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For further information on the Multi-Year Appeal, please contact
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The Department of Political Affairs (DPA) is presenting this latest Appeal at a time during which our Organization, and the international system as a whole, face strains and pressures that test their resilience and strength as never before. By dint of their number and their gravity, the challenges to international peace and security we are witnessing today are, I believe, the gravest since at least the end of the cold war.

From the murderous campaign of ISIL in Iraq and Syria, to the devastating effects of the Ebola outbreak in West Africa, to fresh conflict in Europe, the capacity of the international community, with the United Nations at the forefront, to respond has been stretched to the limit. One indicator is sobering in its magnitude: there are today more refugees, displaced people and asylum seekers than at any other time since the creation of the United Nations, as Secretary-General Ban Ki-moon recently told the UN General Assembly.

And yet, it is precisely at times like these that the work of our Organization is the most important.

DPA is active in many of the areas currently wracked by or recovering from conflict. Largely in response to the emergence of new threats to international peace and security, the Department is being called upon to take on a growing array of increasingly complex tasks, a reality that has to be reconciled with the imperatives of austerity demanded by Member States. As are all the parts of the United Nations, the Department of Political Affairs (DPA) is feeling the financial strain of our troubled times.

The 2015 Multi-Year Appeal is therefore a call to donors, old and new, to help us respond to a rapidly changing and extremely challenging environment with the speed, flexibility and expertise that they expect.

It is difficult to underestimate the importance of extrabudgetary funding to the fulfilment of our mandate. Our mediation infrastructure, for example, including a Standby Team of Experts deployed over 100 times in the past year, is largely funded through extrabudgetary resources. The start-up of new missions relies significantly on extrabudgetary resources, as was the case, for example, with the Office of the Special Adviser for Yemen and the Joint OPCW-UN Mission to oversee the destruction of Syria’s chemical weapons. Meanwhile, our work in non-mission settings is almost entirely dependent on voluntary contributions. This includes the advisers we deploy to Resident Coordinators’ offices to support conflict prevention initiatives; and the work of our regional offices, which frequently deploy envoys to countries under their regional purview. Voluntary funding also helps us provide backstopping to support our Special Political Missions (SPMs), whose number has grown from a mere three in 1993 to approximately 40 today.

Your contributions also allow us to more effectively support electoral processes. DPA expects in the coming year to be involved in approximately 50 election-related missions. This Appeal includes funding to create senior electoral repres
tation in Africa where regional partners are hoping to build capacity to handle increasing demands on the continent.

Strengthening partnerships with regional and subregional organizations, particularly in the context of South-South cooperation, is a central pillar of this Appeal, and the work of DPA in the coming year and beyond. We need to take a much more holistic approach to the challenges that face us, connecting the dots between conflict prevention, mediation and peacebuilding, on the one hand, and Member States’ efforts to bolster inclusive, economic growth, and create a context in which sustainable development can flourish, on the other. This is particularly relevant as the international community lays the foundation for a sustainable development agenda after 2015, the deadline to achieve the Millennium Development Goals (MDGs).

The year 2015 is also vital as it marks the 15th anniversary of resolution 1325, a pivotal moment for the women, peace and security agenda, and absolutely integral to all our engagements. Through its focused efforts this year, DPA has fundamentally contributed to the advancement of women through better guidance, capacity-building and technical expertise.

The often tragic and devastating changes we have witnessed over the past year promise to extend their effects into 2015. This sobering prospect compels us to work even harder to meet the expectations Member States have of our Department, and must move all of us in the international community to respond to the hopes people around the world have placed in the United Nations. As we turn again to our traditional donors we also make a special appeal to new partners who may now be in a position to contribute to the fulfillment of our mandate. The challenges we face are global, and so should the solutions. On behalf of DPA, I express our profound gratitude to all our partners for their extraordinary efforts to help us fulfill our crucial mandate.

Jeffrey D. Feltman
Under-Secretary-General
Political Affairs

UN Photo
Introduction to the Department of Political Affairs Multi-Year Appeal

Why does the Department need extrabudgetary funding?

Extrabudgetary funding has become an essential requirement for the Department as a result of four key factors.

First, over the past 10 years DPA has transformed into an operational entity focused on prevention; the imperative to respond rapidly and effectively in order to prevent tensions from erupting into conflict has been underscored time and time again by the increasing awareness of the relationship between conflict and development: no low-income fragile or conflict-affected country has yet to achieve a single MDG. There are many tragic examples of how conflict and transnational threats can rapidly wipe out decades of hard-won development gains and prevent progress towards the MDGs. Preventing conflict and building peace can result in key contributions to sustainable development. Member States agree that conflict undermines prospects for economic development and, therefore, that prevention is inherently cost-effective and modest, especially when compared to other interventions, such as peacekeeping operations and long-term reconstruction. But cost-effective does not mean cost-free: as Member States turn to DPA to prevent conflicts, the operational costs of the Department continue to rise.

Second, DPA is the only operational UN Secretariat entity whose core funding depends exclusively on the UN regular budget. Given the dramatic events of the past year especially, this is proving to be significantly challenging: the climate of austerity has led to significant decreases in the regular budget, and yet the demands being placed on the Department have increased at unprecedented rates. An independent report in 2014, entitled 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, underscored the vital life-line, therefore, that extrabudgetary funding provides for the Department. Indeed, as the report underscores, extrabudgetary resources have “become the most prominent source of the Department’s capacity to undertake mediation, good offices and preventive diplomacy”.

Third, conflict prevention, mediation, diplomacy and good offices are the elements of an effective response to crises and conflicts. But it cannot be predicted in advance, precisely when these activities and endeavours are to be deployed. Flexibility is essential, including in budgeting. DPA’s primary funding source, however, is the regular budget, which is based, to a large extent, on predictability, i.e., stable number of posts, a constant number of consultants, travel budgets, conference agenda’s and other items. This precludes the possibility of budgeting in advance for a large percentage of the very essence of our work.

Fourth, requests for our assistance from parties to conflicts have grown exponentially, leading us to focus increasingly on building national capacities for conflict prevention and peacebuilding. This trend has translated into an increase—in both quantity and scale—of our engagements, requiring additional expertise, ever growing collaboration with our partners, greater levels of support from donors, and more strategic integration of South-South cooperation mechanisms, solutions and perspectives, as a complement to traditional approaches and processes.

What is the Multi-Year Appeal?

The Multi-Year Appeal mechanism has proven to be very efficient and effective, and is welcomed by donors. In 2010, after an in-depth external review of its funding practice, DPA launched its first ever Multi-Year Appeal for three years (2011–2013), with the aim of establishing a coherent mechanism for its fundraising efforts. In preparation for last year’s appeal, a comprehensive evaluation of the 2011–2013 MYA was conducted to ensure the mechanism was in line with the needs of the Department. The recommendations of the evaluation led to the development of the Department’s strategic plan (see page 6), and specific “outputs” which form the main structure for this Appeal which started in 2014.

Last year DPA called for $24.5 million in extrabudgetary support. By the fall of 2014, DPA has received pledges of $16 million (cash received is $11 million) from donors (see list of donor countries on page 31). A greater predictability and flexibility of funding is required to meet the pressing demands on the Department, not least in light of the unprecedented number and complexity of crises currently unfolding in parallel. Currently, reduced levels of earmarking from 53 per cent in 2013 to 37 per cent in 2014 have positively enhanced the ability of the Department to prioritise the allocation of resources in line with needs, and in a strategic manner.

Are contributions to DPA accounted as ODA?

For information on the addition of DPA’s trust fund to the OECD-DAC list of ODA-eligible organizations, visit www.oecd.org/dac/stats/annex2.htm. Donors can now meet their voluntary ODA targets when pledging funds to the Department (the channel code for reporting is 41148 UN DPA Trust Fund in Support of Political Affairs). The 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.
Goals for 2015 under the Multi-Year Appeal

DPA is requesting $25.5 million for 2015.

DPA will assist dozens of peacemaking processes and political transitions, including peace, mediation and dialogue processes.

DPA will support approximately 40 special political missions.

DPA will work with regional and subregional organizations in more than 70 percent of its mediation engagements.

DPA will assist dozens of peace, mediation and dialogue processes.

DPA will support 100 percent of mediation support teams which will include women.

Standby team experts will be deployed over 100 times to assist with mediation process and design and to provide expertise on gender, constitutions, elections and natural resources.

DPA will provide electoral support to over 50 countries.

In 85 percent of cases, gender expertise (co-led) will be provided to UN (co-led) mediation processes.
### Strategic Priorities

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**DPA Strategic Plan**

DPA is now entering the second year of implementing its Strategic Plan. In 2015, emphasis will be put on ensuring better harmonization between different planning processes and schedules, and developing a Results Framework to better track delivery of the Strategic Plan. The MYA forms a vital part of the Department’s ability to achieve the objectives we have set within the Strategic Plan, which in turn fulfills our obligation to meet the mandate for the Department set by Member States.

**Operational Priorities**

1. **Setting the agenda for conflict prevention, response and resolution**

   DPA’s core business remains analysing potential threats to peace and security, advising actors of these challenges, and contributing to strategic and operational responses. Translating analysis into action is a significant and evolving challenge. The Department aims to achieve more operationally focused political analysis with messaging on political issues and to reinforce regional networks focused on conflict prevention and good offices. Internally, DPA is increasing the coherence between regional and thematic divisions, improving rapid deployment mechanisms for staff, and mainstream gender, women, peace and security issues across the Department.

2. **Deepening strategic partnerships inside and outside the United Nations System**

   Expanding and deepening DPA’s partnerships is an integral part of its preventive diplomacy and peacemaking role. The dynamics of DPA’s partnerships are in flux as a result of the evolving power and interests of these entities, and the changing international economy, which is re-shaping the diplomatic landscape. DPA strives to strengthen partnerships within the United Nations System, and to reinforce liaison mechanisms with regional and subregional organisations, simultaneously building upon efforts to provide key partners with capacity building in DPA areas of work. DPA works more closely on the post-2015 development agenda and intends to deepen relationships with the World Bank, emerging economies, civil society, academia and the business community.

