

Danish contribution to the UN Department of Political and Peacebuilding Affairs' (DPPA) Trust Fund in Support of Political Affairs

Introduction:

The Danish contribution to the Trust Fund in Support of Political Affairs through the Multi-Year Appeal of the UN Department of Political and Peacebuilding Affairs (DPPA) is expected to supporting the Department to leverage its capacities for prevention and improve its support to Member States in upholding international peace and security. It is a part of realising the strategic partnership and Denmark's organisation strategy for support to UN efforts towards sustaining peace and preventing violent conflicts.

Key results:

- Timely, integrated, multidimensional, age-sensitive, gender-responsive, data-driven and climate-informed analysis.
- Longer-term prevention and peacebuilding support.
- More effective multilateralism through support to UN bodies.
- Institutional learning, innovation, diversity, and collaborative practices informing responses.

Justification for support:

- The support relates to the objective in Denmark's Strategy for Development Cooperation to deliver safety and security through peacebuilding and stabilisation.
- Denmark's Foreign and Security Policy Strategy recognizes the importance of effective multilateralism, including a long-term approach to the prevention and stabilisation of conflicts and crises.
- The funding of the multi-year appeal supports the UN's capacities to prevent, manage and resolve conflict and sustain peace and to work more efficiently, effectively, inclusively and innovatively to deliver collective impact on the ground.

Risk and challenges:

Contextual risks include increased internationalization of conflict, continuing divisions amongst major powers, greater fragmentation of conflict actors at the local level, rise of global challenges such as climate change. Programmatic risks include decrease in political support by key actors, uncertainties about funding availability and organisational capacity.

File No.					
Responsible Unit	Permanent Mission of Denmark to the UN in New York				
<i>Mill.</i>	2023	2024	2025	2026	total
Commitment	15	15	10	10	50
Projected ann. Disb.	15	15	10	10	50
Duration of strategy	2023 – 31 December 2026				
Finance Act code.	§ 06.32.08.80				
Desk officer	Maria Stage				
Financial officer	Michael Blichfeldt				

SDGs relevant for Programme

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastruct. ure	 Reduced Inequalities	 Sustainable Cities, Communiti es	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnership for the Goals	

Budget

The contribution to the Multi-Year Appeal is financed through Denmark's Peace and Stabilisation Fund.

Danish involvement in governance structure

- Denmark contributes annual meetings on the multi-year appeal and participates in other donor meetings and field visits, as relevant.
- Denmark can engage through committees in the General Assembly and has a candidacy for the Security Council (2025-2026).

How will we ensure results and monitor progress

- Annual narrative and financial reports by the UN on the DPPA multi-year appeal.
- Through the organisation strategy: follow up through contact group, annual action plan, annual stocktaking and reporting.

Strat. objectives

To contribute to a reduction in the risk of outbreak, escalation, continuation and recurrence of violent conflict, while also helping move towards recovery and long-term development.

Priority results

Preventing and resolving violent conflict and sustaining peace.

A more effective multilateral architecture for international peace and security.

Strengthened organisational effectiveness through increased capacity and resources within the UN.

Core information

The UN is a key actor for the international community's efforts in promoting peace and security. Within a changing and challenging geopolitical landscape, the number of crises around the world has grown and many countries are facing multiple and interrelated threats and risks to peace and security.

Denmark's contributions to the DPPA multi-year appeal is consistent with these Danish foreign policy and development priorities with a focus on conflict prevention, multilateralism, political processes, women and youth participation, incorporation of human rights and climate-sensitivity, and coherent and integrated approaches to peace and stabilization. It is complementary to other Danish contributions to the UN's peace and security pillar.

Multi-year general contribution to the UN Peacebuilding Fund

Introduction:

This multi-year general contribution to the UN Peacebuilding Fund is an investment in UN efforts to sustain peace and prevent conflict and violence and is a part of Denmark's partnership with the Fund, specified in the organisation strategy.

Key results:

- Timely, integrated, multidimensional, gender-responsive, age-sensitive, data-driven and climate-informed analysis.
- Longer-term prevention and peacebuilding support, based on national ownership and inclusion with a focus on women, peace and security, youth, peace and security, regional and cross-border approaches, and transition contexts.
- More systemic coherence through joint programmes and planning.
- An effective Fund through institutional learning, innovation, and collaborative practices informing peacebuilding projects.

