Multi-Year

Appeal

2016-2017
The themes below represent the six key areas where the Department is seeking extrabudgetary funding in the context of the 2016-2017 Multi-Year Appeal

**PREVENTION**

**DPA sets the agenda for conflict prevention**

DPA uses its regional presence, liaison offices and SPMs to support the “good offices” of the Secretary-General and as platforms for early warning, prevention of conflict outbreak and for election-related violence. DPA advises the UN system and key external partners to maximize the impact of preventive diplomacy and to prevent the growth of violent extremism and transnational networks of crime.

**CRISIS RESPONSE**

**DPA responds to crises and resolves conflict**

DPA continues to refine and expand upon its crisis response system—including its network of Envoys, regional offices, and Special Political Missions, combined with the Mediation Standby Team, Rapid Response Funding and the Mediation Roster—to effectively address and resolve conflicts in a sustainable manner.

**INVESTING IN PEACE**

**DPA fosters the conditions for sustainable peace**

DPA provides long-term assistance to Member States to support the implementation of peace accords and inclusive democratization processes, paying particular attention to the women, peace and security agenda; and working with a wide range of peacebuilding actors to help foster the capacities of regional and local actors to sustain peace.

**EXPANDING PARTNERSHIPS**

**DPA creates and maintains relations with Member States and regional organizations**

DPA builds upon its extensive partnerships with Member States and regional and subregional organizations to ensure a concerted and coordinated approach to conflict prevention and response worldwide. DPA works as close to the ground as possible to ensure that responses are tailored to the context and implemented rapidly.

**STRENGTHENING UN SYSTEM-WIDE COLLABORATION**

**DPA strengthens ties within the UN system and beyond**

DPA works with a wide range of Departments at the Secretariat and with various Agencies, Funds and Programmes to enhance the coherence of UN engagements at Headquarters and in the field; we serve as the system-wide focal point on electoral assistance and mediation. Developing ties with Civil Society Organizations is also a priority.

**ENSURING ORGANIZATIONAL EFFECTIVENESS**

**DPA enhances transparency and accountability**

DPA is constantly improving the feedback loops between Headquarters and the field, ensuring that guidance reflects learning and that learning is informed by guidance, while simultaneously improving strategic communication regarding our work. DPA is committed to continue enhancing its planning and evaluation processes to foster greater transparency and accountability, and to investing in its human resources to improve the effectiveness of its response.
Foreword by Under-Secretary-General Jeffrey Feltman

This Multi-Year Appeal (MYA) for 2016–17 comes at a critical moment for two key reasons. First, in 2015—as we collectively marked the 70th anniversary since the founding of the Organization—the United Nations system as a whole embarked upon the most significant period of strategic reflection in decades. The UN’s Peacekeeping Missions and Special Political Missions came under intensive scrutiny in the context of the High-Level Independent Panel on Peace Operations (herein High-Level Panel); an Advisory Group of Experts has been assessing how we can strengthen our peacebuilding architecture; and the independent Global Study on Women, Peace and Security just completed a global review of the progress made on implementing Security Council Resolution 1325 by core actors, including UN entities, Member States and civil societies. Furthermore, during the UN Sustainable Development Summit—the culmination of years of hard work and negotiations—Member States adopted an ambitious global development agenda.

Second, we note with deep alarm that the world remains in the midst of a rapidly evolving and highly complex peace and security context. It is a difficult time to talk about preventive diplomacy as the Syrian conflict enters its fifth year and large-scale conflicts—such as those in Libya, South Sudan, Iraq and the Central African Republic—are producing unprecedented humanitarian and migration crises on a regional and, increasingly, global scale. For the first time since the end of the Cold War, the number of active civil wars is on the rise: from 2007 to 2014, civil wars almost tripled from four to eleven. Thus, this MYA—and your support to realize the goals contained within it—is imperative.

As the UN’s operational arm for the “good offices” of the Secretary-General, preventive diplomacy and mediation, and expressions of the will of the international community through the General Assembly and the Security Council, the Department of Political Affairs (DPA) is therefore keenly aware that the range of high-level processes emerging across the UN system present a vital opportunity for us to reform the way we work. Indeed, these reviews acknowledged the need to rethink our approaches and recognize that our systems are not adequately delivering. Our collective ability to manage conflicts has been stretched to the limit. The message that has emerged from these processes, which strike to the heart of DPA’s mandate, is that prevention is key. The need to bring conflict prevention and mediation “back to the fore” as well as the “primacy of the political process” are highlighted by the Report of the High-Level Panel. The Peacebuilding review also echoes this message.

To ensure we are effectively capitalizing upon this opportunity, I have been leading the Department through a process of developing a new Strategic Plan to help streamline and prioritize our work over the next four years. In this Plan, conflict prevention—which includes preventing a crisis from becoming a conflict, helping containing ongoing conflicts and preventing conflict relapses once peace has been achieved—is our number one priority. We know that prevention can work. By now, we have the right set of mechanisms in place as well as a number of successful experiences. Our rapid response system, our network of regional offices in Central Asia, Central Africa and West Africa, the liaison offices, and our Standby Team of Mediation Experts—deployed more than 100 times in 2015—help us put prevention into practice in diverse and cost-effective ways that are tailored to the demands of the context. Similarly, the “political” lies at the heart of all our work to foster ceasefires, peace agreements and national dialogues; our Special Envoys, Special Political Missions (SPMs) and “good offices” are actively working to help resolve conflicts in the context of robust and durable political-diplomatic frameworks. Our partnerships with regional and subregional organizations, and a wide range of civil society organizations all over the world help ensure that such agreements are sustained in ways that promote durable and inclusive peace. And lastly, our new Strategic Plan is designed to strengthen our multidimensional, multi-faceted approaches to conflict, helping the organization overcome institutional “silos”; example of this approach is our increasing partnership with PBSO and UNDP to support Peace and Development Advisers.

In light of the multitude of peace and security challenges that emerged in 2015, these mechanisms are often put to the test, not least given the growing gap between the regular budget funds apportioned to DPA and the scope of work entrusted to it by the General Assembly, Security Council and the Member States. Despite these challenges, we have achieved significant results. In the Central African Republic, we have assisted March 2015, UN photo.
Special Representative for Central Africa to chair the Bangui Forum for national reconciliation, working in close coordination with the International Mediator appointed by the Economic Community of Central African States (ECCAS). DPA helped develop and implement multiple regional strategies, including for the Sahel and the Great Lakes regions, all of which include essential preventive components, and involve working closely with regional and subregional organizations. DPA’s evolving, yet consistent, engagement in Burkina Faso after the recent coups, through the work of the Special Representative for West Africa, illustrates well how we interpret our mediation mandate and how we work with key partners. Lastly, DPA efforts in Libya remain focused on the multi-track peace process to support the new sustainable agreement, and in Syria—a priority for DPA and the UN as a whole—we continue to work tirelessly to find a peaceful resolution to the conflict.

The Department expects this work to continue unabated in 2016 as demands for our services continue to grow. DPA plays a unique and central role in the UN’s efforts to prevent and resolve conflicts around the world. Indeed, this Appeal is more than a fundraising tool: it is a mechanism for ensuring that additional funds are directed to those areas where they will have a catalytic impact on our ability to stop violent conflict from breaking out, avoid its escalation, and avert its relapse after the fact.

We sincerely thank those generous donors who continue to support us in the context of this Appeal; we are very pleased to report that over the past two years we have welcomed eleven new donors, thereby expanding our base of support across the globe. Given the scale and complexity of the peace and security challenges we face today, we invite new partners to come forward and collaborate in this important endeavour.

Jeffrey D. Feltman
Under-Secretary-General
Political Affairs
Goals for 2016 under the Multi-Year Appeal

**Global mandate**
DPA continues to assess political developments around the world to detect crises before they erupt.

**Field presence**
DPA supports 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 provide a platform for preventive diplomacy.

**Coordination**
DPA works with regional and subregional organizations in more than 85% of its mediation engagements.

**Mediation**
8 Standby Team experts, deployable in 72 hours, to assist with mediation processes.
100 deployments foreseen to provide expertise on Gender, Constitutions, Elections and Natural Resources.

**Women, peace and security**
100% of the mediation support teams include women.
100% of UN-led or co-led formal peace negotiations include consultations with civil society and women’s organizations.

**Electoral support**
To be provided to over 50 countries.

**Partnership**
Approximately 40 Peace and Development Advisers to be deployed under the UNDP-DPA Joint Programme on Conflict Prevention.
# DPA: Key driver of political action to prevent and resolve conflicts

## Mandate
DPA’s overall mandate is to prevent, manage and resolve armed conflict. This mandate derives from the United Nations Charter and is reflected in DPA’s recently approved Strategic Framework (2016–17). As the lead Department for peacemaking, preventive diplomacy and electoral assistance, it is responsible for providing political analysis to the Secretary-General and is often called upon to assist Governments to address political or institutional crises, social tensions, or controversies with neighboring states.

## Where
DPA monitors events across the globe. It is deployed to areas of tension around the world, including through support of the good offices of the Secretary-General, which help bring warring parties towards peace or prevent political and armed conflicts from escalating, and through its operations in its 40 political missions located in Africa, Asia, Europe and the Middle East.

## Who
DPA is headed by the Under-Secretary-General (USG) for Political Affairs, Mr. Jeffrey Feltman. The USG, along with his two Assistant Secretaries-General (ASGs), manages the Department, advises the Secretary-General on matters affecting global peace and security, carries out high-level diplomatic missions and provides guidance to peace envoys and political missions in the field. Special Representatives of the Secretary-General (SRSGs), including Special Envoys and Special Advisers, are integral actors in supporting conflict prevention and peacemaking efforts. In addition to its more than 250 staff at UN Headquarters in New York, DPA draws on the work of political and peacebuilding missions under its supervision, which employ more than 1,700 national and international staff.

## What
The work of DPA includes monitoring and assessing global political developments to help detect potential crises before they escalate and to devise effective responses. The Department provides strategic advice to the Secretary-General and his Envoys as well as direct support to UN political missions deployed to help defuse crises or promote lasting solutions to conflict. DPA is also responsible for coordinating UN electoral assistance activities and providing staff support to the UN Security Council and other bodies. DPA chairs and co-chairs many coordination mechanisms that serve as multiplier for prevention efforts. The Strategic Plan for 2016–19, articulated around 8 priorities, encapsulates all this work.

