States. DPA serves as the central hub for mediation support throughout the UN system and beyond. An innovative element of DPA's rapid response capacity is the SBT, exclusively funded under this Appeal. The SBT includes experts on process design, gender, constitutions, elections, ceasefires and security arrangements, who can be deployed within 72 hours.

Throughout 2015, DPA pursued opportunities to strengthen mediation capacities of regional and subregional partners in the mediation field, through mediation capacity-building activities. These included, for example, a ceasefire training for the Organization for Security and Co-operation in Europe (OSCE) for the Ukraine Special Monitoring Mission staff; a joint staff training with the Economic Community of West African States (ECOWAS) and UNOWA; a training of the National Elders Forum in Uganda;

a module on constitution-making as part of a Southern African Development Community (SADC) capacity-building programme on conflict resolution, negotiation, mediation and constitution drafting; and a workshop with the Association of Southeast Asian Nations (ASEAN) Institute for Peace and Reconciliation on Strengthening Women's Participation in Peace Processes.

The Department's preventive engagements have been given particular focus as a result of the work surrounding the multiple policy reviews carried out in 2015. A critical message arising from these reviews is the need to reprioritize conflict prevention and to invest in and give new impetus to operational engagements in this area. To a large extent, as pointed out by the High-Level Panel itself, DPA relies on extrabudgetary resources to carry out this work. The examples below provide an overview of the breadth and depth of DPA's activities, a critical part of the exercise of the Secretary-General's good offices.

## Africa

In **Burundi**, DPA provided conflict-sensitive support for the presidential elections in July 2015, when the incumbent garnered a controversial third term. Extrabudgetary funding enabled DPA to bolster its support at a time when the political and security situation was deteriorating sharply surrounding the elections. It also facilitated improved analysis and backstopping by DPA to the Secretary-General's Special Envoy (SESG), Mr. Jamal Benomar, to try to address the highly unstable and unpredictable situation in the country, prevent violence from deepening and spilling across borders, and avert a humanitarian catastrophe.

In the **Great Lakes region**, SESG Mr. Said Djinnit continued his good offices in a quest to bring peace and stability to Africa's Great Lakes subregion which has been plagued by decades of political instability, conflict and tensions. Extrabudgetary funding facilitated the convening of various stakeholders at the technical and regional levels to advance implementation of the UN-brokered Peace, Security and Cooperation Framework. It also allowed DPA to reinforce the SESG's capacity to convene meetings of the Framework's Technical Support Committee and the Regional Oversight Mechanism. This helped to improve communication between members of the International Conference on the Great Lakes Region (ICGLR), and to enhance the SESG's collaboration with the ICGLR, the AU Commission and the SADC on implementation of the Framework.

The **DPA Liaison Team in the United Nations Office at Nairobi** (UNON), funded under this Appeal, has continued to support the SESG Djinnit in his dealings with the ICGLR and the East African Community (EAC), and to complement his work in addressing peace and security issues in the area of the Great Lakes and East Africa. Much of the Team's attention in 2015 was focused on efforts to counter violent extremism and prevent radicalization in the East African region.

## Standby Team in focus

Members of the SBT are frequently deployed at short notice in response to urgent requests from special envoys and representatives. Other times they are deployed for prolonged or repeat engagements to help sustain a political process over time. The SBT's fast response and its practical, tailored input proved once again to be real assets to negotiators working under pressure.

Since its inception in 2008, the demand for the SBT's services has grown steadily, whether in the context of SPMs, peacekeeping missions, non-mission settings working with a local UN presence or a Member State, or in support of regional and subregional organizations. In 2015, the SBT undertook more than 100 operational deployments and continued to work in some of the most challenging and important peace processes being led or supported by the United Nations. A few examples of its activities follow.

- ▶ An SBT adviser supported the Special Representative of the Secretary-General (SRSG) for Mali, Mr. Mongi Hamdi, and the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) with advisory and coaching services in relation to the Agreement of Peace and Reconciliation in Mali, signed in May and June 2015 as a result of an almost year-long Algerian-led inter-Malian dialogue between the Government of Mali and northern armed groups. The training aimed to equip future trainers from the three signatories with tools to sensitize their constituencies and the population at large on the Agreement.
- ▶ Amid heightened political and security tensions in Lesotho, DPA deployed an SBT expert as a member of a multi-disciplinary mission to assist the Resident Coordinator (RC) and UN Country Team (UNCT) in identifying peace and security areas where UN support and presence could be strengthened, and other preventive measures taken. The SBT provided tailored advice in the specific areas of the security sector and constitutional issues.
- ▶ An expert was deployed twice to Afghanistan in 2015 as part of DPA's support to the UN Assistance Mission for Afghanistan (UNAMA), to help the SRSG Mr. Nicholas Haysom, and UNAMA bolster the mission's own good offices efforts, and to help regional UNAMA offices reflect on how best to develop Afghan local dialogue and mediation capacities.

Total extrabudgetary funds in 2015: **\$1.1 million**

In 2015, DPA, which is responsible for supporting the delivery of the Secretary-General's integrated strategic approach for peacebuilding in **Somalia**, used extrabudgetary funds to support the SRSG Mr. Nicholas Kay (succeeded in November 2015 by Mr. Michael Keating) at the head of the UN Assistance Mission in Somalia (UNSOM), in the lead-up to Somalia's National Consultative Forum in December to decide on the 2016 electoral



process. Collaborating closely with the AU Mission in Somalia (AMISOM), the SRSG worked with the parties to design a process for constitutional reform. Extrabudgetary funding allowed DPA to participate in three critical processes during the year: a joint UNSOM-AMISOM retreat in January; an AU-UN benchmarking mission in April, and a strategic review of the UN Support Office for AMISOM in August, thus helping DPA ensure that the political, security and support tracks were aligned under the same strategic objectives. DPA, in cooperation with the UN Development Programme (UNDP), twice dispatched a high-level expert on constitutional reform to Mogadishu to engage with the Somali authorities, the second visit undertaken jointly with two members of the SBT. These deployments lent momentum to the constitutional review process, which enters a critical phase in 2016.

In **Central Africa**, the UN Office for Central Africa (UNOCA), headquartered in Libreville, Gabon, and headed by SRSG Mr. Abdoulaye Bathily, further strengthened its political engagement, including by representing the UN in the International Mediation for the Central African Republic. As a result of a DPA-led Strategic Review of UNOCA in March 2015, it was decided that its political pillar should be strengthened in terms of both capacity and visibility in order to respond quickly and effectively through preventive diplomacy in the subregion. As this was considered a top priority, DPA was able to put interim measures in place quickly using funding under this Appeal. An immediate result was the deployment of a mission to Brazzaville, Republic of the Congo, to monitor the very tense situation there in the weeks prior to the constitutional referendum on the issue of lifting presidential term limits, which would allow the sitting president to seek a third term.

**UNOCA** was central in implementing the UN regional strategy to address the problem of the Lord's Resistance Army (LRA). While the LRA has been weakened since the Security Council adopted the strategy in 2012, it remains a threat to regional peace and security; however fatigue and competing priorities have diverted the focus and resources of many stakeholders. In order to counter this flagging attention, extrabudgetary funding has been used to enable SRSG Bathily and UNOCA to play a mobilizing role and launch initiatives aimed at supporting LRA-affected countries, keeping the issue visible on the international community's agenda. The SRSG visited Uganda twice, in April and September, and the DRC in November.

DPA used extrabudgetary funds in 2015 to reinforce the good offices of SRSG Mr. Mohammed Ibn Chambas in **Guinea**, to build consensus between the political opposition and the government, prevent violence ahead of the presidential elections in October, and reinforce coordination among international and regional actors. The team in Guinea supported implementation of the Political Accord, inter alia, helping build confidence between key stakeholders, supporting the Independent National Electoral Commission and facilitating human rights training.

## Libya: In search of a political solution

Amid the continued deterioration of the security, political and humanitarian situation in Libya, the UN Support Mission for Libya (UNSMIL) facilitated an inclusive political dialogue process throughout 2015 aimed at finding a peaceful solution to the crisis. This process comprised several tracks to ensure broad participation across Libyan society, including political parties, women's groups and civil society, and saw rounds of talks in Switzerland, Morocco, Algeria, Belgium and Tunisia under UN auspices. On 17 December 2015, after almost a year of UN-facilitated talks, the participants in the Libyan dialogue, including representatives of the competing parliaments, signed the Libyan Political Agreement. The agreement puts in place a Presidency Council, tasked with forming the rest of the Government of National Accord, and sets up institutions that will ensure broad representation.

With funding under this Appeal, DPA supported UNSMIL's efforts in facilitating a political solution by providing specific expertise when needed by the SRSG (Mr. Bernardino León, succeeded in November 2015 by Mr. Martin Kobler) and by providing backstopping for the mission from Headquarters. DPA sent political officers to support UNSMIL during particularly demanding stages of the talks, sent senior Headquarters representation for high-level international coordination meetings on Libya, and worked with other departments to provide senior military expertise to the SRSG at a critical time for engagement with armed actors. Further, members of the SBT were deployed to advise UNSMIL in various tracks of the dialogue, providing expertise in process design, security arrangements, transitional justice, gender and inclusion. DPA and the SBT also directly supported UNSMIL's facilitation of the work of the Misrata/Tawergha Joint Committee, which led to the adoption in December of a road map agreement on reparations, justice and reconstruction.

Total extrabudgetary funds in 2015: **\$455,000**



Assistant-Secretary-General  
Tayé Brouk Zerihoun  
UN Photo

In **Burkina Faso**, in September 2015 a military coup interrupted the political transition that had started in November 2014 after the fall of the country's president. Several officials of the Transition, including the President and the Prime Minister, were forcibly detained, and transitional institutions were dissolved. SRSG Chambas immediately undertook diplomatic efforts in cooperation with ECOWAS, the AU and international partners to ensure the liberation of the officials and restore the Transition. In this volatile situation DPA used extrabudgetary funding to deploy a small team of political and human rights officers to Burkina Faso for two months. By monitoring political and human rights developments, the team was able to contribute to creating the necessary conditions for fair and peaceful presidential and elections in late November and the return of Burkina Faso to constitutional order. Working with the UNCT, the DPA team engaged with all political actors on the ground, reinforcing the SRSG's preventive diplomacy efforts.

## Americas and the Caribbean

DPA used extrabudgetary funding to work closely with UNCTs in **South America** to support them and Member States in the region with conflict-prevention engagements. For example, DPA supported the UNCT in **Peru** by organizing a tailored training workshop in November 2015 with special emphasis on conflicts related to natural resources and extractive industries, often a cause for social unrest. Peruvian authorities and the UNCT expressed their interest in a follow-up activity in 2016. DPA also supported the Union of South American Nations (UNASUR) to further engage in the area of conflict prevention and mediation.

In **Central America**, DPA supported Member States in addressing some critical questions. For example, in **Costa Rica**, DPA provided advice to the government on its consultations with indigenous peoples, including on natural resources and infrastructure projects. In **Honduras**, at the request of the Government, DPA provided support on organizing and facilitating a national dialogue, helping relieve some of the social and political tension that the national dialogue issue had engendered.

In 2015, DPA supported the Secretary-General's renewed efforts to advance the good offices process aimed at solving the long-standing border controversy between **Guyana** and **Venezuela**. The Department took part in several missions to the region in that context, helping ease diplomatic tensions and clearing a negotiating channel between the Governments.

## Colombia: Support to the peace talks

In Colombia, President Juan Manuel Santos announced the launching of peace talks between the Government of Colombia and the Revolutionary Armed Forces of Colombia—People's Army (FARC-EP) in August 2012 after almost 50 years of armed conflict. Since then, unprecedented progress has been achieved by the negotiating teams. The peace talks, which are based in Havana, are supported by Norway and Cuba as guarantor countries and by Chile and Venezuela in an accompanying role. As of December 2015, agreements had been reached on four of the six-point peace agenda, specifically addressing rural development, political participation, illicit drugs and victims. Pending items include matters related to end of conflict, such as ceasefire and disarmament, as well as the implementation of the future peace accords. In September, the parties announced their intention to sign the final peace accord by March 2016. On 12 July, the Government of Colombia and the FARC requested that the Secretary-General appoint a Delegate to contribute to the launching of the discussions on the monitoring and verification mechanism of the technical subcommission on "End of Conflict". The Secretary-General subsequently appointed Mr. Jean Arnault as his Delegate. The parties extended a similar invitation to the UNASUR pro tempore presidency held by Uruguay, which appointed Dr. José Bayardi. Mr. Arnault and Dr. Bayardi have been collaborating closely with the parties in the subcommission.