Justification for support:

- The support relates to the objective in Denmark's Strategy for Development Cooperation to deliver safety and security through peacebuilding and stabilisation.
- Denmark's Foreign and Security Policy Strategy recognizes the importance of effective multilateralism, including a long-term approach to the prevention and stabilisation of conflicts and crises.
- The contribution to the Peacebuilding Fund provides resources to the UN's financial instrument of first resort to sustain peace in countries or situations at risk of being affected by violent conflict.

Risk and challenges:

There is a significant gap between the available financing and the demand for peacebuilding support. Programmatic risks include lack of inclusive partnerships and limited capacities for programme management in relation to performance, monitoring, and evaluation. By definition, initiatives carried out in fragile and post-conflict settings are associated with a higher degree of risk than regular development assistance.

File No.					
Responsible Unit	Permanent Mission of Denmark to the UN in New York				
	<i>Mill.</i>	2024	2025	2026	total
Commitment		75	40	85	200
Projected ann. Disb.		75	40	85	200
Duration of strategy	2024 – 31 December 2026				
Finance Act code.	§ 06.32.08.80				
Desk officer	Maria Stage				
Financial officer	Michael Blichfeldt				

SDGs relevant for Programme



Budget

The contribution to the Peacebuilding Fund is financed through Denmark's Peace and Stabilisation Fund.

Danish involvement in governance structure

- Denmark contributes annual meetings of the Peacebuilding Fund and participates in other donor meetings and field visits, as relevant.
- Denmark is a member of the Peacebuilding Commission (2023-2024) and has a candidacy for the Security Council (2025-2026).

How will we ensure results and monitor progress:

- Annual narrative and financial reports by the UN on the Peacebuilding Fund.
- Danish inception study /mid-term review.
- Through the organisation strategy: follow up through contact group, annual action plan, annual stocktaking and reporting.

Strat. objectives

To provide fast, flexible and catalytic funding for nationally owned, integrated peacebuilding initiatives, enabling national actors to manage conflicts more peacefully and foster just and inclusive societies

Priority results

Women and youth inclusion; facilitating transitions; and cross-border and regional approaches

Immediate response to peacebuilding needs

Longer-term peacebuilding and recovery

Core information

The UN is a key actor for the international community's efforts in promoting peace and security. Within a changing and challenging geopolitical landscape, the number of crises around the world has grown and many countries are facing multiple and interrelated threats and risks to peace and security.

Denmark's contributions to the Peacebuilding Fund is consistent with these Danish foreign policy and development priorities with a focus on conflict prevention, multilateralism, political processes, women and youth participation, incorporation of human rights and climate, and coherent and integrated approaches to peace and stabilization. It is complementary to other Danish contributions to the UN's peace and security pillar

Organisation Strategy for support to the prevention, peacebuilding and sustaining peace efforts of the United Nations

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I. Objective:

This Strategy for the cooperation between Denmark and the United Nations forms the basis for the Danish contributions to the Multi-Year Appeal of the UN Department of Political and Peacebuilding Affairs (DPPA) and the UN Peacebuilding Fund (PBF), and it is the central platform for Denmark's dialogue and partnership with DPPA, including the Peacebuilding Support Office (PBSO). It sets up Danish priorities for the DPPA and PBF performance within the overall framework established by their own strategies. As part of these priorities, it outlines specific goals and results vis-à-vis DPPA that Denmark will pursue in its cooperation with the organisation. Denmark will work closely with like-minded countries towards the achievement of these.

The UN is a key actor for the international community's efforts in promoting peace and security. Within a changing and challenging geopolitical landscape, the number of crises around the world has grown and many countries are facing multiple and interrelated threats and risks to peace and security. DPPA and its field operations are an important part of the UN's capacities to prevent, manage and resolve conflict and sustain peace and to work more efficiently, effectively, inclusively and innovatively to deliver collective impact on the ground. The UN Secretary-General's Peacebuilding Fund (PBF) is the organisation's financial instrument of first resort to sustain peace in countries or situations at risk of being affected by violent conflict.

The UN plays an important role in relation to Denmark's development and foreign policy priorities, and Denmark has traditionally prioritised support to the UN and its Peacebuilding Architecture. The Strategy for Development Cooperation sets out that we must do more to prevent conflicts and crises and react properly when they erupt. There is a need for more than humanitarian assistance to address protracted crises, which is among the reasons to strengthen conflict prevention and peacebuilding efforts. Denmark's Foreign and Security Policy Strategy recognises the importance of equal partnerships and effective multilateralism, including a long-term approach to the prevention and stabilisation of conflicts and crises.