## Why support DPA?
Relatively inexpensive political-diplomatic interventions, if carried out successfully, can prevent conflicts from spreading, saving lives and avoiding the cost of large peace operations. Moreover, the risk of relapse into violence in the first post-conflict decade is high. A successful peacebuilding strategy that prevents such sliding back can validate the model for DPA post-conflict engagements in the field; it can prove that light, nimble missions can deliver big and lasting results with small resources. Although primarily funded through the regular budget, DPA needs voluntary funding to deliver on its increasingly operational mandate. The return on investment is high since targeted extrabudgetary resources multiply the range of activities performed by DPA and contribute to better results. The Multi-Year Appeal 2016–17 is anchored in the Strategic Plan, and requests 50 million over two years to ensure that DPA can fulfil its mandate.

## DPA’s comparative advantage
DPA is the only Department with a global mandate on political horizon scanning related to the Secretary-General’s Good Offices and plays a central role in the UN’s efforts to prevent and resolve conflict around the world. DPA’s operational work in conflict prevention, mediation and peacebuilding in countries and regions such as Syria, Yemen, Libya, Iraq, Cyprus, Ukraine, Somalia, the Balkans and the Sahel, among others, is unique within the UN system. At the same time, DPA rarely, if ever, acts in isolation, and its analyses must be tailored to inform and guide other UN and non-UN entities, including regional organizations, with a wide range of mandates.
Introduction

The Multi-Year Appeal: Ensuring the flexibility and effectiveness of our work

Extrabudgetary funding is vital to DPA’s work. The Department relies primarily on funding through the UN regular budget, but voluntary contributions provide resources to address funding gaps and facilitate the flexibility necessary for DPA to rapidly respond to ever-changing needs on the ground. A recent independent assessment requested by the Friends of Mediation found that, over the last fifteen years, the gap between the demands on the Department and the funds available to ensure those demands can be met, has increased dramatically. The level of demand aside, extrabudgetary funding also allows DPA to respond to conflicts with the flexibility that preventive diplomacy and crisis response endeavours require; a large proportion of our work is simply not predictable and, therefore, cannot be “budgeted” in the context of the regular budget.

The MYA is a multi-year resource mobilization mechanism designed to increase the coherence of our fundraising efforts and to secure support for the less predictable, but crucial, parts of DPA’s work: the crisis response system, our network of Envoys, Special Political Missions (SPMs), and the DPA-UNDP Peace and Development Advisers (PDAs) globally, among others. The Appeal process has proved to be a successful fundraising tool. However, whilst contributions have nearly tripled in four years (from $7.2 million in 2010 to $19.2 million in 2014), funds still lack predictability, and often come with significant earmarking (around 50%), both of which reduce the flexibility of our response.

Before developing this Appeal, a comprehensive external evaluation of the previous MYA was conducted. The 2015 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. Donors underscored the need to develop a Strategic Plan for the Department which covers a longer time period (i.e. four years), and to ensure that the Plan and the Appeal are inherently aligned; it was suggested that the expanded horizon coverage would also promote longer-term commitments and improve the predictability of funding. Donors agreed that a two-year timeframe with annual updates for the Appeal is an effective model, but requested a better clarification of DPA’s comparative advantage vis-à-vis other UN entities on the one hand, and less quantitative reporting that measures results and impact on the other. 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 this MYA.

For 2016–17, DPA is requesting a total of $50 million to cover the priority areas of engagement over the next two years; this Appeal provides an overview of specific activities planned in the six key areas, all of which are identified in the Strategic Plan—prevention; crisis response; sustaining peace; deepening external partnerships; strengthening ties within the UN system; and enhancing institutional effectiveness. Within an overall multi-year framework, the Appeal is updated annually.

Funding levels of Appeals

<table>
<thead>
<tr>
<th>Year Appeal</th>
<th>Appealed (USD millions)</th>
<th>Received (USD millions)</th>
<th>% funded</th>
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<tbody>
<tr>
<td>2011</td>
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<td>2014</td>
<td>24.50</td>
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<td>2015 (as of Sept)</td>
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Multi-Year Appeal requirements

<table>
<thead>
<tr>
<th>Multi-Year Appeal</th>
<th>Amount in millions of US$ by Priority Area</th>
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</thead>
<tbody>
<tr>
<td>Prevention setting the agenda</td>
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<tr>
<td>Reinforcing conflict response and resolution</td>
<td>12</td>
</tr>
<tr>
<td>Investing in sustaining peace</td>
<td>12</td>
</tr>
<tr>
<td>Deepening relations with UN member states and regional organizations</td>
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<tr>
<td>Strengthening ties within the UN system and beyond</td>
<td>4</td>
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<tr>
<td>Fit for the future: ensuring organizational effectiveness</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total 2016–17</strong></td>
<td>50</td>
</tr>
</tbody>
</table>

1 “Fit for purpose: An Assessment of present and future needs of the UN Department of Political Affairs in the areas of mediation, good offices and conflict prevention”, requested by the Co-Chairs of the Group of Friends of Mediation, 2014.

2 US$ 25 million per year.
DPA’s new Strategic Plan: A different way of working

In 2013, DPA developed its first Strategic Plan covering the Department’s activities in 2014–15. While this first Plan has proved useful, there was a need for a more comprehensive Plan that reflected DPA’s evolving vision and approach in light of the changing global context and emerging challenges. The Strategic Plan is intended to serve as an internal point of reference for the Department and taking into account its existing mandates and guidance from the Secretary-General; it also reflects the need to adapt to the increasing number, scope and diversity of civil wars; the rise of violent extremism; the political impact of the refugee crisis; and the concomitant dramatic rise in requests for DPA’s support.

Consequently the Strategic Plan reflects a renewed emphasis on prevention, highlighting the “primacy of the political process” in the UN’s work, and the central importance played by partnerships within and outside of the UN. The Strategic Plan has eight priority areas, and is accompanied by a Results Framework, which will assist in monitoring and evaluating DPA’s performance in the period 2016–2019. This MYA is in full alignment with the priorities outlined in the new Plan.

DPA contributions are 100% ODA eligible

Donors can meet their voluntary Official Development Assistance (ODA) targets when pledging funds to DPA (the channel code for reporting is 41148 UN DPA Trust Fund in Support of Political Affairs). 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.
To promote the search for—and assist countries to reach inclusive political solutions as the key to—preventing or reducing conflicts and acts of political violence, while ensuring long lasting solutions that reduce human suffering around the world.

**GOAL 1**

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

- Setting the agenda for conflict prevention
- Reinforcing conflict response and resolution
- Investing in sustainable peace

**GOAL 2**

Deepening and broadening partnerships within the UN and beyond

- Deepening relations with Member States and regional organizations
- Strengthening ties within the UN system
- Expanding the networks of partners

**GOAL 3**

Fit for the future: ensuring organizational effectiveness

- Reviewing and updating information management, policy guidance and decision-making
- Continued professionalization of human resources and management
Examples of DPA’s forthcoming engagements in 2016

Preventive diplomacy and mediation will be used to resolve conflict and low-intensity disputes, thereby preventing escalation into violent conflict. These examples represent a selection of ongoing and future political and diplomatic efforts supported by DPA with extrabudgetary funding.

In **Libya**, the UN continues to be at the centre of ongoing efforts to facilitate an end to the conflict and to help Libya build a more secure and stable state. Our engagement remains focused on political dialogue to support the Libyan Government of National Accord after the parties to the dialogue reach an agreement. The situation, however, remains extremely dynamic, and we will need to ensure our engagement remains sustainable but flexible.

In **Burkina Faso**, the Head of the DPA regional office for West Africa (UNOWA), SRSG Chambas, immediately undertook diplomatic efforts after the coup, to restore the Transition and later on to ensure the early holding of peaceful and transparent elections. A small team of political and human rights officers has been deployed in the period leading up to and following the elections.

In **Colombia**, in view of the mandate given to the UN in relation to the peace talks, DPA continues to support peace process activities.

In **the Central African Republic**, the ongoing international mediation continues. DPA will continue supporting SRSG Bathily’s good offices and the work of UNOCA to defuse tensions, prevent election-related violence, and bring the transition to a successful conclusion, through the work of the national dialogue and the consolidation of democratic institutions in-country.

In the **Western Balkans**, DPA works closely with UNCTs to assist the countries of the region in their democratic reforms and sustainable reconciliation, including support for political dialogue and full respect for human rights.
In the Syrian Arab Republic, DPA provides support to the “Geneva track”, including consultations with Syrian government, opposition and civil society representatives with a view to convening intra-Syrian talks to find a lasting and comprehensive solution to the conflict which now enters its fifth year.

In 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 marks the beginning of a new phase of the peace process. DPA provided tailored expertise on implementation of the ceasefire, transitional security arrangements, and the constitution-making process prior to the signing of the agreement, and will continue to do so to ensure its implementation.

In Afghanistan, DPA continues to support its largest Political Mission, UNAMA, with assistance on constitutional reform, the ongoing reconciliation process, and pressing security issues.

In Somalia, DPA provides assistance to the United Nations 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.

In Nepal, in 2015, the main political parties reached an agreement on a new constitution, a very welcome achievement; however, dialogue with dissenting parties will remain critical in 2016 to consolidate the peace process by ensuring an inclusive approach to governance. The liaison office will continue to assist with political and diplomatic support under the Secretary-General’s good offices, which has been welcomed by Nepali leaders and the international community.

In Yemen, DPA continues to backstop the Office of the Special Envoy of the Secretary-General for Yemen to contain a further escalation of the conflict, help prepare the ground for a cessation of hostilities by all parties, and to facilitate the resumption of the political transition process.

In the Maldives, DPA continues to provide political support and advice to both the RC/UNCT to enhance the conflict-sensitivity of programming. Support is designed to enhance genuine political dialogue and meaningful judicial reform.

In Burundi, 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. In 2016, DPA will continue to support efforts to help resolve the political crisis in Burundi.
Prevention: setting the agenda

“If the current global context teaches us one lesson it is that international conflict management and resolution mechanisms have been stretched to a breaking point. We now face a real limitation in mustering more resources—funds, troops, political capital—to deal with the consequences of armed conflict. We need to urgently change our approach, broaden our set of tools, and relieve the pressure currently placed on our emergency response. Prioritizing conflict prevention is by far our most pragmatic and cost-effective option.”

