

MULTI-YEAR APPEAL

2020-2022



DPPA
Preventing Conflict. Sustaining Peace

FOREWORD



I am honored to present the Department of Political and Peacebuilding Affairs (DPPA) new Multi-Year Appeal (MYA) for 2020-2022. This new appeal carries special significance, for reasons of symbolism and of substance. It marks 10 years since the Department first asked Member States for voluntary contributions to support its work. And, with the launch of our new Strategic Plan for 2020-2022, it provides the means to help secure DPPA's position as a central part of the UN's conflict prevention, peacemaking and peacebuilding work over for the next three years, a longer span than any previous appeal.

In the past decade, voluntary funding has made DPPA more field-oriented and operational. It has allowed us to accomplish our mandate in the face of rapidly growing demand for preventive diplomacy, mediation, electoral support and other expertise. The MYA's flexibility enables us to move quickly and seize opportunities to prevent violence and defuse tensions. That was the case recently in Sudan and Bolivia, for example, where envoys were deployed in record time in response to calls for increased UN engagement to help overcome political turmoil.

Voluntary contributions are also instrumental in our sustaining peace work, enabling modest bridging investments in fragile environments until more substantial funding comes through. And they support our Special Political Missions, which work on the ground around the world building and making peace.

By influencing settings away from violent conflict towards political solutions and contributing to the longer-term resilience of societies, the Department also directly contributes to the achievement of the Sustainable Development Goals (SDGs). The MYA 2020-2022 will fund work guided by the Secretary-General's broad vision for prevention, which focuses on the need to act earlier to address stresses and shocks that can lead to crisis and violent conflict and cause state and institutional fragility and human suffering. The Appeal is a commitment to greater unity and coherence in the United Nations peace and security work, alongside, in particular, the Department of Peace Operations (DPO). We will also maximize impact by working in a more integrated manner with the development and human rights pillars and through partnerships with Member States, regional and sub-regional organizations, international financial institutions and civil society.

And the MYA will allow us to invest in new areas with exciting potential for expanding our work and making it more inclusive. We are creating, for example, an Innovation Cell to explore how new technologies can strengthen preventive diplomacy and mediation, as well as provide more opportunities for engagement by women, youth and marginal groups.

This new MYA is ambitious: We are calling for \$135 million for three years, more than we have ever asked for. The Appeal's scope and size are a reflection of the critical, emerging and growing needs we face. With conflict becoming increasingly complex and competition for resources intensifying, the MYA is more important than ever for our work. Over the next three years, we hope to be able to count on our traditional supporters and attract new contributors so that we can continue to deliver as fully and efficiently as possible. On behalf of all my colleagues, I thank you for the confidence you have placed in us.

Rosemary A. DiCarlo

Under-Secretary-General, head of the United Nations
Department of Political and Peacebuilding Affairs

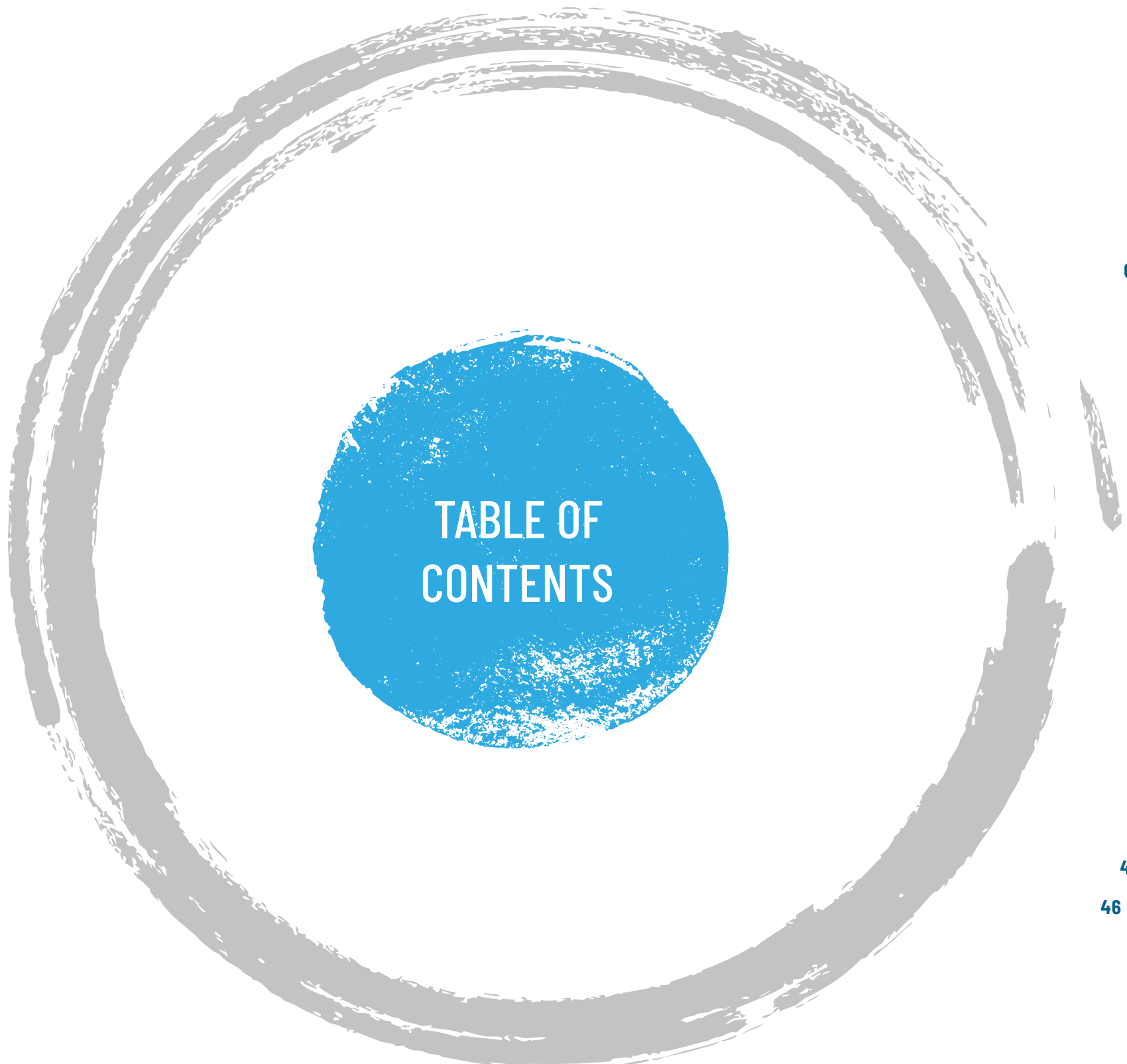


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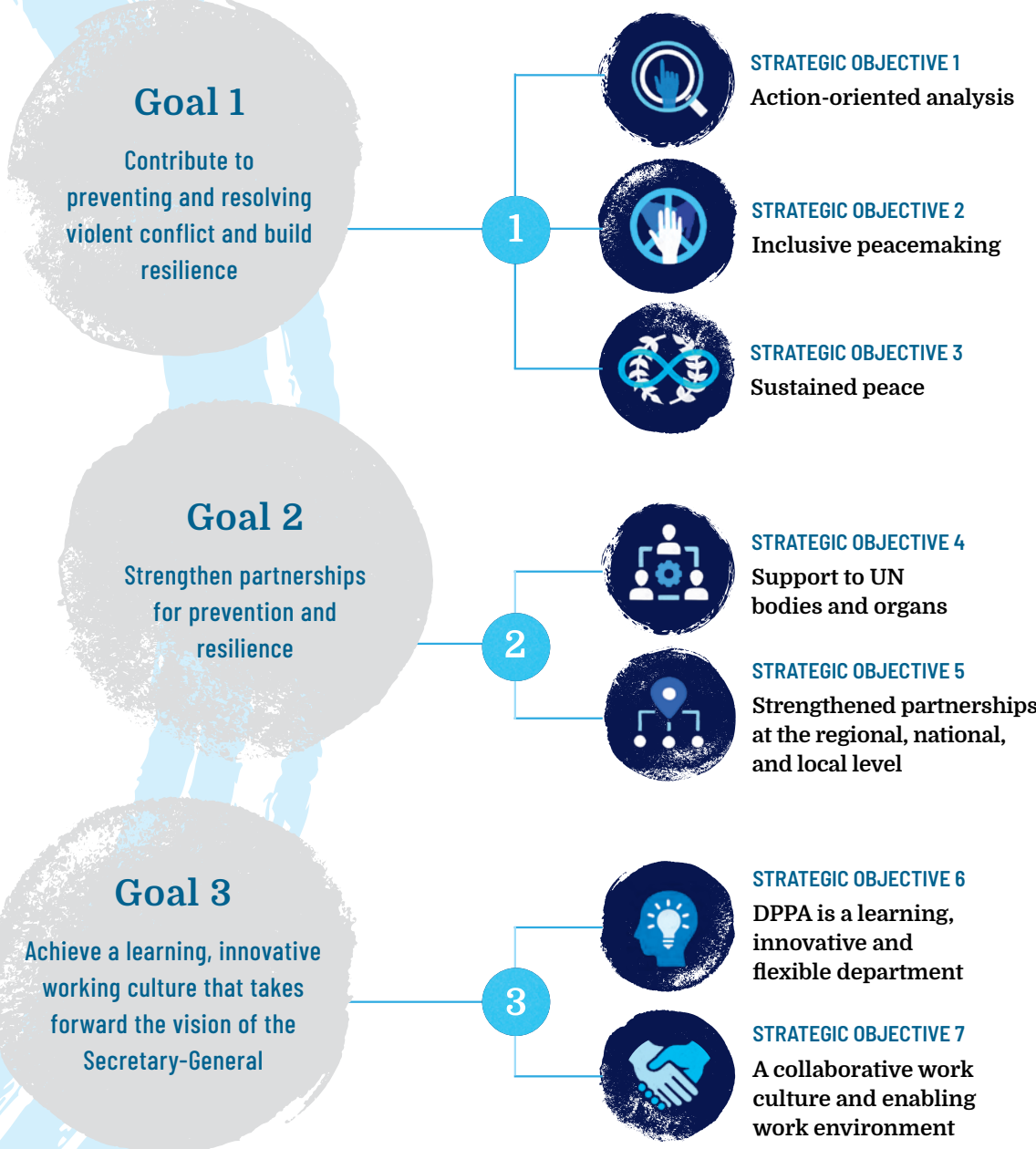
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VISION OF THE UNITED NATIONS PEACE AND SECURITY PILLAR