The cooperation is expected to further strengthen Denmark's strategic partnership with DPPA, including the Peacebuilding Support Office, by supporting the Department to leverage its capacities for prevention and peacebuilding and the Fund to deliver timely, catalytic and risk-tolerant investments in peacebuilding through a range of partners. Denmark has a long standing partnership with DPPA and the Peacebuilding Fund, which is now intensified at a time of Denmark's membership of the UN Peacebuilding Commission (2023-2024) and candidacy for the Security Council (2025-2026).

This organisation strategy provides the frame for the strategic partnership engagement with both, bringing a portfolio approach to policy engagement. At the same time, grant agreements remain separate. It concerns multi-year, core funding to entities on the OECD-DAC list, whereby, it is in line with Denmark's multilateral guidelines concerning organisation strategies. The approval

process of this organisation strategy involves programme committee, the steering committee of the Peace and Stabilisation Fund, and the Minister of Foreign Affairs.

II. The organisation:

The UN Department of Political and Peacebuilding Affairs (DPPA) is the lead entity of the UN for “good offices”, political missions, analysis, mediation, electoral assistance and peacebuilding support. The Department manages more than 30 Special Political Missions around the world, providing vital operational support to Special Representatives of the Secretary-General (SRSGs) and Special Envoys. Across all areas of work, DPPA often relies on a diverse range of partners to prevent conflict and promote peace, including Resident Coordinators and UN Country Teams, regional and sub-regional organisations, Member States upon request and civil society organisations. The Peacebuilding Support Office fosters international support for nationally-owned and led peacebuilding efforts. From 2006 to 2022, the Peacebuilding Fund (PBF) has approved nearly \$1.9 billion for peacebuilding projects in 65 recipient countries.

The strategic focus of the cooperation is to contribute to a reduction in the risk of outbreak, escalation, continuation and recurrence of violent conflict globally, while also helping move towards recovery, increased social cohesion, reconstruction and development. The **theory of change** set out in DPPA’s Strategic Plan (2023-2026) is that *‘if DPPA deploys the full range of its resources based on cross-cutting analysis, in collaboration with others within the UN system and in partnerships with regional, national and local stakeholders, drawing on an internal culture shaped by a commitment to learning and innovation, it will contribute to the prevention and resolution of violent conflict and to sustainable peace’*. The theory of change of the Peacebuilding Fund (2020-2024) is that if *‘PBF provides fast, flexible and catalytic funding for nationally owned, integrated peacebuilding initiatives, then national and international actors can respond faster to critical peacebuilding gaps and opportunities, delivering strategic peacebuilding and prevention effects, catalysing additional resources and innovative approaches, and facilitating more coherent, joined-up approaches, and thereby enabling national actors to manage conflicts more peacefully and foster just and inclusive societies’*.

Organisational structure and governance arrangements: DPPA is headed by an Under-Secretary-General for Political and Peacebuilding Affairs who reports to the Secretary-General. The Department – in its current structure – was established on 1 January 2019 following the reform of the United Nations peace and security pillar. The reform brought together the former Department of Political Affairs (DPA) and the United Nations Peacebuilding Support Office and thereby, put a greater focus on prevention and peacebuilding. DPA and the former Department of Peacekeeping Operations (now the Department of Peace Operations, or DPO) also merged their previously parallel regional divisions to create a single structure to provide more coherent political analysis and strategic advice. Annex 1 introduces the reform and organisational structure in greater detail.

The UN Peacebuilding Architecture was established in 2005 with the Peacebuilding Support Office; the Peacebuilding Commission as a new intergovernmental body; and the Peacebuilding

Fund as a unique, agile instrument complementing programmes of UN entities and other partners rather than being a new UN agency.