Secretary-General Ban Ki-moon
The United Nations and Conflict Prevention: A Collective Recommitment [S/201/730]

Effective prevention not only saves money, it saves lives and helps protect livelihoods. The upsurge in violent conflict demonstrates that we must do more to refine our tools and invest in prevention as a matter of urgency. As the lead agency for peacemaking, preventive diplomacy and electoral assistance, the Department bears a special responsibility to ensure that the rhetoric of prevention is translated into reality.

The ability to undertake effective prevention-oriented engagements depends upon strong early-warning capacities, and proactive rather than reactive approaches. Setting a new agenda for conflict prevention, therefore, involves utilizing the good offices of the Secretary-General, our network of regional offices, liaison offices, and SPMs, and our engagements with the Security Council to advocate for sustainable, political solutions—before crises erupt into conflicts.

Regional offices and liaison offices: The power of preventive diplomacy

Preventive action begins with early warning; this requires careful analysis of the dynamics on the ground, which informs the nature, timing and duration of our preventive engagements. The closer we are to the ground, the better our analysis can be. To enhance our early warning capabilities, the Department maintains three regional offices: the UN Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA); the UN Office for West Africa (UNOWA); and the UN Regional Office for Central Africa (UNOCA). In addition to these, we have liaison offices that provide the “missing link” in contexts where the absence of political support entirely could have adverse effects on national dynamics.

These DPA-led regional entities, which rely significantly upon extrabudgetary funding, are designed to foster political solutions to cross-border peace and security challenges, serving as proactive platforms for preventive diplomacy. They create opportunities to establish trust with key interlocutors, including regional and subregional organizations as well as state and non-state national actors. Given their proximity to the ground, regional offices can engage in quiet diplomacy, often responding to potential crises and brewing tensions long before the destructive dynamics have begun to emerge. Given that their mandates span multiple countries, they also reduce the occasions where dedicated Envoys or more expensive country-specific presences are required.

The swift, coordinated responses of regional entities have proved vital for de-escalating tensions and helping to forge common responses to pressing regional challenges; they have a well-established track record of engaging early in conflict prevention initiatives. In 2015, for example, UNOWA—which covers 16 countries—used preventive diplomacy related to elections in both Nigeria and Guinea, and has also helped to facilitate the implementation of the International Court of Justice ruling on the boundary dispute between Cameroon and Nigeria; similarly, UNOCA has supported regional efforts designed to tackle the Lord’s Resistance Army (LRA), Boko Haram and maritime insecurity in the Gulf of Guinea; and, lastly, the UNRCCA continued its Strategic Dialogue Series, enabling in-depth, shared analysis of security-related developments and recommendations on preventive measures—to give just a few examples of previous regional engagements.

We expect the demands for engagements of our regional offices and liaison offices to remain high through 2016 and beyond, as illustrated by the below examples:

- UNOWA will continue to monitor and act upon the challenges to peace and development in West Africa and the Sahel countries; UNOWA will play a key role in preventing election-related violence and the growth of violent extremism.
- Presidential and Parliamentary elections are expected across the Central African region in 2016 and beyond; UNOCA will provide a critical early warning platform for mitigating political instability and crises related to elections and to ongoing regional conflicts.
- Building upon previous endeavors to address cross-boundary challenges such as transnational organized crime and water-sharing challenges, UNRCCA will continue to provide a vital convening platform for Ministers to gather and develop collaborative approaches to the security and stability challenges affecting the region.
- The liaison office in Nepal is an excellent example of the light-footed, quiet diplomacy role DPA is able to play; in 2016, we will provide political support to implement the outstanding issues related to the 2006 Comprehensive Peace
Agreement, the adoption of a new constitution, and transitional justice issues.

The liaison office in Nairobi will support the UN Office at Nairobi (UNON) to address the regional threats from violent extremist groups, border disputes, uncontrolled flows of arms and migrants, as well as disputes and ongoing conflicts in the Great Lakes region.

Dealing with emerging trends and threats to peace and security

DPA plays a vital role in bringing pressing issues to the attention of the Secretary-General and ensuring the Organization has the knowledge and expertise to address such issues in a timely manner. Increasingly, the challenges we face do not respect national borders; far from it, extremist groups and transnational networks of crime are nourished by the porous nature of borders and the incapacity of the state to monitor, curb or control the trafficking of people, weapons, drugs and goods. DPA takes a regional, multidisciplinary approach towards both cross-boundary challenges and national political dynamics that too often have transboundary consequences; in the Middle East and North Africa (MENA) region, for example, the Department takes a regional approach to the Syrian crisis, helping to address and mitigate the consequences for both Iraq and Lebanon.

Increasingly, the dynamics of violent extremism overlap with, and are sustained by, transnational networks of crime. In the years ahead, all our engagements—especially through the work of our three regional offices—will be infused with an expanding understanding of how to prevent and mitigate the impacts of the trafficking of weapons, drugs and people, and of the ways in which criminal networks threaten the very essence of the state. These networks pose a growing threat because of the inter-linkages between organized crime and terrorist networks, both of which have the propensity to perpetrate human rights violations on a massive scale.

Preventing electoral violence

Elections, intricately linked to national political dynamics, can trigger regional instability and so must be analyzed and addressed within a regional and preventive framework. Preventing election-related violence to enhance confidence in electoral processes and reduce the risk of national or regional violence is a core part of our work. Through 2015, for example, the Electoral Assistance Division (EAD) provided conflict-sensitive electoral support in Guinea, the Maldives and Burundi—engagements that proved instrumental in uniting these countries around peaceful democratization processes. During the course of 2016, the African region especially is expecting a large number of parliamentary and presidential elections where election-related mediation and good offices may be required.

“In the parts of Africa where we work, violent extremism occurs because all the enabling conditions are present and have been for quite some time: If you have bad governance combined with large groups of people who feel like they have no meaningful political access and scarce economic opportunities, and who may even perceive the state as predatory, then we shouldn’t be surprised that violent extremism takes root. We are working extensively with the countries of the region, including government, opposition and civil society, to address those conditions to help create more inclusive politics, less state corruption, and more equitable economic development. This is at the heart of preventive work, and the UN is well-positioned to do it.”

Christopher Coleman
Deputy Director for North, Central and West Africa
United Nations Department of Political Affairs

Paving the road for inclusive and violence-free elections in Guinea

In Guinea, the then Special Representative of the Secretary-General for West Africa, Mr. Said Djinnit, facilitated a dialogue process that ushered in the country’s first ever democratic legislative elections in 2013. This resulted in the long-awaited re-establishment of the country’s Parliament, which had been dissolved following a military coup in December 2008. In early 2015, political tensions between the government and the opposition resurfaced again, this time surrounding the presidential electoral process. Once again, the newly appointed Special Representative of the Secretary-General for West Africa, Mr. Mohamed Ibn Chambas, conducted extensive consultations with Guinean stakeholders to defuse tensions. As a result of his intense diplomatic efforts, an inter-Guinean dialogue process was launched in June, with the support of the United Nations and other international partners. The process culminated on 20 August with the signing of a political agreement that created the conditions for moving forward with the organization of the presidential elections on 11 October 2015. SRSG Chambas travelled to Guinea during the electoral period to continue his engagement with national stakeholders to defuse tensions and facilitate the peaceful resolution of disagreements between the government and the opposition. Local elections are scheduled to be held during the first quarter of 2016. The SRSG for West Africa will continue to work closely with all stakeholders to once again support the creation of conditions conducive to the holding of these elections.
Preventing gender-based violence and strengthening gender-based conflict prevention

Prevention is one of the major pillars of the Women, Peace and Security (WPS) agenda; ensuring that this agenda is carried forward is critical for promoting inclusive and durable peace agreements. In order to effectively mainstream gender/women, peace and security considerations throughout all our prevention- and mediation-related activities, DPA has full-time gender posts in half of our special political missions. Part-time Gender Focal Points are also appointed in all SPMs, at near gender parity, at an increasingly senior level. Funding under this Appeal will contribute to ensuring the deployment of Gender Advisers to all our missions.

In support of the WPS agenda, in 2015, all UN mediation support teams included women. In addition, specific gender expertise was requested and provided to nine out of twelve UN (co-) led mediation processes. There has also been a significant increase in the number of women on delegations of negotiating parties. Lastly, while all members of the Standby Team are expected to approach their work through a gender-sensitive lens, the Standby Team currently includes one female Gender and Social Inclusion expert and two female Power-Sharing and Process Design experts, out of a total of eight experts on the team.

DPA also continues to provide technical advice and backstopping to SPMs on conflict-related sexual violence. Since the launch, in 2012, of DPA Guidance for Mediators Addressing Conflict-Related Sexual Violence (CRSV) in Ceasefire and Peace Agreements, the number of agreements signed that include CRSV provisions has significantly increased. To further enhance the system-wide prevention of CRSV, DPA also contributes to the annual workshops for Women Protection Advisers (WPA) convened by DPKO, although we have only been able to deploy dedicated CRSV expertise to one mission thus far—Somalia—due to lack of funding. Funding under this Appeal will also contribute to the deployment of Women Protection Advisers to missions, where relevant.

Searching for peaceful political settlements is central to UN efforts to resolve conflicts. DPA, through its rapid response system and network of mediators, Envoys and SPMs, is responsible for responding to this urgent call. Extrabudgetary funding enables us to ensure nimble and rapid responses to crises that could never be planned for in the context of the regular budget; indeed, our crisis response system is heavily reliant on funding under this Appeal.

A National Women, Peace and Security Action Plan for Iraq

In February 2014, Iraq became the first country in the MENA region to launch a National Action Plan (NAP) on Women, Peace and Security. Due to a worrisome trend of increasing violence against women and girls following ISIL’s seizure of vast parts of north and western Iraq, female parliamentarians joined forces and launched a Special Emergency Plan based on the NAP to address the new security situation, particularly the needs of those women and girls most affected by ISIL’s violence. DPA has been supporting the UN Assistance Mission in Iraq (UNAMI) to implement its WPS agenda, notably by addressing the needs of women and girls affected by ISIL’s violence and to build the capacity of female Iraqi parliamentarians and civil society leaders to implement the NAP and the Special Emergency Plan. As part of the engagement, DPA and UNAMI organized a national conference on “Empowering Women to Address the Impact of Terrorism” in Erbil, after which participants adopted a declaration of commitments that sought to empower Iraqi women in the national response to violent extremism. In 2016, extrabudgetary funding will be instrumental to continue supporting these efforts.