DPA's work increased significantly thanks to its support for Mr. Arnault's role and its role in keeping the UN system apprised of developments. On 25 January 2016, the Security Council unanimously adopted resolution 2261 to establish a Political Mission of unarmed international observers to monitor and verify the laying down of arms and, as part of a tripartite mechanism, a definitive bilateral ceasefire and cessation of hostilities following the signing of a peace agreement. DPA will lead the process towards the establishment of the mission, while continuing its engagement with the parties to the peace talks in Havana as they continue the negotiation of a final peace agreement.

Extrabudgetary resources allowed DPA to recruit a political affairs officer that was fully dedicated to supporting the Secretary-General's Delegate in his engagement in the process. This allowed the Department not only to provide substantive support to the Delegate but also to proactively engage with different parts of the UN system, regional organizations and Member States. In addition, these resources were critical in allowing missions to Havana to accompany the Secretary-General's Delegate. The SBT also provided bespoke advice and support to this endeavour.

Total extrabudgetary funds in 2015: **\$88,000**

## Asia and Pacific

In **Sri Lanka**, the political transition and subsequent formation of a government of national unity opened new avenues for DPA's engagement. This was particularly important in 2015, during a period of presidential and legislative elections in the country. The surge capacity provided by DPA to the RC's Office helped the UN to respond strategically to the changing environment on the ground and strengthened its legitimacy as a strong partner to Sri Lankan stakeholders during the political transition. Extrabudgetary resources supported a high-level visit to the country by the USG for Political Affairs. This was critical in identifying areas where the UN could support Sri Lanka's peacebuilding agenda with a focus on trust, confidence-building and addressing the legacies of the civil conflict.

In **Bangladesh**, DPA continued to deploy its active good offices engaging with political parties in the country, a role that contributed to a de-escalation of political tensions. Similarly, in the **Maldives**, DPA worked closely with the Commonwealth and Member States in the region to help prevent a deterioration of the political situation. DPA's work helped create space for the RC and the in-country PDA to support national authorities and build confidence for a supportive UN role.

## Europe

In 2015, the situation in **Ukraine** remained volatile, although fighting generally subsided following the ceasefire of 1 September 2015. Given the challenges regarding the implementation of the Package of Measures for the Implementation of the Minsk Agreements, continued assistance and diplomatic support by the international community was critical. DPA has therefore continued to support the RC and the UNCT in Ukraine by monitoring, analysing and reporting on domestic political and conflict-related developments in the country. DPA also worked closely with national and international stakeholders, and in particular assisted in the provision of UN support to the OSCE's engagement in Ukraine.

Greek Cypriot leader Mr. Nicos Anastasiades and Turkish Cypriot leader Mr. Mustafa Akinci resumed full-fledged negotiations to reach a comprehensive settlement to the **Cyprus** issue on 15 May 2015, under the auspices of the Secretary-General's mission of good offices in Cyprus. The two leaders have shown great determination and political will to pursue their common objective of reaching a comprehensive settlement as soon as possible, with regular and frequent meetings at both the leader and negotiator levels, facilitated by the Office of the Special Adviser to the Secretary-General (SASG) on Cyprus. DPA supports the efforts of the Special Adviser to the Secretary-General on Cyprus, Mr. Espen Barth Eide, and his good offices team, both through substantive and strategic guidance and operationally. DPA has also deployed SBT members on several occasions to provide additional expertise to the good offices team.

## Middle East

Following the transfer of lead Department responsibility from DPKO to DPA in 2014, DPA continued to provide substantive support to **UNAMA** during a critical period following the first transfer of power between elected presidents in the country and the departure of international forces. UNAMA's work has focused in particular on providing assistance to constitutional reform, the ongoing reconciliation process, and the challenging security context tied to the anticipated drawdown of NATO's Resolute Support Mission by the end of 2016. Extrabudgetary resources allowed DPA to continue backstopping the mission, enhance its engagement with Afghani stakeholders at critical junctures, and support the delivery of a conflict prevention skills training workshop in the country.

DPA continued its work in supporting **Iraq** and the United Nations Assistance Mission in Iraq (UNAMI) during a volatile period. The surge in violence following ISIL's offensive in Iraq has resulted in the death of over 19,000 civilians since January 2014. UNAMI's good offices remain particularly important in helping Iraqi stakeholders promote a genuinely inclusive government, and the Mission has supported the Iraqi government in the implementation of wide-ranging reforms announced by Prime Minister Al-Abadi. In addition to supporting the political process, UNAMI also promoted a coordinated response to the threat posed by ISIL.

### Yemen: Searching for peace

In Yemen, DPA continued to lead UN efforts to broker a peace agreement amidst a very volatile situation which has taken a devastating toll on civilians. The outbreak of a country-wide armed conflict in March 2015 triggered the temporary evacuation of all international staff from Yemen, thus changing the operating environment and requiring a significant adjustment to the UN's configuration in the country. Through extrabudgetary resources, DPA was able to provide substantive support and administrative backstopping for the efforts of SESG Mr. Ismail Ould Cheikh Ahmed at a critical period in the negotiations, including two rounds of UN-facilitated peace talks in June and December 2015. Experts from the SBT helped craft strategies for engaging with the parties. In particular, DPA was active in ensuring a coherent UN response to the crisis by leading inter-agency meetings and specific discussions with key partners, such as DPKO on mine action and exploration of modalities for a potential UN role in ceasefire monitoring, OCHA on humanitarian access and delivery issues, OHCHR on the human rights situation, and UNDP on the deployment of a PDA to Yemen.

Total extrabudgetary funds in 2015: **\$164,000**

## Syria: Supporting a political solution to the Syrian crisis

The crisis in Syria continues to pose a grave threat to regional and international peace and security. The conflict has caused over 250,000 deaths and left more than 13.5 million people in need of humanitarian assistance. It is marked by widespread indiscriminate violence against civilians. The spread of ISIL has led to unspeakable violence in both Syria and Iraq, with civilians bearing the brunt of the cruelty. As the recent report published by the Independent International Commission of Inquiry found, all sides in the conflict have committed human rights abuses of a shocking scale and depravity, accompanied by a lack of accountability and a culture of impunity.

Throughout 2015, the shockwaves of the Syrian crisis were being felt far beyond the country's borders, generating the largest global displacement crisis since the Second World War. Almost 5 million refugees have fled to neighbouring countries, Europe and beyond, desperately seeking safe haven. There are over 7.6 million internally displaced persons. Half of all Syrians have been forced to flee their homes, often multiple times. While the immediate and urgent goal remains to ease the suffering of millions of Syrian men, women and children, the UN firmly advocates for a comprehensive political solution based on the 2012 Geneva Communiqué as the only path towards an inclusive and peaceful Syria.

In 2015, extrabudgetary funding allowed DPA to work in support of efforts towards a political solution to the Syria crisis. DPA provided support to the Office of the Special Envoy for Syria in promoting a political solution based on the 2012 Geneva Communiqué, including notably the Geneva Consultations held with the Syrian government, opposition, women, and civil society representatives towards convening intra-Syrian talks to find a lasting and comprehensive solution to the conflict.

The SBT, also funded by extrabudgetary means, provided support to Mr. Staffan de Mistura during this period, both through extensive deployments and remote assistance.

The formation of the International Syria Support Group (ISSG) in October 2015 was the catalyst for long-awaited movement on the political track, and it placed substantial responsibilities upon the UN for 2016. On 18 December the Security Council, in resolution 2254 (2015), endorsed the ISSG's plan for UN-facilitated negotiations on a political transition process between the Syrian Government and Syrian opposition. The ISSG plan also outlined a nationwide ceasefire to begin as soon as the parties concerned had taken initial steps towards a political transition pursuant to the Geneva Communiqué.

Funding under this Appeal also allowed DPA to establish a sub-office in Gaziantep (Turkey) that will continue operations in 2016. The Office is fully functional, and produces analytical notes on the political and humanitarian situations, as well as the evolution of the Syrian battlefield and mappings of the political and armed opposition. The Gaziantep sub-office also assists the special envoy in reaching out to the opposition, and in the preparation for formal Syrian negotiations. The work of the Gaziantep sub-office was supplemented in 2015 through extrabudgetary funding by specialized expert consultant services that utilized social media to provide real-time trend analysis related to armed groups and the anti-ISIL campaign in Syria.

Extrabudgetary support further helped DPA in 2015 to mainstream the WPS agenda through extensive engagement with the Syrian Women's Initiative for Peace and Democracy. This initiative has helped Syrian women to develop common priorities on the negotiating agenda for peace talks and a platform for Syrian women to use to push for their inclusion in talks.

DPA used extrabudgetary funds in 2015 to coordinate the activities of the broader UN system on Syria, through the Inter-Agency Task Force on the Syrian Crisis. In particular, the UN started preliminary planning on the responsibilities assigned to it through the Vienna process and Security Council resolution 2254 (2015). Work has been ongoing specifically on the political process, ceasefire monitoring, confidence-building measures and elections. Strategic Planning Officers based in Damascus, Beirut and Jordan have been recruited thanks to extrabudgetary funding, to strengthen the capacities of the respective UNCTs and provide support to the RCs in planning an integrated UN response to the crisis in Syria as well as to its spillover effects in Lebanon and Jordan.

DPA also co-chairs the Working Group on Protection Issues under the Inter-Agency Task Force on the Syrian Crisis. Through extrabudgetary contributions, the Working Group was able to host its third meeting on protection in Beirut in October 2015, bringing together various parts of the UN system as well as the International Rescue Committee (ICRC), Non-Governmental Organizations and observers. Agreement was reached to identify ways to support and strengthen the protection components existing local agreements and to further strengthen information management, analysis and advocacy on key protection priorities such as besieged and hard to reach areas.

Total extrabudgetary funds in 2015: **\$2.7 million**

The Department also continued to play an active role in the good offices work for the relocation of **Camp Hurriya** Residents Outside of Iraq, supporting the work of the SASG, Ms. Jane Holl Lute. Despite some initial challenges, momentum was established for this work. To date, a total of 1118 have been relocated outside of Iraq, while 1955 remain in Camp Hurriya. Following submissions by residents to several potential host

nations, a number of individuals are in the process of departing to other countries.

In the **Middle East**, DPA focused in 2015 on enhancing its strategic contingency and forward-planning capacity, promoting closer interaction among the various UN Missions deployed in the region and aiming to enhance a common understanding on

critical regional issues such as the spread of violent extremism. This regional focus has allowed DPA to feed into the mandates of the offices of the UN Special Coordinator for the Middle East Peace Process (UNSCO) and the UN Special Coordinator for Lebanon (UNSCOL). Specifically, through extrabudgetary resources, DPA organized an inter-mission meeting in Amman in October, gathering together the heads of SPMs and peace-keeping operations in the Middle East region.

In **Lebanon**, DPA has assisted UNSCOL in addressing the increasing tensions, largely a result of the Syrian crisis. In particular, DPA provided support for the implementation of the Lebanon Crisis Response Plan 2015-2017 (LCPR), the main strategic and operational plan for international partners to address the impact of the refugee crisis in the country. In 2015, DPA supported the preparation of the LCPR Mid-Year Review and of a Critical Priorities paper highlighting key financial requirements. On 17 December 2015, the 2016 iteration of the LCPR was launched in Beirut with the Government of Lebanon. In addition, DPA provided support to UNSCOL in the preparation of a new Integrated Strategic Framework/UN Development Assistance Framework (ISF/UNDAF) for 2017-2020. DPA also provided additional capacity to strengthen the coordination role

of the RC's Office as part of UNSCOL's stabilization mandate in addressing the challenge of the refugee presence in Lebanon.