The Peacebuilding Support Office (PBSO) assists the Peacebuilding Commission (PBC), manages the Peacebuilding Fund (PBF) on behalf of the Secretary-General, and works to enhance system-wide coherence and partnerships with UN and non-UN actors. The Head of PBSO, the Assistant Secretary-General for Peacebuilding Support, is responsible for the overall management of the Peacebuilding Fund. Requests for support are made by the Resident Coordinator in consultation with the said government. All projects are reviewed by the inter-agency Peacebuilding Project Review Group and the PBSO Project Appraisal Committee who recommends projects for approval, approval subject to conditions, or rejection. All projects are approved by the Assistant Secretary-General for Peacebuilding Support on behalf of the Secretary-General. An audit of the management of the Fund found that it has established appropriate governance, coordination and quality assurance processes¹.

The UN General Assembly guides the operations of the Peacebuilding Fund. The Peacebuilding Commission may also offer policy guidance on how the PBF is to be used. Appointed by the Secretary-General, an Advisory Group for the Peacebuilding Fund provides oversight on the Fund's strategic direction and the effective use of its resources. Members are appointed for a two-year period and up to two consecutive terms.

The General Assembly also reviews overall DPPA programme plan under the United Nations programme (regular) budget, including through the Committee on Programme Coordination (CPC) and the Fifth Committee, which is responsible for review of the financial resources for DPPA under the regular programme budget.

Financial situation: DPPA's primary source of financing is the regular programme budget of the United Nations. The budget of DPPA (regular budget and voluntary contributions) amounts to about \$85 million in 2023, excluding the budget for the Peacebuilding Fund (PBF). The Peacebuilding Fund received \$152,673,549 in contributions from donors in 2022. It is a concern that the UN is becoming more dependent on voluntary contributions.

The **Multi-Year Appeal (MYA)** is DPPA's primary extra-budgetary instrument to fund its work to strengthen peace and security worldwide. These voluntary contributions are essential for enabling the operational work of DPPA in areas including mediation, electoral support, women, peace and security, innovation and climate security. The multi-year appeal finances 1/3 of DPPA's staffing capacities and the majority of its travel needs, e.g. from the capacity to support political analysis and crisis management planning in context of the war in Ukraine to develop guidance material on integrating climate considerations into UN mediation. It allows the DPPA to be more field-oriented and operational. The multi-year appeal is flexible (2/3 unearmarked), fast (can be deployed within 72 hours) and global (funds political work worldwide). The DPPA

¹ UN Office of Internal Oversight Services (2019/062). Audit of programme and operational management of the Peacebuilding Fund by the Peacebuilding Support Office.

Trust Fund in Support of Political Affairs is the modality through which DPPA received extra-budgetary funds, and it is administered by the UN Controller's Office. An audit by the UN Office of Internal Oversight Services of the Trust Fund in 2021 found that the governance and oversight mechanisms are satisfactory.

The request for funding of the multi-year appeal is \$170 million between 2023 and 2026. In 2022, the DPPA multi-year appeal received \$36.4 million out of the \$40 million funding target. It received \$28.5 million in 2021. It had an implementation rate of 85 per cent in 2022, which was a slight increase from 83 per cent in 2021.

The UN Secretary-General's **Peacebuilding Fund (PBF)** was created in 2005 through joint resolutions of the Security Council and the General Assembly and acts as a fast, flexible and risk-tolerant mechanism to respond to urgent and strategic peacebuilding and prevention opportunities. It funds joint programmes implemented by UN agencies, funds and programmes, as well as civil society organisations, aimed at supporting national peacebuilding priorities. Fiduciary management of the Fund is assumed by the United Nations Development Programme (UNDP)'s Multi-Partner Trust Fund Office with primary responsibility for maintaining the Fund's accounts.

The Secretary-General seeks to expand its role and size through a call for a quantum leap in funding and prioritising prevention. Yet, the Peacebuilding Fund received \$152,673,549 in contributions from donors in 2022, which is a decline compared to the \$192,499,902 in 2021, and not near the ambitious target in the Strategic Plan of \$295 million for 2022. The Peacebuilding Fund approved \$231,455,573 for 109 projects in 37 countries in 2022, which is a record high level of approvals and indicates continued and increased demand. The fund balance has reached \$58,571,904 in 2022 compared to \$91,746,222 in 2021. The fund has introduced a tranche-based system, where project budgets are paid in tranches pending the project progress. The Fund's cash balance has reached record low levels in 2023.

Examples of the programmes and activities supported through the DPPA Multi-Year Appeal and the Peacebuilding Fund are available in Annex 2.