3. **Expanding assistance for peacebuilding, good governance and democratization**

   Peacebuilding is an increasingly important part of DPA’s agenda; in countries ranging from Iraq to Somalia, DPA is engaged in major peacebuilding projects. In both mission and non-mission settings, DPA has a responsibility to be highly sensitive to the specificities of working on peace processes, governance issues and democracy in fragile settings, especially where conflict has been a recurrent challenge. In this context, DPA prioritizes reforms for the financing and backstopping architecture of SPMs to increase operational support to SPMs and special envoys. An increased effort is also being made to offer enhanced support for democratization issues, and stronger operational links with the Peacebuilding Commission and Support Office.

4. **Updating information management policy**

   DPA’s ability to support the Secretary-General, backstop envoys and SPMs and collaborate with partners is based on its capacity to generate well-informed and clearly presented analysis, policy options and strategic messaging. DPA is making a concerted effort to improve its analytical products on the one hand, while enhancing the flow of information on the other. The Department is streamlining its information managing and decision-making systems in order to ensure clear links between policy guidance and operational activities. DPA is also in the process of developing a public diplomacy strategy to help increase both awareness of and the impact of DPA’s contributions to peace and security.

5. **Improving planning, budgeting and evaluation**

   While the nature of DPA’s work—responding rapidly to uncertain political contexts—can hamper planning, it should still be possible for all divisions to take part in systematised processes, which help to set goals and identify priorities. Improving planning systems assists with more effective financial management: effective financial management is all the more necessary in light of increasing cuts to the regular budget, and calls for increasing transparency around the use of extrabudgetary funding. In this spirit, DPA is developing a common, annual planning process for all divisions, complemented by a clear process for the use of extrabudgetary funds. Lastly, DPA is also in the process of further improving the assessment and evaluation mechanisms in place for reviewing the Department’s performance.

6. **Upgrading human resources management and training**

   DPA’s biggest asset is the quality and expertise of its staff. Consequently, good human resources management is essential to its performance. Within the broader framework of UN Secretariat rules on staffing, DPA is able to set out goals related to recruitment, mobility and retention; furthermore, while training budgets are limited, it is essential to equip staff with the tools they need to take on an increasingly complex set of issues. DPA is also looking at improving incentives for staff mobility and development.
The Multi-Year Appeal

The 2015 MYA articulates where extrabudgetary funding will be used in the year ahead to implement DPA’s mandate and, therefore, catalyse our contribution to the prevention and resolution of conflicts, and enhance our efforts to support governments in the context of their electoral endeavours.

The four outputs detailed below—and the activities articulated within them—represent a proactive, coherent approach to the challenges we face. We will continue to emphasise prevention as a core element of our response architecture as it remains the most cost-effective way to respond to crises. Furthermore prevention offers the best chance for Member States to continue with their development agendas, unhampered by the destructive impacts of instability and conflict. The activities laid out in this Appeal also underscore the importance of effective regional, South-South and triangular cooperation.

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

Requested amount for 2015: **$14.5 million**

DPA has developed a wide range of mechanisms that can be tailored to the context at hand. When a crisis erupts suddenly, for example, the Department can rely upon its 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 at headquarters or in the field. In context of on-going instability and protracted conflict, or simply in areas where political sensitivities are recurrent, DPA can rely on its broad political “architecture” to fashion an appropriate response—whether that is through the use of its regional offices, its Special Political Missions, its envoys or liaison teams. It is this “toolbox” at the disposal of the Department which enables it to de-escalate conflict and address violent conflict efficiently and effectively.

Key engagements for 2015 and beyond

Rapid response funding

It is not possible to predict where rapid response funding will be required in 2015 and beyond, but DPA has put in place a series of mechanisms to ensure that when those requests arise, the Department responds quickly and efficiently.

The Standby Team, which includes experts on process design, gender, constitutions, elections, ceasefires and security arrangements, can be deployed with 72 hours notice. Demand for this service has grown rapidly, with over 100 deployments to over 50 countries in 2014; Standby Team ex-
Experts have engaged in some of the most important peace processes being led or supported by the UN. For example, in Ukraine, two experts were deployed to provide technical advice to the OSCE on best practices in designing and promoting a national dialogue process. In June, an expert was deployed to the Philippines—at the request of UNDP—to participate in a workshop on how military entities can transition to political parties. Similarly, the gender expert was deployed to Cyprus to advise the good offices on how to promote inclusion, and is expected to return later in the year. We expect these types of engagements by the Standby Team to continue throughout 2015.

The Standby Team, however, is small and, given competing demands, deployments are often time-constrained. Thus, the mediation roster offers experts for longer deployments and often in niche areas of expertise; the roster now has over 300 experts from close to 80 nationalities, over 40 per cent of whom are women and 34 per cent from the global South. In order to support our staff and expert consultants, both in the context of the Standby Team and the roster, we have also continued to update the UN Peacemaker site, particularly the database of peace agreements and operational activities. In the first half of 2014 alone, it had 17,500 users, including 56 per cent new users from 190 countries. We fully expect all of these mechanisms to be deployed and put to use in 2015 and beyond.

Support to Special Political Missions and Envoy, and backstopping

The demand for SPMs has increased dramatically in recent years. The Department currently manages approximately 40 SPMs, and among these are 14 field-based missions in some of the toughest places in the world. Through these mechanisms, and through support to our Envoy, we are able to use our good offices and mediation expertise in a variety of ways, often at critical moments. SPMs represent the Department’s holistic and long-term approach to prevention: while prevention should be a priority before conflict erupts, it is equally important at different stages of the conflict cycle, particularly in post-conflict settings—not least since existing data shows that the rate of conflict recurrence is high. SPMs are well-positioned to play precisely that role. To broaden and deepen the pool of rapidly deployable relevant civilian expertise, DPA intends to work with UNDP to further develop its programme to strengthen South-South, triangular and regional cooperation in post-conflict contexts.

An overview is provided below of just some of the areas where extrabudgetary funding will provide critical support for the work of our SPMs, Envoy and to ensure ongoing backstopping from Headquarters in 2015.

Diplomatic efforts in Ukraine

In search of a political solution to the crisis in Ukraine, our work has been guided first and foremost by the UN Charter and the Universal Declaration of Human Rights, including the principles of sovereignty, territorial integrity, the peaceful settlement of disputes and full respect for human rights. In the spirit of the Charter, the Secretary-General has employed intensive diplomatic efforts using his good offices mandate and his moral authority to consistently press—both publicly and privately—for de-escalation, direct, good-faith and results-oriented dialogue, and a peaceful, diplomatic and negotiated solution as the only way out of the crisis. DPA has consistently helped to frame these key political messages as well as the UN overall strategy vis-à-vis the crisis.

The Department has maintained a small political office in Ukraine since March 2014, funded through the Appeal, and mandated to: keep senior UN leadership abreast of the latest developments on the ground; represent the UN on issues in the political and diplomatic sphere, particularly in discussions with the Government and key international partners; interface and coordinate with key stakeholders operating in Ukraine, including other UN agencies, funds and programmes; and to serve as a platform for high-level diplomatic efforts of the UN toward a peaceful resolution of the crisis.

This presence has been instrumental in guiding the UN policy on Ukraine, including the Secretary-General’s personal engagement with key stakeholders toward a peaceful resolution of the conflict. It has also ensured that the Secretariat has a deep understanding of the complex situation on the ground, so as to be able to keep our Member States informed, particularly during political briefings to the Security Council. It has also been able to create additional space for UN engagement by earning the confidence and support of all key stakeholders.

DPA supported the work of regional organizations, such as the OSCE, in carrying forth their important mandates related to Ukraine. For instance, in May 2014, two senior mediation experts were deployed to provide guidance to the work of the OSCE Special Monitoring Mission in Ukraine. DPA also provided technical expertise in support of OSCE’s ceasefire monitoring and verification efforts. All these activities will continue in 2015, with the envisaged enhancement and consolidation of the DPA political presence in Ukraine, with a view to better supporting UN engagement at this critical juncture.
In search of a political solution in Syria

With almost 200,000 documented deaths, 3 million refugees, and 6.5 million internally displaced people, the Syrian conflict continues to be the most challenging crisis the UN has faced in decades. Most recently, the enduring conflict has created fertile ground for the growth of terrorist groups, which have expanded into the region and now pose unprecedented threats to global peace and security. The international community must remain dedicated to bringing the Syrian conflict to an end—and the best way to stop the spread of this new terror and end the suffering of the Syrian people is by resolving the Syrian conflict politically. Therefore, the Secretary-General continues to insist on a solution reached at a negotiating table, instead of on the battlefield.

At the invitation of the Secretary-General, some 40 countries and organizations participated in an international conference on Syria in Montreux, Switzerland, in January 2014. Subsequently, UN-Arab League Joint Special Representative for Syria, Mr. Lakhdar Brahimi, convened two rounds of intra-Syrian negotiations in January and February 2014. Unfortunately, the logic of war continued to prevail among the warring parties, preventing any viable way forward. With the appointment of Mr. Staffan de Mistura as his Special Envoy for Syria in August 2014, the Secretary-General hopes that new ways can be found to launch serious negotiations that will help Syrians achieve a full political transition. Through funding under this Appeal, the Department will continue to support the efforts of the new Special Envoy through technical expertise and staff.

In May and June 2014, DPA convened brainstorming meetings with leading experts, academics and senior UN officials to examine how the UN could improve its response to the current challenges. Building on these consultations and others carried out throughout the UN system, DPA formulated the Secretary-General’s priorities on Syria, as announced in his speech of 20 June. In partnership with UNDP, DPA continued to co-chair the IATF for Syria. In September 2014, DPA convened the first interagency meeting in Beirut; over fifty participants attended from agencies across the UN system and the UN Country Team in Syria to work together towards implementing the Secretary-General’s Protection Agenda.