The UN Regional Centre for Preventive Diplomacy in **Central Asia** (UNRCCA) continued to play an active role in fostering regional cooperation on important thematic issues such as water management, border security, drugs and other forms of illicit trafficking, terrorism and violent extremism. The Centre organized the sixth annual meeting of Deputy Foreign Ministers of the region in November 2015. The meeting served as a political platform and as a catalyst for regional cooperation and conflict prevention. In particular, it allowed for a dedicated discussion on Women, Peace and Security (WPS) issues in the region, including through the participation of female high-level officials. It also provided an opportunity for sharing of political analysis on trends in terrorism and extremism in the region. Extrabudgetary support was critical in identifying areas of cooperation and cross-fertilization between the Joint Plan of Action on implementing the UN Global Counter-Terrorism Strategy in Central Asia and the Counter-Terrorism Confidence-Building Measures of the Heart of Asia/Istanbul Process, including sharing of best practices and recommendations.



United Nations Special Envoy for Syria  
Staffan de Mistura  
UN Photo: Jean-Marc Ferré



Empowering Afghan women,  
the focus of a UN workshop in Kabul  
UN Photo: Najibullah Haidary

# Achievements in the area of Women, Peace and Security

## Overview

2015 marked the fifteenth anniversary of the adoption by the Security Council of resolution 1325 (2000) on WPS, which highlighted the disproportionate effect of conflict on women, and called for their engagement in conflict resolution and peacebuilding. The year of the United Nations' seventieth anniversary also saw the completion of three wide-ranging UN peace and security reviews (on peace operations, peacebuilding, and on the implementation of resolution 1325), all of which emphasized the importance of the WPS agenda and the need to accelerate the implementation. These reviews called on Member States and on the UN to bring women's participation and leadership to the fore of the peace and security agenda, including in responses to new and emerging threats. In order to contribute to these reviews, DPA conducted an internal assessment reviewing the Department's gender/WPS work from 2010 to 2014. The assessment illustrated how DPA has translated the key normative frameworks on WPS into dedicated departmental commitments that have led to tangible results. The assessment also identified three concrete priority areas for DPA for the next five years: 1) to better gender mainstream the Department's prevention work; 2) to increase women's participation in the monitoring and implementation of ceasefire and peace agreements; and 3) to deepen and expand partnerships with relevant UN entities and international actors working in the field of mediation.

DPA is committed to incorporating a WPS perspective systematically into all of its prevention, peacemaking and peace consolidation work, and relies heavily on extrabudgetary funding for these endeavours. Over the past five years, DPA has systematically integrated a gender-sensitive WPS approach into its peacemaking, prevention and electoral work and adopted 15 commitments to that end. Besides training political affairs officers, DPA has also successfully engaged 164 high-level mediation officials, representing the UN, Member States, regional organizations and international mediation actors, in the UN High-Level Seminars Series on Gender and Inclusive Mediation Processes. The curriculum for these events was developed using extrabudgetary funding, with a view to providing practical strategies and tools on how to effectively incorporate WPS priorities to professionals engaged in conflict prevention, mediation and electoral support.

## Examples of activities and achievements

### *Women's participation in UN peacemaking processes*

DPA's close monitoring of its WPS efforts shows that tangible results have been achieved. In the past five years, an increasing number of women are participating in UN-led and co-led conflict mediation processes. In 2015, reflecting steadily positive trends across the board, there were women on all UN mediation support teams, gender expertise was requested and received in six out of nine processes and senior women participated on 17 delegations in 9 mediation processes, compared with 4 delegations participating in 14 processes in 2010. In all these cases, systematic consultations took place with civil society organizations (CSOs), including women's organizations; instances of active engagement can be found, for example, in the Middle East process, Syria and Yemen. More gender-relevant provisions are being included in ceasefires and peace agreements, and progress has been particularly notable in language related to provisions on sexual violence in conflict.

### *Increased gender-related awareness and capacity*

Building on the dedicated Gender and Inclusivity position introduced in the SBT a few years ago, DPA has ensured that all eight experts, of which three are currently women, now have experience in how to gender mainstream in their areas of expertise. DPA is keenly aware of the need to appoint more women in senior United Nations mediation roles. Currently, 11 of the 56 United Nations Heads and Deputy Heads of Mission in the field are women. In the endeavour to increase the ranks of women at senior levels, the assistance of Member States is crucial in terms of nominating more women candidates for the Secretary-General's consideration.

In 2015, DPA used extrabudgetary funding to organize a number of seminars, workshops and training activities in order to advance its gender and WPS priorities. These included 1) two high-level seminars for envoys, mediators and mediation experts aimed at offering practical strategies and tools for conflict assessment and process design to expand participation of women and civil society; 2) two Gender/WPS training workshops for global DPA staff to provide knowledge and tools for gender mainstreaming in their work; and 3) the annual Women Protection Advisers workshop, in cooperation with the Department of Peacekeeping Operations (DPKO), the Office of the High Commissioner for Human Rights (OHCHR), the Office of the SRSG on Sexual Violence in Conflict (OSRSG-SVC) and UN Action Against Sexual Violence in Conflict (UN Action). Throughout the year, DPA also provided ongoing WPS technical support to DPA engagement in country-specific situations such as Colombia, Iraq, Libya and Syria.

### *Conflict-Related Sexual Violence*

DPA continued to provide technical advice and backstopping to SPMs on Conflict-Related Sexual Violence (CRSV). Since the launch in 2012 of DPA Guidance for Mediators Addressing CRSV in Ceasefire and Peace Agreements, the number of agreements signed that include CRSV provisions has increased and is now more systematically addressed in relevant processes. In 2015, agreements signed in Mali, Myanmar and South Sudan, for example, included specific conflict-related sexual violence provisions. DPA also took opportunity of the annual workshops for Women Protection Advisers convened by DPKO to further enhance the system-wide efforts to prevent CRSV. Unfortunately, DPA has been able to deploy dedicated CRSV expertise to only one mission so far, UNSOM in Somalia, due to a lack of resources.





## Women, Peace and Security: DPA's engagement in the field

Peace negotiations on Syria faced many challenges in 2015, which also adversely affected Syrian women peacemakers. These include the continued violence and increased internationalization of the conflict, the continuing presence of ISIL and other listed terrorist and extremist groups and the dire humanitarian situation. Some hope was engendered around the convening by the United Nations of the Geneva Consultations, which included a number of representatives of women's groups and civil society. Additionally, there were two Syrian Women's meetings hosted by UN Women, strongly supported by the Special Envoy, Mr. Staffan de Mistura, and DPA, where Syrian women presented a platform for peace. The Special Envoy offered his clear commitment that women would be included in each of the four thematic Working Groups (which were the proposed outcome of the Geneva Consultations). International events, however, overtook the plan for the Working Groups, and in November 2015 the ISSG was formed and a process to convene intra-Syrian talks in January 2016 was begun. DPA and the Special Envoy remain deeply committed to the meaningful inclusion of women in any future peace talks on Syria.

In 2015, UNAMI, with the help of extrabudgetary funding, systematically addressed the needs of women and girls affected by ISIL's violence in the context of the National Action Plan on Security Council resolution 1325 launched in February 2014 and the national Special Emergency Plan, designed to address urgent needs. UNAMI took initiatives to build the capacity of female Iraqi parliamentarians and civil society leaders to implement the Plans. In support, DPA, using extrabudgetary resources, funded the organization of a national conference on "empowering women to address the impact of terrorism in Iraq". The conference resulted in a declaration signed by the 150 attendees comprising government officials, parliamentarians, civil society

representatives, women's rights activists, researchers and religious and community leaders, which expressed a commitment towards empowering Iraqi women in Iraq's national response to violent extremism and terrorism, in line with the Special Emergency Plan. UNAMI also organized a series of focus group discussions with women and girls affected by violence in conflict, to hear their voices and incorporate their views into the implementation of the National Action Plan. UNAMI is partnering with other UN entities such as UNFPA to develop, finance and support psycho-social support programmes for women and girls affected by violence. This strategy has included advocacy initiatives with potential donors on the ground for financial and political support for the deployment of a Women's Protection Adviser to Iraq.

Similarly, DPA's regional office in Central Asia (UNRCCA) conducted several events during 2015 to build capacities of Central Asian officials, with a special focus on training women, to counter terrorism and address the root causes of terrorism and radicalization.

In West Africa, DPA's regional office UNOWA took a proactive role in enhancing the role of women in conflict prevention and political participation. The Office has continued build the mediation and negotiation capacities of women through training and established a network of 32 women mediators, an effort that has been ongoing since 2011. Over that period, these women have boosted the capacity of women leaders in several countries of the region and contributed to national dialogue processes in Mali and Guinea. UNOWA has also supported women's participation in electoral processes in Nigeria, Togo, Benin, Guinea, Guinea-Bissau and Cote d'Ivoire, for instance, by supporting the adoption of legislation on gender parity and quotas for women to enter political office.



Open house event at the UN Office for West Africa with discussions on resolution 1325 on Women, Peace and Security  
UN Photo



Presidential elections in Guinea  
UN Photo

## Output 2

Timely, coordinated and comprehensive response provided by DPA to requests for UN electoral assistance.

Amount programmed: \$1.5 million

Total expenditures: \$1.2 million

Overall implementation rate: 80 per cent

### Overview

During 2015, the Under-Secretary-General for Political Affairs, supported by the Electoral Assistance Division (EAD), continued to implement his mandate as UN Focal Point for Electoral Assistance to: 1) provide timely responses to Member States' requests for electoral assistance; 2) ensure systemwide coherence and consistency among UN entities involved in electoral assistance; and 3) strengthen the UN's electoral partnership with regional and intergovernmental organizations. DPA coordinated and supported UN electoral assistance to 67 countries during 2015. This included the provision of support in cases where mediation and good offices efforts required electoral expertise. DPA developed UN electoral policy documents, and successfully conducted the campaign for the UN single roster of electoral experts. Gender considerations were systematically included in all UN electoral assistance activities and policies. As in the past, extrabudgetary resources played a vital role in enabling DPA to carry out its electoral assistance mandate.

In 2015, DPA coordinated system-wide responses to more than 20 new requests for electoral assistance. Extrabudgetary resources allowed the Department to conduct approximately 20 needs assessment missions (NAMs) or desk reviews, as well as many other electoral missions (e.g., advisory missions, review missions, electoral missions in support of good offices and mediation efforts). In total, DPA conducted approximately 50 electoral missions, entailing the deployment of around 70 electoral experts and staff. DPA also endeavoured to take timely action when facilitation efforts required electoral expertise, for example in Benin, Côte d'Ivoire, Central African Republic and

Guinea. The creation in 2015 of a senior electoral position in the UN office to the AU (UNOAU) in Addis Ababa, for which extrabudgetary resources were vital, played a key role in enabling the UN to contribute to electoral crisis management in Africa in a more timely and effective manner.

### Examples of activities and achievements in the area of elections

At the request of the President of the Republic and the Autonomous National Electoral Commission (CENA), DPA deployed a senior electoral expert to Benin in February 2015 to assess the political and technical environment in the country and plan the UN electoral assistance in advance of the April 2015 parliamentary elections. At the request of the President of the Republic, the expert led a second mission in September 2015 to further assess the situation and advise the electoral officials on various aspects of the electoral process in preparation for the February 2016 presidential elections. The high level and timely electoral advice provided to electoral officials as well as to the UN electoral team on the ground in Benin was key in supporting the electoral process and was appreciated by both UN electoral team and national officials.

As mandated by the Security Council in its resolution 2137 (2014), the UN deployed an observation mission to Burundi to follow the electoral process and report to the Secretary-General. The United Nations Electoral Observation Mission in Burundi (MENUB) started its operations in the country on

1 January 2015. It was the first observation mission deployed since 2001, when the UN had deployed an election observation mission to Fiji. This deployment allowed for regular briefings to the Security Council and ongoing support to UN, regional and international facilitation efforts. MENUB observed all five major electoral events in Burundi in 2015 continuously. In July, MENUB issued a preliminary statement on its observation activities, focusing on the Legislative and Communal elections, and later that month, it issued a statement on the presidential election. While noting that from a technical perspective the elections were conducted adequately, MENUB found that “the overall environment was not conducive for an inclusive, free and credible electoral process”. These conclusions were consistent with those of the AU and subregional organizations.