Prior Danish contributions to DPPA and the Peacebuilding Fund

In 2022, Denmark renewed two agreements with DPPA and provided a total \$1,701,999 to support the Department. This makes Denmark DPPA's eight largest donor, out of 31 donors. The first agreement covers \$1,430,000 in 2022 and represents Denmark's unearmarked core contribution to fund DPPA's conflict prevention and peacemaking efforts through the multi-year appeal. An additional multi-year agreement of \$271,998 annually is earmarked for DPPA's political efforts in Syria (multi-year agreement 2022-2025). The Danish support for DPPA's Syria work is part of Denmark's Syria - Iraq Peace and Stabilisation Programme for 2022-2025. Denmark also sponsored two Junior Professional Officers (JPOs) in DPPA. Since 2011, Denmark has provided over \$12.8 million to DPPA's Multi-Year Appeal, with an annual average of \$1,073,230.

Denmark is among the top donors to the Peacebuilding Fund. The contributions to the current multi-year agreement amount to DKK 150 million (approximately \$22.3 million) for 2021-23. A new multi-year agreement is being planned for 2024-2026. Denmark had the presidency of the Security Council when the resolutions that established the peacebuilding architecture, including the Fund, were adopted in 2005. Since 2006, Denmark has contributed \$52,380,828 to the Peacebuilding Fund.

These current contributions are financed through Denmark's Peace and Stabilisation Fund, which is a catalytic and flexible instrument, enabling Denmark to contribute to stability and peace in fragile and conflict-affected contexts, and respond to emerging crises in line with Danish foreign and security policy priorities. The Danish authorities involved in the management of the Fund are the Ministry of Foreign Affairs (MFA), the Ministry of Defence (MoD), and the Ministry of Justice (MoJ).

III. Lessons learnt, key strategic challenges and opportunities:

The forthcoming review of the **UN Peacebuilding Architecture** in 2025 provides an opportunity to further strengthen the UN's efforts to prevent conflict and sustain peace. Since 2016², the UN's understanding of peacebuilding has broadened to include activities aimed at preventing the outbreak, continuation, escalation and recurrence of violent conflict, which are relevant across all the pillars of the UN (development, human rights and peace and security) and requires a comprehensive, coordinated and coherent approach. Another key opportunity is the 2024 Summit of the Future and the deliberations on the UN Secretary-General's policy brief on a **New Agenda for Peace**, which was launched in July 2023.

DPPA is performing well in terms of its objectives³. The 2021 Board of Auditors report notes efforts taken by the UN to implement the **2019 reform of the peace and security pillar** to allow for an integrated response to peacemaking, peacekeeping and peacebuilding at the global, regional and country levels. Such efforts include change management, performance management, and

² UN General Assembly resolution 70/262 (2016) and Security Council resolution 2282 (2016).

³ Cf. DPPA 2022 results framework.

regional strategies. The report also identifies challenges of advancing a whole-of-pillar approach through reform, fostering a new organisational culture with increased staff satisfaction and improved administrative processes. The 2022 Board of Auditors report notes weakness in the reform relating to the shared structure between DPPA and Department of Peace Operations (DPO). Furthermore, together, the 2021 and 2022 Board of Auditors reports and the 2022 audit by the Office of Internal Oversight Services⁴ note the need for better engagement, representativeness and selection of the sanctions monitoring expert roster, mediation roster members⁵, and the roster of electoral experts. Another area for improvement is strengthened project management in relation to key performance indicators⁶. Among the goals of the DPPA strategic plan 2023-2026 is to foster a stronger, more diverse and more effective Department, including by addressing some of these challenges. Therefore, strengthening of the organisational effectiveness of DPPA and its role within the UN system as well as project management deserve attention.

The **Peacebuilding Fund** remains essential for the Secretary-General's prevention agenda and for joint programming at the country level. The priorities of the Peacebuilding Fund continue to be relevant⁷, and the 2021 and 2022 Board of Auditors reports found that the Fund has proven to be an important tool providing for a flexible, responsive and focused resource at the disposal of the UN system but noted a significant gap between the level of funding available and the level of funding required to meet peacebuilding needs. The 2022 report notes a need for enhanced project management⁸ to address projects that are off track and enhance results in cross-border, regional and transition contexts. Mobilisation of financing, greater prioritisation of support to projects in cross-border, regional and transition contexts and enhanced reporting on the catalytic effect of PBF projects emerge as key areas for follow up.