In 2015, DPA will strengthen these activities, while also taking measures to address new developments related to the conflict. In order to better respond to regional spill-over of the conflict, DPA is enhancing its capacity to centralize and exchange information from across the region to improve regional awareness at Headquarters and field presences. DPA plans to establish a political unit based in southern Turkey, to fill a sizeable knowledge gap in political analysis and to liaise with authorities, NGOs and diplomatic offices that have been established to respond to the Syrian crisis from Turkey. Furthermore, through funding under this Appeal, it plans to deploy three planning officers to assist the Resident Coordinators in Syria, Jordan and Lebanon to enhance the UN response to the regional impact of the Syrian conflict. Also in 2015, DPA will build on existing work undertaken in 2014 to promote Syrian women and civil society participation in efforts to end the Syrian conflict, in partnership with UN-Women and the Office of the Special Envoy.
As the responsible entity for the delivery of the Secretary-General’s Integrated Strategic Approach for Peacebuilding in Somalia, for example, DPA will continue to oversee the work of UNSOM; having reached operational capacity in 2014 in Mogadishu and some Somali subregions, we will use extrabudgetary funding to support ongoing state formation efforts, including the revision of the interim constitution, and inclusive national dialogue processes. Our conflict prevention work in East Africa will also continue unabated in light of increased terrorist attacks in Kenya, the risks of election-related violence in Tanzania, and cross-border disputes and threats; voluntary funds will be essential to provide conflict prevention support and especially gender expertise. In the Great Lakes region, the Special Envoy will intensify efforts to engage with all stakeholders to advance implementation of the vital Peace, Security and Cooperation Framework. Our ongoing efforts in Nigeria will be two-pronged, dealing both with the ongoing threats posed by Boko Haram, and with the consequences of the peacefully resolved border dispute with Cameroon, which has nonetheless created complex challenges for the livelihoods of populations on both sides of the border. Furthermore, in the Sahel, extrabudgetary funding will allow for consultations with all relevant stakeholders to ensure the Integrated Strategy encouraging political will for reform can be successfully implemented.

In the Middle East, for example, Syria remains a major priority for the Department. Extrabudgetary funding will be crucial for efforts to support the Special Envoy in his ongoing efforts to find a political solution to the conflict, and for bolstering inter-agency mechanisms, including the Inter-Agency Task Force for the Syrian Crisis (IATF)—chaired by DPA and UNDP—which is responsible for post-conflict planning. Voluntary funds will also provide support for the protection of civilians, which has become all the more urgent as a result of increasing radicalization, internal displacement, the growth of radical Sunni elements and the involvement of Hezbollah forces. Furthermore, in light of the continuously evolving political situations in Israel/Occupied Palestinian Territory and Lebanon, UNESCO and UNSCOL have indicated that additional capacity will be required in order to ensure the fulfilment of mandates as well as the Secretary-General’s policy on integration. Lastly, in Yemen, extrabudgetary funding will allow reinforced efforts related to the political transition process, including constitutional support, implementation of the outcomes of the National Dialogue, land disputes and the role of women, among other pressing issues.

A wide range of other engagements will also require extrabudgetary funding. For example, as events in Ukraine continue to unfold and intensify, DPA will use extrabudgetary funding to support the small but crucial political office there, helping to make sure the Department is well poised to support UN efforts towards a peaceful resolution of the crisis. Furthermore, as the lead responsibility for the mission in Afghanistan shifts from DPKO to DPA, the Departments expect a leap in demands for backstopping support, where voluntary funding will again be indispensable to ensure the effective functioning of the Mission. Efforts related to good offices between Guyana and Venezuela are also ongoing, and will rely upon extrabudgetary funding to address natural resource disputes. In Bougainville, DPA will use extrabudgetary funding to support preparations for the referendum on the future political status and for on-going peacebuilding efforts.

Supporting State formation, reconciliation and peacebuilding in Somalia

The Federal Government of Somalia (FGS) reached the mid-term point of its tenure in September 2014, which is supposed to culminate with general elections in 2016, after the ratification of a revised constitution in 2015. In 2014, efforts to implement this ambitious political roadmap have focused on the formation of a federal State. The Interim Jubba Administration was formed on 25 August 2013, with the signature of the Addis Ababa Agreement. In June 2014, an Interim South West Administration was also formed, with Baidoa as a capital, and a preliminary agreement for the formation of a Central State was also signed in July between the Federal Government and local leaders. These political developments take place in the context of a joint operation between AMISOM and the Somali National Army (SNA) to recover territories from Al Shabaab control.

The mandate of UNSOM has been extended until 2 June 2015 by resolution 2158 (2014). The mission supports the FGS by providing strategic policy advice on peacebuilding and state-building issues, including on governance, rule of law and security sector, the development of the federal system, the constitutional review process and the preparation for elections in 2016. UNSOM also has a mandate of international coordination, and capacity-building and monitoring in areas of human rights, child protection and gender-based violence (GBV). Finally, the mission provides good offices in support of the FGS reconciliation efforts.

In the framework of this mandate, in 2014 UNSOM has supported the State formation process and the reconciliation efforts undertaken at the regional level, through its core budget and with the use of extrabudgetary resources. The main focus in this regard has been on reconciliation conferences following the establishment of the Interim Juba Administration (IJA) and the Interim South West Administration (ISWA). Regarding the IJA, a reconciliation conference took place in Kismayo from 16 September–5 October. The conference was preceded by consultations at the local level. It gathered more than 400 delegates of the IJA in the capital for three weeks. The conference was a milestone in the State formation process in the south of the country, and paved the way for political stability in the region. A
similar reconciliation conference, on the South West State Interim Administration, is planned to take place in Baidoa before the end of 2014. The conference was made possible through funding under this Appeal. In 2014, UNSOM has also benefitted from support from the Standby Team of mediation experts, with two deployments to Mogadishu of the expert on constitution issues, Hassen Ibrahim, in support of the legislative work of the parliament.

In 2015, similar reconciliation conferences are likely to be organized in the remainder of South-Central Somalia. The focus of the political process will then progressively move to constitutional review, with a view to having the constitution adopted by referendum by the end of the year. UNSOM will continue to rely on deployments of relevant Standby Team experts in this busy legislative time. UNSOM will support the outreach efforts of the FGS. Specifically, the mission will require extrabudgetary funding to provide logistical and substantive support to five outreach events in the Somali regions (Garowe, Kismaayo, Baidoa and Beletweyne) and in Mogadishu, to discuss the Somali constitution and ensure the involvement of all levels of Somali society in the process.

### Regional offices and liaison teams

Regional offices are mandated by the Security Council to carry out good offices, provide a political framework for conflict prevention and mediation across the region, and support cooperation with regional organizations. The demand for UN engagement through these regional DPA offices has increased significantly over the past few years, in recognition of the vital role they play in addressing specific national and transboundary threats and challenges, including through promoting increased South-South cooperation.

In 2015, therefore, DPA will focus on building the mediation capacity of the UN Office for Central Africa (UNOCA) and its counterparts in regional organizations, all of which are increasingly being called upon to engage in crises across the region, often at very short notice. With UNOCA specifically, extrabudgetary funding will be required to assist with implementation of the Lords’ Resistance Army strategy (LRA), working closely with key actors as mandated by the Security Council. In the year ahead, UNOCA will also require assistance to deal with the regional impacts of the Central African Republic crisis, including cross-border challenges posed by armed groups, trafficking of all types, piracy and elections.

The UN Regional Centre for Preventive Diplomacy in Central Asia (UNRCCA) will also require assistance to build mediation capacity in 2015 and beyond in light of the increasingly complex regional challenges. Extrabudgetary funding will be used to convene the five Governments of the region to discuss key regional issues such as terrorism, extremism, organized crime, natural resource management and issues related to neighbouring Afghanistan.

The UN Office for West Africa (UNOWA) is under increasing pressure in light of the ebola crisis and the related threats to peace and security. The UNOWA Research and Analysis Unit continues to monitor political, socioeconomic, security and humanitarian developments in all West African countries. The 2015–2016 period is likely to be a difficult time for the region in light of increased organized crime, drug-trafficking, and the potential for election-related violence in the next few years. Support will be required to meet the diverse demands being placed on the Unit.

Backstopping remains a vital function requiring extrabudgetary support. For example, in Central Africa, given the regional impact of the Central African Republic crisis, the activities of armed groups such as the LRA and Boko Haram, as well as forthcoming elections across the region, DPA expects a significant spike in backstopping needs for the entire region.

Lastly, extrabudgetary funding enables vital support for our Liaison Teams, which are used when an entire political mis-
sion is not viable or when a political mission is transitioning back to a standard UNCT presence. In Nepal, for example, the Liaison Team continues to encourage the parties to implement the 2006 Comprehensive Peace Agreement; we fully expect the Liaison Team there to transition to a longer-term peacebuilding presence, which will also require extrabudgetary funding. Similarly, the Liaison Team in Nairobi will provide support to the United Nations Office there, especially in light of the terrorist attacks in Kenya, the potential for election-related violence in Tanzania, and transborder security threats, among other pressing issues.

DPA supporting the new Administration in Kabul

Amid prolonged political uncertainty this past year and the continuing international military drawdown, Afghanistan has made progress in vital areas, with the first peaceful transfer of power from one elected leader to another and agreement on a government of national unity. Considerable challenges remain, however, from generating sustainable growth and tackling the illicit economy to strengthening security for the population, amidst the continuation of the armed opposition. With plans for electoral reform, parliamentary and district council elections, and convening a Loya Jirga with a view for constitutional reforms, the coming period for Afghanistan will be crucial as the country begins its declared transformation decade.

The UN Assistance Mission in Afghanistan (UNAMA) is expected to continue its critical role, with the provision of good offices, support for Afghan-led processes including for reconciliation, engagement in the area of human rights, and coordination of international assistance. In 2014, UNAMA provided crucial support to the process of political transition, including supervision of an unprecedented audit of the presidential elections, mobilization of the necessary technical assistance, and achievement of a peaceful outcome. The Standby Team was called upon for early advice, and DPA expertise in elections was in heavy demand. And with the drawdown of the International Security Assistance Force (ISAF), the Department has undertaken reviews for matching the mission to the emerging operational environment. In 2015 it will be essential to ensure comprehensive support for the work of UNAMA, with sufficient backstopping, provision of guidance and expertise on key substantive areas, engagement with regional organizations, and outreach and coordination with international partners, in full commitment to the achievement of a peaceful, stable and prosperous Afghanistan.