### Central African Republic: Providing electoral support

DPA continued its technical support to the electoral process in the Central African Republic during 2015. In addition to providing technical electoral advice and support to the team on the ground and liaising and coordinating with various national actors and international partners, DPA deployed two senior staff and a desk officer to support the in-country electoral team during the 2015-2016 presidential and legislative elections. DPA's electoral mission provided high-level technical advice to electoral officials and supported the good offices efforts of the SRSG aimed at assisting national officials in ensuring credible and overall peaceful elections.

During the election period the mission undertook the following measures, inter alia: 1) establishment of a panel of national and international experts that allowed improved coordination of electoral operations and concerted support to the election management body; 2) assessment of the referendum operations, using the lessons drawn to better prepare for the presidential and legislative elections; 3) formulation of recommendations aimed at addressing the most important challenges met during the referendum; 4) support towards the establishment of a monitoring and reporting system on the elections within the Mission (Elections Monitoring Cell) to coordinate ongoing efforts and reinforce the efficiency of the various data collection and reporting tools; 5) support to electoral officials in designing and implementing a mechanism to improve the collection of election results; and 6) support for the adoption and implementation of a communications strategy, especially with regard to the announcement of election results. Implementation of the above activities was seen as an important step that contributed to creating an environment that overall, and despite all the challenges, improved the coordination and conduct of the elections.

Total extrabudgetary funds in 2015: \$400,000

UN support around **Nigeria's** fifth general elections in 2015 (Presidential, Parliamentary, Governorship and State House of Assembly) involved high-level political engagement, including by the Secretary-General and the USG for Political Affairs, as well as the good offices and facilitation efforts undertaken by SRSG Chambas and UNOWA in collaboration with the RC and the UNCT. It also required the provision of technical assistance through the UNCT to electoral management bodies, the National Peace Committee and other stakeholders, and a coordinated headquarters support and high-level engagement with the Security Council. DPA set the parameters for technical assistance through a NAM, and provided ongoing support to the RC. In this regard, DPA played a central role in headquarters coordination under the umbrella of a senior official designated for that purpose.

The UN continued its technical support to electoral officials in **Afghanistan**, in order to implement the agreed electoral reform measures and in preparing for the upcoming parliamentary and district council elections. In addition to continued DPA's backstopping and constant technical and electoral policy support, in response to the request from UNAMA, DPA deployed a staff member to Kabul on four occasions during 2015 and recruited, through the electoral roster, short-term electoral reform advisors to support the Special Electoral Reform Commission (SERC). DPA provided expertise and advice to the Special Electoral Reform Commission in their efforts to reform the electoral system and electoral dispute resolution, as well as in introducing amendments to the electoral law; it also supported the day-to-day reform efforts made by the electoral officials. This expertise included special discussions on increasing women's participation (i.e. temporary special measures, including quota and non-quota measures). With the UN's advice and support, and on the basis of national consultations, the SERC submitted comprehensive reform proposals to the National Unity Government in December 2015.

At the request of the RC, DPA deployed a senior-level mission to **Myanmar** during the 2015 elections period, to provide technical electoral advice and expertise to the UN team and ensure smooth coordination between UN headquarters and the field. The mission met with national and electoral officials and stakeholders (including representatives from the two main political parties), election observers, and members of the international and diplomatic community, and also visited numerous polling stations on the day of the elections. Throughout its stay in the country, the mission worked closely with the RC and the SASG on Myanmar, Mr. Vijay Nambiar.

DPA responded to a request from the Government of **Papua New Guinea** along with the Autonomous Bougainville Government for UN electoral assistance to the 2015 presidential and parliamentary elections in Bougainville, as well as to the referendum on the future political status of Bougainville to be held

between 2015 and 2020. The findings and recommendations of a NAM deployed to Papua New Guinea in February 2015 helped the UN system to decide on parameters for its support to the electoral processes and to make technical recommendations to Papua New Guinea (including Bougainville) authorities on how best to prepare for the elections and referendum. The mission also developed and submitted a number of technical papers to government authorities on key aspects of the referendum process. In November 2015, an expert was dispatched to Papua New Guinea and the Autonomous Region of Bougainville to assist local authorities with any technical questions and coordinate with the UN team on the ground on how best to provide assistance and support in the future.

## Other major activities in the electoral field

### *Electoral roster*

DPA's Roster Team continued to manage electoral vacancies in the field and supported a number of field missions with electoral staffing requirements. In 2015, the Division was involved in the selection process for over 126 electoral vacancies in the field. Concrete progress was made jointly by DPA, UNDP and the United Nations Office for Project Services (UNOPS) in creating a single UN roster for electoral experts by successfully conducting the first single roster campaign. This initiative eliminates the need for different UN entities to maintain separate rosters. During 2015 the roster reviewed over 2,200 candidates applying at various levels. This resulted in more than 400 experts being admitted to the single roster, improving the gender balance in the electoral roster at all levels. The single roster initiative is expected to have a significant impact on the UN's ability to provide qualified candidates to future field missions.

### *Strengthening coordination within the UN system*

DPA continued to take the lead in strengthening coordination, consistency and coherence across the UN system in the provision of electoral support to Member States. The Secretary-General issued his biennial report on "Strengthening the role of the United Nations in enhancing the effectiveness of the principle of periodic and genuine elections and the promotion of democratization" (A/70/306), which describes trends in and significant issues associated with electoral assistance provided to Member States by the UN system, as well as efforts to strengthen cooperation among UN agencies and with regional actors to ensure coherent and consistent electoral assistance. New UN electoral policies were developed and issued in 2015 by the USG for Political Affairs in his role as UN Focal Point for Electoral Assistance. This policy development was undertaken in consultation with other entities engaged in electoral assistance and was widely disseminated within the UN system. Also, in November 2015, with funding under this Appeal, DPA hosted a meeting in New York of UN

Chief Electoral Advisers/Chief Technical Advisers, attended by more than 50 senior electoral experts from various UN field missions across the globe. This gathering provided a valuable venue to exchange views on the most recent electoral challenges and trends, and to discuss ways to enhance collaboration and coordination.

### *Partnership with other regional and intergovernmental organizations*

In 2015, DPA continued its efforts to strengthen electoral partnership and cooperation with regional and intergovernmental organizations as well as international NGOs. Providing capacity-building support to some partner organizations remained high on DPA's agenda. In this regard, new efforts were made to strengthen electoral partnership with the League of Arab States (LAS), Organization of Islamic Cooperation (OIC) and the Secretariat of the Caribbean Community and Common Market (CARICOM). DPA and the SADC Election Support Unit are exploring a joint workplan focusing on building capacity for the SADC Election Council. As part of its efforts to strengthen the UN's electoral partnership with regional and intergovernmental organizations, DPA hosted the Tenth Implementation Meeting of the Declaration of Principles for international election observation in October 2015. Over 60 senior level participants from 25 regional and intergovernmental organizations as well international NGOs involved in providing electoral assistance, attended the meeting and shared their experiences on the latest trends and challenges in election observation. Promoting women's participation through elections observation was one of the key themes discussed in the meeting.



SRSB Chembas visiting Guinea during the presidential elections on 11 October 2015. UN Photo



Daily Life in Djenné, Mali, March 2015  
UN Photo: Marco Dormino

## Output 3

Productive partnerships developed and sustained with regional organizations, UN system entities and other stakeholders to enhance conflict prevention, mediation and peacebuilding.

Amount programmed: \$3.1 million

Total expenditures: \$2.3 million

Overall implementation rate: 74 per cent

### Overview

Partnerships are essential to the fulfilment of DPA's mission. Given the broad and complex mandate entrusted to the Department, cooperating with other entities is a logical and necessary measure to deliver on our goals. The challenges DPA faces around the world are too complex for any one entity to address on their own. Therefore, across the range of the Department's work, it seeks to work together with regional and subregional organizations, other UN partners, international financing institutions, and civil society.

In 2015, the level of DPA's engagement with regional and subregional organizations continued to grow.<sup>1</sup> DPA has strengthened partnerships with the AU (building political capacity), SADC (mediation capacity), ECOWAS (Mali and Guinea), the Intergovernmental Authority on Development (IGAD) (cooperation agreement), the Organization of American States (OAS) (first participation to the Annual General Assembly), UNASUR (joint efforts to address social conflicts), CARICOM (electoral), OIC (monitoring mechanisms to ensure implementation of joint activities), ASEAN (strengthening communication and interaction), EU (conflict prevention) and OSCE (revamped staff talks).

DPA's partnership with the World Bank in fragile and conflict-affected contexts has become a key priority in recent years. DPA, along with other UN partners, has intensified its efforts to work with the World Bank, in recognition of the fact that sustainable peace and longer-term development are closely intertwined.

DPA fully embraces the need to strengthen links with civil society, whether in peace processes or in outreach activities, in

order to bring a broader perspective and increase the sustainability of a political solution. Mediators working under the UN umbrella make every effort to identify and engage with CSOs during negotiations, for example in the multi-tracked Libya process.

Given its global mandate, the UN lies at the centre of this complex set of partnerships. The Organization is frequently asked to help coordinate the wider international community, and ensure that these partnerships work towards a common purpose. DPA has dedicated significant attention to this. For example, as the focal point for UN cooperation with regional partners, DPA organizes the Secretary-General's regular high-level retreats with heads of regional organizations, which serves as a useful opportunity for frank exchange on the major international peace and security challenges of the day. The 2015 retreat, held in May, provided a forum to exchange information about mediation, peacebuilding and peace operations, as well as the challenges of working together on these areas.

Throughout its work, DPA has been proactive in the UN system-wide effort to collaborate more closely, each part bringing its own expertise to the table in order to better deliver as one. DPA has invested in relationships and collaborations with UN entities both at Headquarters and around the world through UNCTs. Close partners include UNDP, DPKO, the Department of Field Support (DFS) and the Peacebuilding Support Office (PBSO) and Peacebuilding Fund (PBF), to name a few.

<sup>1</sup> DPA held 26 consultative meetings and joint activities with 10 regional organizations (OAS, UNASUR, ASEAN, EU, NATO, OSCE, LAS, AU, SADC and IGAD).

## Examples of activities

### Regional and subregional organizations

Cooperation with the **AU** has remained a key priority for the UN, as highlighted in the review of the High-Level Panel and the Secretary-General's subsequent peace operations report. The UNOAU remains the main operational arm for strengthening this partnership. In 2013, a Strategic Review of UNOAU found that its political and good offices functions would benefit from further enhancement. In response, with extrabudgetary support, DPA reinforced UNOAU's political affairs component. This team has worked with the AU Commission to provide joint or coordinated response to existing peace and security challenges. A follow-up review of UNOAU in 2015 reported noticeable improvement in the work and visibility of the Office, as well as its added value in enhancing the strategic partnership. The team has also supported UNOAU in the drafting of the UN-AU Joint Framework for an Enhanced Partnership in Peace and Security, a key recommendation contained in the Secretary-General's peace operations report. This Framework, to be finalized in the coming months, sets out principles for a partnership based on early, continuous and comprehensive engagement, with a view to achieving unity of purpose and effort between the UN and the AU.

DPA's partnership with **IGAD** flourished in 2015 thanks to funding available under the Appeal, particularly through the IGAD-UN High Level Dialogue on Peace and Security in November. The Dialogue culminated in the signing of a Joint Framework on Cooperation between IGAD and DPA on peace and security, intended as a platform for a more strategic partnership with conflict prevention at its fore. The Dialogue also brought together IGAD Member States and the AU, fostering a common understanding among the crucial partners involved in the Horn of Africa about the current peace and security challenges in the region, IGAD's capacity to address them, and possible areas where the UN could help reinforce IGAD's conflict prevention capacity.

