

# RESULTS FRAMEWORK FOR DPPA'S 2023-2026 STRATEGIC PLAN

2023 MID-YEAR DATA (AS OF 30 JUNE 2023)

## GOAL 1 PREVENTING AND RESOLVING VIOLENT CONFLICTS AND SUSTAINING PEACE

### Strategic Objective

1



Analysis

**Theory of Change:** If DPPA provides integrated inclusive, articulate, and actionable analysis, then UN responses will be more informed, timely and targeted, contributing to conflict prevention and resolution and sustaining peace.

**Risks and assumptions:** Increase in systemic and interconnected and cross-border nature of conflict (e.g., climate, food insecurity, energy) and underlying socio-economic dynamics. Issues of inequality and exclusion will be key to conflict dynamics, demanding a focus on inclusion as well as integrating human rights and humanitarian lenses into political analysis. Sufficient resources will be made available for DPPA to undertake early warning analysis on priority areas although there is a risk that resources may decline. DPPA will be able to attract and retain suitably qualified staff and analytical tools will be available.

| Outcome   | Indicators of Achievement   | Source(s) of data                   | Responsible Division for reporting | Baseline (end 2022) | Target 2023 | Mid-year results |
|---|---|-------------------------------------|------------------------------------|---------------------|-------------|------------------|
| Outcome 1.1: Timely, multidimensional and gender-sensitive analysis for better informed decision-making for the UN and its partners                   | % of departmental analytical products that contain gender-sensitive analysis  | Divisions' tracking system          | All divisions                      | 61%                 | 62%         | 46%              |
|   | # of multidimensional analyses incorporating inputs from across the Secretariat and wider UN System                                     | Divisions' tracking system          | All divisions                      | 3894                | 3500        | 2230             |
|   | # of memos/notes to ASGs and USGs that present actionable options, alternative viewpoints, or proposals                                 | Divisions' tracking system          | All divisions                      | N/A (new indicator) | 444         | 311              |
|   | # of Common Country Analysis (CCAs) informed by departmental analysis   | Regional divisions' tracking system | Regional divisions                 | 35                  | 26          | 12               |
| Outcome 1.2: Effective use of data and analytics for better insights and recommendations to senior leadership, the wider UN system, and Member States | # of documents for UN principals, UN organs and Member States that use data visualizations and narrative techniques to deliver insights | Divisions' tracking system          | All divisions                      | N/A (new indicator) | 236         | 144              |

**Strategic Objective** **2**



**Crisis response and support to “good offices”**

**Theory of Change:** If DPPA’s responses are timely and inclusive, then the UN system will be better able to respond to emerging and ongoing crisis in ways that have a positive impact on local communities.

**Risks and assumptions:** Key parts of the UN system will continue to treat DPPA as a lead entity for identifying early warning risks. Geopolitical and national positions will remain a challenge to some multilateral efforts at conflict prevention. UN able to operate, political space available for responses, and political actors are willing to work with DPPA. SPMs and other entities supported by DPPA are provided with adequate resources and capacities, and will be able to attract and retain suitably qualified staff.

| Outcome  | Indicators of Achievement   | Source(s) of data          | Responsible Division for reporting | Baseline (end 2022) | Target 2023     | Mid-year results |
|--|---|----------------------------|------------------------------------|---------------------|-----------------|------------------|
| Outcome 2.1: Substantive and operational backstopping support provided to SPMs to implement SC and GA mandates   | # of posts fully/partially dedicated to backstopping SPMs   | Divisions’ tracking system | Regional divisions, PMD, EAD       | N/A (new indicator) | 81              | 76               |
|  | # of SPM leadership briefings to the Security Council and GA  | Divisions’ tracking system | Regional divisions                 | N/A (new indicator) | 100             | 75               |
| Outcome 2.2: Rapid and flexible responses to provide expertise to crisis situations in both mission and non-mission settings   | # of deployments of staff/ advisors (upon request) for assistance in mediation and conflict prevention                            | Divisions’ tracking system | PMD, EAD, PBSO, Regional divisions | 389                 | 317             | 144              |
|  | MYA funds dedicated to support rapid response   | OUSG tracker               | OUSG                               | N/A (new indicator) | \$1.2 m         | \$600,000        |
|  | # of DPPA led or co-led crisis management mechanisms including for both Interagency Crisis Teams and protracted crisis situations | UNOCC, Regional Divisions  | UNOCC, Regional Divisions          | N/A (new indicator) | 26              | 24               |
| Outcome 2.3: Increased inclusion of diverse voices including women, youth as well as vulnerable and marginalized people in political, prevention and peacemaking processes | # of initiatives funded through the MYA with a significant focus on<br>i) youth<br>ii) CSOs                                       | OUSG Tracker               | OUSG                               | N/A (new indicator) | i) 35<br>ii) 30 | i) 35<br>ii) 29  |
|  | # and % of UN-led or co-led peace or constitution making processes where women civil society was regularly consulted              | PMD tracker                | PMD                                | 4 (100%)            | 4 (100%)        | 4 (100%)         |