Selected new projects for 2015 and beyond

- Promoting civil society engagement in the peace process in Cyprus: This project will focus specifically on activities to foster civil society support to the UN-led negotiations between the Greek Cypriot and Turkish Cypriot communities.
- Support to South and South-east Asia teams: Additional support is required to ensure the Department can continue to provide vital analysis and conflict prevention/peacebuilding support in Thailand, Cambodia, Bangladesh and Myanmar.
- Strengthening UN capacity in Sri Lanka to effectively address post-conflict issues: DPA will use extrabudgetary funding to provide expert support for the Government of Sri Lanka, political parties and civil society in order to make progress on reconciliation, dialogue and accountability.
- Surge capacity for DPA support on Colombia: As a result of increasing requests for assistance, DPA will use extrabudgetary funding to provide support to the peace process in Colombia. Contributing to peace in the last remaining armed conflict in the Americas is of the highest priority for the Department.
Output 2: Timely, coordinated and comprehensive response provided by DPA to request for UN electoral assistance

Requested amount for 2015: $1 million

Member States have continued to see the value of United Nation support to electoral processes, with requests for assistance—which include technical assistance, the engagement of good offices and support to regional organizations—remaining high. For example, while technical assistance was provided to Afghanistan in the context of the presidential election held in 2014, my Special Representative also supported broad consultations on the legal framework and on the appointment of electoral commissioners. In Nepal, the Organization continued to provide technical support to the electoral commission and supported efforts to ensure that the political commitments of all relevant actors regarding the Constituent Assembly election held in November 2013 were met. A similar approach was taken in Guinea-Bissau. In Madagascar, the United Nations provided assistance to the electoral commission and worked with the Southern African Development Community and the African Union to enable peaceful elections in 2013 and the end of the transition process in 2014.


Overview

Since 1992, the General Assembly has designated the Under-Secretary-General for Political Affairs as the UN focal point for electoral assistance. In short, that consists of ensuring the UN provides consistent and effective support to Member States in conducting their own elections. This is a system-wide mandate: the DPA Electoral Assistance Division (EAD) provides technical support, policy and best practices advice and other support whether assistance is through a Peacekeeping Mission, Special Political Mission, UN Country Team or directly to the requesting parties. However, we do not work with UN entities alone: increasingly we work closely with regional and subregional organizations to meet the requests of Member States even more efficiently and effectively than ever before.

In the past two years, we provided or oversaw UN electoral assistance to 59 Member States, about a dozen under Security Council mandates. We deployed over 150 experts from the UN electoral roster—which includes over 500 experts from more than 90 countries—to support Member States in all areas of electoral administration. We have fostered South-South electoral assistance and organized knowledge-sharing and partnership-building workshops between Southern election stakeholders to build on comparative experiences for the development of improved electoral processes. We are now engaged in specific outreach for Arabic speaking experts to meet the increased demand in that part of the world, and in efforts to make the roster more accessible to UNDP and others.

Credible and transparent elections are enshrined in the Universal Declaration of Human Rights, and this principle has been enhanced by other landmark documents, including the International Covenant on Civil and Political Rights. Over the years, DPA has supported the realization of this right, providing effective electoral assistance to over 110 countries—including in some of the most challenging post-conflict and geographical environments in the world.

Regardless of the context and circumstances in which we provide electoral assistance, electoral support is underpinned by key principles including: national ownership, transparency, sustainability, South-South partnerships, gender mainstreaming and the mitigation of electoral-related violence. One of the Department’s most significant comparative advantages is its ability to handle electoral assistance as a fundamentally political exercise: consequently, all elections are regarded—and addressed—as an integral part of the broader political landscape.

Electoral assistance, far from being an isolated activity, forms a vital component of our commitment to conflict prevention and peacebuilding. Elections and electoral issues are very
often at the centre of political tensions, and can spark underlying conflict and violence. To respond to such high-stakes situations, the demand is most often for a senior person, with a somewhat unique skill set (mix of political-technical-diplomatic), which is where and how extrabudgetary funding can prove to be especially vital.

What’s new for 2015 and beyond?

- **Electoral assistance:** Based on activities in 2014 and forthcoming electoral processes, in 2015 DPA expects to be involved in approximately 50 election-related missions, including needs assessment missions, and electoral assistance involving good offices and mediation (all of which is funded under this Appeal).

- **Strengthening electoral capacity in Africa:** Given increasing demands from the continent to deploy electoral crisis management experts, DPA will use extrabudgetary funding to create senior electoral representation in Africa which will support regional organizations to build capacity to cope with increasing demands.

- **Creation of a single UN roster of electoral experts:** The UN provides assistance to over 60 countries, requiring a high number of experienced electoral experts who can be deployed at short notice. In support of the “One UN” approach, this new electoral roster managed by DPA will be used not only by DPA but also by other UN system entities to avoid duplication of efforts.

- **Elections in 2015:** Member States undergoing elections in 2015 may request assistance from EAD as necessary. DPA expects to provide assistance on election-related matters; the UN is committed or may be requested to provide assistance in the following countries: Burundi, Afghanistan, Yemen, Côte d’Ivoire, Tanzania, Nigeria, Chad, Mali, Ethiopia, Togo, Kyrgyzstan, Guinea, Haiti, Lebanon, Colombia, Libya, Liberia, Somalia and Jordan.

**Forthcoming elections in Burundi**

The 2015 elections will be a critical milestone for the long-term stability of Burundi. The elections offer an opportunity to consolidate Burundi’s democratic transition if, among other requirements, the elections are credible: that is, inclusive, transparent, violence-free, the rules of the game agreed upon and the outcome accepted by all as reflecting the will of the people. It is, therefore, critical that the electoral process is accompanied by measures that will increase the national stakeholders’ confidence in the process. Such measures, especially those agreed upon by national stakeholders as part of the Roadmap towards the 2015 elections, should be guaranteed by the Government and other relevant national stakeholders, with support from the international community.

To respond to this situation and as requested by the Security Council in its resolution 2137 (2014), DPA is making preparations for the establishment of an Electoral Observer Mission to follow and report on the electoral process following the end of the BNUB mandate. The observation mission will be fully operational by 1 January 2015 and will follow and report on the various stages of the presidential, parliamentary and local elections, as well as the overall context under which these elections take place. The Head of the Mission, which we envisage to be an eminent personality, will make monthly visits to Burundi and will be supported by a Secretariat based in Bujumbura with four field offices.

In carrying out its assessment, the Electoral Observer Mission will interact and engage with a broad range of stakeholders with a view to gathering information and contributing to creating an environment conducive to the holding of peaceful and credible elections. It will also work closely with other partners such as the African Union.
Output 3:
Productive partnerships developed and sustained with regional organizations, UN system entities and other stakeholders to enhance conflict prevention, mediation and peacebuilding
Requested amount for 2015: $4.5 million

Overview
Partnerships lie at the heart of our work, both internally and externally to the Department, and will form a core part of all our engagements for 2015 and beyond. The events of 2014 tested the Organization due to the nature, scope and the sheer number of crises unfolding simultaneously; this dynamic has underscored more than ever the need to forge strategic and effective partnerships with a diverse range of global actors, including major emerging powers that are increasingly involved in conflict prevention and management, often through regional organizations.

DPA works on the principle of comparative advantage. We understand that the challenges we face today are far too complex, interlinked and multi-faceted for any one country or organization to address alone; we also fully appreciate that certain actors may be better suited to addressing a particular crisis than others.

Following the adoption on 31 July 2014 of the General Assembly resolution on strengthening the “Role of Mediation in Peaceful Settlement of Disputes, Conflict Prevention and Resolution”, we have a renewed mandate to further deepen areas of cooperation between the UN and regional and subregional organizations in the field of mediation for 2015 and beyond. Already in 2014, in our mediation engagements alone 70 per cent of our work involved working with regional and subregional organizations. By working collaboratively with a wide range of actors, we are able to reduce duplication of efforts, develop a coherent strategy, save precious resources, and catalyse the impact of both our prevention and mediation endeavours.
Preventing Conflict, Fostering Peace and Enabling Development: Examples of DPA's Partners

Regional/subregional organizations
- ECOWAS
- OAS/SICA
- AU
- ASEAN
- SADC
- LAS
- OIC

Civil society organizations
- NGOs

Academia

Religious Groups

UN System
- UN
- UNODC
- OHCHR
- OCHA
- DPKA and DFS

Member States
- OSCE
- NATO
- G7+

Others

Offices away from HQ

Regional Offices

PBF/PBSO

DPKA and DFS

Member States

Others
- G7+

UN Secretariat

Other organizations
- UN System
- Member States
- Academia
- Religious Groups
- NGOs
- Other organizations

DPA partners
Ongoing engagements for 2015 and beyond

Our partnerships with internal and external actors can be organized into four major categories: regional and subregional organizations; United Nations (Secretariat, agencies, funds and programmes, and related organizations); CSOs; other international entities and, of course, Member States from whom we derive our mandate through intergovernmental bodies. The nature of our partnerships with these entities varies, and is shaped by the mandate, resources, needs and political engagement of our partners.

Regional and subregional organizations

By strengthening the functional capacities of politically assertive regional organizations like the African Union in mediation, 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. Greater cooperation with regional organizations has been particularly meaningful in non-mission settings to overcome political sensitivities.

Our engagement with the African Union goes from strength to strength; building upon the ten-year capacity-building programme, our goal is to use extrabudgetary funding to further strengthen collaboration at both the strategic and operational levels, with a view to enhancing efforts in the Central African Republic, the Great Lakes region, Madagascar, the Sahel and Sudan/South Sudan. Furthermore, in light of the growing mandate of the UNOAU, extrabudgetary funding will form an essential component of the support for good offices in Southern and Eastern Africa, especially. Following the establishment of a DPA office in Gaborone in 2013, the partnership with SADC continues to grow, focusing specifically on transboundary threats; funding under this Appeal, will be used to strengthen SADC’s architecture for early-warning, preventive diplomacy and mediation. IGAD, along with the AU and SADC, are all in the process of establishing their own mediation units, which is likely to strengthen even further our collaborative efforts, especially as they relate to Somalia, South Sudan, Lesotho and Mozambique, to name only a few.

Turning to the Americas, our engagements with both OAS and SICA will focus on non-conventional violence and irregular state actors, and socio-environmental issues, seeking to bring down the extremely high homicide and violence rates in the region. With the support of the liaison presences in Jakarta and Bangkok, DPA will deepen collaboration with ASEAN; using extrabudgetary funding, we envision targeted capacity-building activities in the area of peace and reconciliation across the region, and specifically for our joint efforts in Myanmar. In the Middle East, we have a two-pronged approach to regional cooperation: first, our work with OIC remains vital in addressing events unfolding across the Arab world; and, second, our work with LAS remain significant, with evolving engagements in both Syria and Egypt especially. Lastly, following the establishment of a UN Liaison Office for Peace and Security in Brussels, DPA will use funding under this Appeal to further joint work with the European Union on conflict prevention and crisis management, including in the Sahel and Great Lakes regions of Africa, and Afghanistan, Central African Republic, Libya, and Somalia, where the two entities are increasingly working side by side.