In 2014, 16 peace agreements were signed, 8 of which contain gender-relevant provisions (50 per cent). Six agreements were co-mediated by the UN, of which 4 had gender-relevant provisions (67 per cent).
Reinforcing conflict response and resolution

Crisis Response System

DPA’s crisis response system consists of a set of “tools” that we have developed to respond quickly and effectively to crises and to be able to resolve conflicts in a sustainable and inclusive manner. Our crisis response mechanism serves as a global resource, often called upon and/or used to support a wide range of UN and non-UN partners, including: the Department of Peacekeeping Operations (DPKO), the UN Country Teams (UNCTs), as well as regional and non-regional organizations.

DPA’s crisis response system consists of the following five key components:

▶ **Rapid response funding:** When a crisis erupts suddenly, the Department relies on a rapid response funding mechanism to deploy a diverse group of experts—either from the Standby Team, the mediation roster or from DPA’s core staff (whether stationed in New York or in the field). In 2016, the Department will set aside $4 million for rapid response.

▶ **Standby Team of Mediation Experts:** A flagship tool of the Mediation Support Unit (MSU)—DPA’s center of excellence—the Standby Team consists of eight experts in designing and facilitating mediation processes in areas of central importance to peace talks, including: ceasefires, power-sharing arrangements, natural resources, constitutions and gender; all deployable within 72 hours. Members represent a broad geographical balance. The Team was deployed over 100 times in 2015 and will prove critical in numerous conflict and crisis contexts in 2016 and beyond.

▶ **Mediation Roster:** This database consists of more than 240 mediation experts from over 70 countries who can also be deployed at short notice and often for longer deployments than the SBT is able to accommodate, and many have specific expertise in the implementation of peace agreements where a longer-term view is required. In 2016, we expect to receive an increased number of requests for support in the Central African Republic, Guinea-Bissau, Libya, Mali, Syria, Ukraine and Yemen.

▶ **UN Peacemaker:** This online mediation support tool is the most comprehensive database of peace agreements and mediation guidance in the world. This provides a vital source of information for mediation professionals at the UN and for our partners. The website can be accessed at http://peace-maker.un.org/. Last year it received more than 54,000 visits from all over the world.

▶ **Mediation partnerships and networks:** The crisis response system is further supported by the Department’s significant efforts to foster and sustain expert-level international, regional and subregional mediation networks. These networks, which are often thematic or regional by nature, provide support for DPA’s political work when required.

▶ **Guidance and policy:** The crisis response system is underpinned by the vital work of MSU to ensure that lessons from the field are captured and integrated into learning materials and reflected in new or ongoing engagements. DPA generates a wealth of comparative analysis, “option papers”, guidance materials, and training materials on general mediation trends and themes as well as on country-specific mediation processes.
Some examples of engagements by the Standby Team in 2015

- In the Central African Republic, the Team assisted the international mediation group led by ECCAS in their efforts to reach a ceasefire agreement and to foster reconciliation.

- The Standby Team was deployed to support a European Union initiative with Syrian civil society actors in Beirut, focused on the dynamics of local agreements and how to reduce violence.

- The Team provided mediation training to African Union (AU) staff members, with efforts focused on building an AU Mediation Support Unit, which will have its own crisis response capacity.

- In the South Sudan peace process, the Team works closely with the Inter-Governmental Authority on Development (IGAD) to help prepare and conduct workshops on the implementation of the ceasefire and transitional security arrangements.

- The Standby Team has been providing support to the RC/UNCT in Uganda, in the context of mediation training for the National Elders Forum in advance of elections due to unfold across the African region next year. The training was designed to enable the Elders themselves to engage in proactive crisis responses to prevent election-related violence in 2016.

- The Standby Team has been providing support to the Organization of American States (OAS) mediator in Honduras, Ambassador Biehl, who has been engaged in extensive in-country consultations.

- At the request of the Special Envoy for Yemen, Mr. Ismail Ould Cheikh Ahmed, the Team provided support on process design and security arrangements/ceasefires in the context of a political engagement strategy. Support continues in the search for an entry point for mediation and dialogue.

- Standby Team experts and staff of DPA supported the UN Special Representative of the Secretary-General for Mali and the mediation team of the UN Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), including during all the phases of the Algerian-led talks held between the Government of Mali and the armed movements from the north. Initiated in July 2014, the talks led to the signing of an Agreement for Peace and Reconciliation in Mali in May and June, 2015.

As in all the countries in transition where we work, in Libya we have worked with women activists to make Security Council Resolution 1325 on Women, Peace and Security a reality. In support of Libyan women activists, DPA has advocated for the political agreement to address issues related to the participation of women in the legislative bodies and in the Government of National Accord; we have also been working to establish a special unit within the Government to address the specific concerns of women. Lastly, DPA has supported women’s activists to advocate for quotas to bring in a critical mass of women at every level of the political negotiations, in the transition institutions and in the constitution building process. It remains a “struggle in progress”.

Sakuntala Kadirgamar
Gender Adviser, Standby Team of Mediation Experts

Supporting our Special Political Missions, Special Envoys and Good Offices of the Secretary-General

In instances of protracted conflict, or in areas where political sensitivities are recurrent, DPA can rely on its broad political “architecture” to fashion appropriate responses—whether that is through the use of its regional offices, its SPMs and its Envoys. The Department currently manages approximately 40 SPMs, and among these are 14 field-based missions in some of the toughest places in the world. SPMs serve as tools for both prevention and response, allowing us to support ongoing efforts to reduce tensions while simultaneously moving towards ceasefires, comprehensive peace agreements, national dialogues and sustainable reconciliation processes.

In 2016, extrabudgetary funding will provide critical support for the work of our SPMs and Envoys and for their ongoing backstopping from Headquarters. For example, 2016 will be a critical year for Somalia’s political process; DPA will provide backstopping and assistance to UNSOM in the context of the
State formation process, due to be formalized through revised constitutional arrangements, and preparations for the election of a new Parliament and President. In Afghanistan, DPA provides support and backstopping to the UN Assistance Mission in Afghanistan (UNAMA). In 2016, DPA will provide assistance on the electoral process, convene a Loya Jirga on constitutional reform and support the ongoing reconciliation process—all in the context of significant security challenges tied in part to the expected drawdown of NATO’s Resolute Support Mission by the end of 2016. In Lebanon, DPA will continue to assist the Office of the UN Special Coordinator for Lebanon (UNSCOL), especially in light of increasing tensions created as a result of the ongoing Syrian crisis and the evolving political crises in the region. In the Occupied Palestinian Territory, DPA supports the UN Special Coordinator for the Middle East Peace Process. In 2016, assistance will be provided on matters pertaining to stronger ceasefire arrangements and the reintegration and reform of the public sector in Gaza; the latter has proven to be a major sticking point in the intra-Palestinian process, specifically, and the Middle East peace process as a whole. DPA will support efforts in Iraq, currently led by UNAMI, to promote meaningful dialogue and reconciliation in Iraq; following the announcement of wide-ranging reforms by Prime Minister Al-Abadi last year, significant efforts will be required to meet the expectations of the Iraqi people. Support to the political process will be combined with efforts to promote a coordinated response to the threat posed by ISIL.

Central African Republic: Support to the international mediation process in 2015

SRSG Bathily, Head of UNOCA, served as the UN representative to the International Mediation on the crisis in the Central African Republic in 2015, in close collaboration with SRSG Gaye of MINUSCA. In this role, SRSG Bathily has facilitated coordination, kept the parties engaged and provided guidance to advance the mediation process. At the request of the Head of State of the Transition and with the agreement of the International Mediator, President Sassou Nguesso of Congo, SRSG Bathily chaired and facilitated the Bangui Forum for National Reconciliation in close consultation with the International Mediation and SRSG Gaye. This included working to defuse pre-Forum tensions and discouraging spoilers; advising participants, including representatives of the armed groups; ensuring inclusivity and transparency; facilitating local ownership of the process; and keeping all actors mindful of a long-term vision for peace.

Libya: Support for the Multi-Track Dialogue

The next twelve months will be critical for the UN’s engagement in Libya. The nature of the UN’s presence is likely to change significantly to adapt to developments on the ground. The UN will continue to be at the centre of ongoing efforts to facilitate an end to the conflict and to help Libya build a secure and stable state. For the time being, UNSMIL will continue to focus on political dialogue, while preparing the UN to support the Libyan Government of National Accord after the parties to the dialogue reach an agreement. However the situation evolves, there will continue to be a need to provide UNSMIL with the required resources and expertise. UNSMIL is working closely with UNDP Libya to support the organization of the multi-track dialogue process and to plan UN engagements in the next phase. It is essential that our engagement is reliable, sustainable and able to adapt quickly to changing needs on the ground. Funding under this Appeal will be utilized to ensure that the parties involved in the dialogue are provided with the necessary operational support to participate in the process, and to enable the UN to respond quickly to requests from the Government of National Accord as they emerge. The Department anticipates that demands for specific expertise will continue to increase during the year, including, among other areas, on mediation and security arrangements. Therefore, there will be a continued need for regular travel in order to ensure the Mission receives adequate support and expertise in a timely manner.
Supporting a political solution to the Syrian crisis

The conflict in the Syrian Arab Republic is entering its fifth devastating year. The conflict has now resulted in over 220,000 deaths and more than 12 million people remain in need of humanitarian assistance, including more than five million children. Widespread, indiscriminate violence against civilians, especially by the Government, which has an obligation to protect its citizens, has become one of the most tragic hallmarks of the conflict.

Syria now faces the largest displacement crisis globally, with more than half of all Syrians having been forced to leave their homes, often multiple times. The regional and global impacts of the Syrian crisis are being felt all the more severely, as over four million refugees fleeing the conflict cross borders, to Europe and beyond in search of safety. Militants affiliated with ISIL have taken control of entire cities and villages, further destabilizing the region and exacerbating the suffering of Syrians and other populations across the region. As the death toll continues to climb and sectarianism and terrorism spreads, the conflict poses one of the most serious threats to international peace and security that the world has witnessed in decades. There is a potential for the international community being dragged further into the quagmire of a proxy conflict or an even more complex situation that involves major powers.