DPA continued to strengthen its partnership with **SADC**, particularly through the development in 2015, for the first time, of a joint plan of activities and an implementation framework. DPA provided technical support to the SADC Mediation Reference Group and its Mediation Support Unit through two mediation capacity-building workshops, one designed exclusively for women mediators. These workshops resulted in a draft regional training manual on mediation, to be rolled out in 2016. For example, in **Madagascar**, the efforts of the DPA-SADC Liaison Team Office in Antananarivo were bolstered by support from DPA, using extrabudgetary funding to complement the UN peacebuilding engagement there.

DPA worked to reinforce the UN's strategic partnership with the **European Union** (EU) through its DPA presence in Brus-

sels, and other dialogue mechanisms. The UN Liaison Office on Peace and Security (UNLOPS) in Brussels, jointly maintained by DPA, DPKO and DFS, continued its liaison, partnership, representational, reporting and support functions, for which there is ever-increasing demand. In 2015, the liaison and representational functions proved particularly valuable in the context of the refugee and migration challenge. UNLOPS also contributed to a more integrated, interdepartmental partnership of DPA-DPKO-DFS on peace and security discussions with the EU. Extrabudgetary resources helped enhance dialogue at various levels, including through the UN-EU Steering Committee on Crisis Management, the DPA-European External Action Service (EEAS) High-Level Political Dialogue, which incorporated a stronger focus on conflict prevention, and desk-to-desk exchanges. This partnership on conflict prevention also benefited from the first UN-EU Workshop on Conflict Prevention, which will be followed up in 2016.

DPA's partnership with the **OSCE** remained an important area of focus in 2015. In addition to sustained cooperation on Ukraine, DPA and OSCE collaborated through such activities as staff exchanges and participation in the OSCE Ministerial Council in Belgrade as part of the delegation representing the Secretary-General. DPA participated in the OSCE-hosted ad hoc joint staff talks with the UN, the Council of Europe, the EU, and the North Atlantic Treaty Organization (NATO) in Vienna to address Euro-Atlantic and Eurasian security. DPA also strengthened its engagement with the OSCE Office for Democratic Institutions and Human Rights through participation in its 2015 Human Dimension Implementation Meeting (HDIM), which proved a valuable opportunity to address pressing governance and human rights issues such as displacement and migration.

Extrabudgetary resources allowed DPA to implement a project dedicated to enhancing the UN's partnership with the **LAS** and to strengthening the LAS's capacity to respond to crises. Capacity-building exercises took place through video-teleconferences, reciprocal visits at senior and working levels, desk-to-desk visits and communication exchanges. Key achievements in 2015 included the organization of two desk-to-desk meetings with the LAS in Cairo to improve the exchange of information and to discuss the upcoming UN-LAS General Cooperation Meeting to be held in 2016. DPA and the LAS also conducted three staff exchanges aimed at enhancing working-level contacts, deepening knowledge of the counterpart organization and developing complementary methods of effective cooperation. The Protocol of Amendment to the Text of Cooperation between the UN and LAS has been finalized and is expected to be signed in 2016.

Political dialogue and working-level cooperation between DPA and the **OIC** prospered in 2015, thanks to funding under this Appeal. Reflecting the many international peace and se-



curity challenges faced by both institutions, DPA and the OIC held consultations on Syria, Iraq and Myanmar; co-sponsored two international meetings on Palestine; and co-chaired a high-level meeting on Somalia on the margins of the General Assembly. In January 2015, DPA undertook a visit to the OIC Headquarters in Jeddah, when it was agreed that the two sides should step up political dialogue on issues of mutual concern and that DPA should continue to support the OIC on elections-related and mediation capacity-building.

DPA's partnership with the OAS remained an important area of focus in 2015. DPA and OAS conducted a periodic desk-to-desk exercise to enhance communication and promote the sharing of information, supported by extrabudgetary resources. In addition, the two entities continued to work towards implementing the OAS-UN Mediation Partnership Workplan. An example of DPA's contribution to this UN/OAS Partnership in action in 2015 was the active cooperation between the PDA in Colombia and his OAS counterparts in the country.

In 2015, DPA continued to work to strengthen the UN's relationship with ASEAN, particularly through the deployment in Jakarta of a UN Liaison Officer to ASEAN, funded through extrabudgetary resources. The Liaison Officer has taken the lead on the ASEAN-UN Comprehensive Partnership with the regional organization's Secretariat, its Committee of Perma-

nent Representatives and others. These interactions have significantly enhanced communication and coordination between the two organizations, including through various meetings in the margins of the General Assembly and at the seventh ASEAN-UN Summit in Kuala Lumpur in November. The Liaison Officer was instrumental in bringing the two organizations together on the proposal to formulate a five-year Plan of Action (2016-2020), approved at the Summit. The ASEAN-UN Regional Dialogue held in Myanmar in February 2015, also facilitated in-depth discussions with ASEAN's Member States in different areas of political security cooperation.

DPA's Regional Partnership Officer in Bangkok, funded through extrabudgetary resources, continued to enhance DPA's visibility and relationships in Southeast Asia, strengthening the Department's interaction with the UN system, developing an external network of partners, and providing DPA with informed analysis on regional developments. The Officer's location in Bangkok has allowed DPA to participate in various important regional missions, which would not have been possible otherwise. An example of effective cooperation was the coordination achieved among UN partners in May-July 2015 during the migrant crisis in the Andaman Sea and the Bay of Bengal.

Secretary-General Ban Ki-moon (centre right) and, seated to his right, the Special Envoy for Yemen Ismail Ould Cheikh Ahmed, meet with the delegation of the Government of the Republic of Yemen  
UN Photo: Rick Bajornas



## United Nations system

DPA plays a key role within the UN system to ensure coordinated and inclusive responses to international peace and security questions. Given its global mandate, the Department collaborates closely with the broader UN system, particularly in contexts where there are no UN missions on the ground. This cooperation is vital in ensuring that the three UN pillars—peace and security, development and human rights—work for a common purpose, as highlighted in the multiple policy reviews carried out in 2015.

Towards achieving this objective, in March 2015, DPA became an official observer in the **UN Development Group** (UNDG), which unites the diverse UN entities that play a role in development around the world. In November, DPA led the first ever discussion of the Chief Executives Board for Coordination on how the UN system can jointly address conflict prevention and peacebuilding. Extrabudgetary funds have continued to allow the Department to engage actively in various inter-agency processes that are critical for a joined-up UN delivery.

DPA's partnership with the **World Bank** in fragile and conflict-affected contexts has become a key priority in recent years. To date the Secretary-General and the President of the World Bank have undertaken three regional visits—to the Great Lakes region, Sahel and Horn of Africa—that have been instrumental to enhance cooperation and joint delivery. Planning was initiated in 2015 for a visit by the Secretary-General and the World Bank President to the MENA region in 2016.

DPA is collaborating with the **United Nations Office for South-South Cooperation** to systematically facilitate mainstreaming of South-South and triangular cooperation in the area of peace and security. South-South Cooperation (SSC) is increasingly used as an avenue to provide support within the areas of mediation, peacemaking and conflict prevention. While the political bodies of the UN, including the Security Council and the Peacebuilding Commission, are increasingly integrating language on SSC in mandates and country strategies, the operational machinery of the UN is also pushing ahead with integrating SSC into its work. DPA's roster of senior and thematic mediators has numerous mediators from the Global South, and DPA strives to work with Southern partners.

## Joint UNDP-DPA Programme: Building National Capacities for Conflict Prevention

Given DPA's extensive work in non-mission settings, UNDP is one of the Department's most important partners. The Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention is a dynamic joint venture whose purpose is to provide support for national initiatives towards conflict prevention. At the heart of the Joint Programme are the Peace and Development Advisers (PDAs), whose primary focus is to design and implement conflict prevention initiatives, support RCs through analysis and advice, and assist the UNCTs to integrate conflict-sensitive perspectives into their programming.

2015 saw an unprecedented number of PDAs in the field. By the end of the year, 39 PDAs were deployed or were under recruitment, with 50 per cent of those posts cost-shared by PBSO, and 3 funded by DPA extrabudgetary resources. The collaboration between DPA and UNDP extends beyond the deployment of PDAs, and includes joint assessments and analysis, as well as the deployment of short-term advisers in countries in crisis or in political transition. Such support was provided to six countries in 2015, including in Benin where the short-term deployment was geared towards providing the RC and UNCT with regular analysis in the run-up to the presidential elections. Overall, through the Joint Programme, DPA provided technical support to RCs/UNCTs in non-mission settings in 44 instances in 2015.

In Colombia, for example, DPA has been supporting the work of the UNCT and undertaking other efforts on issues related to the peace process with the use of extrabudgetary funds since the talks between the Government of Colombia

and the Revolutionary Armed Forces of Colombia—People's Army (FARC-EP) were first announced in 2012. The PDA on the ground has played an important role in this regard. Recognizing that integrated and cross-border approaches were needed to address the challenges in the Central African region, a regional PDA was deployed in Cameroon in 2015. The PDA has provided strategic advice on issues affecting peace and development in Nigeria, Chad, Niger and Cameroon, focusing in particular on issues that have a regional impact on security, stability and development such as Boko Haram and the CAR crisis. In Myanmar, the PDA worked to assist the RC and the UNCT in identifying gaps and opportunities for UN system-wide support to the Government's efforts towards democratic transition. The PDA deployed in Papua New Guinea worked closely with the UN Presence in Bougainville to support the ongoing peacebuilding interventions, including for the preparation of a referendum.

PDA support is increasingly in demand, especially by RCs working in complex political situations. DPA is fully committed to supporting RCs, as well as the broader UNCTs, in their efforts to assist national counterparts in preventing the lapse, or relapse into conflict. DPA will continue to build on the success of the Joint Programme, which represents a positive example of effective collaboration across the UN system on conflict prevention and peacebuilding.

Total extrabudgetary funds in 2015: **\$230,000**

DPA's strategic partnerships with other UN entities include **DPKO**, in the area of mediation and electoral assistance to peacekeeping operations; the UN Office on Drugs and Crime (**UNODC**) on issues such as drug trafficking and transnational organized crime; **OCHA**, including in the lead-up to the World Humanitarian Forum; and **PBSO** and the **PBF**, which has supplied critical support to DPA as the lead UN operational department for peacebuilding.

PBSO and PBF are important strategic partners for DPA. In 2015, PBF continued to lend support in countries where DPA has or has recently had an SPM, including Burundi, Guinea-Bissau, Sierra Leone, Somalia and Yemen. Through its Immediate Response Facility, the PBF has been active in Guinea-Bissau and Libya to support priorities identified by the respective SRSGs. Innovative collaborations have also been taking place in non-mission settings in order to optimize the impact of peacebuilding strategies in countries undergoing difficult political transitions. In Madagascar, Sri Lanka and in Papua New Guinea, for example, the PBF and DPA have jointly seized the opportunity for reconciliation offered by the peaceful transitions. DPA and the PBF also engage through the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention, with the PBF funding a number of Peace and Development Advisers (PDAs).

In 2015, DPA, as a system-wide mediation services provider, continued to offer mediation support to the DPKO. Recent examples include MINUSCA, MINUSMA, the UN-AU Mission in Darfur (UNAMID) and UNAMA. For example, in 2015 the SBT assisted MINUSCA in CAR with the design and conduct of the consultations that preceded the Bangui Forum for National Dialogue and Reconciliation, leading to agreements between the interlocutors on peace, national reconciliation and reconstruction, and on disarmament, demobilization, rehabilitation and repatriation. The demand for DPA services is expected to grow.

An example of partnership in non-mission settings is the initiative in the South Caucasus, where DPA established a coordination mechanism involving three UNCTs focusing on strengthening conflict prevention and confidence-building activities in the region. In July 2015, DPA successfully organized and facilitated the first UN-CSO South Caucasus regional dialogue involving RCs, UNCTs and civil-society representatives from Armenia, Azerbaijan and Georgia. The meeting focused on conflict prevention issues, the 2030 Development Agenda and Sustainable Development Goals (SDGs). In November, DPA organized a follow-up regional dialogue focusing on regional coordination, conflict prevention and resolution.