Projects financed through the Peacebuilding Fund provide an opportunity for joint programming across UN entities and civil society partners. Since 2019, there has been progress in coordination between development and peacebuilding efforts and a growing number of Resident Coordinators are mobilising financing through the Peacebuilding Fund for prevention⁹. Furthermore, there is an opportunity for improvement in the collaboration between members of the UN Country

⁴ UN Office of Internal Oversight (2022/92). Audit of electoral assistance activities in DPPA.

⁵ These findings are also supported by the 2021 joint lessons learned study commissioned by DPPA and the UN Department of Peace Operations (DPO) on maximising complementarity between peacekeeping operations and special political missions.

⁶ UN Office of Internal Oversight (2021). Audit of the Trust Fund in support of Political Affairs in the Department of Political and Peacebuilding Affairs.

⁷ Mid-Term Review (MTR) of the Peacebuilding Fund's Strategy 2020-2024; 2022 annual review of the PBF by the United Kingdom under its Conflict Prevention and Peacebuilding Programme (C3P).

⁸ The audit of the UN Office of Internal Oversight Services (2019/062) of the programme and operational management of the Peacebuilding Fund found that there is a need to improve monitoring, documentation and evaluation of projects, and application of project evaluation results.

⁹ UN General Assembly and ECOSOC (A/78/72-E/2023/59). Report of the Secretary-General: Implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system; 2023 QCPR Monitoring Framework.

Team and the Resident Coordinator, including in relation to reporting on the UN Sustainable Development Cooperation Frameworks. Therefore, the performance of the Resident Coordinator system is of relevance to the Peacebuilding Fund's contribution towards systemic coherence.

DPPA and PBF in relation to Denmark's priorities in development cooperation and foreign policy

In accordance with Denmark's Foreign and Security Policy Strategy (2023), Denmark works to strengthen the rules-based world order and effective multilateralism and prioritises equal partnerships. Denmark also works towards a more holistic and thus long-term approach to the prevention and stabilisation of crises and conflicts. Denmark actively supports the UN's strategic and political work with conflict resolution, implementation of conventions, and protection of human rights. Objective four of the Danish Strategy for Development Cooperation (2021-2025) is to deliver safety and security through peacebuilding and stabilisation.

Denmark's contributions to the DPPA multi-year appeal and the Peacebuilding Fund are consistent with these Danish foreign policy and development priorities with a focus on conflict prevention, multilateralism, political processes, women and youth participation, and coherent and integrated approaches to peace and stabilisation including through the Humanitarian-Development-Peace nexus. Both contributions are complementary to other Danish contributions to the UN's peace and security pillar and the membership of the Peacebuilding Commission in 2023-2024. It also positions Denmark as a top donor to the UN's Peacebuilding Architecture and underpins the Danish candidacy to the Security Council 2025-2026.

For Denmark, the HDP nexus approach entails a change in mindset regarding coordination and analysis, programming and financing¹⁰. It is an opportunity to boost consistency, complementarity and cooperation across the three pillars. The UN Peacebuilding Architecture has a particular role in fostering this integration of peacebuilding and enhancing conflict-sensitivity in the development and humanitarian pillars as well as bringing coherence to the peace pillar. The Peacebuilding Fund contributes to encourage a HDP nexus approach through joint analysis and programming.

Partnership engagement: Denmark actively engages in discussions on the strategic directions of DPPA and the Peacebuilding Fund. The priority areas in section IV will inform the partnership engagement. Denmark participates in the annual donor meeting of DPPA as well as other meetings of the donor group and field visits, as relevant. Additional entry points include the UN General Assembly Committee on Programme Coordination and the Fifth Committee. Denmark is also a member of the Group of Friends for the Peacebuilding Fund and participates in donor meetings and field visits, as relevant. This includes the annual strategic donor meeting and other

¹⁰ Ministry of Foreign Affairs (2022). Securing coherence between humanitarian aid, development cooperation and peacebuilding (the HDP nexus).

meetings between Denmark and the Peacebuilding Support Office, including high-level participation. Denmark will contribute to debates in the UN General Assembly on the annual report on the Peacebuilding Fund. Furthermore, Denmark will engage with members of the Peacebuilding Fund advisory group.