The Organization continues to promote a political solution based on the 2012 Geneva Communiqué, whilst the immediate goal remains alleviating the suffering of the Syrian people. Resolution of the conflict continues to be hampered by the lack of international unity, which normally gives the Organization’s diplomatic work its essential leverage. In spite of these challenges, we continue to make a political solution to the crisis an absolute priority for DPA and the United Nations as a whole. Consequently, in his briefing to the Security Council in mid-2015, Special Envoy Mr. Staffan de Mistura, presented a proposal to launch a step-by-step process to operationalize the Geneva Communiqué. A Security Council press statement was issued on 17 August endorsing the approach by Special Envoy. On 30 October a group of 17 countries meeting in Vienna invited the UN to convene political negotiations between the Government and the Syrian opposition and to explore modalities for a nationwide ceasefire.

Extra-budgetary resources for Syria in 2016 ($4 million) are crucial for the political process, and the Appeal enables a rapid and flexible disbursement of funds in line with the rapidly changing dynamics and needs on the ground. The Department will provide support to the Geneva track specifically and to the political process as a whole, focusing on:

- Convening intra-Syrian negotiations between the Government and the Syrian opposition, as well as exploring modalities for a nationwide ceasefire;
- Mobilizing technical support for the talks, including facilitators and subject matter experts, including from the SBT and the Mediation Roster;
- Provision of substantive, operational and programmatic support to the talks and to the outcomes from the talks on the next steps of the political process;
- Engagement with key partners, regional organizations and relevant Member States to coordinate international support for intra-Syria talks; including working with the Vienna contact group on Syria and/or the Secretary-General convening a high-level conference on Syria;
- Information gathering and analysis, as well as inter-agency coordination and contingency planning for the role the UN may have to play in implementation of a political agreement on Syria.
Investing in sustaining peace

Violent conflict is generally a symptom of unresolved, long-standing ethnic, religious or political tensions, often combined with endemic patterns of marginalization. These dynamics tend to be multi-faceted in nature, crossing boundaries between development, human rights, peacebuilding and peacemaking. DPA works with a wide variety of development and peacebuilding partners to address the drivers of conflict in a sustained and multidimensional manner. Often this involves providing ongoing political support to ensure that the long process of democratization—and related issues concerning constitutions, elections and referenda—helps contribute to, rather than detract from, broader peacebuilding and reconciliation objectives.

Long-term mediation support

If we are to sustain peace once it has been achieved, or to prevent a resurgence of violence, we must take a long-term approach to political support; this means viewing the signing of a peace process or the conclusion of a national dialogue as the beginning rather than the end of our work. DPA is well placed to help bridge siloes across the UN system, and to ensure that sustaining peace is approached as a long-term endeavor focused on building and adapting the capacities of countries emerging from conflict to respond to the challenges of peacebuilding in turbulent times. In 2016, long-term mediation and political support will be required in a number of engagements and on a wide range of issues worldwide, including but not limited to the following:

- DPA will provide support to the peace process in the Autonomous Bougainville Government and Papua New Guinea on the implementation of the peace agreement and preparations for a peaceful and efficient referendum. These efforts are designed to help build momentum for the peace process and to help resolve ongoing tensions.

- In Kosovo, we will continue to help local actors develop a platform for conflict prevention. These efforts focus on developing the local capacities of de facto community representatives, across community, faith, gender and generational divides, to constitute a sustainable platform for dialogue and conflict prevention.

- In light of the ongoing international mediation efforts in the Central African Republic, DPA will support SRSG Bathily’s good offices and the work of UNOCA to defuse tensions, prevent election-related violence and bring the transition to a successful conclusion through the work of national dialogue and the consolidation of democratic institutions in-country.

- In Guinea-Bissau, DPA will continue efforts to address the current political crisis—created by the dismissal of the current government—by supporting the UN Integrated Peacebuilding Office in Guinea-Bissau (UNIOGBIS). This support involves an extensive review of the constitution to identify areas that may consolidate peace and security, including the establishment of the Ombudsman Institution Function in the defense and security sector to help modernize forces and contribute to stability.

Long-term peacebuilding support on thematic issues

Sustaining peace requires working across the three pillars of the organization—peace and security, development and human rights—with a wide range of partners to ensure that cross-cutting issues are effectively addressed both inside and outside of the UN system. This long-term support for democratization and peacebuilding processes is an integral part of the work of the Department; we focus these long-term efforts in three key areas: electoral assistance, inclusive constitutional processes and building gender capacity.

Electoral assistance

Elections are a vital part of democratic transitions, decolonization, and the implementation of peace agreements. DPA serves as the focal point for UN electoral assistance, evaluating requests from Member States, and ensuring consistency in the delivery of assistance by the various UN agencies and departments involved. Therefore, in addition to the work we undertake preventing election-related violence, EAD works closely with Member States to strengthen the integrity of electoral processes while simultaneously fostering the conditions conducive to holding peaceful, credible and transparent elections which are enshrined in the Universal Declaration of Human Rights and have been consolidated by other landmark documents, including the International Covenant on Civil and Political Rights.

Our long-term assistance is tailored to meet the unique and specific needs of the requesting Member State, but it is always underpinned by four key principles: national ownership, sustainability, gender mainstreaming and the mitigation of election-related violence (covered in more detail on page 13). In countries in or emerging from conflict, there is an even more pressing need to design electoral processes and systems in a deliberative and conflict-sensitive manner, i.e. in a way that helps the country to overcome existing sources of conflict and providing a platform for future efforts towards peace and reconciliation. The Department has become adept at designing electoral processes that conform to international obligations and commitments on the one hand, and which take into account the country’s political, legal, social and cultural circumstances on the other.
Currently the UN provides electoral assistance to around 70 countries through ongoing and new electoral support projects; by the middle of 2015, EAD had coordinated responses to 12 new requests for electoral assistance, including through conducting Needs Assessment Missions (NAMs) and desk reviews, and a new targeted electoral roster campaign was completed. In 2015, NAMs were deployed to Burkina Faso, Central African Republic, Gambia, Grenada, Guyana, Iraq, Philippines, and Uganda; furthermore, the Department coordinated over 15 new engagements in response to requests for electoral assistance. We expect this level of support to increase in 2016, in light of the imminent wave of elections due to take place across the African continent.

Inclusive constitutional processes

Over the past few years, DPA has received an increasing number of demands for support to inclusive constitutional processes in the context of political transitions and peace processes. The Department is often requested to facilitate peace processes that have significant constitutional elements, and to assist national actors in addressing constitutional limitations that need to be surmounted for the successful implementation of peace agreements. To support these engagements, DPA has developed a wide range of constitutional tools and resources, including the constitution-maker website, to assist with: back-stopping SPMs that provide constitutional support; providing direct technical assistance to UNCTs; improving UN inter-agency coordination in the delivery of constitutional assistance; increasing Secretariat awareness of constitutional issues; and improving strategic partnerships with external organizations and actors. In 2015, DPA helped stakeholders to design a process for constitutional reform in both Somalia and Tunisia, and we expect the demand to increase in 2016.

Building gender capacity

Building gender capacity is a vital and integral part of our long-term peacebuilding work, which involves mainstreaming WPS issues across all our engagements. DPA has translated the norms and indicators in Security Council Resolution 1325 into all its policies, guidance and training. For example, by the end of 2015, eight high-level seminars on “Gender and Inclusive Mediation Processes” had been conducted for a total of 164 envoys, mediators and senior mediation experts from the UN, regional organizations, Member States and international mediation organizations; furthermore, over 200 staff from DPA Headquarters and field offices had been trained in implementing the Department’s WPS commitments, on which we report on annually to the Security Council.

However, much remains to be done. In 2016 and beyond, in addition to building UN and partners’ capacity in this area, DPA intends to promote and expand our networks with women’s civil society organizations in all its peacemaking and conflict prevention work, and to increase the number of women international mediators/women in senior leadership positions, including as SRSGs and Special Envoys. Extrabudgetary funding is absolutely critical to help DPA further this important agenda.

New Electoral Assistance Mission in Burundi

The first electoral observation mission deployed since the observation of elections in Fiji in 1999, the UN Electoral Observation Mission in Burundi (MENUB) started its operations in January 2015. The Mission observed all five electoral events in Burundi in 2015 through its 21 teams in all 18 provinces, covering 67 of the 119 municipalities. MENUB’s preliminary statements on the Legislative and Communal elections held in June, and the Presidential election in July, served as a valuable source of information concerning these controversial elections, and the final report is expected near the end of 2015. The political and security situation in Burundi has deteriorated considerably since President Pierre Nkurunziza announced his intention to run for a controversial third term in April. Against the backdrop of violent confrontations between the police and opponents to the incumbent’s bid, an attempted coup d’état took place on 13 May 2015, increasing the level of political instability, and the prospects for large-scale violence and human rights violations. Since the beginning of the crisis in April, at least 140 people have been killed, hundreds have been injured, and over 190,000 people have sought refuge in neighboring countries.

A series of high-level UN officials provided good offices to promote a conducive electoral environment. Special Envoy and Head of MENUB, Cassam Uteem, and Special Envoy for the Great Lakes region, Mr. Said Djinnit, as well as Special Representative for Central Africa, Mr. Abdoulaye Bathily, helped defuse tensions and support a dialogue process in close partnership with the AU, the East African Community, the International Conference on the Great Lakes Region and other partners. Rapid response funding was used to support those efforts.

After the presidential polls on 21 July, which were boycotted by the majority of opposition parties, and in which the incumbent claimed an overwhelming victory, the country experienced a significant rise in politically motivated assassinations against high-profile individuals, as well as random grenade attacks. On 20 August, President Nkurunziza was sworn in for his third term in office. Regional and international leaders have continued to call for an inclusive political dialogue; members of the East African Community have played a prominent role, having appointed President Yoweri Museveni of Uganda as their facilitator to lead the effort to find solutions to “all contentious issues”. DPA has provided technical support and expertise and will continue to support all efforts to help resolve the political crisis in Burundi. The mandate of MENUB will end with its planned liquidation on 31 December 2015.
Support for Nigeria’s Fifth General Election

UN support in Nigeria’s fifth general elections (Presidential, Parliamentary, Governorship and State House of Assembly elections), which took place on in March and April 2015, involved high-level political interventions, including by the Secretary-General and Mr. Feltman; good offices and facilitation by SRSG Chambas and UNOWA in collaboration with the RC; and technical assistance through the UNCT to electoral management bodies and other stakeholders. EAD developed the parameters for technical assistance through a NAM. In this regard, it played a central coordination role at Headquarters.
Deepening relations with UN Member States and Regional Organizations

The range of cooperation between the UN and regional and subregional organizations is born out of our collective search for solutions. Many organizations have long histories of engagement in preventive diplomacy while others are becoming increasingly active in that field. As a result, DPA partnerships differ across regions and can involve a range of joint activities from desk-to-desk discussions, sharing of risk analyses, cooperation agreements, capacity-building and/or the deployment of joint Envoys.