United Nations Secretariat, agencies, funds and programmes, and related organizations

Within the Secretariat, DPA will continue to partner with DPKO as a result of increasing requests for support from the Mediation Support Unit to assist with peace processes-related issues, demonstrating the Department’s commitment to fulfilling its mandate as a system-wide service provider. In this vein, DPA is deepening its work with UNDP in the context of the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention. In 2015, the Department will use extrabudgetary funding to renew its commitment to strengthening the mediation and conflict prevention roles played by Resident Coordinators and Peace and Development Advisors, and by increasing the capacity of DPA staff to transition to these important roles. More broadly, we continue to support the work of UNCTs in fragile contexts; in 2014, for example, we worked closely with the UNCT in Nigeria following the abduction of schoolgirls in Chibok and we assisted the RC in Lesotho to undertake a conflict analysis as part of early warning efforts. Lastly, UN cooperation with the World Bank on fragile and conflict-affected states also deepened in 2014; the UN-WB Trust Fund is facilitating joint UN and Bank efforts in a number of countries, including the countries in the Great Lakes region, the Horn of Africa and the Sahel.
Identifying how to strengthen UN-SADC Cooperation

The UN and SADC continued discussion in 2014 on respective priorities and approaches to issues facing the region in the field of peace and security. The dialogue sought to examine how best the two organizations could strengthen their cooperation and share regional good practices on conflict prevention and mediation, as well as identify areas of complementarity and comparative advantage to help lay the foundations for closer strategic and operational collaboration and partnership. The dialogue resulted in a series of insights and recommendations, many of which will pave the way for more active partnerships in 2015 and beyond:

- **Political presence:** The need to strengthen DPA’s political presence at the regional level in SADC as was done with great success in West Africa, the Great Lakes region and with IGAD. Participants called for more political engagement with the region.

- **Mediation support:** DPA provided in-depth information about its in-house capacity to assist Member States to engage in the peaceful resolution of conflicts.

- **Gender mainstreaming:** SADC countries welcome capacity-building initiatives to support internal dialogue as and where required; such dialogue, they insisted, should be facilitated by regional women/groups with UN support; SADC welcomed the idea of supporting women mediators and mainstreaming women from the region in peacemaking and preventive diplomacy.

- **Elections:** Elections will be held in Lesotho and Mauritius in 2015. The elections in Lesotho, which have been brought forward as part of the Maseru Facilitation Declaration, can represent an important step in the process towards political reconciliation in the country and DPA, in coordination with SADC, will look to support the logistical process such as through registration and voter education, as appropriate.

Civil society organizations

Strengthening the links and enhancing opportunities for dialogue with representatives of CSOs is becoming increasingly important. CSOs play a crucial role in the Israeli-Palestinian conflict, especially in the protection of human rights, advocacy and humanitarian fields. In 2015, DPA will provide ongoing support for the participation of Israeli and Palestinian CSOs in the meetings of the Committee for the Exercise of the Inalienable Rights of the Palestinian People. Where possible, DPA also supports the inclusion of civil society voices in the context of peace processes and political transitions.

Other international entities

The Secretariats of the UN and the OSCE have close working relations on country-specific and regional matters as well as on thematic issues such as preventive diplomacy, mediation, reconciliation, conflict resolution and peacebuilding, which have proven particularly instrumental in Georgia, Central Asia and, most recently, in Ukraine. In the year ahead, extrabudgetary funding will be used to deepen working relationships between these two entities with a view to maximising impact in areas of mutual interest, including Western Balkans and Ukraine. The establishment of the UN Liaison Office for Peace and Security in Brussels is also enabling much deeper working relationships with NATO; in 2015, through a series of conferences, high-level workshops and staff exchanges, DPA will seek to further the implementation of the Joint UN-NATO Secretariat Declaration.

Selected new projects for 2015 and beyond

- **Strategic partnership with IGAD:** Given the fragile nature of the Horn of Africa region and the needs in the region—from support for peace consolidation in Somalia to crisis resolution in South Sudan—the year ahead will be a key moment for regional strategic partnerships in the fragile Horn of Africa region. In 2015, efforts will focus on convening representatives from DPA, IGAD and UNDP to co-design potential strategies for preventing further instability, and building IGAD capacities in areas of peacemaking and preventive diplomacy.

- **Partnership with UNDP for conflict prevention in the South Caucasus region:** Following the strengthening of regional coordination on conflict prevention with all three UNCTs in the South Caucasus region, UNDP and DPA will further cooperate in 2015 and beyond in this domain. Focusing on enhancing conflict analysis, prevention, reconciliation and peacebuilding capacities, the project will engage with key regional actors including the UNDP Istanbul Regional Centre, OSCE, OHCHR and the EU among others.

“South-South collaboration is more than just economic cooperation, it is about exchanging knowledge, experience and expertise,” Mr. Ban said. “It is the foundation of a global and inclusive partnership for action.”

Secretary-General, 25 February 2014
Partnership and the crisis in the Central African Republic

In the latter part of 2013 and early 2014, the situation in the Central African Republic quickly deteriorated into a large-scale political, security and humanitarian crisis, with profound implications in the subregion.

The multifaceted nature of the crisis in the Central African Republic, and its repercussions on the subregion, have meant a need for increased cooperation within the wider UN system, as well as with non-UN actors and entities in the region. These partnerships have ensured a more inclusive and effective response by the international community to the challenges faced by the Central African Republic.

Extrabudgetary funds were critical for the Department of Political Affairs, as the Department leading the United Nations response in the Central African Republic, to react robustly by strengthening its capacities along the following four tracks: (1) monitoring and analysis of the quickly evolving situation in the Central African Republic, as well as the increased diplomatic and political activity at the international, regional and national levels to address the aftermath of the conflict and the anticipated political transition phase; (2) additional support to BINUCA (strengthening its operations and adjusting its priority areas and mandate) until 10 April; and (3) support to the heightened Headquarters’ requirements for planning and interagency coordination, as well as regional analysis and engagement with partners; (4) direct assistance to BINUCA and the Central African Republic authorities in the areas of electoral assistance and mediation support. It also allowed the Department to lead several technical and strategic assessment missions to the field, leading to the reshaping of the UN footprint in the Central African Republic based on the mission’s evolving mandate.

In the field, UNOCA was called upon to assess the regional impact of the crisis in the country, and to represent the United Nations in the international mediation on the Central African Republic, under the leadership of President Denis Sassou Nguesso of the Republic of the Congo. In 2015, extrabudgetary funds will continue to be used to provide UNOCA with additional human resources to deal with the added workload, and to strengthen the Headquarters backstopping capacity to that mission.

Moreover, due to the heavy involvement of the subregion in general, and of the Economic Community of Central African States (ECCAS) as well as of the AU, a more robust interaction with these two organizations throughout the crisis was made possible thanks to extrabudgetary funds. These efforts resulted in a strengthened partnership with both organizations whose early efforts in the Central African Republic have facilitated a smooth transition to United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA), which became fully operational in September 2014.

Other ongoing engagements

The Secretary-General’s retreat with heads of regional and other organizations: The informal retreats have allowed for a frank exchange of views on key thematic challenges (e.g., transnational threats, conflict prevention) with regional and subregional organizations. Another conference, funded under this Appeal, is planned for spring 2015.

Deepening mediation partnerships and networks: DPA supports important networks including: the expert-level network of regional, subregional and other international organizations; the Mediation Support Network; the Group of Friends of Mediation; the Academic Advisory Council on Mediation; and the Religious Leaders Community for Mediation.
Output 4:
DPA’s supporting capacity and mechanisms are enhanced to assist conflict prevention, mediation and peacebuilding
Requested amount for 2015: $5.5 million

Overview

Over the past 10 years, the Department has been engaged in an intensive transformation to become more operational, results oriented and nimble, and, therefore, better able to respond to the complex and diverse challenges facing the Organization. This involved not only developing a refined “toolbox” at the disposal of Member States, but also a more skilled workforce, a Department committed to learning, and a more efficient use of our precious resources. The below interview with Mr. Levent Bilman, Director of the Policy and Mediation Division at DPA, provides an overview of some of these dynamics, and how they will play out in the years ahead.

Interview with Mr. Levent Bilman, Director of the Policy and Mediation Division, United Nations Department of Political Affairs

DPA is oriented towards becoming an increasingly operational and field-oriented entity: what are the drivers for this reform process?

From where I sit—helping to steer DPA’s engagement on high-level policy processes, mediation support, and guidance and learning—it seems to me that the most important driver for change in the way DPA engages has been the increasing recognition of the complex, shifting and multifaceted peace and security challenges we face. The nature of conflict is changing rapidly and, generally speaking, expectations from Member States and the broader public for an effective UN response to these challenges are on the increase. An equally important driver has been the recognition that prevention is key to saving lives and a cost-effective way of responding to crises in a climate of global economic austerity. Certainly another factor is the need to support DPA’s growing number of SPMs in the field, as well as in non-mission settings the UNCTs when we are requested to do so. These dynamics naturally demand a DPA which is pro-active, fast on its feet and flexible.

What are the latest trends in mediation?

A number of trends have been particularly significant. First, the heightened attention to best practices in the design and
sequencing of mediation processes and national dialogues themselves. We have now more requests for assistance in structuring negotiation/dialogue processes and relevant stakeholders are more eager to learn from others and past engagements. That is why we have three process design experts on our Standby Team of mediation experts and more recently have strengthened our repository of knowledge. We have also observed that constitution making/reform processes have become an important component of national efforts in countries going through political transitions, which has prompted us to reinforce our constitutional assistance expertise in the past few years. In these processes, and indeed in most conflict resolution efforts today, we see more awareness and better incorporation of key principles of mediation into strategies, such as inclusion of a gender perspective and of civil society views.