Denmark will also support priorities through engagement in the broader peace and security processes, platforms and initiatives. Denmark is a member of the Group of Friends for respectively sustaining peace; mediation; women, peace and security; climate, peace and security as well as the Group of Champions for youth, peace and security and the Human Rights and Conflict Prevention Caucus. Denmark will contribute to annual debates in the UN General Assembly on peacebuilding and sustaining peace as well as the annual open debate of the Security Council on women, peace and security.

In addition, Denmark is a member of the Peacebuilding Commission in 2023-2024. In 2022, 10 out of 11 country-specific meetings of the Peacebuilding Commission were focused on Peacebuilding Fund eligible countries, many of which are in Africa. Denmark will contribute to the General Assembly debate on the annual report on the Peacebuilding Commission.

Denmark will also explore additional avenues for informing the future of the UN peace and security pillar. At the country-level, embassies liaise with DPPA, PBF and other UN staff, as relevant. Updates on the work (such as quarterly approval of new projects through the Peacebuilding Fund) will be shared with relevant embassies by the Permanent Mission of Denmark to the UN in New York. The Danish mission also engages in relevant policy processes. For instance, in 2023, Denmark has actively participated in consultations on the New Agenda for Peace in the lead up to the Summit of the Future in 2024, including by bringing a focus on peacebuilding.

Implementation and reporting on the organisation strategy

A contact group for the follow-up on this organisation strategy will be established in accordance with Denmark's guidelines on multilateral organisation strategies. The contact group will be comprised of staff from the Ministry of Foreign Affairs, the Permanent Mission of Denmark to the UN and embassies, bringing experiences and expertise with peacebuilding and conflict prevention. As for the implementation and reporting on this organisation strategy, Denmark will utilise the processes and initiatives described in this section and proactively seek additional opportunities. Furthermore, at least two meetings per year will be called in the contact group to plan ahead by developing an annual action plan as well as take stock of the implementation of the organisation strategy. An annual stocktaking report will be developed during the period of the strategic plan, drawing upon various information resources. During the period for the organisation strategy, Denmark will have an studies/evaluations conducted. The annual financial reporting in the MFA systems will be conducted in accordance with relevant guidelines.

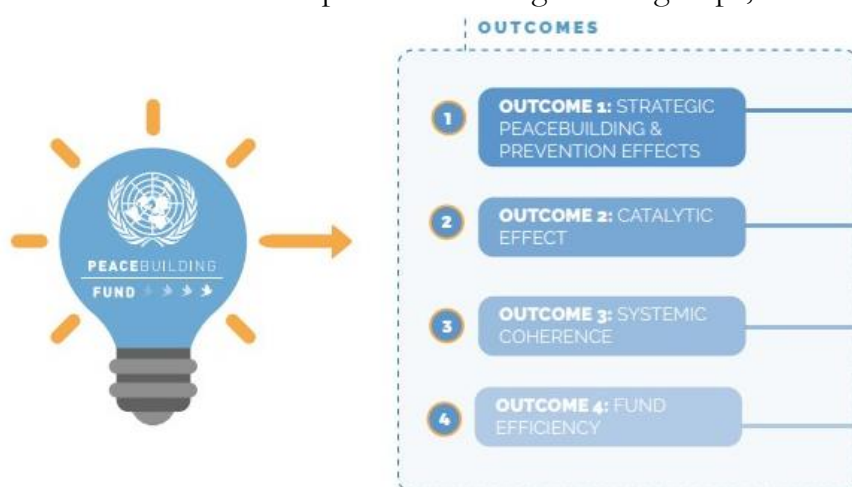
IV. Priority areas and results to be achieved:

While Denmark stays fully committed to DPPA's and PBF's strategic plans as a whole (cf. figures of the three goals and seven objectives for DPPA and four outcome areas for PBF), the following priority areas have been selected for Denmark's partnership dialogue with DPPA and PBF based on shared priorities.

Priority: Prevention and peacebuilding

To sustain peace, it is critical to strengthen national capacities for inclusive dialogue, conflict prevention and peacebuilding. DPPA supports national actors through the work of special political missions to deliver local capacity-building initiatives, electoral assistance and support to national dialogue initiatives. Key inter-agency initiatives include the UNDP-DPPA Joint Programme on Building National Capacities for Conflict Prevention, the UN Transition Project, and the Climate Security Mechanism. Projects financed through the Peacebuilding Fund promote civil society engagement and women and youth participation in peacebuilding as well as local, cross-border and regional approaches and invest in prevention and transition contexts.