By strengthening the functional capacities of politically assertive regional organizations in mediation, electoral support, peacekeeping and peacebuilding, DPA has played a catalytic role in effectively leveraging the wealth of knowledge, expertise and resources from the Global South to provide tailored and sustainable support; indeed, strengthening partnerships, particularly in the context of South-South cooperation, is a central pillar of this Appeal and the work of DPA more broadly. Greater cooperation with regional organizations has been particularly meaningful in non-mission settings to overcome political sensitivities. Eighty-five per cent of our mediation engagements are undertaken in collaboration with regional or subregional organizations. These efforts are almost exclusively funded by extrabudgetary resources.

Working with the AU and ECOWAS to prevent destabilization in Burkina Faso

The Dakar-based SRSG and Head of UNOWA, Mr. Mohamed Ibn Chambas, was able to deploy to Burkina Faso together with senior-level counterparts from the African Union (AU) and ECOWAS one day after reports of unrest emerged in the context of the popular uprising that led to the departure of former President Compaoré. The swift and united response by the UN, AU and ECOWAS contributed significantly to easing tensions in the country and preventing further destabilization; it further laid the ground for longer-term assistance to Burkinabe stakeholders charting the country’s political transition. On the UN side, the SRSG was able to establish a small team in Ouagadougou, drawing on the RC and UNCT, UNOWA, and Headquarters in New York, which combined analytical skills and mobile technical expertise.

Secretary-General Ban Ki-moon hosted a high-level retreat with the heads of regional and other organizations, 1–2 May 2015, UN photo.
Engaging with regional partners for peace

In recognition of the importance of regional partnerships, DPA organized the Secretary-General’s High-Level Retreat in 2015, with eighteen heads of regional and other organizations, where leaders discussed how to advance shared common peace and security goals. Our three regional offices also play a critical role in providing support and strengthening partnerships with regional and subregional organizations. For example, UNOWA and UNOCA have worked closely with ECOWAS, ECCAS and the AU, with the aim of addressing the Boko Haram–affected countries. In 2016, DPA will continue to engage and support regional and subregional organizations, including but not limited to the following:

- **DPA’s partnership with the Organization for Security and Cooperation in Europe (OSCE)** focuses on conflict prevention and reconciliation. Cooperation is close on the Western Balkans, the South Caucasus, Central Asia and Ukraine. The deployment of a liaison officer in Vienna is being considered to further strengthen the partnership as part of DPA’s efforts to enhance cooperation with regional organizations in line with the recommendations of the Report of the High-Level panel.

Enhancing the UN-ASEAN partnership

The “Joint Declaration on Comprehensive Partnership” between ASEAN and the UN has become the bedrock of closer collaboration between the two organizations. Increasingly, the partnership activities are geared towards producing concrete and targeted outcomes. In the domain of peace and security, DPA has begun conducting a series of regional dialogues on preventive diplomacy and conflict prevention with ASEAN counterparts.

To enhance the partnership, and following up on the outcomes of the 5th ASEAN-UN Summit in Brunei in 2013, DPA deployed a UN liaison officer to ASEAN in Jakarta in October 2014 to further strengthen dialogue and coordination between the organizations—the first time such a deployment has ever been undertaken. The liaison officer has increased harmonization between the UN System, ASEAN Member States, the ASEAN Secretariat and external partners. Furthermore, he has facilitated increased information-sharing concerning UN agency activities, which has further improved coordination between New York, Bangkok and Jakarta. The DPA liaison officer is located with the OCHA liaison officer in Jakarta, which has also facilitated increased coordination and engagement across the UN system.

At the most recent regional dialogue, in Myanmar in February 2015, the United Nations and ASEAN discussed specific ways to strengthen the capacity of the ASEAN Institute for Peace and Reconciliation (AIPR). Various recommendations were included in the Outcome Document at the end of the event and are now being implemented. Preparations are currently underway for the next “Track 1.5” Regional Dialogue focusing on preventing violent extremism, which will most likely take place in Kuala Lumpur in the fourth quarter of 2015 or in early 2016.

Looking ahead, DPA will continue to assist ASEAN counterparts in strengthening essential operational and institutional frameworks and capacity for conflict prevention and the peaceful settlement of disputes. As a result, the ASEAN Chair and/or the ASEAN Secretary-General—supported by the ASEAN Secretariat—should be able to more effectively engage in regional preventive diplomacy and political facilitation exercises, as well as mediation efforts.
Strengthening ties within the UN system and beyond

Working across the three UN pillars—peace and security, development and human rights—ensures holistic and inclusive responses to global crises and conflicts. In this spirit, DPA’s partnerships with entities across the UN system form part of the Department’s contribution to the coherence and effectiveness of the Organization as a whole. All our work on partnerships is funded by voluntary contributions.

Working As One

In March 2015, DPA became an official observer in the UN Development Group (UNDG). Extrabudgetary funds allow the Department to actively engage in inter-agency processes and partnerships that are shaping the UN collective response to a number of key challenges critical to its success on the ground. Those partnerships will continue to deliver results; some examples are listed below:

- **UNDP** continues to be a strategic partner for DPA, reflected in our ongoing collaboration to place PDAs in the field. Thirty-four (34) PDAs were deployed in 2015, representing an increase of 25% over the last two years. The number is expected to grow to forty (40) by 2016. We receive an increasing number of requests for assistance in addressing social conflicts in Latin America, especially those stemming from the extraction of natural resources. The Department will maintain its commitment to supporting RCs and UNCTs in countries facing armed conflict and political crises; for example, DPA will continue to work closely with the RC in El Salvador in light of UNDP’s support for the national dialogue on security issues. The Standby Team is also regularly engaged in non-mission settings to support RCs, such as in Ukraine, Bangladesh and in the Philippines, and in many other contexts. Due to the sensitive political environment in the region, UNDP also requested DPA presence at the Istanbul Regional hub to ensure close coordination with UNDP’s regional conflict prevention unit and to bring a greater range of tools and resources to bear on the work of the UN system in the region. In Guinea, where preventive diplomacy efforts have been successful in the past and continue in 2015 to resolve tensions surrounding the electoral calendar, the good offices of the Special Representative for West Africa, Mr. Mohamed Ibn Chambas, are reinforced by the Peace Building Fund (PBF) funding and backstopped by DPA.

- The Department provides mediation support to the Department of Peacekeeping Operations (DPKO). Recent examples include MINUSCA, MINUSMA, UNAMID and UNAMA. For example, the Standby Team was deployed 11 times in the last year to support mediation efforts related to South Sudan. The demand for DPA services is expected to grow.

- The Department continues to invest in peacebuilding efforts, by engaging with the Peacebuilding Support Office (PBSO) and PBF specifically, not least since out of the eight PBF priority countries for 2014, five have, or have recently had, an SPM—including Burundi, Guinea Bissau, Sierra Leone, Somalia and Yemen. Through the Immediate Response Facility, the PBF has been active in the Central African Republic and Guinea-Bissau to support priorities identified by the respective SRSGs, and the PBF has proved to be an essential resource for ongoing engagements in Somalia and Yemen. Partnerships, furthermore, have not been limited to Missions alone; in non-Mission settings, the PBF and DPA have conducted joint missions in both Papua New Guinea and Bosnia and Herzegovina. DPA’s partnership with the PBF now also extends to the DPA-UNDP Joint Programme, since they are co-funding PDAs (e.g. in Kyrgyzstan, Guinea, Burundi, Comoros and Madagascar).

- The partnership with the **World Bank** in fragile and conflict-affected contexts has been given a new impetus as a result of the close cooperation between the Secretary-General and the President of the World Bank, especially in the context of the Great Lakes, Sahel and the Horn of Africa. Following the high-level joint UN-World Bank visit to Somalia, a “Horn of Africa Coordination Mechanism” was established between the two entities to share information and identify common ways forward in a number of contexts in the region. In the same spirit of collaboration, with funding from the UN-World Bank Partnership Fund, a senior World Bank Governance Specialist was seconded to the Office of the Special Adviser to the Secretary-General on Yemen, in support of Yemen’s transition. The work focused on designing a blueprint for a coordinated response through the Joint Facility, which was presented jointly to the UN Chief Executives Board in November, and was applauded as a new way of doing business together.

- Together with the **UN Office on Drugs and Crime (UNODC)**, the Department co-chairs the UN Task Force on Drugs and Organized Crime, which is facilitating discussions towards the 2016 UN General Assembly Special Session on the world drug problem.

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4 Peace and Development Advisers are part of the UNDP-DPA Joint Programme on Building National Capacities for Conflict Prevention.
Support to the UNCT in Colombia on the peace process

Colombia is a pertinent example of how DPA’s assistance to the RC and UNCT can be operationalized in a coherent and effective manner. 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, 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. In July 2015, the Government of Colombia and the FARC requested the accompaniment of a UN delegate to contribute to the launch of the discussions on the monitoring and verification system of the technical sub-commission on “End of Conflict”, and to prepare for its implementation. Subsequently, in August, the Secretary-General appointed Mr. Jean Arnault as his delegate. In view of the mandate given to the UN in relation to the peace talks, the expectation is for DPA’s supporting role and activities on peace process activities to increase in the near future. Contributing to peace in this long-standing armed conflict in the Americas is of the highest priority for the Department.

As the lead UN Department for peace and security, it is DPA’s responsibility to continually improve upon our performance in order to respond faster and with greater impact to global crises. In line with the coherence and effectiveness agenda of the UN General Assembly, DPA continues to demonstrate its commitment to results-based management, accountability and transparency. At the heart of this approach is a knowledge management strategy oriented towards improving our evaluation, assessment and learning capacity; furthermore, to support the overall work of the Department, extrabudgetary funds also support a global communications strategy.
Fit for the future: ensuring organizational effectiveness

Strengthening our planning, monitoring and reporting processes

Since the development of the first Strategic Plan in 2013, DPA has continued to improve its strategic planning processes. The new Strategic Plan (see graph on page 8) defines the Department’s overall vision and goals for the next four years (2016–2019). One of the key findings from the independent evaluation of the MYA was that while DPA had made significant improvements in strategic planning over the last couple of years, more could be done to closely link the MYA framework to the Department’s strategic priorities.