**Strategic Objective** 3



**Longer-term prevention and peacebuilding support**

**Theory of Change:** If DPPA supports long term development processes, based on local ownership, inclusion and national priorities and working with UN and other partners (e.g., IFIS, regional orgs), then strategic peacebuilding and prevention effects will be enhanced.

**Risks and assumptions:** National, regional, and local entities will continue to seek partnership with DPPA, though sovereignty barriers to action will remain a challenge. 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; resources will be made available for DPPA to deploy capacities although there will unlikely be any increases in funding

| Outcome   | Indicators of Achievement  | Source(s) of data                             | Responsible Division for reporting | Baseline (end 2022) | Target 2023     | Mid-year results |
|---|--|---|------------------------------------|---------------------|-----------------|------------------|
| Outcome 3.1: Enhanced DPPA support/political advice for conflict prevention, dialogue, institutional strengthening, social cohesion, and implementation of peacebuilding strategies | # of Peace and Development Advisers deployed under the Joint UNDP-DPPA Programme   | DPPA-UNDP Joint Programme                     | PMD                                | N/A (new indicator) | 113             | 107              |
|   | % of PBF projects in a given country/ region coordinated with relevant regional divisions  | PBSO  | PBSO                               | N/A (new indicator) | 100%            | 100%             |
|   | Total approved by PBF per annum  | PBF database                                  | PBSO                               | \$231.5 m           | \$350 m         | \$23.4 m         |
|   | # of country settings/sub-regions where DPPA engages on prevention and peacebuilding issues in a structured manner on a regular basis with:<br>i) RCOs/UNCTs (at least on a monthly basis)<br>ii) IFIs, including Regional Development Banks (at least on a quarterly basis) | i) All Divisions' tracker<br>ii) PBSO tracker | i) All divisions<br>ii) PBSO       | N/A (new indicator) | i) 131<br>ii) 6 | i) 112<br>ii) 5  |

| Outcome   | Indicators of Achievement   | Source(s) of data           | Responsible Division for reporting | Baseline (end 2022) | Target 2023       | Mid-year results  |
|---|---|-----------------------------|------------------------------------|---------------------|-------------------|-------------------|
| Outcome 3.2: 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                                | 88%                 | 88%               | 100%              |
|   | # (and %) of electoral capacity-building initiatives (including trainings, workshops and seminars) conducted with/for/in partnership with Member States and regional organizations, where gender is a key component | EAD database                | EAD                                | 7 (100%)            | 9 (100%)          | 5 (100%)          |
|   | % of cases where electoral needs assessment reports include specific gender-related recommendations   | NAM and desk review reports | EAD                                | 100%                | 100%              | 100%              |
| Outcome 3.3: Increased capacities of women, youth and civil society to participate in prevention and peacebuilding processes  | % of DPPA-supported political and peacebuilding processes where civil society has representation, observer status or is officially consulted  | Divisions' tracking systems | All divisions                      | 91%                 | 93%               | 93%               |
|   | # of women and % of total participants included in formal/Track 1 negotiations of peace processes (co-)led/supported by UN and description of roles (1) delegate, (2) signatory, (3) observer, and/or (4) mediator  | PMD tracker                 | PMD                                | N/A (new indicator) | 25%               | 21%               |
|   | % of briefers to the PBC who are:<br>i) women peacebuilders<br>ii) young peacebuilders  | PBC database                | PBSO                               | N/A (new indicator) | i) 12%<br>ii) 5%  | i) 9.4%<br>ii) 3% |
|   | % of annual PBF approvals to support<br>i) gender equality and women's empowerment<br>ii) youth empowerment   | PBF database                | PBSO                               | N/A (new indicator) | i) 30%<br>ii) 15% | i) 39%<br>ii) 0%  |
| Outcome 3.4: Mission transitions/exit are well-coordinated, effective, and linked to long-term sustainable capacities   | Amount (%) of PBF funding in mission transition settings  | PBF database                | PBSO                               | 33%                 | 35%               | 8.5%              |
|   | % of SPMs that have been asked to plan for their drawdown/exit & that have articulated a Transition Calendar with UNCT partners   | UN Transitions Team         | UN Transitions Team                | 86%                 | 100%              | 86%               |