Within the United Nations peace and security pillar, DPPA and DPO share common goals: to prevent violent conflict and its negative impacts; to contribute to its transformation and resolution; and to help build strong, inclusive and resilient societies that will deepen peace outcomes for generations to come. Under the reforms initiated by Secretary-General Guterres, the two Departments at the core of the pillar are working more closely than ever to achieve their common goals.

While the Departments retain discrete mandates, plans, and sources of funding, the pillar draws on a range of tools and resources that are employed flexibly in mission and non-mission settings. The pillar pursues its work along shared priorities that include: promotion of political solutions to conflicts; engaging societies beyond political elites; supporting effective and efficient field presences and maximizing their impact on the ground; engaging in partnerships; prioritizing innovation and building a culture of mutual learning. ■

UN DEPARTMENT OF POLITICAL AND PEACEBUILDING AFFAIRS STRATEGIC PLAN 2020-2022





**DPPA'S
STRATEGIC PLAN
AND THEORY OF
CHANGE**

DPPA's Strategic Plan for 2020-2022 is its first since the restructuring of the peace and security pillar in January 2019. The Plan is guided by a holistic approach to the overriding objectives of prevention and sustaining peace. Building on the lessons learned from the evaluation of the previous Strategic Plan (2016-2019), the new Plan focuses on the impact of the Department on the ground.

The Department will contribute to the peace and security pillar's common vision through three Goals and seven Objectives in its Plan. Under Goal 1, the Department contributes to preventing and resolving violent conflict and building resilience. With respect to Goal 2, the Department supports and enables its partners to reduce the risks of violent conflict. Goal 3 encompasses strategies and enablers that DPPA will need to achieve results.

Risk-reduction model

DPPA's mandate is to assist Member States in preventing violent conflict and sustaining peace around the world. Working alongside a multitude of other actors, DPPA aims to influence the trajectory of countries away from violence and instability, to improve the chances that leaders and stakeholders will adopt peaceful solutions, and gradually build national resilience capacities for sustainable peace. In this context, DPPA has adopted a risk-reduction model that helps to move away from a binary position of "success" and "failure." This model allows the Department to focus on its contribution in reducing risks of violent conflict worldwide without overstating its role.

The following overarching Theory of Change seeks to explain the Department's contribution to results across each of the three Goals:

If DPPA *deploys*

THE FULL RANGE OF ITS RESOURCES
based on **CROSS-CUTTING ANALYSIS,**

in collaboration with
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,**

Then *it will contribute to*

**THE PREVENTION AND RESOLUTION OF
VIOLENT CONFLICT AND TO SUSTAINABLE PEACE**

Assumptions and risks

This Theory of Change rests upon several important assumptions, including about the future risks facing the work of DPPA. It assumes that the UN system will continue to consider DPPA as the lead entity for identifying early warning risks, often in close collaboration with other UN actors and partners. It also assumes that the financial and human resources available to support DPPA's mandate will continue to be provided at approximately the same levels as present. Internally to the Department, the Theory of Change anticipates that the leadership of the peace and security pillar will dedicate resources to learning, innovation, and measured risk-taking. At the same time, it recognizes that existing mandates and bureaucratic inflexibility may limit the ability of DPPA to drastically shift resources in a short period of time.

DPPA's Theory of Change is based on the Department's commitment to work with a wide range of relevant partners in support of Member States' efforts to prevent conflict and sustain peace. The achievement of the results is not solely attributable to DPPA. Instead, positive impact on the ground will result from the collaborative contribution of DPPA and partners including the wider UN System, regional and sub-regional organizations, national governments, the World Bank, civil society and other local actors.

Guiding principles

DPPA's action is guided by:

- a) The centrality of conflict prevention and mediation
- b) The primacy of political solutions to existing and potential conflicts
- c) The promotion of women's empowerment and inclusive participation across all priority areas of work
- d) Maintaining an unwavering orientation towards the field
- e) Under a single political-operational structure, working across the pillar and with the UN system at large, particularly the development and human rights pillars
- f) Building inclusion into every aspect of DPPA's work
- g) Striving towards forward-thinking and innovation at all levels
- h) Enabling institutional learning and measured risk-taking

INTRODUCTION

The MYA is DPPA's primary extra-budgetary instrument to fund its work to strengthen peace and security worldwide. In its new phase, the MYA will be instrumental in translating the vision and priorities set out in DPPA's Strategic Plan for 2020-2022 into action, by calling for **\$135 million** to meet critical and growing needs.

The MYA complements the funding DPPA receives from the United Nations regular programme budget, allowing the Department to be more operational and field-oriented. The MYA is *flexible* (70 per cent unearmarked), *fast* (can be deployed within 72 hours) and *global* (funds political work worldwide). Building on the opportunities created by the peace and security reform, the MYA has nimbly complemented other extra-budgetary funding instruments, either by filling critical gaps or by kickstarting new activities.

For 2020-2022, the MYA has been reconfigured to maximize its contribution to the UN peace and security architecture and support the Secretary-General's priorities. Two new funding streams have been created: first, the

Technology and Innovation window to support projects that leverage emerging technologies to strengthen the UN's conflict prevention, mediation and peacebuilding efforts; and second, the Local Peace Initiatives window to support Special Political Missions (SPMs) in the delivery of their mandates with targeted local peace and mediation initiatives that feed into larger strategic engagements on peace and reconciliation. These two new funding streams complement the existing Rapid Response window, which funds DPPA's crisis-type and short-term needs linked to mediation, conflict prevention and peacebuilding activities.

Recognizing the need for increased funding for prevention and sustaining peace, the Department has redoubled its efforts to strengthen resource mobilization, ensure efficient and transparent fund management and strengthen its monitoring and evaluation systems. In accordance with DPPA's 2019 Women, Peace and Security (WPS) Policy, a gender lens has been applied across all priority areas under the MYA, along with a new gender marker and a gender budgeting approach. For the next cycle,

DPPA pledges to programme at least 17% annually to meet its gender and WPS commitments.

In the years to come, the MYA will continue supporting initiatives implemented by the Department and the shared DPPA-DPO regional political-operational structure, assisting SPMs, engaging in non-mission settings, and servicing the whole UN system in the areas of electoral assistance, conflict prevention, peacebuilding, crisis response and mediation.

The Department's holistic approach to conflict prevention and sustaining peace contributes directly and indirectly to the achievement of the SDGs, in particular SDG 5 (gender equality and women's empowerment) and 16 (peace, justice and strong institutions). Moreover, on SDG 17 (partnerships), DPPA engages with a range of actors within the UN system and International Finance Institutions (IFIs), as well as regional and sub-regional organizations, national governments and a broad spectrum of civil society actors to advance its work in peacemaking and preventive diplomacy and contribute to the implementation of the other SDGs. ■

MULTI-YEAR APPEAL 2020-2022

The Multi-Year Appeal is a flexible, quick and nimble funding instrument supporting DPPA in the delivery of its mandate as outlined in the Strategic Plan 2020-2022.

Recipients of MYA support

- 30 Special Political Missions
- Approximately 6 Peacekeeping Operations
- Over 100 Resident Coordinators
- CSOs and women's organizations
- Member States upon request
- Regional and sub-regional organizations



"For each \$1 invested in prevention, about \$16 is saved down the road".

[source: UN-World Bank Study, Pathway for Peace].