The development of DPA’s new Strategic Plan has been the perfect opportunity to harmonize our planning cycles and assess our priorities and needs from a more strategic perspective. Having taken this recommendation on board, the Strategic Plan and its Results Framework provide the overall chapeau for the planning, monitoring and reporting of the Department’s performance. It supports decision-making processes and the efficient allocation of resources according to Departmental priorities; the Strategic Plan will be subject to internal review through an Annual Strategic Review, led by senior management, to take stock of results and make any necessary adjustments to reflect the changing context. An external final evaluation will also be conducted in 2019 to inform decision-making processes ahead of the next Strategic Plan.

DPA will continue to develop an Annual Report of Results, an opportunity to present key achievements made possible through donor’s contributions, to assess challenges and critically reflect on the best way forward.

Commitment to institutional learning

DPA’s overall approach to knowledge management continues to be based on helping staff at Headquarters and in the field to systematically create, share, analyze and use knowledge. Establishing effective knowledge management systems allows DPA staff to work smarter and improves accountability and quality within the Department. Staff are encouraged to plan and participate in regular lessons learned exercises, strategic assessments and workshops, after-action reviews and end-of-assignment reports—all of which help enhance the feedback loop between programming in the field and strategic planning at Headquarters. Specific studies are planned for 2016 on: mission transitions in the context of Mali and the Central African Republic; DPA’s regional field presences; mission staff evacuation; partnerships with regional and international actors in the Great Lakes region; and strategies for engagement with DPA Liaison offices.

Ensuring our staff are equipped with the skills, knowledge and expertise to carry out their duties to the best of their ability is a key part of DPA’s new Strategic Plan; this approach puts our commitment to professionalism into practice. Resources under the regular budget are not sufficient to offer our staff an adequate level of trainings and opportunities and are therefore supplemented by funding under the Appeal.

Evaluation: balancing accountability and learning objectives

DPA will continue to review its strategic priorities on the basis of lessons learned and evidence coming from evaluations and other internal exercises, while developing mechanisms to formalize the follow-up to recommendations and integration of key findings into policy, guidance and decision-making processes.

DPA is committed to strengthen its evaluation methodologies and tools to ensure they meet the Norms and Standards for evaluation set by the UN Evaluation Group (UNEG), an inter-agency professional network that brings together 46 evaluation units of the UN system to promote independence, credibility and usefulness of UN evaluations. DPA is in process of becoming member of UNEG to keep abreast of best practices in evaluation.

Finally, in 2015 DPA has updated its Evaluation Policy to clarify roles and responsibilities and better define planning processes for evaluations. Currently, the Learning and Evaluation Board develops an Annual Learning and Evaluation Plan—for approval by the USG—with a selection of evaluations, lessons learnt and after action reviews in line with departmental priorities.
Studies, reviews and evaluations completed in 2015

- DPA completed a study on the support provided by the UN to the Kampala Dialogue, a mediation process between the Democratic Republic of the Congo and the “M23” movement. The study captured key lessons learned related to supporting the peace process, from preparations to process design and implementation, in order to inform future mediation support efforts.

- A review of the UN engagement in Nigeria during the electoral period (October 2014-April 2015) was undertaken by DPA, in consultation with UN partners. The exercise sought to reflect on the UN’s political approach to the prevention of election-related violence; conflict prevention/mitigation efforts; and steps taken by various actors (national, regional and international) to defuse tensions in coordination with the UN. The report elaborated key best practices and recommendations for improvement in these areas.

- The Department also completed an after-action review of its response to the October/November 2014 crisis in Burkina Faso to capture and identify the lessons and best practices garnered from this process. Actionable recommendations were identified with a view to enhance DPA’s conflict prevention performance in the future.

- The Department also completed an after-action review on the Gaza Board of Inquiry, which looked at the inquiry process and support issues. Key recommendations included the need to improve the flow of confidential information between substantive and support staff and of having experienced support staff to facilitate administrative and logistical issues.

- In response to a request by the Security Council for a comprehensive review of the mandate of the UN Integrated Peacebuilding Office in Guinea-Bissau (UNI-OGBIS), DPA led a strategic assessment of the mission. The best practices and lessons learned of this process were documented in an after-action review in order to inform similar processes going forward.

- DPA completed a lessons-learned study on the transfer of the lead responsibility for the UN Assistance Mission in Afghanistan (UNAMA) from DPKO to DPA. The exercise provided an overview of the process, identifying both positive practices and difficulties, and providing recommendations that could prove useful in the future for similar cases.

- A lessons-learned exercise was undertaken in close collaboration with the Department of Field Support (DFS) on the establishment of the UN Electoral Observation Mission in Burundi (MENUB) in order to capture the best practices and challenges in the context of mission start-up. The study drew a number of lessons learned in order to avoid similar bottlenecks in future cases of mission start-up, while providing key recommendations for implementation.

- Continuing its ongoing study on mission transitions, the Department concluded several lessons-learned exercises focusing on improving the way SPMs have been drawn down or withdrawn. These studies have systematically looked at issues related to early planning, integration, national ownership and capacity-building, communications, and support functions. Their findings have been shared across relevant departments and key recommendations have been discussed with senior management for possible future guidance development.

- In June and July of 2015, DPA conducted a survey of the UN Assistance Mission in Somalia (UNSOM), African Union Mission in Somalia (AMISOM) and UNDP staff involved in supporting Somalia’s federal state formation processes in the Jubba and South West regions during the June 2013–June 2015 period. The major purpose of the survey, which was conducted at UNSOM’s request, was to gather partners’ reflections on key aspects of existing AU/UN practice and the emerging lessons learned, including their ideas for improvement, with a view to maximizing future effectiveness. Findings from the survey will serve as inputs for a forthcoming conflict analysis workshop among UNSOM staff in Somalia.

- A lessons-learned assessment on the UNDP-DPA Joint Programme on Building National Capacities for Conflict Prevention analyzed the effectiveness of PDAs for the work of DPA in conflict prevention.

- In April 2015, DPA organized the first ever Chiefs of Staff conference for field-based SPMs in an effort to enhance Headquarters support for the substantive and administrative work carried out by DPA Chiefs of Staff. The conference provided a platform for the exchange of views and experiences among participants. Best practices and lessons learned relating to the logistical and substantive preparations for the conference were subsequently documented in an after-action review.

- In May 2015, Best Practices Focal Points from field-based missions and offices attended a workshop at Headquarters aimed at discussing ways of improving lessons learned and knowledge management in the field. The workshop was also used as an opportunity to strengthen collaboration and information exchange on knowledge management between Headquarters and the field. In that vein, the Department continued to undertake knowledge management field pilot missions to DPA SPMs in an effort to improve knowledge management tools and processes in field missions.

- DPA field-based missions made significant contributions to DPA’s institutional knowledge base by documenting their engagements. This includes, in particular, the preparation of after-action reviews by UNSMIL, as well as end of assignment reports by senior mission leadership throughout the field.
DPA communications

Communication is absolutely vital for the Department’s efforts in conflict prevention, peacemaking and peacebuilding, not only to mobilize the necessary political and financial support for DPA’s work but also to ensure that information sharing between geographically dispersed offices and missions is effective and efficient. In addition to this vital day-to-day public information work, we are also creating and updating information management platforms and tailoring our support to political missions in the field.

Annual Review of DPA’s performance by the United Kingdom (2014/2015)

The United Kingdom has been conducting annual reviews of DPA’s performance since 2012 to assess the quality and degree in which DPA has met the results committed under the MYA. For a third consecutive year, DPA received an overall score of A—“results delivered met the expectations”. The Review praised DPA’s leading role in an increasingly complex and demanding world and the quality of the results achieved proving that “DPA is making good progress towards its core objective of building peace through diplomacy and mediation”.

The Review provided useful recommendations that have been taken on board by senior management, such as the need to ensure a more cohesive and integrated approach to conflict prevention and peacebuilding within the UN and beyond, and to continue strengthening DPA’s partnership with regional organizations. In addition, DPA has strived to strengthen its strategic planning processes through the development of DPA’s new Strategic Plan 2016–19 and the continued assessment of its monitoring and evaluation processes and tools (see page 8).

“DPA has an extremely important role to play in ensuring a jointed-up UN approach, led by political analysis, to a global context marked by instability, fragility and crisis”.

Under-Secretary-General Jeffrey Feltman during his visit to Mongolia, 2015, UN photo.
**DPA's resources**

**Ensuring efficient management of resources**

The bulk of DPA’s resources are covered through the regular budget, which provides stability and predictability of funding for the majority of core functions of the Department. The regular budget assigned to DPA has suffered a steady decrease since 2012.

For 2014–2015 DPA’s regular budget was $86.65 million, with staffing absorbing 90% and only 2% dedicated to cover the Department’s travel needs. For 2016–17, as per budget guidance from the Secretary-General, the overall resources for DPA have decreased an additional 3.6% combined with zero growth for substantive areas, except for new mandates adopted by the General Assembly.

This complicates an already challenging funding situation in which the declining regular budget is not sufficient to fully cover DPA’s mandated activities while the demands for its services continue to rise year after year.

**Regular budget trend since 2012 (millions of USD)**

![Graph showing regular budget trend from 2012 to 2017](image)

**DPA’s overall resources (millions of USD)**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Budget</td>
<td>43.30</td>
<td>43.30</td>
<td>43.20</td>
<td>43.20</td>
</tr>
<tr>
<td>Regional Offices (UNOCA, UNOWA, UNRCCA)</td>
<td>18.45</td>
<td>18.80</td>
<td>20.87</td>
<td>tbc</td>
</tr>
<tr>
<td>Extrabudgetary contributions (MYA)</td>
<td>19.20</td>
<td>18.00*</td>
<td>25.00**</td>
<td>25.00**</td>
</tr>
<tr>
<td><strong>TOTAL</strong>*</td>
<td><strong>80.95</strong></td>
<td><strong>80.10</strong></td>
<td><strong>89.07</strong></td>
<td></td>
</tr>
</tbody>
</table>

* Represents funds already received from January to November 2015, plus the projection for the last months of 2015.
** Represents the total appealed per year.
*** Special Political Missions follow a parallel budget approval process. For 2016–17, the proposed budget is $1.1 billion.