## GOAL 2 A MORE EFFECTIVE MULTILATERAL ARCHITECTURE FOR INTERNATIONAL PEACE AND SECURITY

### Strategic Objective 4



#### Support to UN bodies

**Theory of Change:** If DPPA continues to enhance its administrative, analytical, and technical support to UN bodies, facilitating Member State decision making and communicating with wider UN stakeholders, then the multilateral architecture across the humanitarian-peace-development nexus for international peace and security will be more effective and credible.

**Risks and assumptions:** Other UN entities will collaborate with DPPA in producing joint analysis and contributing to intergovernmental processes; sustained political support for the UN to support the rights of historically marginalized people; Security Council continues to meet and agree monthly agenda although challenges in terms of its willingness and ability to take unified decisions on key peace and security issues; political support to the PBC.

| Outcome  | Indicators of Achievement   | Source(s) of data                | Responsible Division for reporting | Baseline (end 2022) | Target 2023 | Mid-year results  |
|--|---|----------------------------------|------------------------------------|---------------------|-------------|---|
| Outcome 4.1: Effective and efficient support to the Security Council and its subsidiary organs                             | Degree of satisfaction expressed by members of the Security Council with the services provided by the Security Council Affairs Division [Monthly Presidency]*         | Survey                           | SCAD                               | 4.73%               | 4.75%       | 4.63%   |
|  | Degree of satisfaction expressed by the Chairs of the Security Council Subsidiary Organs with the services provided by the Security Council Affairs Division          | Survey                           | SCAD                               | N/A (new indicator) | ≥95%        | The survey data will be available at the end of the year. |
|  | % 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 | Documents submitted to committee | SCAD                               | 83%                 | 100%        | 65%   |
| Outcome 4.2: Effective and efficient support to the Peacebuilding Commission enhancing Member States peacebuilding efforts | Degree of satisfaction expressed by countries who engaged with the PBC with the support provided by DPPA*   | Survey                           | PBSO                               | N/A (new indicator) | 4           | The survey data will be available at the end of the year. |
|  | # of instances where PBC advises the SC and the GA with DPPA support  | PBSO tracker                     | PBSO                               | 17                  | 14          | 11  |

\* Degree measured on a 0-5 scale

| Outcome   | Indicators of Achievement  | Source(s) of data                       | Responsible Division for reporting | Baseline (end 2022) | Target 2023 | Mid-year results  |
|---|--|---|------------------------------------|---------------------|-------------|---|
| Outcome 4.3: Effective and efficient support to the General Assembly and its subsidiary organs  | Degree of satisfaction expressed by members and observers of the CEIRPP  | Survey                                  | DPR                                | 100%                | 100%        | The survey data will be available at the end of the year. |
|   | Degree of satisfaction expressed by members of the Special Committee with regards to the support provided by the Decolonization Unit | Survey                                  | Decol                              | 100%                | 100%        | The survey data will be available at the end of the year. |
| Outcome 4.4: Enhanced understanding of the work of the Security Council, Peacebuilding Commission, C24 and CEIRPP across the UN system and stakeholders | # of research products responding to specific queries of Member States about the Security Council                                    | SCAD tracking system                    | SCAD                               | N/A (new indicator) | 30          | 27  |
|   | # of briefings organized by DPPA for Security Council, PBC, C24 and CEIRPP   | DECOL, DPR, PBSO, SCAD tracking systems | DECOL, DPR, PBSO, SCAD             | N/A (new indicator) | 39          | 26  |
|   | # of departmental outreach initiatives on the work of DPPA-supported intergovernmental bodies  | DECOL, DPR, PBSO, SCAD tracking systems | DECOL, DPR, PBSO, SCAD             | N/A (new indicator) | 26          | 28  |

**Strategic Objective** 5



**Multilateral partnerships and frameworks**

**Theory of Change:** If DPPA strengthens its strategic engagement with partners (including regional organizations, sub-regional organizations, IFIs as well as academia and think tanks) and with evolving normative frameworks at the global level (including as related to the women, peace and security; youth, peace and security; political effects of climate change; and the impacts of digital technologies on conflict dynamics), then its capacity and that of its partners to act systemically to reduce conflict will be enhanced.