APPEAL
\$135
MILLION

30
donors
every year

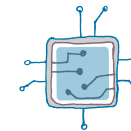
70%
of MYA funding
is unearmarked

THE ARCHITECTURE

Regular projects to support United Nations capacities and partners at Headquarters and in the field

Thematic Windows

TECHNOLOGY AND INNOVATION



Newly created Innovation Cell supports projects to leverage emerging technologies and use innovative approaches to peace and security

LOCAL PEACE INITIATIVES



Support SPMs in the delivery of their mandates with targeted mediation initiatives that grow into/support larger strategic engagements on peace and reconciliation

RAPID RESPONSE



Address crisis-type situations and short-term needs linked to mediation, conflict prevention and peacebuilding. These needs are unpredictable and cannot be anticipated during the regular planning process

WOMEN, PEACE AND SECURITY

Dual approach to maximize impact:

- Targeted interventions to promote women's participation in conflict prevention and peacebuilding
- Gender lens mainstreamed across all priority areas accompanied by a new gender marker

Robust monitoring and evaluation capacity with a new Results Framework accompanying the Strategic Plan

Contributions to the MYA are Official Development Assistance (ODA)-eligible in recognition of the link between peace and security and development work. Donors are therefore able to meet their voluntary targets when pledging funds to DPPA and/or when funding Junior Professional Officers (JPOs). The channel code for reporting is 41148 UN DPA Trust Fund in Support of Political Affairs.

HOW DPPA MEETS ITS COMMITMENTS UNDER THE WOMEN, PEACE AND SECURITY AGENDA




In the face of persistent and complex violent conflict and rising backlash against women's rights, DPPA will leverage its role in conflict prevention and resolution to ensure political and diplomatic action that offers a tangible pathway towards inclusive and sustained peace based on women's participation, protection and rights.

RATIONALE

- Research shows that gender equality is the number one predictor of peace – more so than a state's wealth, level of democracy, or religious identity.
- Inclusion and meaningful participation of women in conflict prevention, mediation and peacebuilding processes is fundamental to the full realization of their human rights.
- Peacemaking strategies that systematically include women and civil society, including formal networks of women leaders are more likely to generate national ownership and more sustainable peace.
- Participation of women in electoral and political processes and women's leadership in decision-making have been globally acknowledged in the 2030 Agenda for Sustainable Development as vital contributors to more stable and prosperous societies.
- Conflict-related sexual violence (CRSV) can be a tactic of war and terrorism. Beyond the serious consequences for survivors and the need to ensure accountability for violations, CRSV risks triggering acts of vengeance and renewed violence that can undermine conflict prevention, peacemaking and peacebuilding efforts.


100%
of UN mediation support teams have women members


100%
of SPMs transition strategies include gender/WPS perspective

In 2019, Under-Secretary-General for Political and Peacebuilding Affairs, Rosemary A. DiCarlo, approved a new WPS policy. The policy seeks to ensure that gender-relevant issues and perspectives are fully integrated into the Department's daily work to promote inclusive conflict prevention, mediation, peacebuilding and sustaining peace. Priorities include:

- A Gender-sensitive political and conflict analysis**
Apply gender perspectives throughout political and conflict analysis undertaken to ensure attention to the differentiated impact of armed conflict, and that the (different) roles and needs of women and men, girls and boys are reflected.
- B Promote inclusion and women's meaningful participation in all peacemaking, peacebuilding and sustaining peace efforts**
Advocate for the active and meaningful participation of women in peace and dialogue processes at all levels, including through promoting women delegates to peace talks in pre-negotiation and implementation phase, and more frequent interaction between Special Representatives of the Secretary-General (SRSGs) and Special Envoys and women's groups.
- C Women's participation in electoral and political processes**
Provide technical advice and support to Member States, upon request, in their efforts to promote women's participation and address violence against women in electoral processes, as voters, candidates, and electoral officials. Advise on the design or reform of electoral systems and frameworks as well as on temporary special measures.
- D Prevent and address conflict-related sexual violence as a priority for peace**
Address CRSV in mediation efforts, including through the inclusion of CRSV as a prohibited act in ceasefire and peace agreements, protection of survivors, transitional justice, remedies and reparations.

NEW GENDER MARKER AND BUDGETING

DPPA promotes a two-pronged approach: mainstreaming WPS across all projects and encouraging dedicated projects uniquely targeting the promotion of gender/WPS activities, especially in the field. The new Gender Marker ensures more consistent integration of gender/WPS considerations in all stages of project management (design, implementation, reporting and evaluation). It also allows the Department to perform gender budgeting for the first time, helping track resource allocations and the overall investment to advance WPS commitments. In the 2020-2022 period, the Department is committed to devoting at least **17 per cent** of the annual MYA budget towards programmes that recognize and help advance the crucial role of women in conflict prevention and sustaining peace.



In addition, DPPA continues to enhance accountability through:

- Inclusion of specific WPS deliverables in senior leadership compacts
- Improve gender-sensitive political and conflict analysis, including in DPPA's reporting to the Security Council and the General Assembly
- Strengthen WPS performance indicators in the Results Framework accompanying DPPA Strategic Plan for 2020-2022

CONTRIBUTE TO PREVENTING AND RESOLVING VIOLENT CONFLICT AND BUILDING RESILIENCE



GOAL 1



TOTAL REQUIRED 2020-2022
\$75 million

Goal 1 focuses on DPPA's role in emphasizing the primacy of a political approach to peace and security work. Solutions will advance inclusive peacemaking and sustained peacebuilding. Linking integrated analysis and early warning capacities to early action, the emphasis will be on complementing the political work of the Department with programmatic support. This entails DPPA working across the reformed peace and security pillar and drawing on the capacities of the development, humanitarian and human rights actors of the UN System. As the political arm of the Secretary-General, the Department will leverage a unique set of tools to directly support Member States in their own conflict prevention and sustaining peace efforts.

The MYA will enable the Department to back timelier and better coordinated UN responses to avert violent conflict or sustain peace. Along with providing solid analysis, mediation support

and technical assistance, DPPA will also advance the WPS and youth, peace and security agendas to ensure inclusive political and peacebuilding processes. Its gender-sensitive and holistic analysis will identify entry points and offer concrete proposals for UN action to resolve conflicts and build resilient societies.

The Department will continue to assist Special Representatives and Envoys of the Secretary-General and the work of SPMs in managing transitions in coordination with national and UN development entities, facilitating dialogue and providing electoral support as needed. The Department's Regional Offices in Central Asia, West Africa and Central Africa will remain essential platforms for preventive diplomacy. They are best-placed to tackle complex issues that require solid and trusted partnerships with national, regional and sub-regional organizations, IFIs, and other relevant actors.

THE TOOLS

Special Political Missions: Support to over 30 SPMs worldwide. SPMs engage in preventive efforts across a wide range of areas, including electoral support, women's empowerment and human rights. They also support complex transitions and help sustain peace in coordination with actors on the ground.

Special Envoys: Support to the efforts of Special Envoys to resolve a wide range of disputes, facilitate peace talks and manage electoral crises. Special Envoys have country-specific (e.g. Syria, Yemen, Western Sahara, Myanmar) and regional (e.g. Horn of Africa, Great Lakes) mandates.

Regional offices: Located in West Africa, Central Africa and Central Asia, they serve as hubs for preventive diplomacy and sustaining peace. Their networks and proximity to the countries they serve help defuse tensions and support national actors, United Nations Country Teams (UNCTs), regional and sub-regional organizations, and other relevant partners and stakeholders. Regional Offices are ideally placed to address cross-boundary issues, such as transnational organized crime and sharing of natural resources.

The Standby Team of Senior Mediation Advisers: Eight experts who can be deployed within 72 hours to deal with a wide range of issues related to peace negotiations, process design, constitution-making, power-sharing, gender issues, security arrangements, transitional justice and natural resources. The Standby Team enhances the quality of support available to Special Representatives and Envoys, political and peacekeeping missions and UNCTs, as well as to regional and sub-regional organizations and other partners.

Resident Coordinators (RCs)/UNCTs: Spearhead the implementation of the 2030 Agenda for Sustainable Development and are on the frontline of the UN's prevention and sustaining peace efforts in non-mission settings. DPPA continues to offer tailored support to RCs/UNCTs who often operate in complex and polarized political environments.

Electoral assistance: Helps Member States in holding elections that are a legitimate and sovereign expression of the people's will. DPPA ensures system-wide coherence among UN entities involved in electoral assistance and strengthens UN electoral partnership with other intergovernmental and regional and sub-regional organizations.

Rapid Response funding: Provides timely and flexible resources to meet the short-term and crisis-related needs of Special Envoys and SRSs, SPMs, Member States and regional and sub-regional organizations. It is designed to meet demands that cannot be anticipated during the standard planning process.

Surge capacity: Allows the Department to provide support in the areas of political analysis and expertise to diverse actors in the UN system (RCs, UNCTs, peacekeeping missions and SPMs) and beyond (regional and sub-regional organizations and Member States). ■

“The Mediation Support Unit is an essential resource to support the good offices, mediation and facilitation work of the United Nations system and its partners. It seeks to get the right expertise to the right places at the right time, both by deploying personnel and providing remote analytical support.”

— REPORT OF THE SECRETARY-GENERAL ON THE UNITED NATIONS AND CONFLICT PREVENTION (S/2015/730 OF 25 SEPTEMBER 2015).

Over 100 deployments of the Standby Team per year

Over 70 % of DPPA supported political processes where civil society has direct representation, formal observer status or is officially consulted

100% of electoral needs assessment reports incorporate gender analysis and recommendations on women's electoral and political participation

In the case of the outbreak of crisis, or when faced with protracted conflicts, DPPA will continue to rely on its crisis response system, entirely funded by extra-budgetary contributions, to provide urgent support and expertise to a wide range of stakeholders inside and outside the UN, as well as to Member States. DPPA's Mediation Support Unit and the Standby Team of Senior Mediation Advisers provide operational support to defuse tensions and support peace processes and negotiations. The Department will also continue to support the work of the Secretary-General's High-Level Advisory Board on Mediation, nine women and nine men – current and former global leaders, senior officials and renowned experts – who bring together an unparalleled range of skills and experience, knowledge and relationships.

