

RESULTS FRAMEWORK FOR DPPA'S STRATEGIC PLAN 2020-2022

Year-End Data (As of 31 December 2021)

THEORY OF CHANGE: If DPPA deploys the full range of its resources based on cross-cutting analysis, in collaboration with others within the UN system, and in partnerships with regional, national, and local stakeholders, drawing on an internal culture shaped by a commitment to learning and innovation, it will contribute to the prevention and resolution of violent conflict and to sustainable peace.

GOAL 1: CONTRIBUTE TO PREVENT AND RESOLVE VIOLENT CONFLICT AND BUILD RESILIENCE

Strategic Objective 1

Action-oriented analysis (How is DPPA ensuring that its analysis is cross-cutting, and its recommendations are actionable?)

RISKS AND ASSUMPTIONS: Conflict trends will continue along current trajectories identified in key documents (e.g. Pathways for Peace), including the important role of transnational criminal networks, role of violent extremism, impact of climate change, and the role of socio-economic drivers of conflict; sufficient resources will be made available for DPPA to undertake early warning analysis on priority areas, though resources will not grow beyond current levels; key parts of the UN system (e.g. EOSG) will continue to treat DPPA as a lead entity for identifying early warning risks; geopolitical and national positions are likely to remain a challenge to some multilateral efforts at conflict prevention. DPPA has the capacity to conduct multidimensional analysis internally but is intending to increase its collaboration with other departments and partners. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
1.1	Strengthened multidimensional, gender-sensitive analysis	% of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that are gender sensitive	All Divisions incl. PBSO	All Divisions incl. PBSO	51%	67%	60%
		# of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that consider regional dimensions	All Divisions incl. PBSO	All Divisions incl. PBSO	2,108	2,594	2,902
		% of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) incorporating inputs from other UN departments including OCHA, the human rights and development pillars, and/or the World Bank	All Divisions incl. PBSO	All Divisions incl. PBSO	57%	61%	62%
		# CCAs informed by departmental analysis	Regional Divisions PMD	Regional Divisions PMD	21	40	40
1.2	DPPA proposes courses of action	# of analyses (background notes, notes to the USG/SG, background papers to EC/DC, RMRs, SG reports) that contain recommendations for action	All Divisions incl. PBSO	All Divisions incl. PBSO	1,239	1,344	1,527

NOTE: Indicators in blue also appear in the Peace and Security Reform Benefits Tracker



Strategic Objective 2

**Inclusive peacemaking
(How is DPPA's support helping
to build more inclusive political
processes?)**

RISKS AND ASSUMPTIONS: National, regional, and local entities will continue to seek partnership with DPPA, though sovereignty barriers to action within countries will remain a recurrent challenge; DPPA will be tasked to monitor and report upon a wide range of settings, regardless of whether the department leaderships views it as a priority for prevention and sustaining peace; conflict dynamics will continue to be influenced by socio-economic and political marginalization, requiring inclusive peace processes; national peace processes will continue to suffer from a lack of inclusivity, especially women; DPPA will receive sufficient resources to deploy capacities to support inclusive peace processes in priority areas; the UN will continue to receive requests for technical and political support, including in the area of elections; core resources for DPPA's work will be provided in a timely manner to facilitate the deployment of its capacities. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
2.1	Reliable, rapid response mechanism to support inclusive political processes	# of deployments upon request of staff/advisors for assistance in mediation, conflict prevention, constitution-making and electoral assistance	MSU statistical tracking system; Divisions own tracking systems; PBSO tracking system	PMD-MSU Regional Divisions EAD PBSO	139	260	273
2.2	Increased inclusivity and representation of women in UN peacemaking efforts	% of UN mediation support teams with women members	PMD-GPS tracking system	PMD-GPS	100%	100%	100%
		# of UN-(co-)led peace processes in which gender expertise was requested and provided	SG reports on WPS	PMD-MSU and GPS	4	4	5
		# of delegations of conflict parties with senior women members in mediation processes where the UN is a (co)-lead	SG reports on WPS	PMD-GPS	13 out of 27 conflict party delegations (48%)	10 out of 15 delegations (67%)	13 out of 18 delegations (72%)
2.3	Increased inclusion of vulnerable and marginalized peoples in political processes	% of DPPA supported political processes where civil society has direct representation, formal observer status or is officially consulted	Divisions' and PBSO's tracking system	All Divisions incl. PBSO	79%	85%	92%
		# of Local Peace Initiatives (LPI) projects funded by MYA	OUSG-Donor Relations tracker	OUSG-Donor Relations	5	4	5
		Amount of PBF funding per annum dedicated to the Gender and Youth Promotion Initiative	PBF database	PBSO	\$40 million	\$50 million	\$51.1 million
2.4	Timely and coordinated response provided to requests from Member States for UN electoral assistance to organize and conduct inclusive, transparent and peaceful elections	% of cases where a coordinated response was communicated to member states within 4 weeks of EAD receiving their requests for electoral assistance	EAD database	EAD	75%	82%	82%
		% of cases where electoral needs assessment and desk review reports include gender analysis and specific recommendations on how best to include women in electoral/ political processes	NAM and desk review reports	EAD	100%	100%	100%
		% of cases where electoral needs assessment/desk review reports include analysis on election related violence and recommendations on how best to mitigate them	NAM and desk review reports	EAD	90%	94%	95%