### *Civil society*

In order to advance the United Nations' Democracy Agenda, DPA has worked closely with International IDEA in conducting a review of existing SPM mandates, with a particular focus on those SPMs dealing with democratization and good governance. DPA and International IDEA successfully conducted a joint assessment visit to the UN Integrated Peace-Building Office in Guinea-Bissau (UNIOGBIS) and UNOWA that helped assess the mission's experiences, lessons learned and best practices, bearing in mind the issues outlined in the 2009 Secretary-General's Guidance Note on Democracy, and identified recommendations for implementation of the democracy and good governance aspects of SPM mandates.

DPA has enhanced its cooperation with civil society organizations in the area of mediation. The establishment of the Academic Advisory Council on mediation demonstrates one such partnership. In 2015, DPA enhanced its engagement with a network of organizations that work with religious and tribal leaders, resulting in methods to better address a religious perspective, incorporate these actors into mediation processes and provide support to DPA missions. DPA has also increased its collaboration with Member States and NGOs working on mediation, exchanging information and lessons learned, deepening operational collaboration, developing a common understanding of challenges and exploring how to work effectively to support specific mediation strategies. For example, in 2015 DPA piloted a UN course on religion and mediation and contributed expertise to an NGO-led pilot training on national dialogues and mediation.

In 2015, through the use of extrabudgetary funds, the **Committee on the Inalienable Rights of the Palestinian People** was able to sponsor the participation of civil society representatives at various international meetings and other events covering such areas as reconstruction needs in Gaza, the impact of settlements on the two-state solution and possible ways forward, and the future of Jerusalem. Extrabudgetary funds also enabled DPA to support the participation of Palestinian CSO representatives in the World Social Forum in March 2015 in Tunis, where they were guest speakers. These events provided an important platform for interaction with civil society representatives from the region (the West Bank and Gaza as well as Israel), made possible to a large extent due to the availability of extrabudgetary funds.



Woman in Mogadishu, Somalia  
UN Photo

## Output 4

DPA's supporting capacity and mechanisms are enhanced to assist conflict prevention, mediation and peacebuilding.

Amount programmed: \$4.4 million

Total expenditures: \$3.5 million

Overall implementation rate: 80 per cent

### Overview

Successful engagements in conflict prevention, peacemaking and peacebuilding rely on a combination of sound leadership and flexible and rapidly deployable expertise. Over the last few years, in parallel to its transformation into a field-oriented Department, DPA has devoted considerable energy to honing its thematic expertise across its mandate areas. The Department has developed and refined new tools to respond to new or emerging threats to international peace and security; enhanced its ability to assess its engagements in the field and learn lessons; improved training opportunities for DPA staff; and worked hard to strengthen coherence with the wider UN system in areas such as conflict prevention and peacebuilding.

These developments have turned DPA into a widely recognized provider of expert services and tools in various areas related

to mediation, including aspects such as constitutional assistance, reconciliation and national dialogues. The Department makes this targeted expertise available not only to UN entities, in particular to Special Envoys and Missions in the field, but also to regional and subregional organizations as well as Member States.

DPA's evaluation capacities have been strengthened, and lessons learned exercises are now a regular feature of the Department's work, feeding constantly into the shaping of new engagements. The Department has continued to enhance its outreach and communication efforts, critical for any engagement in conflict prevention, mediation or peacebuilding.

**“There is an unassailable logic in investing early and adequately to prevent the onset of an armed conflict [...]. This would prevent the need for much larger investments in the ambulances and triage at the bottom of the cliff after many thousands of lives have been lost and billions of dollars spent on war”**

**Report of the High-Level Independent Panel on Peace Operations (A/70/95 - S/2015/446)**

## Examples of activities and achievements

### Supporting cross-cutting themes

**Peacebuilding** has become an increasingly important core activity for DPA. In 2015, the Department used extrabudgetary funding to increase its capacity to underpin this growing priority. It continued to support a focal point function to engage actively with a range of partners whose cooperation is key to informing DPA's longer-term political strategies. This included the management and expansion of the Department's partnerships with critical regional and subregional organizations and the International Financial Institutions (including DPA's participation in the UN-World Bank partnership), as well as with the UN system (including the Joint UNDP-DPA Programme and PBSO), RCs and UNCTs. Throughout the year, DPA contributed actively to the 2015 Review of the Peacebuilding Architecture as well as to the follow-up in those areas that are of particular relevance to DPA's work. DPA is now giving careful consideration as to how it can better integrate peacebuilding into its field engagements in the future.

Experience has shown that, if done properly, a strong constitution can form the backbone of a growing democracy and play a crucial role in protecting fundamental freedoms. Supporting countries as they review and revise their **constitutions** can be pivotal in ensuring peace and stability at the national, regional and international levels. In 2015, DPA used extrabudgetary funds to enable the provision of constitutional advice to/through UN missions (e.g., Somalia) and UNCTs (e.g., Ukraine),

### A new guide on Natural Resources and Conflict for mediation practitioners

Natural resources disputes have contributed to 40-60 per cent of civil wars over the past 60 years, and to more than 18 violent conflicts since 1990. In February 2015, DPA published "Natural Resources and Conflict", a guide for mediation practitioners, which is the process of being translated into several UN languages. This Guide is the product of a close collaboration between DPA and the UN Environment Programme (UNEP), bringing together both political and technical considerations. The initiative aims to increase understanding and knowledge about mediation as a tool to manage natural resources disputes, to facilitate the application of new concepts and tools to real-life contexts, and to identify potential follow-up activities regarding natural resources mediation. The Guide was first rolled out with the EU in Brussels (aiming at regional organizations) and then with the Crisis Management Initiative in Helsinki. Such training also helped to distil good practices in three core areas: land, extractives (minerals, oil and gas) and water. It also encouraged in-depth analysis of the broader socio-economic, political and security dynamics (both internal and external) of these conflicts.

and to improve the coordination of UN system constitutional assistance. DPA also worked to strengthen its strategic partnerships with external organizations and actors in the constitution-building field. In 2015, DPA maintained the **UN Constitution-maker** ([unconstitutionmaker.un.org](http://unconstitutionmaker.un.org)), an online tool developed jointly by DPA and UNDP. The website contains over 1,500 documents, including newly developed and detailed resources and tools relating to the process and substance of constitution-making and constitutional assistance, and serves as the repository of UN experience and knowledge in that field. By the end of 2015, Constitutionmaker contained archives from 10 UN Missions involved in providing constitutional assistance.

Extrabudgetary funding allowed DPA to continue its work on **drug trafficking and organized crime**, and facilitated its role as co-chair, along with UNODC of the Secretary-General's Task Force on Transnational Organized Crime and Drug Trafficking. Much of 2015 was spent on preparations for the UN Special Session of the General Assembly on the world drug problem scheduled for April 2016. This enhanced expertise also benefited DPA's regional divisions, for example through support to the Americas Division in its dealings on drugs policy with regional organizations such as UNASUR and OAS. In January 2015, DPA

### Secretary-General's Report on Conflict Prevention

Against the backdrop of the civil war in Syria and conflict and lawlessness in parts of Central African Republic, Iraq, Libya, Nigeria, South Sudan, Ukraine, Yemen and elsewhere, the Secretary-General presented a report on conflict prevention to the Security Council in September 2015. Noting that it was a difficult time to be talking about conflict prevention, he called on Member States and the Council itself to recommit politically and financially to the principle enshrined in the Charter "to save succeeding generations from the scourge of war". This call echoed one of the strong and consistent messages found in the three strategic reviews in 2015: on peace operations, the peacebuilding architecture, and progress on Security Council Resolution 1325 and the WPS agenda. Indeed, the reviews all noted the imperative of bringing prevention "back to the fore". The report describes how the UN has strengthened its tools for conflict prevention and improved their use. It highlights the Human Rights Up Front Initiative by which the Secretary-General has sought to reinforce the culture of prevention as a core UN responsibility. It looks at the work of DPA, the operational arm for the Secretary-General's good offices, preventive diplomacy and mediation work, as well as how the UN system comes together to work jointly on prevention, particularly when there is no peace operation on the ground. It underscores the importance of partnerships with regional organizations. It also shows that technical fixes are not enough and that much greater political support for and investment in preventive efforts are essential. The risks of inaction are simply too great.

also organized a meeting with the High-Level Panel, focused on the implications of transnational organized crime and drug trafficking for UN peace operations.

DPA continued to advance its [ceasefire support](#) capabilities throughout 2015, aiming to improve the Department's capacity to support ceasefire negotiations by honing its tools and expertise. In March, a Ceasefire Mediation course was held in Norway bringing together 37 participants, including representatives from parties to ongoing conflicts (such as Afghanistan, Colombia, Myanmar and Philippines), UN Headquarters and field offices, Member States and regional organizations. The training was of direct benefit to DPA, for example in augmenting the technical capability on ceasefires, and facilitating contacts with the OSCE, leading to DPA's providing technical ceasefire support to OSCE in Ukraine, including two missions in 2015 with a third mission planned. Throughout 2015, DPA continued to work on drafting guidance material on ceasefires and on plans for additional training, using extrabudgetary funding.

### [Capacity-building for staff and partners](#)

[Special Political Missions](#) remain one of the most important operational tools for conflict prevention, peacemaking and peacebuilding. Today, DPA oversees the work of more than 40 SPMs, ranging from Special Envoys and sanctions monitoring

groups to regional offices and field-based missions. Given existing constraints faced by the Department to ensure adequate backstopping to SPMs, DPA has relied on extrabudgetary funding to provide different forms of substantive support to these missions. These resources have allowed DPA to increase its capacity dedicated to overall support on guidance development and implementation, in particular with regard to planning and integration issues, maintaining up-to-date knowledge on policy and operational issues related to SPMs. DPA was also able to deploy staff to six familiarization visits to SPMs in the field, enhancing their contacts with SPMs as well as the overall ability to identify their support needs.

### [Outreach and communication](#)

In this information age effective communication and outreach are essential for DPA, particularly given the increasingly operational and global nature of the Department's work in conflict prevention, peacemaking and peacebuilding. Extrabudgetary funding has been vital in enabling the strategic communications and public affairs team in the Office of the USG to lead these efforts. In 2015, a revamped intranet was rolled out, greatly enhancing contacts and information-sharing with DPA's field missions. The Department has continued to reach out by disseminating its periodic update magazine [Politically Speaking](#) online. DPA was active on Twitter, where it has a rapidly



*Under-Secretary-General Jeffrey Feltman during his Afghanistan visit, December 2015  
UN Photo: Fardin Waezi*

growing following, in order to reach key constituencies in real time. The Department also continued its push in 2015 towards mainstreaming **digital diplomacy** into its work. This has included holding a series of seminars to acquaint staff with the concept and practice of digital diplomacy and the roll-out of a reference note on using technology in briefings to the Security Council and other audiences.

### **Donor relations**

DPA has put in place a separate structure with primary responsibility for the systematic implementation of a resource mobilization strategy, monitoring and regular reporting. A dedicated staff capacity in DPA is in charge of drafting the Appeal and the annual report as well as outreach with donor Member States.

### **Better planning and reporting**

Extrabudgetary funds have been instrumental in supporting the Department's efforts to improve its strategic planning, monitoring and reporting processes. 2015 saw an end to DPA's first **Strategic Plan** that ensured a common approach on the key priorities to guide the work of the Department over the last two years. The Strategic Plan anchored the multiple layers of planning and reporting, from individual staff performance to Divisional Annual Work Plans, which in turn multiplied synergies and cross-collaboration across DPA's diverse areas of work. Divisions Annual Work Plans were developed on the basis of the priorities outlined in the Strategic Plan, which also guided the prioritization and allocation of resources. DPA projects were ranked from high to low priority.

In 2015, a strong focus was put on promoting strategic reflection through the institutionalization of an **Annual Strategic Review**, led by senior management, to take stock of results and critically assess bottlenecks and opportunities going forward. The Review concluded that DPA had been effective in achieving the overall strategic and organizational priorities identified in its Strategic Plan by regularly adapting its tools for political engagement in order to remain relevant in the fluid international political context. Despite the challenging environment, DPA strove to fulfil its mandate of maintaining international peace and security by preventing violent conflicts from arising through preventive diplomacy, mediation and peacemaking. On the institutional front, DPA implemented a series of measures to 1) update information management through the streamlining and standardization of information gathering and sharing; and 2) improve planning, monitoring and evaluation through the implementation of a standardized planning system and reinforced mechanisms for assessing DPA's work.