MYA funding will also be used to support sustaining peace efforts and tailor programmatic responses at country and regional levels that contribute to durable peace. This requires working more closely with the reformed RC system in the field and other UN agencies and prioritizing nationally-owned political solutions. The Department will support inclusive constitutional processes, peaceful elections and national dialogues; it will also strengthen the capacity of regional and sub-regional organizations to address key drivers of conflict and foster inclusiveness through support to civil society networks and the meaningful participation of women, youth, and other marginalized groups. This field-oriented approach will help countries move away from violence and gradually build resilient national capacities for sustainable peace. ■

CLIMATE SECURITY AND THE LINK TO CONFLICT PREVENTION

The Secretary-General has called climate change “a danger to peace” and the defining issue of our time. Its impact today reaches far beyond the natural environment, affecting human systems and increasingly impacting peace and security. Climate change has the potential to multiply existing risks and contribute to insecurity through its interactions with socio-economic, political and demographic factors. Against this backdrop, it must be considered as one element in the complex web of factors contributing to the emergence or escalation of conflict and as an increasingly important area for DPPA’s efforts at prevention and sustaining peace.

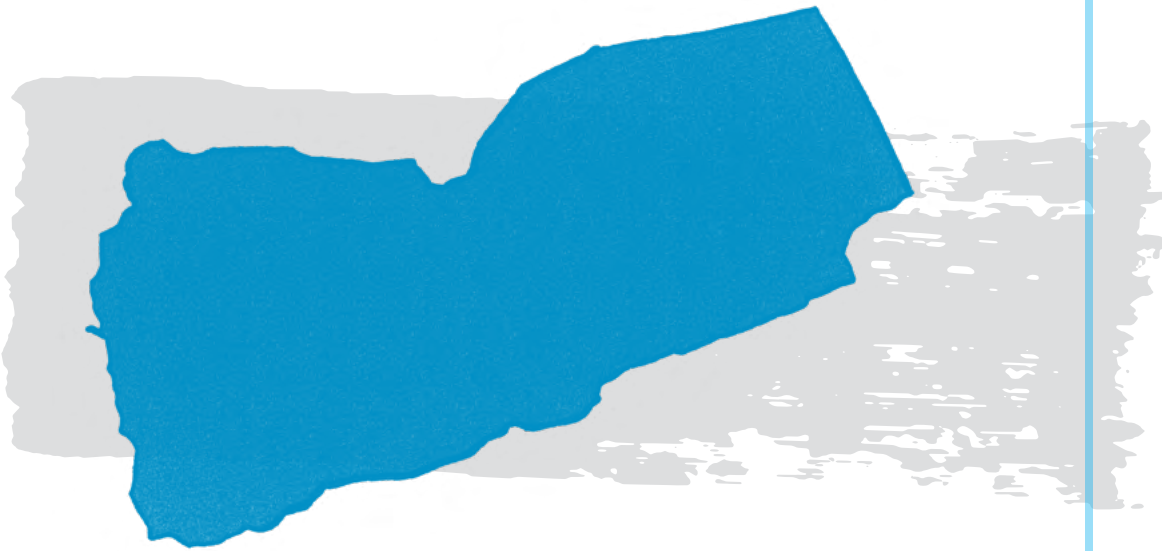
In the past few years, the Department has witnessed an increase in demand for guidance and support on the interlinkages between climate change, peace and security. These requests emanate from Member States as well as field entities and SPMs such as the United Nations Regional Offices for Central and West Africa (UNOCA and UNOWAS) and the Office of the Special Envoy for the Horn of Africa.

In response to these developments, in 2018 DPPA, jointly with the United Nations Development Programme (UNDP) and the United Nations Environment Programme (UNEP), established the Climate Security

Mechanism. This initiative provides a small but dedicated capacity to connect and leverage existing resources and expertise across the UN system with a view to strengthening cross-pillar collaboration and addressing climate-related security risks more systematically. The Mechanism has developed a toolbox to support the assessment of climate change impacts on security, created a community of practice of over 20 UN agencies, crafted targeted advocacy for senior UN leaders, and conducted systematic engagement with the international research community.

The Department will continue to strengthen its capacity to incorporate climate impact in political analysis for early warning and prevention, and to support SPMs in addressing climate-related risks, for example in the Sahel and Lake Chad regions, as part of their overall prevention and peacebuilding work. A further focus for 2020 will be on building up an evidence base of the interlinkages between climate change, peace and security as well as effective prevention and response strategies, and enhance reporting on these issues, including to the Security Council as appropriate. DPPA will also build on guidance developed jointly with UNEP to expand work on the mediation of natural resource conflicts.





SUPPORTING UNITED NATIONS POLITICAL EFFORTS ON YEMEN

Over the next few years and upon renewal of the mandate, DPPA will provide strategic guidance and substantive backstopping support to the Office of the Special Envoy of the Secretary-General for Yemen and the United Nations Mission to support the Hudaydah Agreement (UNMHA). As the lead department on Yemen, DPPA also undertakes the coordination and policy-setting functions on the country in the UN system. Consistent with the Secretary-General's guidance and Security Council resolutions, the Department continues to advocate for the resumption of inclusive, intra-Yemeni negotiations that lead to a political settlement to end the conflict and enable the resumption of a peaceful, inclusive, orderly and Yemeni-led political transition that meets the

legitimate aspirations of the Yemeni people. Promoting the protection of civilians and meaningful participation of women's groups and civil society are a priority. Efforts will be focused on engaging with a diverse range of stakeholders to reach a national-level political settlement, which will also require winding down the Saudi-led Coalition's military intervention (cessation of hostilities) and bridging deep divides among Yemen's many political factions and armed groups. In anticipation of a negotiated political settlement, preparatory work will be undertaken to support: (a) The formation of a transitional national unity government; (b) The restoration of state institutions; (c) Finalizing and adopting a draft constitution; and (d) Undertaking electoral reform and holding general elections.

SUPPORTING UNITED NATIONS POLITICAL EFFORTS ON SYRIA

DPPA will continue to firmly advocate for an urgent and inclusive political track based on the full implementation of the Geneva Communiqué and Security Council resolution 2254 (2015) to achieve a sustainable solution to the Syrian conflict through a UN-facilitated political process that meets the legitimate aspirations of the Syrian people. DPPA will support the Secretary-General, DPPA leadership, the Special Envoy for Syria, the Resident Coordinator/Humanitarian Coordinator (RC/HC) in Syria and the various UN entities as follows: (a) Direct engagement and support to the Secretary-General and Special Envoy's good offices efforts - including, where relevant and required, the Constitutional Committee, advocacy efforts related to securing the release

of detainees at a meaningful scale, and support of the Special Envoy's inclusion platforms - the Women's Advisory Board and the Civil Society Support Room; (b) Information-gathering and analysis, including in the face of acute emergencies (such as military offensives); (c) Promoting the protection of civilians and civilian infrastructure; (d) Outreach to Syrian women's networks, Syrian civil society, and international NGOs conducting human rights and protection advocacy on Syria; and (e) Inter-agency coordination and contingency planning.

DPPA's comparative advantage is that it holds the lead department role, which includes the coordination and policy setting functions on Syria in the UN system. DPPA engages, shares information, and ensures there is no overlap or redundancies via the Inter-Agency Task Force on Syria. The Department coordinates at the highest level, on an ad hoc basis, the DPPA-chaired Principals Group to ensure a coordinated and coherent UN response in the face of emergencies. DPPA provides comprehensive briefings to the Security Council and Member States, as relevant.



STRENGTHEN PARTNERSHIPS FOR PREVENTION AND RESILIENCE

GOAL 2



TOTAL REQUIRED 2020-2022
\$40 million

Goal 2 strongly emphasizes that DPPA's contribution to prevention and resilience will result from collaborative efforts with partners, including regional and sub-regional organizations, IFIs, and civil society organizations. Transboundary challenges, such as climate security, water management and countering security threats require collective responses, and DPPA is well-positioned to help provide them. The Department's unique added value includes its impartiality, convening capacity and deep experience working with diverse sets of stakeholders and partners. It will continue to identify and develop strategic partnerships while expanding and deepening existing ones. This will include expanding DPPA's presence to more non-mission settings, working with partners towards joint goals, and demonstrating impact on the ground. To contribute to multilateral cooperation and the maintenance of international peace and

security, DPPA will continue to provide support to the Security Council and the Peacebuilding Commission.

The Department will work with regional and sub-regional organizations in more than two-thirds of its mediation engagements, implementing the Secretary-General's prevention initiative to address pressing global and regional challenges. Where there is no UN mission on the ground, DPPA relies heavily on its ten liaison presences to establish and deepen partnerships with Member States and regional actors. These liaison presences ensure coherence and the coordination of the UN's response and enhance the Organization's early warning capabilities.

Reaffirming the importance of nationally-owned and inclusive political solutions, the MYA will continue to fund activities that broaden networks of civil society, women, indigenous peoples, youth, minorities and other groups.