Strategic Objective 3

Sustained peace
 (How is DPPA ensuring that its engagements are linking immediate risk reduction with longer-term resilience?)

RISKS AND ASSUMPTIONS: Conflict dynamics will continue to be influenced by socio-economic and political marginalization, requiring inclusive solutions; national processes will continue to suffer from a lack of inclusivity, especially women; IFIs will prioritize peacebuilding and conflict prevention and partnering with the UN; DPPA will receive sufficient resources to deploy capacities to support inclusive peace processes in priority areas. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
3.1	DPPA-supported processes are increasingly linked to long-term planning and capacities	# of DPPA-supported processes receiving PBF funding	Regional Divisions	Regional Divisions	34	36	37
3.2	Sustained, sufficient and predictable support and resources for peacebuilding activities	Total approved by PBF per annum	PBF database	PBSO	\$190 million	\$270 million	\$195 million
3.3	Mission transitions/exit are well-coordinated, effective, and linked to long-term sustainable capacities	Amount (%) of PBF funding dedicated to mission transitions	PBSO	PBSO	22%	25%	39%
		% of SPMs that have been asked to plan for their drawdown/exit & that have articulated a Transition Calendar with UNCT partners	UN Transitions Project	UN Transitions Project	42.8%	100%	86% (6 out of 7)
		% of transition strategies that include gender/WPS perspectives	UN Transitions Team	UN Transitions Team	100%	100%	100%

GOAL 2: STRENGTHEN PARTNERSHIPS FOR PREVENTION AND RESILIENCE

Strategic Objective 4

Support to UN bodies and organs
(How is DPPA contributing to the ability of the Security Council, the Peacebuilding Commission, and other multilateral organs and bodies to act effectively?)

RISKS AND ASSUMPTIONS: Key factors will be the Security Council willingness and ability to take unified decisions on key peace and security issues; willingness of other UN entities to collaborate with DPPA in producing joint analysis; sustained political support for the UN to support the rights of historically marginalized peoples. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
4.1	Security Council practice is efficiently supported and Member States' understanding of practices/procedure is enhanced	Degree of satisfaction expressed by participants in induction workshop facilitated by SCAD for incoming Council members [November each year]	Survey	SCAD	97%	100%	100%
		Degree of satisfaction expressed by members of the Security Council, as well as the wider United Nations membership, with the services provided by the Security Council Affairs Division [Monthly Presidency]	Survey	SCAD/SCSB	100%	100%	95%
		% of experts recommended to the sanctions committee within 2 weeks of the renewal of the mandate of a sanctions regime and within six weeks of a new sanctions regime [measure of implementation of SC decisions]	Documents submitted to Committee	SCAD/SCSOB	83%	100%	75%
4.2	The PBC provides effective support to Member States' peacebuilding efforts	# of instances where PBC advises the SC with PBSO support	PBSO tracker	PBSO	3	12	8
		#of country or regional situations in which PBSO supports PBC engagement	PBSO tracker	PBSO	10	10	13
4.3	The Committee on the Exercise of the Inalienable Rights of the Palestinian People is enabled to effectively and efficiently implement its Mandate	Capacity building: # seminars, workshops and training events for staff of the Palestinian Government (Number of days)	DPR Workplan	DPR	45	20	10
		Servicing the Committee: Degree of satisfaction expressed by members and observers of the CIERPP	DPR Survey	DPR	≥95%	≥95%	100%
4.4	The Special Committee on Decolonization is enabled to effectively and efficiently implement its mandate	# of meetings serviced and supported by the Decolonization Unit	Reports of relevant bodies and Decol tracker	DECOL	63	63	42
		Degree of satisfaction expressed by members of the Special Committee and the wider UN membership with regards to the support provided by the Decolonization Unit	Statements by Member States	DECOL	100%	100%	100%