**Risks and assumptions:** Willingness of regional, national, and local actors to engage in partnerships with DPPA; capacity of regional and sub-regional organizations to jointly support strategic development; resources provided to DPPA to provide technical substantive, normative and strategic support to partners

| Outcome   | Indicators of Achievement   | Source(s) of data   | Responsible Division for reporting                                      | Baseline (end 2022) | Target 2023              | Mid-year results         |
|---|---|---|---|---------------------|--------------------------|--------------------------|
| Outcome 5.1: Strengthened networks and strategic relationships among and between DPPA and multilateral actors | # of initiatives with:<br>i) regional/and sub-regional organizations;<br>ii) World Bank;<br>iii) Regional Development Banks   | i) Regional Divisions' tracker<br>ii) PBSO tracker<br>iii) PBSO tracker | i) Regional Divisions' tracker<br>ii) PBSO tracker<br>iii) PBSO tracker | N/A (new indicator) | i) 54<br>ii) 1<br>iii) 1 | i) 45<br>ii) 4<br>iii) 1 |
|   | # of DPPA-supported south-south and triangular cooperation initiatives  | EAD, PBSO, DPR  | EAD, PBSO, DPR  | N/A (new indicator) | 13                       | 6                        |
| Outcome 5.2: Enhanced thematic and normative inputs into UN-wide policy processes                             | # of projects funded by PBF and MYA that incorporate climate, peace and security related considerations   | PBSO and OUSG trackers  | OUSG and PBSO   | N/A (new indicator) | 30                       | 24                       |
|   | # of inter-agency mechanisms of which DPPA is the lead or co-lead [mechanisms such as UNDP- DPPA-UNEP-DPO climate security mechanism, Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention, UN Transitions Project, UNDP Constitution CoP, IATF, ITF etc.] | All divisions   | All divisions   | N/A (new indicator) | 88                       | 75                       |

## GOAL 3 A STRONGER, MORE DIVERSE AND MORE EFFECTIVE DEPARTMENT

### Strategic Objective

6



### Innovation and continuous learning

**Theory of Change:** If DPPA invests in learning and innovative initiatives, then it will be able to develop effective and flexible responses to conflict prevention and sustaining peace.

**Risks and assumptions:** Continued cross-pillar collaboration, sufficient resources for staff training, administrative rules and regulations support flexibility and learning, sufficient resources, and management commitment to support innovation and learning, managers willing to incorporate new lessons into their work plans.

| Outcome  | Indicators of Achievement  | Source(s) of data   | Responsible Division for reporting                          | Baseline (end 2022)                | Target 2023                        | Mid-year results                  |
|--|--|---|---|------------------------------------|------------------------------------|-----------------------------------|
| Outcome 6.1: Strengthened departmental knowledge management                                    | # of learning and accountability exercises undertaken annually across the department:<br>i) Lessons learned studies<br>ii) Self-evaluations<br>iii) Brownbag discussions<br>iv) After action reviews | i) PMD and PBSO trackers<br>ii) OUSG tracker<br>iii) PMD and PBSO trackers<br>iv) PMD tracker | i) PMD and PBSO<br>ii) OUSG<br>iii) PMD and PBSO<br>iv) PMD | i) 10<br>ii) 2<br>iii) 45<br>iv) 0 | i) 10<br>ii) 2<br>iii) 40<br>iv) 5 | i) 8<br>ii) 0<br>iii) 21<br>iv) 0 |
|  | # of policy materials and guidance developed or updated  | DPR, EAD, PBSO and PMD trackers   | DPR, EAD, PBSO and PMD                                      | 25                                 | 32                                 | 20                                |
| Outcome 6.2: Enhanced opportunities for formal and informal learning, and skills development   | # of applications by DPPA staff for DPPA-led or supported trainings (weighted average/ratio of applicants to spots)  | GLU   | GLU   | N/A (new indicator)                | 2.5                                | 3                                 |
| Outcome 6.3: DPPA prioritizes innovative approaches and adapts to new challenges and audiences | # of innovative initiatives  | Divisions' tracker  | All divisions   | 100                                | 73                                 | 59                                |

**Strategic Objective** 7



**A more collaborative, creative, diverse, inclusive and empowering work environment**

**Theory of Change:** If DPPA is more diverse and effective- both in terms of people and approaches, then its tools and working methods will have more impact on sustaining peace and resolving violent conflict.