10 liaison presences
across the globe

Electoral assistance
provided to approximately
50 countries every year

The new Local Peace Initiatives (LPIs) window is specifically aimed at supporting local peace and mediation efforts that contribute to larger strategic engagements on peace and reconciliation.

The MYA will also help DPPA expand and deepen partnerships with the World Bank and other IFIs. It will help operationalize the UN-World Bank partnership in fragile and conflict-affected countries and develop joint tools and methodologies for prevention, including risk management. ■

LOCAL PEACE INITIATIVES

LPIs are a new funding window under the MYA to support SPMs in the delivery of their mandates. LPIs are targeted mediation/dialogue activities at the local level aimed at building trust in broader strategic peace and reconciliation contexts (e.g. a peace process, any initiative in support of reconciliation, or a national dialogue process). LPIs have an emphasis on inclusion (e.g. women, youth, and/or minorities) and on the participation of civil society. LPIs are strictly limited to SPMs and do not duplicate initiatives supported by other funding instruments such as the Peacebuilding Fund (PBF) or the UNDP-DPPA Joint Programme on Conflict Prevention.

LPIs support political, conflict prevention and mediation objectives and complement the work of other UN partners that focus on medium to long-term development, humanitarian and/or human rights promotion, or social and economic cohesion. UN partners such as the PBF, the Joint SDG Fund, or UN Agencies, Funds and Programmes, usually fund projects to promote good governance through social cohesion, local resolution mechanisms, and by supporting the rule of law and the justice sector. LPIs have a more preventive focus and have different modalities of application.

THE TOOLS

Technical expertise: In areas such as conflict prevention, mediation, gender and electoral affairs, the Department helps build the skills and capacities of regional and sub-regional organizations. Regional actors are often better placed to facilitate negotiations, navigate political sensitivities and build trust among parties to advance peace and security in their own region.

Inclusive constitutional processes: Support to addressing constitutional crises and/or assistance to national actors in confronting constitutional challenges in the implementation of peace agreements, along with solutions to intra-state conflicts which include constitutional reform.

Convening role: The Department's track record as an impartial, honest broker helps it maintain constructive relationships and dialogue with a broad range of stakeholders to advance peace and security.

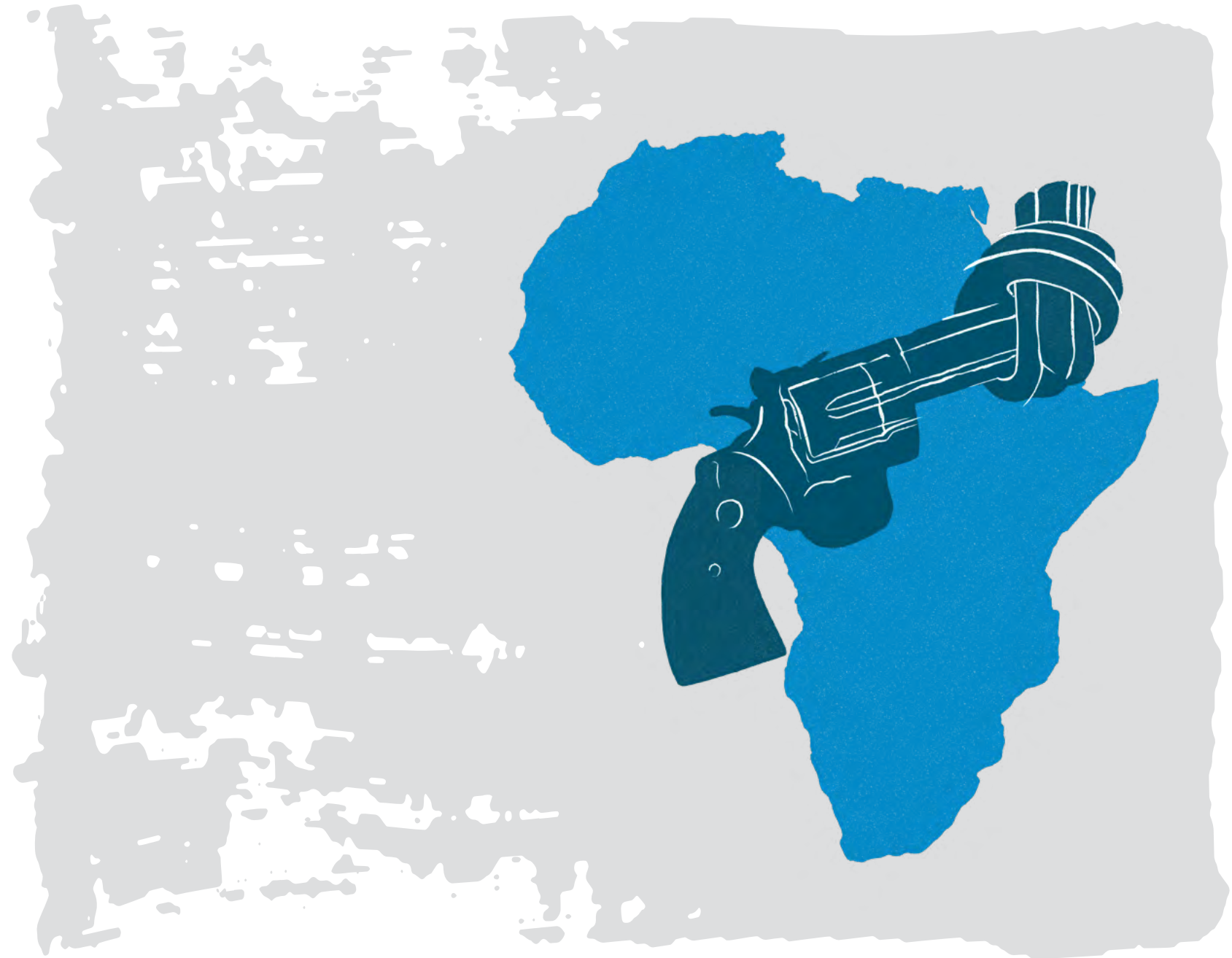
South-South and Triangular Cooperation: The Department continues to facilitate South-South and Triangular Cooperation as a convener, knowledge broker and partnership builder. The mapping of DPPA initiatives in this area helps determine future engagements in early warning, conflict prevention and crisis management.

UN-AU PARTNERSHIP: SILENCING THE GUNS IN AFRICA

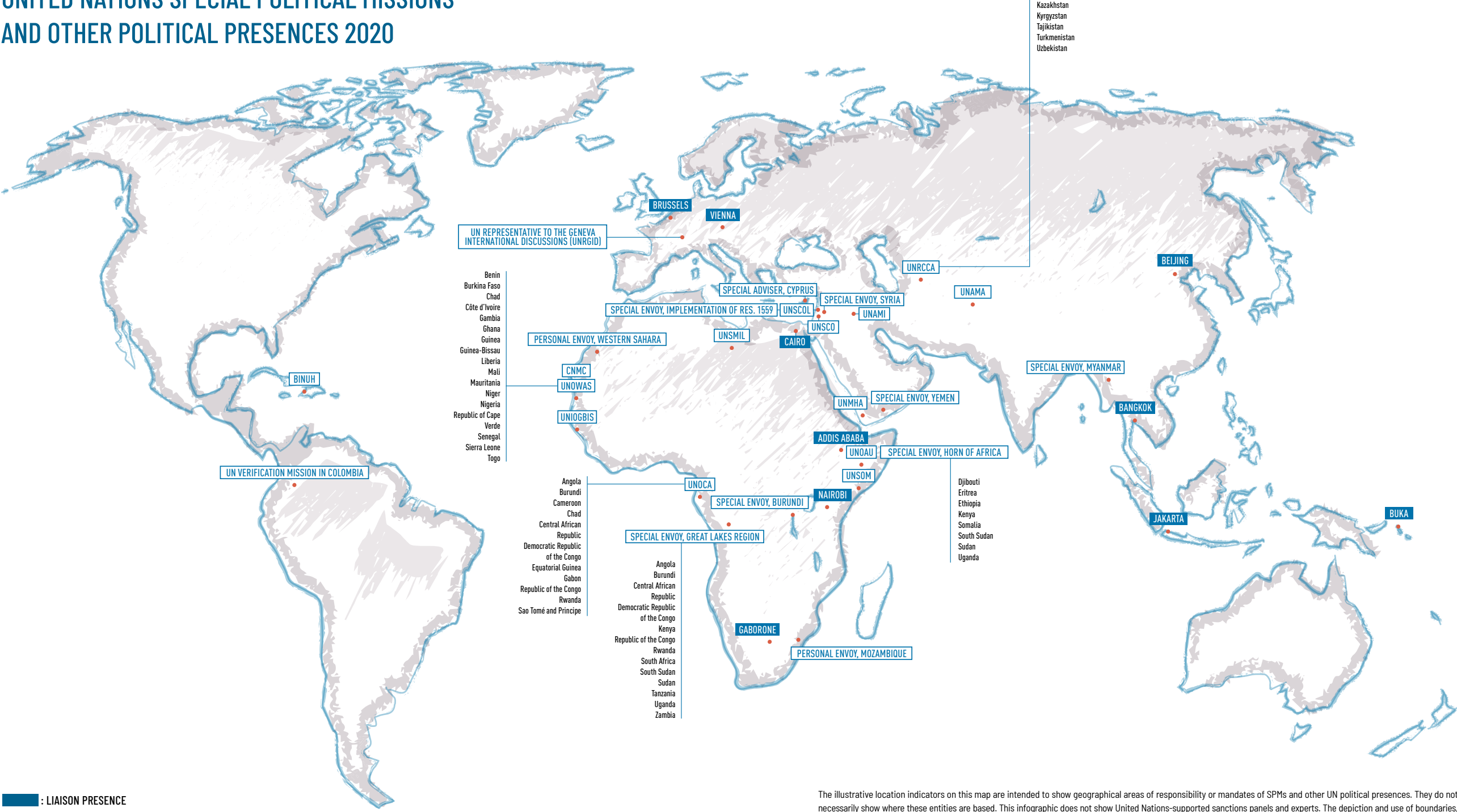
Since 2017, there has been a quantum leap in the partnership between the UN and the African Union (AU) after the signing of the two joint UN-AU frameworks on peace and security and on sustainable development. The two Organizations are leveraging their comparative advantages to enhance peace and security, promote human rights and good governance, and implement two transformational visions: “Agenda 2063: The Africa We Want,” and the 2030 Agenda for Sustainable Development.

