

# RESULTS FRAMEWORK FOR DPPA'S 2023-26 STRATEGIC PLAN



2024 YEAR-END DATA (AS OF 31 DECEMBER)

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

### Strategic Objective

1

**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)	2024 Target	2024 Year-End Results
<b>Outcome 1.1</b> 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%	63%	52%
	# of multidimensional analyses incorporating inputs from across the Secretariat and wider UN System	Divisions' tracking system	All divisions	3894	2445	3201
	# of memos/notes to ASGs and USGs that present actionable options, alternative viewpoints, or proposals	Divisions' tracking system	All divisions	N/A (new indicator)	466	645
	# of Common Country Analysis (CCAs) informed by departmental analysis	Regional divisions' tracking systems	Regional divisions	35	9	20
<b>Outcome 1.2:</b> 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 to deliver insights	Divisions' tracking systems	All Divisions	N/A (new indicator)	278	307

**Strategic Objective 2**



**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)	2024 Target	2024 Year-End Results
<b>Outcome 2.1:</b> 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)	82	84
	# of SPM leadership briefings supported by DPPA to the Security Council and GA	Divisions' tracking system	Regional divisions	N/A (new indicator)	102	158
<b>Outcome 2.2:</b> 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	324	332
	MYA funds dedicated to support rapid response	OUSG tracker	OUSG	N/A (new indicator)	0.3 million	0.35 million
	# 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)	24	45
<b>Outcome 2.3:</b> 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 i) youth ii) CSOs	OUSG Tracker	OUSG	N/A (new indicator)	i) 40 ii) 35	i) 32 ii) 36
	# and % of UN-led or co-led peace or constitution making processes where women civil society was regularly consulted	PMD tracker	PMD	4 (100%)	100%	4 of 5 (80%)

**Strategic Objective 3**



**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)	2024 Target	2024 Year-End Results
<b>Outcome 3.1:</b> 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)	116	119
	% 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 million	400 million	\$116.2 million
	# of country settings/sub-regions where DPPA engages on prevention and peacebuilding issues in a structured manner on a regular basis with:  i) RCOs/UNCTs (at least on a monthly basis)  ii) IFIs, including Regional Development Banks (at least on a quarterly basis)	i) All Divisions' tracker ii) PBSO tracker	i) All divisions ii) PBSO	N/A (new indicator)	i) 134; ii) 7	i) 124 ii) 12

Outcome	Indicators of Achievement	Source(s) of data	Responsible Division for reporting	Baseline (end 2022)	2024 Target	2024 Year-End Results
<b>Outcome 3.2:</b> Timely and coordinated response provided to requests from Member States wwwfor 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%	89%	92%
	# (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%)	10 (100%)	10 (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)	30%	38; 17%
	% of briefers to the PBC who are: i) women peacebuilders ii) young peacebuilders	PBC database	PBSO	N/A (new indicator)	i) 12 % ii) 5 %	i) 19% ii) 5%
	% of annual PBF approvals to support i) gender equality and women's empowerment ii) youth empowerment	PBF database	PBSO	N/A (new indicator)	i) 30% ii) 15%	i) 43% ii) 17.5%
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%	26%
	% 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%

\* Degree measured on a 0-5 scale

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

### Strategic Objective 4



**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)	2024 Target	2024 Year-End Results
<b>Outcome 4.1:</b> 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	97%	4.75/5 (95%)	4.98 (99%)
	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%	4.94/5 (98%)
	% 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%	85%

Outcome	Indicators of Achievement	Source(s) of data	Responsible Division for reporting	Baseline (end 2022)	2024 Target	2024 Year-End Results
<b>Outcome 4.2:</b> 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 (measured on a scale of 1-5, with 5 being the highest degree of satisfaction)	Survey	PBSO	N/A (new indicator)	4	Results not available yet
	# of instances where PBC advises the SC and the GA with DPPA support	PBSO tracker	PBSO	17	14	SC: 11 GA: 2
<b>Outcome 4.3:</b> 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%	100%
	Degree of satisfaction expressed by members of the Special Committee with regards to the support provided by the Decolonization Unit	Survey	Decol	100%	100%	100%
<b>Outcome 4.4:</b> 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	38
	# 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	51
	# 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	47