Strategic Objective 5

Strengthened partnerships at the regional, national, and local level
 (How is DPPA contributing to the ability of its partners to act effectively to reduce the risks of violent conflict?)

RISKS AND ASSUMPTIONS: Willingness of regional, national and local actors to engage in partnerships with DPPA; capacity of regional organizations to jointly support strategic development; resources provided to DPPA to provide technical and substantive assistance to partners. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
5.1	Strengthened partnerships with regional and sub-regional organizations builds joint capacity to respond to risks	# of joint strategies and interventions with the regional organizations	Regional Divisions' work plan	Regional Divisions	30	48	51
		# of cases where South-South and Triangular cooperation is promoted through joint initiatives with regional organizations	Regional Divisions' and EAD's work plan	Regional Divisions EAD	15	31	19
5.2	AU-UN partnership increases joint capacity to respond to risks	Implementation of the agreed targets under the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security: # of joint high-level visits # of briefings by UN officials to AU PSC	AUPT	AUPT	1 40	3 50	1 37
5.3	Strengthened partnerships with International Financial Institutions	# of joint analysis and assessments with World Bank in priority country contexts	PBSO work plan	PBSO	2	6	11
5.4	Strengthened national/local capacities to reduce risk of violence in priority settings	# of countries with UNDP-DPPA Joint Programme initiatives to build national capacities	Joint Programme Results Framework	UNDP-DPPA JP Team	56	79	79
5.5	Strengthened partnerships with civil society	# of civil society organizations with which DPPA engages	All Divisions and PBSO	All Divisions and PBSO	217	412	803

GOAL 3: ACHIEVE A LEARNING, INNOVATIVE WORKING CULTURE THAT TAKES FORWARD THE VISION OF THE SECRETARY-GENERAL

Strategic Objective 6

DPPA is a learning, innovative and flexible department
(How has DPPA exemplified the spirit of being a learning, innovative and flexible department? How has DPPA demonstrated measured risk taking?)

RISKS AND ASSUMPTIONS: Willingness of peace and security pillar leadership to dedicate resources to learning and innovation; willingness of DPPA managers to incorporate new lessons learned into their workplans; resources provided to the innovation and climate-security units. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
6.1	Institutional learning and accountability practices inform more effective responses to prevent conflict and sustain peace	# of learning and accountability exercises undertaken annually across the Department, and where appropriate jointly with DPO: i. Lessons learned studies ii. Evaluations iii. Brownbag discussions	Policy and Practice Database (PPDB)	GLU/PMD, OUSG, PBSO	i. 12 ii. 2 iii. 33	i. 9 ii. 2 iii. 30	i. 12 ii. 2 iii. 50
		% of self-evaluative exercises that have recommendation implementation trackers	GDLSG Updates	OUSG with PMD/GLU support	50%	80%	100%
6.2	DPPA produces and implements evidence-based policies and guidance	# of policy materials and guidance developed, updated and digitized materials	PPDB	GLU/PMD, PBSO	55	7	28
6.3	DPPA prioritizes innovative approaches and adapts to new challenges	# of innovative initiatives (including through XB funding)	All Divisions incl. PBSO	All Divisions incl. PBSO	30	47	66
		# of cross-sectoral and cross-disciplinary partnerships formed in support of innovative approaches (e.g. technology partners, other private sector collaborators, academia, etc.)	PMD work plan	PMD-Innovation Cell	2	4	14



Strategic Objective 7

A collaborative work culture and enabling work environment
(How has DPPA encouraged a shared work culture and enabling work environment over the reporting period?)