One of the flagship initiatives of the AU’s Agenda 2063 is Silencing the Guns in Africa by 2020, and the AU is adopting “Silencing the Guns: creating conducive conditions for Africa’s development” as its theme for the year 2020. This followed a pledge in 2013 by the AU Heads of State and Government “not to bequeath the burden of conflict to the next generation of Africans and undertake to end all wars by 2020.” Among other things, the AU plans to ensure that local and national mechanisms for conflict prevention and resolution are entrenched and functioning for the cause of peace.

The UN strongly supports the Silencing the Guns initiative, including through implementation of Security Council resolution 2457 (2019). The UN System is scaling up support to all aspects of the initiative through the UN Task Force on Silencing the Guns chaired by DPPA-DPO Assistant Secretary-General for Africa, Bintou Keita. In this context, DPPA seeks to boost cooperation with the AU and African Member States in conflict prevention, mediation, peacebuilding and sustaining peace.



UNITED NATIONS SPECIAL POLITICAL MISSIONS AND OTHER POLITICAL PRESENCES 2020



■ : LIAISON PRESENCE

The illustrative location indicators on this map are intended to show geographical areas of responsibility or mandates of SPMs and other UN political presences. They do not necessarily show where these entities are based. This infographic does not show United Nations-supported sanctions panels and experts. The depiction and use of boundaries, geographic names and related data shown on maps are not guaranteed to be error free, nor do they necessarily imply official endorsement or acceptance by the United Nations.

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

GOAL 3

3



STRATEGIC OBJECTIVE 6
DPPA is a learning, innovative
and flexible department



STRATEGIC OBJECTIVE 7
A collaborative work
culture and enabling work
environment



Goal 3 emphasizes the importance of creating an enabling and shared work culture that encourages learning, accountability, innovation, measured risk-taking and the professional development of staff. Following the reforms that came into effect in 2019, there is an even stronger emphasis on ensuring that the new structures demonstrate positive impact on the ground. Striving for continuous organizational effectiveness will remain a priority.

MYA funding will directly contribute to building DPPA's capacity to making its peacemaking, conflict prevention and sustaining peace work more inclusive and consistent with existing UN frameworks. Equipping its staff with the necessary skills to innovate, integrate and utilize new tools will be critical for the Department to meet emerging challenges in the realm of peace and security.

TOTAL REQUIRED 2020-2022
\$20 million

DPPA will continue to enhance accountability and institutional learning in the years ahead. For example, the Department will strive to produce more lessons-learned studies, evaluations and after-action reviews, along with the provision of guidance to SPMs and to RCs in non-mission settings. The Department's evaluative exercises will focus on assessing DPPA's delivery of results on the ground, along with filling key gaps in institutional knowledge. To increase learning, DPPA will continue to partner with other UN entities, foundations and think tanks to better evaluate its conflict prevention and sustaining peace efforts. This will include continuing to explore innovative methods for measuring and reporting results.

MYA resources ensure that knowledge is not only captured and systematically disseminated but also applied in practice. Provision of guidance to staff, field missions and offices, and RCs in non-mission settings will be harmonized and

based on clear evidence and best practices. The priority in the years ahead is to continue improving knowledge management systems at Headquarters and in the field, in the areas of information management, reporting, lessons learned and peer-to-peer knowledge sharing.

Communicating about DPPA's work will be a priority to inform a global audience and increase the profile of conflict prevention and mediation challenges. The data from the MYA will continue to be presented publicly, including through a revamped website. A new MYA dashboard will be created to improve transparency on resources and results and continue to build trust. ■

Over 50 % of favorable ratings on the categories of continuous improvement and growth and development in the staff engagement survey

4 lessons learned studies and 2 evaluations conducted on average per year

10+ innovative initiatives implemented each year

THE TOOLS

Conflict prevention tools and guidance:

To ensure relevant, updated and streamlined guidance material that explain responsibilities, expectations and procedures. This includes harmonizing and, where possible, developing joint guidance across the peace and security pillar.

Knowledge management: To enhance organizational effectiveness and accountability. As a learning organization, DPPA commissions lessons-learned and evaluation exercises, which are disseminated on a systematic basis, to help enhance the feedback loop in the field and at Headquarters.

Training of staff: To incorporate innovative approaches and utilize new tools to meet emerging challenges, skills-based training and flexible use of resources.

Risk management: To include a mandatory risk assessment in all projects to identify risk areas and mitigation measures that help minimize the exposure and impact of risks.

Strategic communication: To reinforce internal and external communication, the Department continues to ensure transparency and mobilize support through a range of communications tools and methodologies.

MONITORING AND EVALUATION OF THE MYA

The MYA will continue to demonstrate its unique role as a timely, flexible and risk-tolerant financing tool. By 2019, the MYA had recorded high achievements in all priority areas, a trend that the Department is committed to sustaining in 2020-2022.

The foundation for transparency, accountability and demonstrating results is a robust monitoring and evaluation system. As such, the Department invested in an extensive exercise to develop a three-year Results Framework that not only allows tracking of results but also supports horizontal coherent planning across all divisions. DPPA's contribution to conflict prevention and sustaining peace is measured through key performance indicators. Building on lessons learned from the past and the difficulty in tracking the often intangible work of the Department, the new Results Framework introduces qualitative questions for the first time, which will help better capture its impact in conflict prevention, peacemaking, peacebuilding and sustaining peace. Through mid-year and annual reviews, DPPA will track progress against qualitative and quantitative indicators, which will allow to make any necessary corrections. The Department is introducing six-monthly reviews for timely adaptation and greater accountability but will keep the reporting requirements and insights under review to ensure maximum utility.

Monitoring will also include the tracking of recommendations stemming from self-evaluations or from audits and evaluations conducted by external oversight bodies, such as the UN Office of Internal Oversight Services (OIOS), the Joint Inspection Unit (JIU), or the UN Board of Auditors (BoA).

Guided by the new UN Secretariat-wide Self-Evaluation Policy, the Department will revise its own Policy to promote independent, credible and useful evaluations. DPPA will invest more in evaluative exercises while continuing to increase its own capacity for undertaking a diverse range of assessments. For instance, in 2020, DPPA will undertake a rapid assessment of the effectiveness of selected MYA projects, along with commissioning departmental evaluations. As a member of the UN Evaluation Group (UNEG), the Department will continue to promote and advocate for a robust, independent, and credible evaluation function throughout the UN system to support decision-making, accountability and learning.

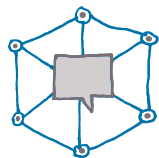
DPPA will continue to make use of the UN Secretariat-wide Enterprise Risk Management approach in project planning and implementation and to monitor risks, finances and results on a quarterly basis. Based on risk-markers, targeted re-programming of unspent allocations will continue to be conducted on a quarterly basis.

TECHNOLOGY AND INNOVATION WINDOW

DPPA strives to be a forward-thinking member of the UN family, with partnerships within its respective pillar and with outside innovators, academia and technology pioneers. The Department aims to enable innovation at all levels of our work, to develop new tools and methods for use across the peace and security pillar, and to contribute actively to the collective efforts of the United Nations Innovation Network in this context.

Responding to the call of the Secretary-General on the entire UN system to keep up with the scale and speed of innovation, DPPA has established a dedicated capacity to explore, pioneer and leverage new methodologies to support its work, including digital technologies, behavioral insights, immersive visualization, and other cross-cutting means. The Innovation Cell serves as an incubator and catalyst for innovation across the Department and its field presences to strengthen the UN's conflict prevention, mediation and peacebuilding and sustaining peace efforts.

APPROACHES



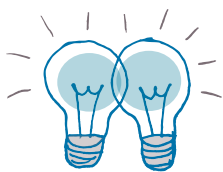
- **INTERDISCIPLINARY**

(e.g. computational social science, behavioral insights, cognitive science, system theory)



- **PUBLIC-PRIVATE COLLABORATION**

("Ecosystem for innovation")



- **HUMAN-CENTRED DESIGN AND PROBLEM SOLVING ORIENTED**

AREAS

- **ARTIFICIAL INTELLIGENCE**
- **SOCIAL MEDIA ANALYSIS**
- **NATURAL LANGUAGE PROCESSING**
- **VIRTUAL REALITY**
- **SATELLITE IMAGERY ANALYSIS**
- **DATA STORYTELLING**



Innovation for DPPA means creating space for new ideas, prototyping, and experimenting with new ways of informing and measuring our work. It also means deepening our commitment to evidence-based work, including in learning from and putting to use new sources of data. This is understood as a joint effort of all staff, including senior leadership, to keep the Department ahead of the curve of new approaches and means to better sustain peace. It is the aspiration and promise to constantly improve DPPA's practices, tools and work culture.