**Strategic Objective 5**



**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)	2024 Target	2024 Year-End Results
<b>Outcome 5.1:</b> Strengthened networks and strategic relationships among and between DPPA and multilateral actors	# of initiatives with: i) regional/and sub-regional organizations; ii) World Bank; iii) Regional Development Banks	i) Regional Divisions' tracker ii) PBSO tracker iii) PBSO tracker	i) Regional Divisions' tracker ii) PBSO tracker iii) PBSO tracker	N/A (new indicator)	59	i) 45 ii) 8 iii) 6
	# of DPPA-supported south-south and triangular cooperation initiatives	EAD, PBSO, DPR	EAD, PBSO, DPR	N/A (new indicator)	14	13
<b>Outcome 5.2:</b> 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)	35	28
	# 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)	94	94

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

### Strategic Objective 6

**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



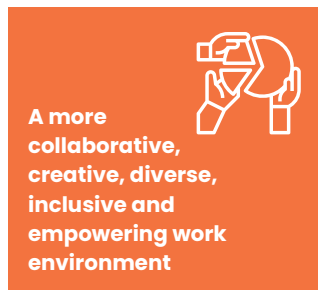
Innovation and continuous learning

**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)	2024 Target	2024 Year-End Results
<b>Outcome 6.1:</b> Strengthened departmental knowledge management	# of learning and accountability exercises undertaken annually across the department: i) Lessons learned studies ii) Self-evaluations iii) Brownbag discussions iv) After action reviews	i) PMD and PBSO trackers ii) OUSG tracker iii) PMD and PBSO trackers iv) PMD tracker	i) PMD and PBSO ii) OUSG iii) PMD and PBSO iv) PMD	i) 10 ii) 2 iii) 45 iv) 0	i) 9 ii) 2 iii) 39 iv) 5	i) 13 ii) 1 iii) 53 iv) 6
	# of policy materials and guidance developed or updated	DPR, EAD, PBSO and PMD trackers	DPR,EAD, PBSO and PMD	25	35	30
<b>Outcome 6.2:</b> 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	2.84
<b>Outcome 6.3:</b> DPPA prioritizes innovative approaches and adapts to new challenges and audiences	# of innovative initiatives	Divisions' tracker	All divisions	100	76	70

**Strategic Objective 7**

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**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)	2024 Target	2024 Year-End Results
<b>Outcome 7.1:</b> 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)	OCSS	OCSS	N/A (new indicator)	2	17
	# of initiatives implemented to create an enabling environment conducive to gender equality, diversity, and inclusion	OCSS tracker	OCSS	N/A (new indicator)	3	17
	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%	DPPA: 20% [2 of 10] DPPA-DPO Shared Structure: 22% [2 of 9]

Outcome	Indicators of Achievement	Source(s) of data	Responsible Division for reporting	Baseline (end 2022)	2024 Target	2024 Year-End Results
<b>Outcome 7.1:</b> An inclusive work environment based on respect for diversity and accountability	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	OCSS	DPPA (female%) D2: 50% D1: 30% P5: 48% P4: 56% P3: 55% P2: 40%  DPPA-DPO Shared Structure (female %) D2: 43% D1: 60% P5: 51% P4: 55% P3: 51% P2: 73%	Progress in representation of women at staff levels below parity where vacancies were available and have been filled.	DPPA (female %) D2: 50% D1: 42% P5: 59% P4: 54% P3: 58% P2: 71%  DPPA-DPO Shared Structure (female %) D2: 44% D1: 77% P5: 51% P4: 53% P3: 46% P2: 56%
<b>Outcome 7.2:</b> Strengthened operational, administrative and cultural practices supporting staff empowerment	# of DPPA-DPO 'Building Our Pillar' initiatives aimed at enhancing organizational culture	OCSS	OCSS	N/A (new indicator)	12	46
	% of favorable ratings on the Staff Engagement Survey related to organizational culture, on areas relevant to empowerment, collaboration, cohesion	Staff Engagement Survey	OCSS	Empowerment: 59% Teamwork and collaboration: 64%	(No survey in 2024)	Survey data is currently under review
	# of i) audits and ii) evaluations supported	OUSG tracker	OUSG	i) 4 audits ii) 4 evaluations	i) 2 ii) 1	i) 4 ii) 4
<b>Outcome 7.3:</b> Strengthened internal and external communication	# of i) communication outputs ii) audiences reached	OUSG, DPR, PBSO Comms Teams trackers	OUSG, DPR, PBSO	i) 1,284 ii) 7.8m	i) 4,000 ii) 11.1 m	i) 7,221 ii) 12.6 million
	# of substantive internal discussions at the division/branch level	Divisions' trackers	All divisions	N/A (new indicator)	603	934