RISKS AND ASSUMPTIONS: Willingness of UN pillar leadership to demand cross-pillar collaboration; willingness of other pillars to develop/implement partnerships; willingness of DPPA leadership to allocate sufficient resources for staff training; current organization-wide limits on mobility will place limits on DPPA's ability to support staff movement; readiness of staff to undertake new training and take on board the call for coherent work across the pillar. Despite the pandemic, DPPA will continue to adapt and deliver against its Strategic Plan.

	EXPECTED ACCOMPLISHMENT	INDICATORS OF ACHIEVEMENT	SOURCE(S) OF DATA	RESPONSIBLE DIVISION FOR REPORTING	BASELINE (END 2019)	TARGET 2021	YEAR-END RESULTS (AS OF 31 DECEMBER 2021)
7.1	DPPA work environment is characterized by inclusivity, well-informed staff, collaboration, respect, and accountability	% of favorable ratings on a. empowerment and b. gender and diversity categories in staff engagement survey	Staff engagement survey	OUSG	a. 47% b. 44%	a. 55% b. 50%	a. Survey results expected end of March 2022 b. Survey results expected end of March 2022
		% of favorable ratings on the categories of a. continuous improvement and b. career and development in the staff engagement survey	Staff engagement survey	OUSG	a. 55% b. 25%	a. 60% b. 35%	a. Survey results expected end of March 2022 b. Survey results expected end of March 2022
7.2	DPPA prioritizes, encourages, and supports staff in obtaining, strengthening and applying wide-ranging skills and competencies	# of DPPA staff completing DPPA-led or supported trainings (WPS, E-analytics, Drafting for Political Analysis, Induction, electoral violence etc.)	PMD/EAD	PMD/EAD	365	257	787
7.3	DPPA implements the Secretary-General's gender parity strategy	% of senior mission leaders (SRSGs, deputy SRSGs, HoMs, deputy HoM, Special Coordinators (SC) and deputy SCs) that are female	ODCSS/LSS	ODCSS/LSS	41% (12 women out of 29 DPPA Heads and deputy Heads of mission)	50%	62% (16 out of 26)
		Annual gender parity targets at each career level achieved	Gender parity database (DPPA and DPPA-DPO shared structure)	ODCSS	DPPA: D2:75% D1: 30%, P5: 44%, P4: 48%, P3: 71%, P2: 50% DPPA-DPO Shared Structure: D2: 33%, D1: 46%, P5: 43%, P4: 55%, P3: 53%, P2: 81%	50% across all levels	DPPA (female %): D-2: 75%, D-1: 25%, P-5: 55%, P-4: 52%, P-3: 53%, P-2: 60% DPPA-DPO Shared Structure (female %): D-2: 33%, D-1: 58%, P-5: 49%, P-4: 55%, P-3: 41%, P-2: 72%
7.4	DPPA has a geographically diverse workforce	% of appointments from un-/under-represented Member States, or Member States at risk of becoming under-represented	OHR records	Executive Office	10%	50% of geographical appointments are from un- or under-represented Member States	DPPA: 20% (2 out of 10 appointments) DPPA-DPO-SS: 23% (3 out of 13 appointments)
7.5	Increased public awareness of DPPA's impact	Communications outputs and audience reached a. subscribers to Politically Speaking online magazine b. subscribers of This Week in DPPA newsletter c. Twitter Followers d. YouTube Videos e. Visits to DPPA websites f. timely inputs provided to the Office of the Spokesperson for the Secretary-General g. intranet support requests received and responded to	OUSG Communication Team tracker	OUSG Communication Team	a. 9,200 b. 380 c. DPPA: 301,300/USG: 4,300 d. 18 videos produced e. 14,500 monthly visits/ total of 174,350 visits f. 435 inputs g. 75 support requests	a. 9,600 b. 650 c. DPPA: 420,000/USG: 7,500 d. 20 e. 16,000 monthly visits f. 435 inputs g. 75 support requests	a. 9,519 b. 890 c. DPPA: 359,746/USG: 15,801 d. 12 videos produced/supported e. 26,000 on average per month visits f. 660 inputs g. 120 support requests