Another trend I would mention is the increasing importance and recognition of regional and subregional organizations as actors in conflict prevention, mediation and peacebuilding. In recent years a number of configurations involving UN and these actors in different roles have emerged. This has prompted more and more actors to strengthen their preparedness to engage in mediation. These developments have further expanded the way we work, fostering a culture wherein the UN is ready to play a mediation support role to those who are sometimes better placed than we are to resolve specific crises as and when they erupt.

The latest General Assembly resolution on “Strengthening the Role of Mediation” emphasized the important role of regional and subregional organizations in conflict prevention, mediation and peacebuilding. It also underscored—as the UN Guidance for Effective Mediation also stresses—that coherence, coordination and complementarity in mediation activities is essential for the success of our collective efforts. In that context, we have been for some time working together with those organizations to strengthen their capacities, consolidate our partnerships, and develop mechanisms to increase coordination.

Furthermore, we are happy to see that more Member States, such as the members of Group of Friends of Mediation, are promoting mediation within the United Nations and in their respective regions, through workshops, lessons learned, studies and training programmes.

You mentioned DPA’s constitutional support capability, which was established a few years ago. How has this evolved?

We had a constitutional expert on our successive Standby Teams in the past. While that has been a crucial element of our support, we did not have a sustained capacity and there was little institutional retention of the lessons learned. As I mentioned, DPA’s expertise in this area has been called upon more frequently in recent times. So, through generous extrabudgetary support, in a relatively short frame of time we established a constitutional assistance mechanism and really begun to crystalize the knowledge base for carrying forward the work in this field. We have already provided expert constitutional assistance to multiple stakeholders in support of national actors. We have also built very effective partnerships with other UN entities around the issue of constitutions, including UNDP.

What’s new in 2015 in the area of training?

In 2015, we will continue to implement DPA’s training strategy, with an emphasis on building the Department’s mission planning capacity and bringing further training to the field. We are also working on curricula for training in the areas of conflict analysis, crisis management and response, as well as on monitoring and evaluation of our peace efforts. Beyond this, both our High Level Mediation Course and High Level Seminar on Gender and Inclusive Peace Processes have now moved from their pilot phase to full roll-out. The former is a very innovative immersive course for the present and next generation of senior mediators, both within the UN and with partner organizations and Member States, while the latter is a flagship of our efforts to rise to the challenge set by Security Council resolution 1325. Another growing area for DPA is around the nexus between natural resources, conflict and conflict resolution. We are in the process of finalizing guidance for the UN on this important issue, in partnership with the UN Environment Programme, and we’re looking forward already to developing and rolling out innovative training and capacity-building on it.

The Department’s commitment to efficiency, effectiveness and learning is reflected in on-going institutional reform processes. How will the Department strengthen these processes in 2015 and beyond?

As you say, this is very much an “on-going process”. In my opinion we have already come a long way: Just to speak for a moment of my own division within DPA, following the establishment of our Mediation Standby Team in 2008, DPA founded the Guidance and Learning Unit in 2009. In 2010 we developed the Mediation Roster and the following year we relaunched the Peacemaker website. 2012 was an important year for strengthening our repository of knowledge as we launched the guidance for mediators on conflict-related sexual violence, as well as the UN Guidance for Effective Mediation. Our experts in the field are able in quick time to draw on a repository of papers and other knowledge material on different areas of mediation. I think it is also fair to say that our senior envoys and missions now look to the mediation instruments at our disposal regularly—and I include Peacekeeping Operations and SPMs—meaning that our thematic and comparative expertise is brought in fairly regularly in the mediation processes.
that they lead. In addition, a couple of years ago we convened an Academic Advisory Council to connect theory and practice in mediation matters. The majority of these forward steps, which have indeed made us much more efficient and effective, would not have been possible without both the political and financial support we have received from Member States, including extrabudgetary resources from donors.

DPA’s institutional reform process continues in other ways, too. We now have a departmental-wide knowledge management strategy, learning and evaluation strategy, a comprehensive global training strategy, and this year DPA is implementing the second year of our strategic framework for the whole department. Looking ahead, we are keen to understand how to better capture and disseminate information more effectively, and how to generate more in-depth case studies and training curricula on each of the key themes which are central to our work. We continue to learn, adapt and try to improve and I fully expect this to continue in the years ahead.

New projects for 2015 and beyond

- **Dealing with unconventional and hostile threats:** Unconventional threats unfolding in regions plagued by political instability, weak institutions, marginalized populations, and the existence of non-state armed groups or extremist elements are increasingly impacting the ability of the UN to deliver on its mandates. DPA is leading policy-level efforts concerning how the UN should adapt to these unconventional threats.

- **Supporting ceasefire negotiations:** Increasing demands for expertise on current and potential ceasefire negotiations has strongly highlighted the importance of both building in-house capacity on ceasefire negotiations and identifying additional outside experts. In 2015 and onwards, DPA will strengthen the tools and expertise at the disposal of the Department.

- **Mediating natural resource conflicts:** The UN increasingly recognizes the need to increase national capacities in natural resource management, and to address natural resource issues in peace processes and peacebuilding strategies. In collaboration with UNEP, DPA is developing a series of tools and resources to ensure our experts and our partners are fully equipped to address this ever-increasingly important area of our work.
Guidance on national dialogues: The UN and regional mediators are increasingly proposing national dialogues as a means to resolve outstanding issues, or to increase levels of inclusivity, including among woman and civil society more generally. In collaboration with the World Bank, PBSO and UNDP, the Department will develop guidance to increase the ability of our experts and partners to provide crucial support in the context of national dialogues.

Ongoing engagements

Donor relations and partnerships: Continued support for systems that strengthen relationships with pre-existing donors and build relationships with news ones; this also includes support for the Multi-Year Appeal process.

DPA Communications: In addition to the day-to-day communications work of the Department, funding under this Appeal will be used to update management platforms and to develop a robust communications and outreach strategy.

Task Force on Organized Crime and Drug Trafficking: As the natural co-lead, along with UNODC, DPA provides expertise to Member States and in the context of Security Council debates on organized crime and drug trafficking.

Supporting the Secretary-General’s Peacebuilding Agenda: DPA helps ensure analysis and programming of peacebuilding partners in the field and at Headquarters, and reflects political dynamics, priorities and approaches.

Knowledge management and learning and evaluation capacity: DPA’s Knowledge Management Concept focuses on ensuring that the “right knowledge” is delivered to the “right people” at the “right time” at Headquarters and in the field.

Training and capacity-building: The Department focuses on building substantive, technical and operational skills; DPA also provides training in managerial skills, media and communications, strategic planning and coordination in times of crisis.

Constitutions, peacemaking and post-conflict peace and democracy consolidation

The link between constitution-making, peacemaking, and post-conflict peace and democracy consolidation is increasingly being emphasized both within and outside of the UN; gains made through peace talks and democratic transitions need to be reflected in a national compact that reflects the needs and aspirations of the nation’s diverse interests. A survey of current UN Missions demonstrates that constitution-making and the need for effective UN constitutional assistance is as great as ever. SPMs and peacekeeping operations in the Central African Republic, Liberia, Libya, Somalia, and Yemen are currently actively engaged in providing constitutional support, while constitutional issues are front and centre in peace talks in South Sudan and Syria, and democratic transitions in Myanmar. Extrabudgetary funds have allowed DPA to substantially increase its capacity to provide direct constitutional support to field missions, UNCTs and Member States. More specifically, a Constitutional Focal Point will be leading DPA’s constitutional assistance efforts and technical assistance to UN Missions in the Central African Republic, Libya, Somalia, and Yemen. In addition to direct constitutional assistance, extrabudgetary resources have contributed to the strengthening of DPA’s capacity to provide constitutional support, and have funded the development of “Constitutionmaker,” an online resource that will serve as a repository of documents and lessons learned from UN constitutional support mission, as well as provide field officers with guidance on best practices and approaches to providing constitutional assistance.

Negotiating and supporting ceasefires

DPA is the UN system lead for mediation, and negotiating ceasefires and supporting ceasefire negotiations is at the heart of its mandate. This year alone, DPA has directly supported—through the use of staff and Standby Team deployments—the negotiation of ceasefire agreements in the Central African Republic and South Sudan. Increasingly our interventions have also included generating critical texts in peace agreements, including in Mali, Central African Republic and South Sudan.

Indirectly, we have also supported—through training and other means—personnel working on ceasefire issues in a number of countries, including Libya, Colombia, Syria and Myanmar.

In the world at large, very few institutions have the capacity to lead comprehensively on supporting ceasefire negotiations, and certainly the experience and the expertise at the disposal of the Department is far beyond what the rest of the UN system can offer. Nevertheless, most recently, the Department has found its resources stretched when it comes to supporting ceasefires. Even where negotiations are not yet underway, demands for UN expertise in preparation for possible ceasefires has strongly highlighted the importance of building our in-house capacity on ceasefire negotiations, as well as the urgent need to identify additional outside experts.
Overview

We are now approaching the 15th anniversary of Security Council resolution 1325 on women, peace and security. Significant gains have been made regarding women’s participation in conflict prevention, mediation and peace processes; much remains to be done, but the efforts of the Department to provide better guidance, capacity-building and technical expertise has made fundamental contributions to the advancement of the women, peace and security agenda.

In the context of UN-led peace processes, women have assumed ever more prominent roles, and we expect this trend to continue. The Secretary-General appointed Ms. Mary Robinson, the first formal woman Special Envoy in March 2013. Not only did she undertake significant efforts to coordinate the implementation of the Peace, Security and Cooperation Framework, she also played an instrumental role in bringing women into the peace process. These efforts were formalized with the formation of the "Women’s Great Lakes Platform", which brings together civil society and women’s organizations as well as networks in the region. In May 2014, the Secretary-General appointed Ms. Hiroute Guebre Sellassie of Ethiopia as the Special Envoy for the Sahel.