Through the Technology and Innovation window, funding under the MYA will support projects that leverage new methods, especially emerging technologies, to strengthen the UN's conflict prevention, mediation and peacebuilding and sustaining peace efforts. Partnerships with academia, private tech companies, and the wider UN family will be encouraged.

FINANCING ACROSS THE PEACE AND SECURITY PILLAR

There are currently three mechanisms through which voluntary resources are channeled by the peace and security pillar to areas critical to the work of the United Nations and to improve the effectiveness of SPMs and PKOs: The Multi-Year Appeal (MYA), the Peacebuilding Fund (PBF) and the UNDP-DPPA Joint Programme on Conflict Prevention (JP). These instruments are complementary and mutually reinforcing, although they serve different purposes, have different governance structures and beneficiaries. They must also be seen in the context of other funds managed by DPO and by the development and humanitarian communities. Voluntary resources are a critical driver of coherence among peace and security, development, human rights and humanitarian actors.

MULTI-YEAR APPEAL

(annual target \$45 million)

PEACEBUILDING FUND

(annual target \$200 million)

UNDP-DPPA JOINT PROGRAMME

(annual target \$16 million)

PURPOSE OF THE FUND

DPPA carries out or supports the Secretary-General's good offices function and has the lead role in providing advice on preventive diplomacy and sustaining peace across the UN system. The MYA allows DPPA to be more operational by enhancing the UN's political capacities and having a direct impact on the situation on the ground.

The PBF is the Organization's financial instrument of first resort to sustain peace in countries or situations at risk or affected by violent conflict. The Fund works across pillars to support integrated UN responses to fill critical gaps at subnational, national and regional levels, respond quickly and with flexibility to peacebuilding opportunities.

The JP builds national conflict prevention capacities, connecting at the local level the peace and security pillar with the development pillar.

WHAT IT FUNDS?

Through the deployment of staff and expertise, the MYA funds operational, technical and political support in the areas of political analysis, electoral assistance, conflict prevention, crisis response and mediation at all levels (Track I and II).

Priority areas identified in consultation with national authorities: implementation of peace agreements; dialogue and coexistence; peace dividends; and re-establishing basic services. The PBF also invests through three priority windows: cross-border and regional programmes, women and youth empowerment, and facilitating transitions of UN configurations.

Deployment of Peace and Development Advisers (PDAs) to RC offices to undertake political analysis, support UNCT programming that is better informed politically, and work with national stakeholders to support national prevention mechanisms, policies and capacities (Track III).

WHERE IT FUNDS?

Worldwide

45 countries

60 countries

HOW IT FUNDS?

Projects are approved and funds are managed directly by DPPA and can be deployed in 72 hours if necessary.

Requests for support are made by the RC, in consultation with national authorities. All projects must also be signed by a representative of the national authorities.

JP is overseen by a joint Steering Committee. All funding is pooled and received by UNDP and any office can be given access to those funds within one week to enable quick reaction time to request.

RECIPIENTS

UN capacities worldwide, including Members States, Special Envoys and SRSs, RCs and PDAs, regional and sub-regional organizations, civil society organizations, etc.

UN agencies, funds and programmes, governments, regional and sub-regional organizations, multilateral banks, national and regional multi-donor trust funds or civil society organizations.

RCs and UNCTs, as well as key national stakeholders benefiting from the support of the PDAs (mainly in non-mission settings).

As shown above, the three mechanisms serve different, albeit complementary goals in the reformed peace and security pillar.

At **Headquarters**, the three funds offer concrete tools to advance and implement the decisions and recommendations of the Deputies Committee/Executive Committee (DC/EC), Regional Monthly Reviews (RMRs) and Inter-Agency Task Forces (IATFs) such as:

- Deployment of PDAs – funded by the Joint Programme
- Deployment of staff, operational and technical support (political, mediation electoral assistance, mediation, innovation – funded by the MYA)
- Programmatic funding (PBF in support of country programmes) and seed funding (MYA to support analysis and program development for PBF applications, amongst others)

Post-reform, resort to and utilization of the three funding mechanisms is now considered in a holistic manner through the development of regional strategies by the shared regional structure of DPPA and DPO. Joint political analysis and joint assessments produced by the regional divisions increasingly help design better programming. PBF programming is better integrated into the work of the single regional pillar and reflects its analysis and strategies. The MYA complements UN capacities at Headquarters by providing support in the areas of political analysis, prevention and mediation resulting in DPPA

being more operational and better positioned to assist its partners in the field. Furthermore, through the newly established, inter-agency “Monitoring and Evaluation in Peacebuilding Group”, coordination and exchange of good practices in that field has increased between the three mechanisms.

In **mission settings**, MYA funds the deployment of operational/technical and political support to SRSGs, Special Envoys, conflict parties (Track I and II) and to regional and sub-regional organizations, thereby enhancing UN capacities on the ground and enabling them to better respond to needs. With MYA funding, DPPA is acting as a service provider in the areas of mediation and electoral assistance, servicing the entire UN system (including PKOs, SPMs and RCs/UNCTs).

Agencies, Funds and Programmes implement projects to promote good governance through social cohesion, conflict resolution, or by supporting the rule of law and justice sector. These projects often target vulnerable groups, aiming at increasing social cohesion. They collaborate with field missions through integrated planning frameworks. The PBF may provide the initial starting capital for such projects, insofar as they are closely coordinated with the relevant SRSGs and missions. The Joint Programme supports field missions in the context of mission drawdown or withdrawal. Through the deployment of PDAs in these transition contexts, RCs/UNCTs are supported in identifying local conflict prevention priorities to ensure that peacebuilding gains achieved during the life of the mission are sustained.

In **non-mission settings**, while the Joint Programme deploys PDAs to support RCs/UNCTs conflict analysis and monitoring capacity, the political and technical support – including through the deployment of staff and expertise – funded by the MYA, delivers specific assistance in political analysis, mediation and electoral support. PDAs assist UNCT members in translating their analysis into programmatic efforts and review their programmes for conflict sensitivity. RCs and UNCTs often count on the analysis and technical expertise of PDAs, and the political and technical/operational support facilitated by the MYA, to design projects that are subsequently submitted to the PBF for financing. The PBF at times also deploys PBF coordinators who help RCs manage a portfolio of projects, working hand in hand with PDAs.

In terms of **sequencing**, the three mechanisms are often combined to maximize impact at various stages of the conflict cycle. With MYA funding, staff and expertise are mostly deployed at an early stage to support peace and conflict prevention initiatives, and once a country has passed this acute phase, it can apply for PBF funding to support longer-term programming. In this sense, larger-scale country programmes financed by the PBF, in consultation with national authorities, help sustain such early peacebuilding gains. In turn, any gap left by the PBF in the context of country support can also be filled by the MYA at a later stage. PDAs are often present in-country when both the MYA and the PBF are utilized as they are deployed to country contexts at various stages of conflict risk.

"Through its political engagement and technical advice, DPPA makes a difference. Its funding mechanism - the Multi-Year Appeal - is ideally suited to seize opportunities, whether it be to prevent incipient violence, spur negotiations between adversaries when tensions are brewing or to encourage peaceful electoral outcomes. The relatively modest, nimble and cost-effective investments DPPA makes pave the way for larger country programming by the Peacebuilding Fund, thereby setting the stage for a sustainable peace to take hold."

—ANTÓNIO GUTERRES SECRETARY-GENERAL

RESOURCES

The Department's ability to achieve its goals and objectives under the Strategic Plan depends on the availability of sufficient, predictable and sustained funding. The restructuring of the peace and security pillar was budget-neutral, with each Department using existing resources in a more rational manner, while maintaining separate funding sources for their respective mandates.

DPPA's primary source of financing is the UN's regular programme budget, which has come under increasing strain in recent years. The global funding needs of DPPA are covered by the regular programme budget at a rate of between 40 to 50 per cent. The remainder is covered by voluntary contributions from Member States and other partners. Over the years, the demands placed on DPPA have increased exponentially while the regular budget resources have followed an opposite trajectory. In the period 2020-2022, the reliance on voluntary contributions is only expected to increase in anticipation of further cuts and financial austerity measures in the operational budget lines of the regular programme budget (e.g. travel, consultancies, operational expenses, etc).

DPPA's projected resources in 2020-2022

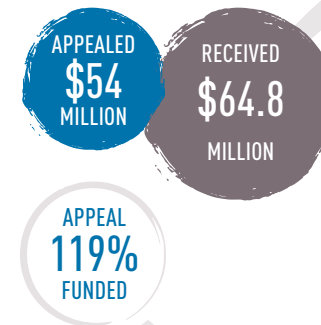
DPPA Resources (in millions USD)	2020	2021	2022
Regular programme budget*	45.5	--	--
Extra-budgetary MYA	45	45	45
TOTAL	90.5	--	--
Special Political Missions budget*	711.6	--	--

* The regular programme and SPM budgets for 2021 and 2022 cannot be projected at this stage due the changing operational requirements and/or potential discontinuation/new mandates entrusted by the legislative bodies.