**Risks and assumptions:** Continued cross-pillar collaboration, sufficient resources for staff training, administrative rules and regulations support flexibility and learning, sufficient resources, and management commitment to support innovation and learning, managers willing to incorporate new lessons into their work plans.

| Outcome  | Indicators of Achievement  | Source(s) of data      | Responsible Division for reporting | Baseline (end 2022)   | Target 2023   | Mid-year results  |
|--|--|------------------------|------------------------------------|---|---|---|
| Outcome 7.1: An inclusive work environment based on respect for diversity and accountability | # of recommendations from the Strategic Action Plan on Addressing Racism and Promoting Dignity for All in the United Nations Secretariat implemented in the Department (e.g., anti-racism, implicit bias training) | ODCSS                  | ODCSS                              | N/A (new indicator)   | 2   | 8   |
|  | # of initiatives implemented to create an enabling environment conducive to gender equality, diversity, and inclusion  | ODCSS tracker          | ODCSS                              | N/A (new indicator)   | 3   | 14  |
|  | 50% of appointments on posts subject to geographical distribution are from un- or under-represented Member States [in DPPA and DPPA-DPO Shared Structure]  | EO                     | EO                                 | 25% (4 out of 16)   | 50%   | N/A   |
|  | Progress towards achieving gender parity at each internationally recruited staff level (FS, P-1 to D-1) in DPPA and DPPA-DPO shared structure  | Gender parity database | ODCSS                              | DPPA (female %)<br>D2: 50%<br>D1: 30%<br>P5: 48%<br>P4: 56%<br>P3: 55%<br>P2: 40%<br><br>DPPA-DPO Shared Structure (female %)<br>D2: 43%<br>D1: 60%<br>P5: 51%<br>P4: 55%<br>P3: 51%<br>P2: 73% | Progress in representation of women at staff levels below parity where vacancies were available and have been filled. | DPPA<br>D2: 50%<br>D1: 40%<br>P5: 48%<br>P4: 56%<br>P3: 55%<br>P2: 40%<br><br>DPPA-DPO Shared Structure<br>D2: 38%<br>D1: 60%<br>P5: 51%<br>P4: 55%<br>P3: 51%<br>P2: 73% |

| Outcome   | Indicators of Achievement  | Source(s) of data                          | Responsible Division for reporting | Baseline (end 2022)                                 | Target 2023   | Mid-year results  |
|---|--|--|------------------------------------|---|---|---|
| Outcome 7.2: Strengthened operational, administrative and cultural practices supporting staff empowerment | # of DPPA-DPO 'Building Our Pillar' initiatives aimed at enhancing organizational culture  | ODCSS                                      | ODCSS                              | N/A (new indicator)                                 | 12  | 7   |
|   | % of ratings on the Staff Engagement Survey related to organizational culture, on areas relevant to empowerment, collaboration, cohesion | Staff Engagement Survey                    | ODCSS                              | Empowerment: 59%<br>Teamwork and collaboration: 64% | Empowerment: 61%<br>Teamwork and collaboration: 66% | Results on Staff Engagement Survey are currently not available. |
|   | # of audits and evaluations supported  | OUSG tracker                               | OUSG                               | i) 4 audits<br>ii) 4 evaluations                    | i) 2<br>ii) 1                                       | i) 2<br>ii) 3   |
| Outcome 7.3: Strengthened internal and external communication   | # of<br>i) communication outputs<br>ii) audiences reached  | OUSG, DPR, PBSO<br>Comms<br>Teams trackers | OUSG, DPR, PBSO                    | i) 1,284<br>ii) 7.8 m                               | i) 4,787<br>ii) 10.7 m                              | i) 1,763<br>ii) 3.9 m   |
|   | # of substantive internal discussions at the division/branch level   | Divisions' trackers                        | All divisions                      | N/A (new indicator)                                 | 577   | 544   |