An effort to achieve gender parity in the composition of the Standby Team of Mediation Experts and the mediation roster was a priority for 2014. The Standby Team includes one woman process design, gender and social inclusion advisor and two women power-sharing and process design experts, out of a total of eight experts. Turning to the roster, the percentage of women mediation experts is now at 38 per cent and, out of 230 mediation experts on the roster, gender experts make up 10 per cent. These figures show sustained progress, and indicate where work is required in 2015 and beyond. In 85 per cent of mediation processes, however, gender expertise was provided, and gender-related advice was provided directly through Mediation support teams.
We have continued efforts to integrate a gender lens into the work of our SPMs. We saw an increase from seven gender advisors in 2012 to twelve advisors, operating in six of DPA’s SPMs; this was in large part due to the establishment of gender units in UNSMIL and UNIOGBIS. Furthermore, UNSOM is in the process of setting up a gender unit, which includes both a senior Gender Advisor and Women Protection Advisor. We continued the trend of mainstreaming gender issues through the provision of gender focal points in SPMs: at last count, we had 21 women and 20 men gender focal points in our field missions.

In terms of guidance and learning, in 2013, we launched our new high-level seminar series on Gender and Inclusive Mediation Processes for envoys, senior mediators and mediation experts from UN, regional organizations, Member States and international mediation entities. By the end of 2014, 123 senior participants will have taken part in the Seminar, which has received very favourable reviews. Two DPA Gender/Women, Peace and Security trainings were conducted in December 2013 and March 2014 for 50 DPA political officers from Headquarters, divisions and field missions and another is scheduled for mid-December 2014. We also continued to promote the Guidance for Mediators Addressing Conflict-related Sexual Violence in Ceasefire and Peace Agreements, published in March 2012. Lastly, we have developed a new Gender-sensitive Political Analysis Framework that was piloted in the March 2014 staff training with good reviews. The Framework will be further tested and improved and will be shared on DPA’s public websites.

We also continue to deepen our work with Member States to co-develop strategies for the inclusion of more women in UN led or co-led mediation efforts, including on the delegations of negotiating parties, and we hope that 2015 will yield even more positive results. We used funding under this Appeal for all these engagements and we will do the same in 2015.

We recognize, however, that including women in high-level peace processes is necessary, but not sufficient to ensure meaningful change across all levels of society. Indeed, for this to happen, there needs to be a clear and meaningful link between Track One level peace processes and the wider population. One way to guarantee this link is to ensure that mediation teams engage in regular consultations with women’s CSOs. As a practical example in Syria, the UN Secretary-General and then Joint Representative Brahimi, citing S/RES/1325 successfully convinced both parties to the Geneva II Conference to include senior women representation in their delegations. A DPA/UN-Women Team, supported by the Standby Team’s Process Design and Gender expert, convened a two-day meeting with donor support for 50 Syrian women civil society leaders in Geneva, resulting in an Outcome Statement urging all parties to commit to the political process working towards an inclusive and democratic Syria. In September 2014, the Special Envoy de Mistura agreed to appoint a gender advisor to the Office of the Special Envoy, and reiterated the UN’s commitment to the inclusion of women in peace processes.

During 2015, with funding under this Appeal, DPA will continue to invest in broader gender-mainstreaming strategies for the effective inclusion of women and gender perspectives in our peacemaking work, via additional guidance, capacity-building and ensuring the availability of technical expertise to mediators and mediation teams. An additional two High-level Seminar on Gender and Inclusive Mediation Processes will be conducted in 2015. Based on this Seminar series, DPA will be developing and rolling-out written guidance materials on gender and inclusive mediation processes to reach an even broader audience. During 2015, two DPA Gender/Women, Peace and security trainings will also take place to ensure staff are equipped with the necessary tools and knowledge to incorporate a stronger gender dimension in the Department’s conflict analysis, mediation and preventive diplomacy work.

To further DPA’s work in preventing and addressing sexual violence in conflict, DPA in 2014 was a co-organizer of the first ever workshop for Women Protection Advisors, a new cadre of UN professionals tasked with preventing and addressing Conflict-Related Sexual Violence in mission settings. This training took place in Uganda in February 2014 and more are planned for 2015. In addition, DPA continues to provide technical advice and work to ensure that our Guidance for Mediators on Addressing Conflict-Related Sexual Violence in Ceasefire and Peace Agreements is actively applied in ceasefire and peace processes in various country-specific contexts. Since the launch of the Guidance, the number of ceasefire agreements signed that include CRSV provisions has subsequently tripled in comparison to only three agreements with such provisions signed prior to 2013. This is a trend that is likely to continue in 2015 as significant efforts are still needed to ensure that peace agreements and their provisions are effectively monitored and that adequate and timely funding is secured for their implementation.
Paving the way for a gender-inclusive national dialogue process in Libya

Experience and research have shown that building strong and inclusive political institutions is critical to avoiding cycles of fragility and related conflict. Through support to national dialogues, for example, the UN can help create space for more people to define and hold the State accountable to the rules of the political system.

In Libya, for example, the preparatory phase for an eventual national dialogue is currently underway. UNSMIL is working closely with Libyan counterparts to ensure that women are actively engaged with, and represented in, the national dialogue process once it is formally launched. A national Dialogue Preparatory Commission, set up by the Prime Minister’s Office in August 2013, has made some headway in generating a national debate. The 15-member Commission of independent figures comprises five women. With technical advice and support from UNSMIL, the Commission has established a consultative committee with representatives from various segments of Libyan society, and strong representation from women.

UNSMIL is also conducting a study to better understand the role of women in the national dialogue initiatives and in 2013, the Mission organized a national workshop for women to understand the role of women in national dialogue in Yemen. In a related process, six seats were reserved for women in the Constitution Drafting Assembly (CDA), out of 60 members, while women were still given the right to compete for general seats with men. At the local level, UNSMIL has been supporting the local council of Sabha, the Beit Al Kheir charity association, in the reconciliation process between two ethnic groups in Sabha. A council for women’s reconciliation was established that met with legal advisers and CSOs. A plan is underway to further support women’s community based initiatives for conflict resolution and reconciliation.

In 2015, extrabudgetary funding will be required to ensure the Office of the Special Advisor is able to continue supporting the Government in their peace and security responsibilities. Specifically, this will include projects to promote the engagement of the population in the South in the country’s political transition and specifically on issues related to land and the civil service. In the area of women, peace and security, funding under this Appeal will be used to ensure the women are fully represented as the political transition progresses, especially in the context of the Women and Youth Forum—a space for open discussions, exchange of views and collaboration towards achieving the objectives of women, youth and civil society organizations in Yemen.
Implementing DPA’s strategic plan

In 2013, prior to the launch of the 2014–2015 MYA cycle, DPA undertook an exercise to review the Department’s direction and refine DPA’s priorities, tools and partnerships. Within the parameters set by Member States in the strategic framework, the resulting Strategic Plan for 2014–2015 provided an operationalized vision for the Department and targeted priorities. Using this as our starting point, we then developed Annual Work-Plans for 2014, enabling better alignment of human and financial resources to specific objectives.

This is the first time annual work-planning has been conducted on a Department-wide basis and the work-planning process, together with the DPA Strategic Plan developed in 2013, represents a significant step forward for DPA in terms of institutionalizing stronger planning practices. The Annual Work-Plans clearly identified the regular and extrabudgetary resources required to implement the plans. This has greatly improved the Department’s ability to prioritize the allocation of extrabudgetary funding, in alignment with our strategic priorities. An annual review of the work-plans will take place towards the end of 2014.

In 2015 emphasis will be put on ensuring better harmonization between the various planning processes and schedules, and developing a Results Framework to better track delivery of the Strategic Plan, including through working with other organizations working on peacebuilding.

The recent evaluation of the MYA noted that the Annual Appeal processes were overly complex and time-consuming, and needed to be better aligned with the new annual strategic planning process and schedules. In response to this, DPA has now enhanced its financial database (NOVA) to include a project management component. The software enables project development, management, and monitoring of projects outlined in this and future Appeals, thereby ensuring a more systematic approach to capturing institutional memory. The new tool has already led to significantly more efficient project development, prioritization and approval processes within the Department, while also strengthening transparency and internal accountability.
“Drawing-down” missions

In recent years, DPA has seen several of its field missions being drawn down and reconfigured: the political office for Somalia was reconfigured in June 2013 (UNPOS to UNSOM); the peacebuilding mission in Sierra Leone (UNIPSIL) withdrew following the completion of its mandate in March 2014; and the UN Office in Burundi (BNUB) will be closing down on 31 December 2014.

Responding to requests from field missions for more systematic guidance and support on how to manage transitions, an organization-wide “Policy on UN Transitions in the Context of Mission Drawdown and Withdrawal” was signed by the Secretary-General in February 2013. The policy outlines key transition principles for closing missions: the need for early planning; UN integration; national ownership; national capacity development; and a communication strategy. This policy marks a milestone to improve the way the UN supports countries undergoing transition processes, as well as the way the UN itself reconfigures to adapt to challenges and needs on the ground.

The Department has conducted a series of lessons learned studies in collaboration with other UN entities on the closure and reconfiguration of its field missions. For example, DPA, together with UNDP and PBSO, conducted a detailed study on the withdrawal of UNIPSIL. The study revealed the importance of national ownership, early planning, communication, and collaboration with the UNCT while challenges related to staffing, liquidation, and providing continuous mission support were highlighted.

Better evaluation, assessment and learning

The establishment of DPA’s Learning and Evaluation Framework in 2013 was the first step in ongoing efforts to enhance the Department’s institutional learning culture. In 2014, a Department-wide Knowledge Management Concept was approved, which highlights the need to capture, analyse and disseminate knowledge and implement captured lessons through guidance development and training. The approval of the Knowledge Management Concept builds upon requests from Member States and recommendations from an OIOS audit, which suggested that DPA develop such a knowledge management strategy. It also responds to the need to create a systematic approach to managing and sharing information within the Department, given the rapid growth of and diversification of DPA’s activities. The Knowledge Management Concept underscores the responsibility of all DPA staff to collaborate in, and contribute to, the improvement of knowledge management.

DPA has made great progress in this area. Evaluations, lessons learned reports, after action reviews, end of assignment reports and other knowledge management products are increasingly being carried out, in addition to improvements in dissemination practices. In 2014, DPA undertook a series of exercises to strengthen knowledge management at both Headquarters and the field. DPA also upgraded its web portals and partnered with other UN Departments to make use of existing online platforms for enhancing the capturing and dissemination of knowledge and lessons learned.