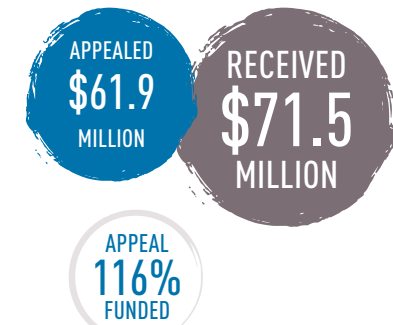
Funding levels of previous MYA

The MYA has been an effective mechanism to mobilize support. Every year since 2016, DPPA has exceeded its funding target thanks to donors' overwhelming trust. The steady increase in income and programming explains DPPA's bold ambition to raise the overall request to \$135 million for 2020-2022.

MYA 2016-2017



MYA 2018-2019



MYA 2020-2022



GOAL 1

Contribute to preventing and resolving violent conflict and building resilience



GOAL 2

Strengthen partnerships for prevention and resilience



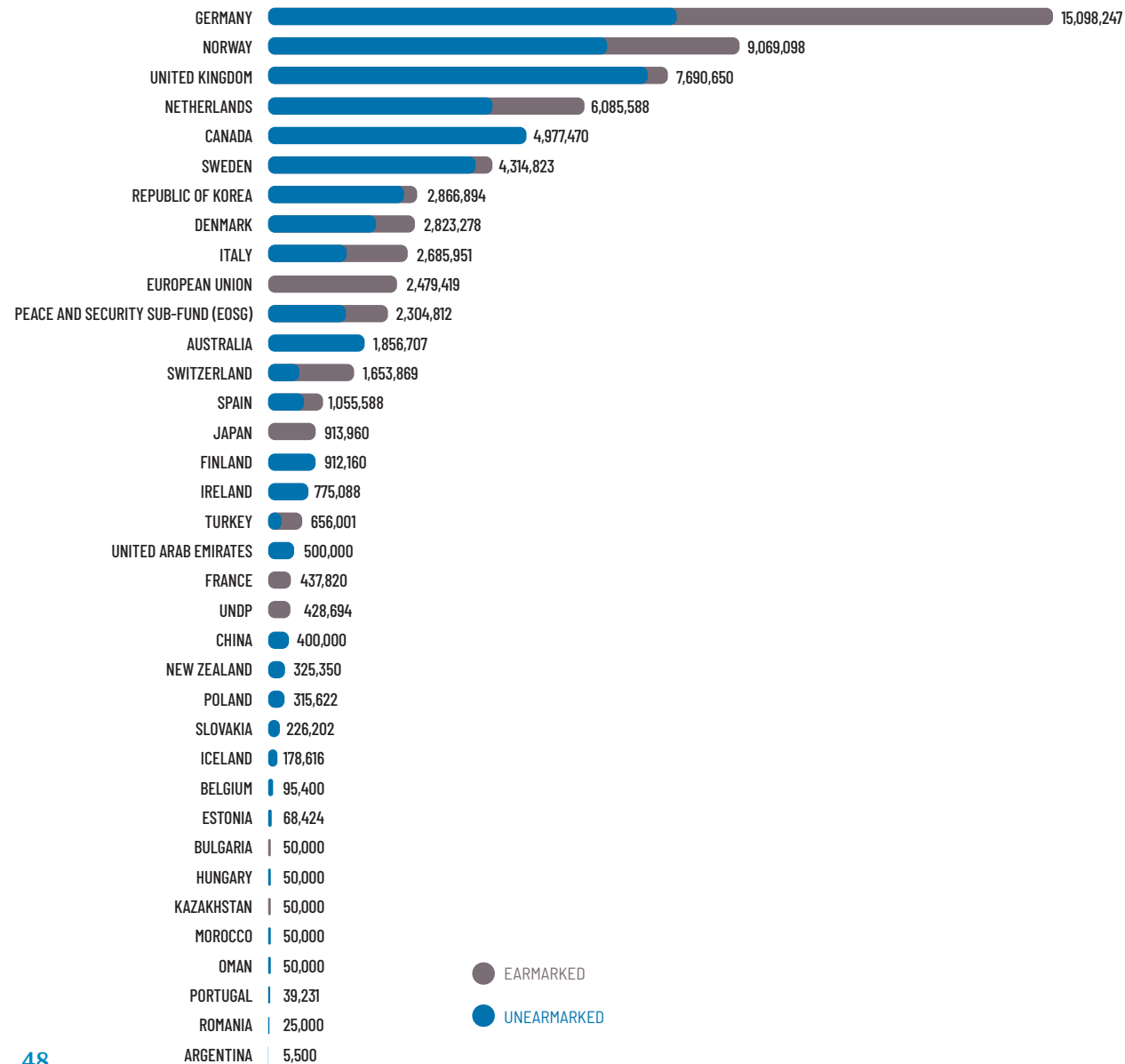
GOAL 3

Achieve a learning, innovative working culture that takes forward the vision of the Secretary-General



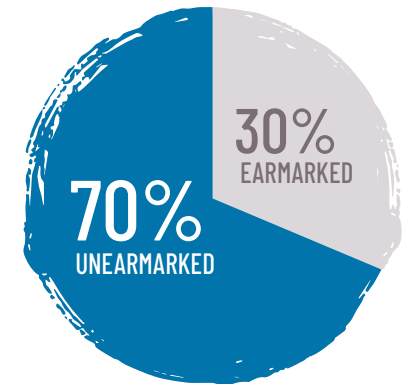
Donors 2018-2019

DPPA relies on support from a solid donor base. Since 2016, the Department has received contributions from 44 Member States and other partners (on average 30 donors per year). Contributions are either substantial or symbolic and are equally important to DPPA. Having welcomed 12 new donors since 2016, the Department is committed to continue expanding its donor base to broaden the support for its activities in the areas of conflict prevention and sustaining peace.



Flexibility of funding

Unearmarked funding allows DPPA to invest when and where it is most needed and to provide timely responses to requests from Member States, regional and sub-regional organizations and other UN partners. On average, approximately two-thirds of the funds received are unearmarked, providing flexibility and autonomy in allocating resources. DPPA is primarily seeking unearmarked funds from donors for 2020-2022 and is committed to ensuring the most efficient and transparent management, monitoring and reporting of voluntary contributions to sustain donors' trust.



Predictability of funding

13 
Multi-year agreements signed

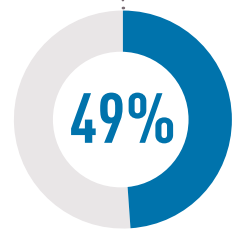
Predictability and sustainability, through multi-year agreements, are essential to plan and implement activities with greater flexibility and efficiency. In 2018-2019, DPPA secured 13 multi-year agreements for more than half of its income, a positive trend that it hopes to sustain. Donors are encouraged to disburse contributions as early as possible in the year to help mitigate cash flow problems during the first two quarters and kickstart the implementation of activities.

Total programmed in 2018-2019

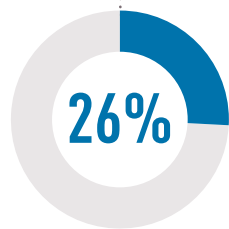
The additional contributions in the last two years have allowed DPPA to substantially increase the level of programming, expand the breath of initiatives supported by the MYA and become more innovative and field-oriented.

**\$63.6
MILLION**

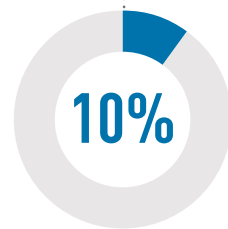
invested in 2018-2019
in four areas



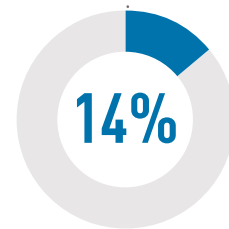
to support conflict prevention efforts and sustaining peace initiatives



to deepen and expand partnerships with regional and sub-regional organizations, and other partners inside and outside the UN



to respond to crisis and to support mediation processes



to ensure the Department is fit for purpose to deliver on its commitments

Junior Professional Officers

The JPO programme provides young professionals with the opportunity to gain hands-on experience in the UN system. JPOs expand the talent pipeline and increase the diversity of the UN's workforce.

DONORS	NUMBER	DUTY STATION
CHINA	5	Nairobi, New York
DENMARK	6	Beirut, New York
DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA	1	New York
FINLAND	1	New York
FRANCE	3	New York
GERMANY	9	Addis Ababa, Dakar, New York, Tripoli
ITALY	3	New York
JAPAN	1	New York
NETHERLANDS	7	New York
NORWAY	1	New York
REPUBLIC OF KOREA	1	New York
SAUDI ARABIA	1	New York
SWEDEN	4	Bogota, New York
SWITZERLAND	2	New York
UNITED ARAB EMIRATES	1	New York
	46	



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**FOR FURTHER INFORMATION ON THE MULTI-YEAR APPEAL,
PLEASE CONTACT THE DONOR RELATIONS TEAM:**

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