Looking forward, DPA has developed a new and more ambitious Strategic Plan, which outlines the Department's overall vision and goals for the next four years (2016-2019). The development of the new Plan provided an excellent opportunity to harmonize our planning cycles and assess our priorities and

needs from a more strategic perspective. It is accompanied by a Results Framework to support the monitoring and reporting of the Department's performance. The Strategic Plan will be subject to internal review at midpoint and to final external evaluation in 2019 to inform decision-making processes ahead of the next Strategic Plan.

### **Commitment to institutional learning and evaluation**

DPA remains fully committed to improving its evaluation and institutional learning systems, and thanks to extrabudgetary funds, is building up a body of knowledge and evidence that covers a substantial range of its work. The **Learning and Evaluation Board** continues to be the main oversight body that develops an Annual Learning and Evaluation Plan with a selection of evaluations, lessons learned and after-action reviews in line with departmental priorities.

In 2015, DPA started updating its Evaluation Policy to clarify roles and responsibilities and better define planning process for evaluations. In addition, DPA is in the process of becoming a member of the UN Evaluation Group (UNEG), an inter-agency professional network that brings together 46 evaluation units of the UN system to promote the independence, credibility and usefulness of UN evaluations.

DPA has established a formal mechanism to follow up on recommendations and ensure that learning is integrated into policy, guidance and decision-making processes. Extrabudgetary funding has been central to all those efforts.

### **Evaluations, assessments, lessons-learned studies completed in 2015**

- ▶ Before developing the new MYA, a comprehensive **external evaluation of the 2014-2015 MYA** was conducted. The evaluation found that the overall mechanism is adapted to the needs of DPA and enjoys widespread support. Some of the major challenges associated with the MYA were discussed during a "stocktaking" meeting with DPA's main donors, held in Oslo in 2015.
- ▶ DPA engaged a consultant to conduct a **lessons-learned review of mediation support provided by the UN to the Kampala Dialogue** for the period of July 2012 to December 2013, a mediation process between the Democratic Republic of the Congo (DRC) and the "M23" movement. The study captured key lessons, from preparations through process design and implementation, in order to inform future mediation support efforts. The study found that such support had been instrumental to the process, and had delivered sound strategic and technical advice. Challenges included difficulties associated with sustainability as well as capacity-building of regional organizations.



- ▶ **An after-action review of UN engagement in the electoral process in Nigeria** covering the period from October 2014 to April 2015, undertaken by DPA in consultation with UN partners, reflected on the UN's approach to preventing election-related violence. Strong and effective state institutions, consultative mechanisms for dialogue between political parties and commitments by political actors to refrain from inciting violence and to accept electoral results were identified as best practices. The active involvement of senior UN officials, the good offices role of the Special Representative for West Africa in building trust with national actors, and close collaboration with the UNCT, were found to be crucial for the UN's targeted and proactive engagement.
- ▶ DPA support for the resolution of the **October-November 2014 crisis in Burkina Faso was the subject of an after-action review**, in order to identify and capture lessons and best practices. The review noted that while credit for the swift resolution of the crisis went mainly to the Burkinabé citizens and leaders themselves, rapid UN action helped to contain the crisis and avoid an escalation of violence that could have destabilized the subregion. These actions ensured Burkina Faso's rapid return to constitutional order and helped sustain the momentum for a successful dialogue, leading to the adoption of the Charter of the Transition and the establishment of transitional institutions.
- ▶ In late 2014, DPA led a **strategic assessment of the UN Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS)** in response to a request by the Security Council for a comprehensive review of the mission's mandate. The best practices and lessons learned in the course of that initiative were documented in an after-action review, completed in early 2015, with a view to informing similar processes in the future. The review noted in particular the effective organization of the strategic assessment mission, its adherence to existing guidance, and the practical usefulness of background material and debriefing sessions. DPA is building on these lessons to develop a strategic and technical assessment process checklist for use by DPA staff.
- ▶ DPA conducted a **lessons-learned study on the transfer of the lead responsibility for the United Nations Assistance Mission in Afghanistan (UNAMA)** from DPKO to DPA. It was found that a critical factor for the success of this transfer was the early and clearly communicated decision on the transition, taken at the highest levels. Other important factors were: as much predictability in planning as possible, retention of institutional knowledge, transfer of relevant expertise, and consistent, experienced, and effective support at Headquarters. The UNAMA transition to DPA also highlighted challenges that the Department faces in terms of dedicated resources for backstopping and support.
- ▶ In the context of its ongoing study on transitions in the context of **withdrawal or drawing-down of Special Political Missions**, DPA undertook a lessons-learned exercise on the withdrawal of the United Nations Office in Burundi (BNUB) upon completion of its mandate at the end of

2014. These studies have systematically focused on such issues as early planning, integration, national ownership and capacity-building, communications, and support functions. Good practices identified during the BNUB transition included full and frank engagement with national authorities, bilateral and multilateral partners; joint development by BNUB and the UNCT of a communications strategy with key messages for external and internal audiences; and regular and frank communication with the staff, including the organization of trainings and a job fair.

- ▶ In mid-2015, at the request of the **UN Assistance Mission in Somalia (UNSOM)**, DPA undertook a **lessons-learned exercise** on the UN's support to Somalia's federal state formation processes in the Jubba and South West regions during the June 2013-June 2015 period. These two areas were the first "interim regional administrations" to be formed as the basis of future subfederal units, in line with Somalia's goal to establish a federal state. A survey was conducted questioning those staff of UNSOM, the African Union Mission In Somalia (AMISOM) and UNDP who had been involved in supporting those processes, to gather reflections on key aspects of the existing AU/UN collaboration. The exercise garnered best practices and emerging lessons about partnerships between UNSOM, AMISOM and UNDP, as well as IGAD; advocacy for political inclusion; and support to governance and capacity-building.
- ▶ As part of DPA's ongoing efforts to improve its institutional memory and learning culture, DPA undertook a **lessons-learned study on End of Assignment reports** prepared since 2011 by departing senior UN officials, in line with guidance developed in 2009. These reports offer analytical reflections and include recommendations on how to improve the Department's work in areas such as mandate implementation, mission support, mediation and good offices efforts, and gender mainstreaming. In 2015, eight End of Assignment reports were received from outgoing senior staff having served in various Missions.

### Ongoing and upcoming evaluations, assessments, lessons-learned studies

- ▶ Lessons-learned study, in collaboration with the DFS3 on the establishment of the UN Electoral Observation Mission in Burundi (MENUMB), which operated from January through December 2015 to observe the Burundi electoral process and support political facilitation;
- ▶ After-action review, conducted jointly by DPA and MENUMB, on electoral support in Burundi in late 2015;
- ▶ Lessons-learned study on Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention, including the Peace and Development Advisers.



SRSG Nicholas Haysom speaks with university representatives as part of Global Open Days events  
UN Photo: Fardin Waezi

## Financial data

### Income generated in 2015

The MYA was introduced primarily to increase the level of voluntary contributions to DPA, and to establish a more strategic and coherent approach to the Department's fundraising efforts. The first cycle of the MYA covered a period of three years (2011-2013) and garnered a total of \$46 million from 23 donors (the overall MYA was 88 per cent funded). On this basis, DPA increased its ballpark figure to \$50 million for the MYA 2014-2015 and has successfully mobilized more than \$37 million from 30 donors (MYA 75 per cent funded).

Donors have consistently seen the MYA as an efficient resource mobilization tool which adequately serves the needs of the Department. For 2015 specifically, DPA received \$18.1 million in response to its Appeal which left a \$7.4 million funding gap (Appeal 71 per cent funded). This represents a 7 per cent decrease compared to the \$19.2 million received in 2014, marking the first decline in contributions since the establishment of the MYA mechanism. This decrease is largely the result of funding being diverted towards the humanitarian and migration crisis.

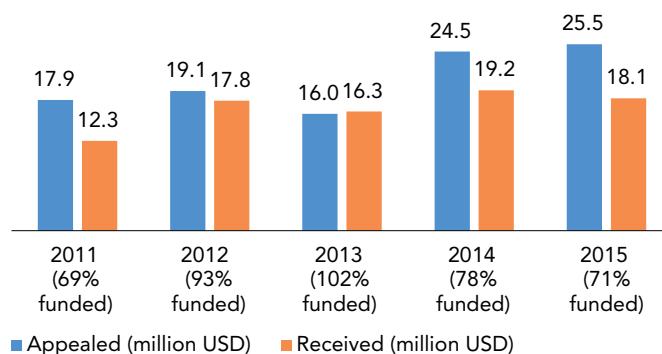
With the Appeal partly funded (71 per cent), DPA had to prioritize the projects throughout the year by ranking them from high to low in line with the overall direction set by the Strategic Plan. With a shortage of funds, there is always a danger of allocating the bulk of resources towards crisis response and very little towards prevention; DPA therefore calls for the next MYA (2016-2017) to reach its funding target in order to mitigate this risk. In

2015 the Department also continued to rationalize its administration and travel costs, with staffing costs funded by extrabudgetary resources being reduced by more than 20 per cent. These measures helped us maximize the use of voluntary contributions.

### Overview of DPA's Resources (millions of USD)

Biennium	Regular Budget (RB)	RB as % of Total	Extra-budgetary (XB)	XB as % of Total	Total
2004-05	58.9	83%	12.0	17%	70.9
2006-07	62.7	87%	9.1	13%	71.8
2008-09	73.9	75%	25.1	25%	99.0
2010-11	83.1	81%	19.6	19%	102.7
2012-13	86.7	72%	34.1	28%	120.8
2014-15	85.4	70%	36.6	30%	122.0

### Funding levels Appeals 2011-2015



### Contributions received in 2015 for the Multi-Year Appeal

Donor	Amount (thousands of USD)
Australia	495
Austria	30
Belgium	172
Bulgaria	15
China	200
Denmark	1,751
Ecuador	5
European Union	792
Finland	219
Germany	1,862
Italy	1,088
Ireland	380
Liechtenstein	10
Morocco	1,000
Netherlands	1,154
New Zealand	364
Norway	2,216
Oman	50
Republic of Korea	1,000
Romania	30
Slovakia	18
Spain*	132
Switzerland	300
Turkey	450
United Kingdom	3,721
United Arab Emirates	500
Others	95
<b>Total</b>	<b>18,049</b>

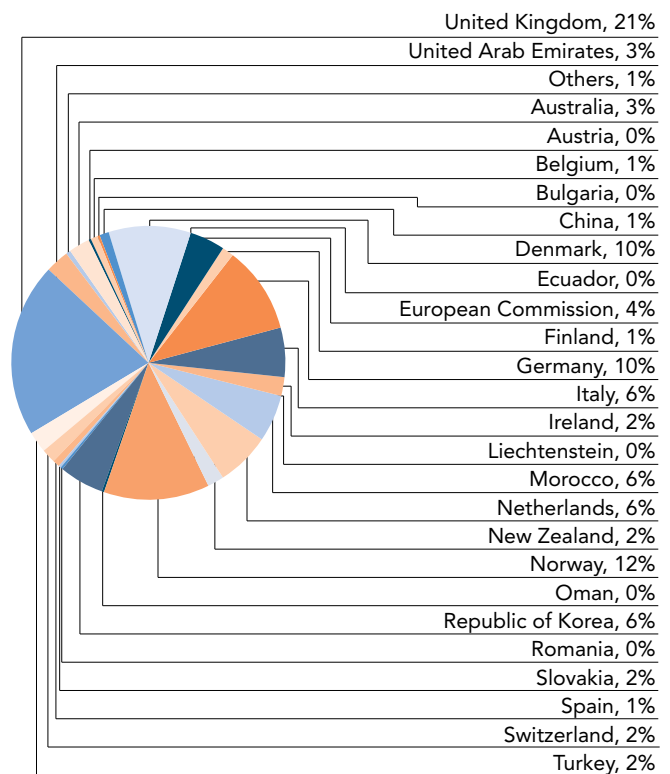
\* In addition, an in-kind contribution to the Office of the Special Envoy for Western Sahara is being calculated by the UN

### Donors supporting DPA

In 2015 alone, contributions were received from 26 donors in accordance with the following geographical distribution (as per UN listing of Regional Groups of Member States): Western Europe and Others Groups<sup>2</sup> (84 per cent); Asia-Pacific Group<sup>3</sup> (10 per cent); African Group<sup>4</sup> (6 per cent); Eastern European Group<sup>5</sup> (0.85 per cent); and Latin America and Caribbean Group<sup>6</sup> (0.15 per cent).