**2015 Appeal Stats**

- **Appealed:** $25.5 million
- **Received:** $18.5 million (73% funded) from 25 donors
- **Projected income:** $18–19 million (70–74% funded)
- **Projected funding gap:** $7 million
- **Programmed in 2015 (includes carry over):** $14.4 million
- **Total spent:** $13.6 million

In addition to direct financial resources, donors have funded 28 Junior Professional Officers (“JPOs” or Associate Experts) across the Department. They are a vital resource that enhances the Department’s capacity and ability to support activities. JPOs also provide a great opportunity for young professionals to be exposed to the political work of the UN.

**Junior Professional Officers in DPA**

<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
<th>Duty Station</th>
</tr>
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<tbody>
<tr>
<td>China</td>
<td>1</td>
<td>New York</td>
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<td></td>
<td>1</td>
<td>New York</td>
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<tr>
<td>Denmark</td>
<td>1</td>
<td>Mogadishu</td>
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<td></td>
<td>1</td>
<td>Addis Ababa</td>
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<tr>
<td>Finland</td>
<td>1</td>
<td>New York</td>
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<tr>
<td>Germany</td>
<td>1</td>
<td>Dakar</td>
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<td></td>
<td>4</td>
<td>New York</td>
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<tr>
<td>Italy</td>
<td>2</td>
<td>New York</td>
</tr>
<tr>
<td>Japan</td>
<td>2</td>
<td>New York</td>
</tr>
<tr>
<td>Netherlands</td>
<td>3</td>
<td>New York (1 JPO from Kenya)</td>
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<tr>
<td></td>
<td>1</td>
<td>Brussels</td>
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<tr>
<td></td>
<td>1</td>
<td>Dakar</td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>Nairobi (JPO from Benin)</td>
</tr>
<tr>
<td>Norway</td>
<td>3</td>
<td>New York</td>
</tr>
<tr>
<td>Switzerland</td>
<td>4</td>
<td>New York</td>
</tr>
<tr>
<td>USA</td>
<td>1</td>
<td>New York</td>
</tr>
</tbody>
</table>

Commitments for 2016: China, Germany and Spain

**Total** 28 22 in NY, 6 in the field
To bridge the gap between regular resources and demand for our services, DPA has relied on extrabudgetary resources to fund core activities of the Department.

Our fundraising efforts have been largely successful over the last couple of years demonstrated by three key factors. Firstly, extrabudgetary contributions have nearly tripled from $7.2 million received in 2010 to $19.2 million in 2014, which was the highest amount received in a single year. However, as of November 2015, only $18.5 million had been received out of the $25.5 million requested. Secondly, the un-earmarking funding follows a modest but promising trend, having increased from 48% in 2013 to 51% in 2014. This illustrates the growing confidence of many donors in DPA's ability to use flexible funding where it is most needed. And thirdly, since 2013 DPA has been able to attract eleven new donors from all over the world. This expansion of our donor base increases the legitimacy of our interventions as it reflects the diversity of countries we work with and support. Overall, since 2008, we have received contributions from forty donors.

While this is a positive trend, challenges remain. The sustainability and predictability of funding continues to be a concern. In 2015, DPA only had four multi-year agreements with donors. These agreements are crucial to give the Department the predictability that it needs. With no funding reserve and more than 50% of the contributions coming in the second half of the year, DPA relies on the constant flow of contributions to sustain its operations.

To maximize the impact of extrabudgetary resources, we appeal to your good “donorship” under the principles below:

- **Timeliness**: Early contributions to ensure balanced cash flow throughout the year;
- **Predictability**: The more multi-year agreements the better;
- **Flexibility**: Un-earmarked contributions to the fullest extent possible;
- **Diversity and “political neutrality”**: The broader the donor base, the more political legitimacy for our operations.
Ensuring efficient management of resources

DPA is committed to managing the resources in a rigorous and efficient manner to demonstrate value for money. DPA has streamlined the allocation of extrabudgetary resources through regular prioritisation processes to ensure funds are allocated where they are needed most.

The Department will continue to rationalize our administration and travel costs, while monitoring staff costs covered through extrabudgetary funds that have declined more than 20% since 2014. This will help us to maximize the use of voluntary contributions for our early-warning and preventative diplomacy activities that remain chronically under-resourced.

DPA continued to enhance our financial management systems and internal control processes in line with the UN Secretariat’s adoption of the International Public Sector Accounting Standards (IPSAS) in 2014. 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.

Risks

DPA’s success depends upon its ability to adapt its programme of work to the evolving political context on the ground and to modify activities as needed. Developing situations on the ground affect not only ongoing projects but also often require additional, unanticipated areas of work. The Appeal is designed to allow flexibility and provide resources to absorb the changing requirements. However, this is only possible if there is a sufficient level of un-earmarked funds provided by donors, and if contributions are available early enough in the year.

Reporting Framework

The Department will provide a results-focused 2016 Annual Report to ensure accountability and enhance transparency for our donors in the second quarter of 2017. The Annual Report provides details about the use of voluntary contributions, including financial data and reporting of the activities undertaken and the resulting achievements.
# List of Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>AIPR</td>
<td>ASEAN Institute for Peace and Reconciliation</td>
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<tr>
<td>AMISOM</td>
<td>African Union Mission in Somalia</td>
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<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<tr>
<td>ASG</td>
<td>Assistant Secretary-General</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>BINUCA</td>
<td>UN Integrated Peacebuilding Office in the Central African Republic</td>
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<tr>
<td>BNUB</td>
<td>UN Office in Burundi</td>
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<tr>
<td>CAR</td>
<td>Central African Republic</td>
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<tr>
<td>CEB</td>
<td>Chief Executives Board</td>
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<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination Against Women</td>
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<tr>
<td>CIC</td>
<td>Center on International Cooperation</td>
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<td>CICIG</td>
<td>International Commission against Impunity in Guatemala</td>
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<tr>
<td>CNMC</td>
<td>Cameroon/Nigeria Mixed Commission</td>
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<td>CPA</td>
<td>Comprehensive Peace Agreement</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<tr>
<td>DAC</td>
<td>Development Assistance Committee (of the OECD)</td>
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<td>DFS</td>
<td>Department of Field Support</td>
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<tr>
<td>DPA</td>
<td>Department of Political Affairs</td>
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<td>DPI</td>
<td>Department of Public Information</td>
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<tr>
<td>DPKO</td>
<td>Department of Peacekeeping Operations</td>
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<td>DRC</td>
<td>Democratic Republic of the Congo</td>
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<tr>
<td>DSS</td>
<td>Department of Safety and Security</td>
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<tr>
<td>EAC</td>
<td>East African Community</td>
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<td>EAD</td>
<td>Electoral Assistance Division</td>
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<tr>
<td>ECCAS</td>
<td>Economic Community of Central African States</td>
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<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<td>EO</td>
<td>Executive Office</td>
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<td>EOM</td>
<td>Electoral Observer Mission</td>
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<td>EU</td>
<td>European Union</td>
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<td>FGS</td>
<td>Federal Government of Somalia</td>
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<tr>
<td>FYROM</td>
<td>Former Yugoslav Republic of Macedonia</td>
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<tr>
<td>GBV</td>
<td>Gender-Based Violence</td>
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<tr>
<td>IATF</td>
<td>Inter-Agency Task Force</td>
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<tr>
<td>ICGLR</td>
<td>International Conference on the Great Lakes Region</td>
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<tr>
<td>Abbreviation</td>
<td>Full Form</td>
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<tr>
<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<tr>
<td>ISIL</td>
<td>Islamic State of Iraq and the Levant</td>
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<td>IPSAS</td>
<td>International Public Sector Accounting Standards</td>
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<tr>
<td>JPO</td>
<td>Junior Professional Officer</td>
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<td>LAS</td>
<td>League of Arab States</td>
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<tr>
<td>LRA</td>
<td>Lord’s Resistance Army</td>
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<tr>
<td>MDG</td>
<td>Millennium Development Goals</td>
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<tr>
<td>MENA</td>
<td>Middle East and North Africa</td>
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<tr>
<td>MINUSCA</td>
<td>United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic</td>
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<tr>
<td>MENUB</td>
<td>UN Electoral Observation Mission in Burundi</td>
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<tr>
<td>MINUSMA</td>
<td>United Nations Multidimensional Integrated Stabilization Mission in Mali</td>
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<tr>
<td>MSU</td>
<td>Mediation Support Unit</td>
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<tr>
<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<tr>
<td>NDC</td>
<td>National Dialogue Conference</td>
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<tr>
<td>NRC</td>
<td>Norwegian Refugee Council</td>
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<tr>
<td>OAS</td>
<td>Organization of American States</td>
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<tr>
<td>OCHA</td>
<td>Office for the Coordination of Humanitarian Affairs</td>
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<td>ODA</td>
<td>Official Development Assistance</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<tr>
<td>OHCHR</td>
<td>Office of the High Commissioner for Human Rights</td>
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<td>OIC</td>
<td>Organization of Islamic Cooperation</td>
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<td>OJSR</td>
<td>Office of the Joint Special Representative</td>
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<td>OPCW</td>
<td>Organization for the Prohibition of Chemical Weapons</td>
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<tr>
<td>OSCE</td>
<td>Organization for Security and Cooperation in Europe</td>
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<tr>
<td>PBF</td>
<td>Peacebuilding Fund</td>
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<td>PBSO</td>
<td>Peacebuilding Support Office</td>
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<td>PDA</td>
<td>Peace and Development Adviser</td>
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<td>PESG</td>
<td>Personal Envoy of the Secretary-General</td>
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<tr>
<td>PRSD</td>
<td>Personal Representative of the Secretary-General</td>
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<td>RCs</td>
<td>Resident Coordinators</td>
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<td>Southern African Development Community</td>
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<td>Special Adviser to the Secretary-General</td>
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<td>Standby Team of Mediation Experts</td>
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<td>SC</td>
<td>Security Council</td>
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<td>SESG</td>
<td>Special Envoy of the Secretary-General</td>
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</table>
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  United Nations 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 Center
UNODC UN Office on Drugs and Crime
UNOM  United Nations 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
UNSMIL 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