Building on progress made in 2013, DPA has continued to migrate key guidance and best practices material onto the Policy and Practice Database, an online repository of official guidance and best practices documentation developed by DPKO and DFS. DPA policies, guidelines, standard operating procedures, after action reviews, lessons learned exercises and end of assignment reports are now all one click away—enhancing DPA’s ability to disseminate knowledge and make it accessible to colleagues at both Headquarters and in the field. Improvements were also made concerning efforts to implement and promote ownership of captured lessons through guidance development and training.

In keeping with practice, 2015 foresees the undertaking of one evaluation and two comprehensive lessons learned exercises on processes or themes that are valuable for the Department’s learning and evaluation efforts. Lessons learned exercises will focus on transitions between SPMs and peacekeeping operations. Knowledge management pilots to select Special Political Missions will be undertaken to identify ways for improving institutional learning cycles and information management within SPMs as well as information-sharing with Headquarters. A study on the dissemination and implementation of captured knowledge will survey how DPA’s partners compile and disseminate knowledge. DPA will need extrabudgetary resources in 2015 to bring in expertise to help implement some of these activities.
Examples of current evaluation and lessons learned studies

DPA undertook a number of lessons learned activities throughout the course of 2014 to ensure that it is learning from current and past engagements and evaluating its performance.

In response to a request from the Co-Chairs of the Group of Friends of Mediation, in 2014, a group of external consultants conducted an assessment of the funding of DPA’s mediation activities and future needs in this area. The DPA Mediation Needs Assessment noted that while the Department has improved its operational capacities and responsiveness related to mediation, DPA remains under-resourced to address the growing demands for its mediation, conflict prevention and good offices services.

In 2013, DPA commissioned a consultant to undertake an impact assessment, using the “Framework for Assessing DPA’s Preventive Diplomacy and Mediation Interventions” developed for the Department by NYU’s Center for International Cooperation. The assessment aimed to determine whether DPA’s engagement in the immediate aftermath of protest-related violence in Malawi in 2011 had an impact on defusing tensions, initiating a dialogue process and helping to avert widespread violence. The impact assessment, which was completed in early 2014, presented a number of useful findings from the Malawi case as well as lessons for future preventive diplomacy efforts.

The Department also undertook a lessons learned exercise on its engagement in the Maldives in 2012–2013 to identify good practices as well as ways in which DPA can facilitate such dialogue in the future and better engage national actors on undertaking necessary institutional reform.

DPA initiated a lessons learned exercise on its engagement in Nepal and its cooperation with the Nepal Liaison Office to identify good practices and challenges in Nepal between 2012 and 2014, following the failure of the first Constituent Assembly to pass a new constitution. The exercise also aimed to make recommendations for DPA’s good offices efforts in support of political negotiations on post-conflict peace processes.

In 2014, DPA, together with the Office for Disarmament Affairs, led a lessons learned exercise to review application of the Secretary-General’s Mechanism in view of the UN Mission to investigate allegations of use of chemical weapons in the Syrian Arab Republic in 2013. The Syria lessons learned exercise sought to identify steps needed to improve the level of preparedness of the Secretary-General’s Mechanism in response to future allegations concerning the use of chemical, biological or toxin weapons.

Also in 2014, the United Nations Assistance Mission in Somalia (UNSOM) carried out a lessons learned exercise of its good offices support to the Puntland elections in 2013-2014. The exercise revealed important lessons for the future including the need for early outreach by the SRSG, and for maintaining regional presences in Somalia and coordinating coherent messaging among international partners.
Resources

In carrying out its mandate, DPA tries to exhaust all resources already at its disposal before seeking voluntary contributions. Nevertheless, in light of additional mandates and growing demands placed on the Department for its mediation, conflict prevention and good offices services, voluntary contributions are critical to respond quickly to emerging needs. Limited resources make finding the balance between crisis management and the patient development of relationships upon which successful mediation rests increasingly challenging.

The bulk of the costs of DPA, including core staffing and a small portion of its annual travel expenses are covered by the regular budget (Section 3). The proposed regular budget for 2014–2015 is $86.7 million (A/68/6/Sect.3). Staffing continues to represent the largest component of the regular budget. Despite the increase in the number of posts following the 2008 strengthening proposal (A/RES/62/251), regular budget funds are still not adequate to cover the requirements placed on the Department by Member States and others. Likewise, the Department only receives 25 per cent of its requested travel needs through the regular budget, severely impacting our ability to engage in activities critical to successful conflict prevention on the ground, including forging relations with the UN Country Teams and establishing entry-points with government, civil society, and for developing partnerships with regional and subregional organizations.

As of November 2014, a total of $16 million has been pledged out of the $24.5 million requested for 2014; of this, $11 million has been received. Sixty-three per cent of the total contributions are un-earmarked, which is a positive trend enabling the Department to use the contributions more effectively. As in previous years, on average, approximately half of the funds go towards non-staff costs of efforts preventing conflict and mediating crises, especially travel, conferences, meetings and training activities. Seventeen million dollars is estimated to be programmed by the end of 2014 which includes the funds rolled over in 2013 as well as new contributions.

Given the need for flexibility, we encourage un-earmarked contributions to the fullest extent possible. DPA is also committed to expanding its donor base to reflect the diversity of countries we work with and support. With that in mind, any contribution, even one symbolic in nature, which demonstrates support for the department is welcomed.

In addition to direct financial resources, donors have funded 29 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.

Multi-Year Appeal Cycle

DPA’s first Multi-Year Appeal cycle spanned three years that concluded in 2013. The duration of the next cycle was considered as part of the MYA evaluation, completed in July 2013, to determine the most effective and strategic approach. In order to align with the remainder of the Secretary-General’s Action Plan and enable a forward-looking approach, the next cycle will again extend across three years to cover 2014–2016.

Reporting Framework

The Department will provide a results-focused 2014 Annual Report to ensure accountability and enhance transparency for our donors in the second quarter of 2015. The Annual Report provides details about the use of voluntary contributions, including financial data and reporting of the activities undertaken and the resulting achievements.

Risks

DPA’s success depends upon its ability to adapt its program 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. In addition to the political context, DPA can also face administrative challenges that are common to other UN departments and even other large organizations, including longer lead times to recruit staff and administer funds in a flexible, autonomous manner.
Financial data—Update to Multi-Year Appeal 2014

Contributions and hard pledges received between 1 January to 14 November 2014 for the Multi-Year Appeal

<table>
<thead>
<tr>
<th>Donor</th>
<th>Amount (thousands of US dollars)</th>
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<td>Belgium</td>
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<td>Japan</td>
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<td><strong>Total</strong></td>
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Flexibility of funding, as measured by amount and earmarking (by thousands of US dollars)

- Earmarked, $5,999, 37%
- Un-earmarked, $10,340, 63%

Contributions and hard pledges by country

- United Kingdom, 28%
- United States of America, 2%
- Turkey, 1%
- Switzerland, 2%
- Sweden, 6%
- Slovakia, 0.1%
- Spain, 2%
- Norway, 10%
- Germany, 10%
- Ireland, 2%
- Japan, 14%
- Netherlands, 6%
- France, 2%
- Germany, 4
- Italy, 1
- Japan, 3
- Norway, 3
- Republic of Korea, 1
- Saudi Arabia, 1
- Switzerland, 4
- United States of America, 1

List of JPOs in DPA

- Austria 1
- Denmark 2
- Finland 2
- France 2
- Germany 4
- Italy 1
- Japan 3
- Netherlands 4
- Norway 3
- Republic of Korea 1
- Saudi Arabia 1
- Switzerland 4
- United States of America 1

**Total** 29
**List of acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
</tr>
<tr>
<td>ASG</td>
<td>Assistant Secretary-General</td>
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<tr>
<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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<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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<td>CIC</td>
<td>Centre on International Cooperation</td>
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<td>CICIG</td>
<td>International Commission against Impunity in Guatemala</td>
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<td>CNMC</td>
<td>Cameroon/Nigeria Mixed Commission</td>
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<td>Comprehensive Peace Agreement</td>
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<td>Civil society organization</td>
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<tr>
<td>DPI</td>
<td>Department of Public Information</td>
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<td>DPKO</td>
<td>Department of Peacekeeping Operations</td>
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<tr>
<td>DRC</td>
<td>Democratic Republic of the Congo</td>
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<td>EAD</td>
<td>Electoral Assistance Division</td>
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<td>Economic Community of Central African States</td>
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<td>Economic Community of West African States</td>
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<td>Federal Government of Somalia</td>
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<td>Inter-Agency Task Force</td>
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<td>ICGLR</td>
<td>International Conference on the Great Lakes Region</td>
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<td>Acronym</td>
<td>Full Name</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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<td>ISIL</td>
<td>Islamic State of Iraq and the Levant (ISIL)</td>
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<td>JPO</td>
<td>Junior Professional Officer</td>
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<td>League of Arab States</td>
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<td>LRA</td>
<td>Lord’s Resistance Army</td>
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<td>MDG</td>
<td>Millennium development goals</td>
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<td>Middle East and North Africa</td>
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<td>Mediation Support Unit</td>
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<td>North Atlantic Treaty Organization</td>
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<td>Non-Governmental Organization</td>
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<td>National Dialogue Conference</td>
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<td>Organization of American States</td>
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<td>OHCHR</td>
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<td>OIC</td>
<td>Organization of Islamic Cooperation</td>
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<td>Organization for the Prohibition of Chemical Weapons</td>
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<td>Resident Coordinators</td>
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<td>Southern African Development Community</td>
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<td>SBT</td>
<td>Standby Team of Mediation Experts</td>
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<td>Special Representative of the Secretary-General</td>
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<td>SPM</td>
<td>Special Political Mission</td>
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<td>UN</td>
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<td>UN Assistance Mission for Afghanistan</td>
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<td>UNCT</td>
<td>UN Country Team</td>
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<td>UNDP</td>
<td>UN Development Programme</td>
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</table>
UNIOGBIS  UN Integrated Peacebuilding Office in Guinea-Bissau
UNIPSIL  UN Integrated Peacebuilding Office in Sierra Leone
UNOCA  UN Office for Central Africa
UNOCC  UN Operations and Crisis Centre
UNODC  UN Office on Drugs and Crime
UNOM  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
UNOSOM  UN Assistance Mission in Somalia
UN-SWAP  UN System-Wide Action Plan on Gender Equality and Empowerment of Women
USG  Under-Secretary-General
WPS  Women, peace and security