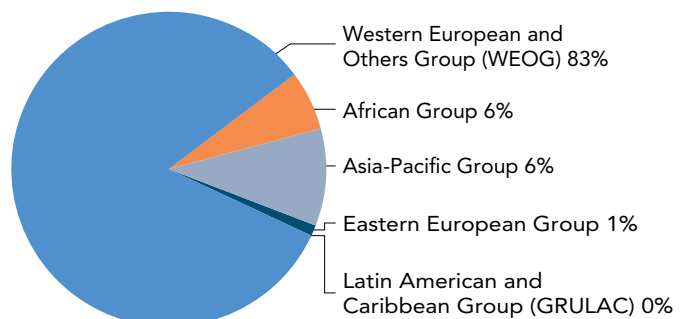
- 2 Austria, Australia, Belgium, Denmark, EU, Finland, Germany, Ireland, Italy, Liechtenstein, Netherlands, New Zealand, Norway, Spain, Switzerland, Turkey and United Kingdom.
- 3 China, Oman, Republic of Korea and United Arab Emirates.
- 4 Morocco.
- 5 Bulgaria, Poland, Romania and Slovakia.
- 6 Ecuador.

### Donors contributions in 2015 (% of the total mobilised)



DPA redoubled efforts to diversify and expand its donor base and has successfully welcomed 12 new donors since 2013. The contributions from the newcomers amount to more than \$3 million and represent approximately 15 per cent of the total mobilized in 2015.

### Contributions per UN Regional Groups of Member States (% of total mobilised in 2015)

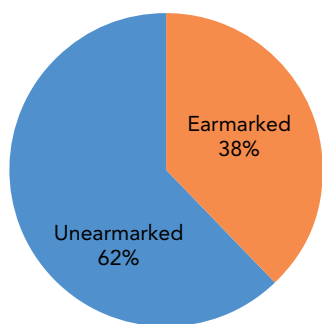


## Level of earmarking

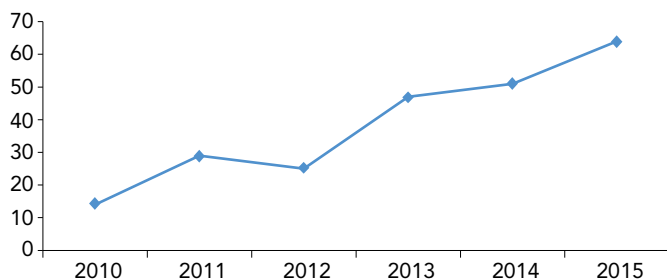
Over the years, the predictability of funding has improved with the maintenance of four multi-year agreements with donors and a steady decrease in the level of earmarked funding. In 2015, the level of unearmarked funds reached a record level, representing 62 per cent of the overall contributions (compared with 51 per cent in 2014). This illustrates the growing confidence of donors in DPA's ability to use flexible funding where it is most needed.

However, up to 54 per cent of the contributions were received in the last quarter of 2015, hampering the planning of activities. With no funding reserve, DPA relies on the constant flow of new contributions, to sustain its operations.

### Flexibility of funding in 2015



### Evolution of unearmarked funding (% of total mobilised since 2010)



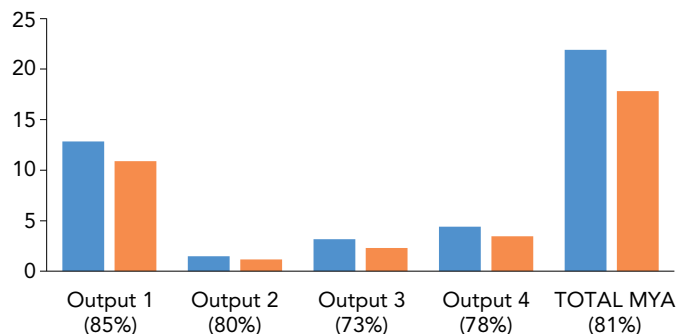
## Allocations and expenditures

In 2015, the total funds programmed were \$21.8 million and the total amount of expenditure was \$17.9 million. The overall implementation rate (funds spent versus funds programmed) was approximately 82 per cent, compared to 88 per cent in 2014. This drop is explained by the challenges associated to the roll out of Umoja, a Secretariat-wide administrative reform that hampered the implementation of activities in the last quarter of the year. However, as the Organization completes the transition to Umoja and trains its staff, DPA hopes to benefit from a simplified and streamlined approach to the management of its finances, resources and assets.

The 2015 funds mobilized under this Appeal, were programmed for approximately 80 projects. As in previous years,

approximately half of the funding goes towards the non-staff costs of efforts to prevent conflict and mediate crises, especially travel (20 per cent); while a significant portion was spent on extrabudgetary posts (39 per cent).

### Expenditures vs Programmed in 2015 (millions of USD)



## ODA reporting

Since 2012, donors have been able to meet their voluntary targets when contributing to DPA and/or when funding a Junior Professional Officer (JPO) to work in the Department. In 2014 (according to the latest figures produced by OECD), there was an increase of 58 per cent with a total of \$6.5 million reported as multilateral or bilateral contribution to DPA (as compared to \$4.1 million in 2013 and \$2.5 million in 2012) further acknowledging the link between preventive diplomacy and development.

## Management and governance structures

In 2015, the DPA Project Review Committee, made up of senior management in DPA, continued to provide strategic guidance and oversight for the implementation and management of the MYA funding. The Committee met bi-monthly, to ensure the effective planning, management and monitoring of projects as well as to assess and manage risks associated with changes in the context in which DPA operates, among others.

Since 2013, the Department is using an innovative project management software system (NOVA) that has enabled more effective and transparent planning and management of DPA's projects.

## Ensuring efficient management of resources

DPA continued to manage the resources in a rigorous and efficient manner to demonstrate value for money. In 2015, DPA streamlined the allocation of extrabudgetary resources through regular prioritization processes to ensure funds are allocated according to priorities.

Since 2014, DPA has continued to enhance its financial management systems and internal control processes in line with the

UN Secretariat's adoption of the International Public Sector Accounting Standards (IPSAS). IPSAS supports a more transparent and efficient management of contributions from donors. All voluntary contributions are channelled through the Political Affairs Trust Fund, managed according to the UN Financial Regulation and Rules and subject to audits of the UN Office of Audit and Investigation.

## Support

The Executive Office (EO) provides all administrative and logistical support to the activities covered in this Report. More specifically, the support function includes recruitment processes for personnel and consultants as well as the ongoing administrative support for travel, workshops, etc. The EO also administers all financial aspects of the funding, including review of contribution agreements, preparation of financial statements, responses to requests for financial authorizations, compilation of expenditure data and reporting. It is estimated that \$500,000, equivalent to 3 per cent of total expenditure under the MYA, was allocated for support positions in the EO and donor relations staff.

The new Umoja Grants Management system is now ensuring the standardization of all grants and donor information, as well as a more efficient management, budgeting and reporting on execution of extrabudgetary projects.

## Junior Professional Officers in DPA

Country	Number	Duty Station
China	2	New York
	1	New York
Denmark	1	Mogadishu
	1	Addis Ababa
Finland	1	New York
Germany	1	Dakar
	4	New York
Italy	2	New York
Japan	2	New York
	3	New York (1 JPO from Kenya)
Netherlands	1	Brussels
	1	Dakar
	1	Nairobi (JPO from Benin)
Norway	1	New York
	1	Tunisia
Switzerland	4	New York
USA	1	New York
<b>Total</b>	<b>29</b>	<b>21 in NY, 8 in the field</b>
Commitments for 2016: Germany, Spain and Sweden		



Long queues in front of a polling station during the presidential elections in Guinea on 11 October 2015  
UN Photo

## List of Acronyms

AMISOM	African Union Mission in Somalia
ASEAN	Association of Southeast Asian Nations
ASG	Assistant Secretary-General
AU	African Union
BINUCA UN	Integrated Peacebuilding Office in the Central African Republic
BNUB	UN Office in Burundi
CAR	Central African Republic
CEB	Chief Executives Board
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CIC	Centre on International Cooperation
CICIG	International Commission against Impunity in Guatemala
CNMC	Cameroon/Nigeria Mixed Commission
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organization
DAC	Development Assistance Committee (of the OECD)
DFS	Department of Field Support
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DRC	Democratic Republic of the Congo
DSS	Department of Safety and Security
EAC	East African Community
EAD	Electoral Assistance Division
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EO	Executive Office
EOM	Electoral Observer Mission
EU	European Union
FGS	Federal Government of Somalia
FYROM	Former Yugoslav Republic of Macedonia
GBV	Gender-Based Violence
HDIM	Human Dimension Implementation Meeting
IATF	Inter-Agency Task Force
ICGLR	International Conference on the Great Lakes Region

IGAD	Intergovernmental Authority on Development
IOM	International Organization for Migration
ISIL	Islamic State of Iraq and the Levant
IPSAS	International Public Sector Accounting Standards
JPO	Junior Professional Officer
LAS	League of Arab States
LRA	Lord's Resistance Army
MDG	Millennium Development Goals
MENA	Middle East and North Africa
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MENUB	UN Electoral Observation Mission in Burundi
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MSU	Mediation Support Unit
NATO	North Atlantic Treaty Organization
NGO	Non-Governmental Organization
NDC	National Dialogue Conference
NRC	Norwegian Refugee Council
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OHCHR	Office of the High Commissioner for Human Rights
OIC	Organization of Islamic Cooperation
OJSR	Office of the Joint Special Representative
OPCW	Organization for the Prohibition of Chemical Weapons
OSCE	Organization for Security and Cooperation in Europe
PBF	Peacebuilding Fund
PBSO	Peacebuilding Support Office
PDA	Peace and Development Adviser
PESG	Personal Envoy of the Secretary-General
PRSG	Personal Representative of the Secretary-General
RCs	Resident Coordinators
SADC	Southern African Development Community
SASG	Special Adviser to the Secretary-General

SBT	Standby Team of Mediation Experts
SC	Security Council
SESG	Special Envoy of the Secretary-General
SRSG	Special Representative of the Secretary-General
SPM	Special Political Mission
UN	United Nations
UNAMA	UN Assistance Mission for Afghanistan
UNAMI	UN Assistance Mission for Iraq
UNCT	UN Country Team
UNDG	UN Development Group
UNDP	UN Development Programme
UNEP	UN Environment Programme
UNEG	UN Evaluation Group
UNIOGBIS	UN Integrated Peacebuilding Office in Guinea-Bissau
UNIPSIL	UN Integrated Peacebuilding Office in Sierra Leone
UNOCA	UN Office for Central Africa
UNOCC	UN Operations and Crisis Centre
UNODC	UN Office on Drugs and Crime
UNOM	UN Office in Mali
UNON	UN Office at Nairobi
UNOWA	UN Office for West Africa
UNPOS	UN Political Office for Somalia
UNRCCA	UN Regional Centre for Preventive Diplomacy for Central Asia
UNSCO	UN Special Coordinator for the Middle-East Peace Process
UNSCOL	UN Special Coordinator for Lebanon
UNSMIL	UN Support Mission for Libya
UNSOM	UN Assistance Mission in Somalia
UN-SWAP	UN System-Wide Action Plan on Gender Equality and Empowerment of Women
USG	Under-Secretary-General
UNV	United Nations Volunteers
WPS	Women, Peace and Security





Somali woman in Mogadishu  
UN Photo



# United Nations

## Department of Political Affairs

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DIPLOMACY. PREVENTION. ACTION

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