This relates to Danish priorities for development cooperation in relation to rebuilding societies, supporting prevention, peace and stabilisation and incorporation of marginalised groups, women, children, young people, climate and human rights in all actions as well as fostering integrated approaches across humanitarian action, stabilisation efforts and long-term development. Denmark supports civil society and a safe civic space, online and



offline¹¹, as well as the women, peace and security agenda¹². Denmark promotes a long-term perspective to stabilisation and peacebuilding from the outset to address structural and underlying causes of conflict such as exclusion, inequalities, poverty and governance failures¹³. Integration between climate and security as well as climate across the HDP nexus is a Danish priority¹⁴.

Sub-priorities:

- = Accelerating the implementation of the women, peace and security agenda.
- = Promoting the full, equal and meaningful participation of young people in peacebuilding.
- = Increased civil society engagement, including local peacebuilding actors, as partners in setting peace priorities and as recipients of funding.
- = Prevention and peacebuilding capacities in UN Country Teams and special political missions.
- = Prioritising cross-border and regional approaches.
- = Emphasis on climate, peace and security, including climate adaptation in fragile and conflict-affected contexts.
- = Supporting the political process in Syria.

Priority: Analysis for a holistic and integrated approach to sustain peace

DPPA works to provide timely, integrated, multidimensional, gender-responsive, data-driven and climate-informed analysis of country and regional situations to make UN responses better informed and targeted. The PBF plays an important role in enabling partnerships, fostering systemic coherence and facilitating joint analysis, planning and programming.

As part of the Strategy for Development Cooperation, Denmark aims to ensure that conflict management, peacebuilding, and social and economic recovery are part of humanitarian activities from the outset and to promote a humanitarian-development-peace nexus approach, including in UN activities. A human rights-based approach is key to Danish support. Analysis is essential in fostering such integrated approaches and is a part of Denmark's approach to Doing Development Differently. This implies a strong conflict analysis, which is updated as the situation evolves, goes across the HDP nexus and is used for early warning in order to contribute to conflict prevention.

Sub-priorities:

- = Provision of integrated political analysis with human rights, socio-economic, conflict-sensitive and humanitarian lenses, which is age-sensitive and gender-responsive.

¹¹ Ministry of Foreign Affairs (2022). How-to-note: Support to civil society.

¹² Ministry of Foreign Affairs of Denmark (2022). How-to-note on Women, Peace and Security

¹³ Ministry of Foreign Affairs of Denmark (2022). How-to-note on peacebuilding and stabilization.

¹⁴ Ministry of Foreign Affairs of Denmark (2022). How-to-note: Climate adaptation, nature and environment.

- Strengthening evidence-based peacebuilding for innovative, inclusive, locally-driven and participatory approaches to peacebuilding.
- Conflict-sensitivity across the UN system and capacity to address climate-related security risks.

Priority: Effective UN bodies

DPPA contributes to effective multilateralism through support to UN bodies (including the Security Council, the General Assembly, the Peacebuilding Commission, and other subsidiary organs). The Peacebuilding Fund supports cross-pillar approaches in connection with other instruments and capacities of DPPA.

In accordance with the Danish Foreign and Security Policy Strategy, Denmark's candidacy for an elected seat in the UN Security Council in 2025-2026 is a high priority. It is an opportunity for Denmark to play a role as a bridge builder, support the functioning of the Security Council under difficult conditions, and promote a more holistic and thus long-term approach to the prevention and stabilisation of crises and conflicts. As set out in the Danish Strategy for Development Cooperation, Denmark will support multilateral cooperation in relation to fragility, conflict and violence and foster cooperation with local, regional and international actors. Denmark is a member of the Peacebuilding Commission in 2023-2024.

Denmark will seek to constructively engage in the process relating to the 2025 review of Peacebuilding Architecture and the Summit of the Future in 2024 to strengthen a holistic approach to UN efforts to sustain peace and prevent conflict and violence.

Sub-priorities:

- Fostering whole-of-system and whole-of-society approaches, including women's full, equal and meaningful participation and the protection of civil society representatives and human-rights advocates.
- Putting climate, peace and security on the agenda.
- Prioritizing prevention across the pillars of the UN system.

Priority: Organisational effectiveness

This section has a focus on efforts to enhance organisational effectiveness. The Danish requirements relating to reporting, audit, monitoring and evaluation and fraud will be outlined in grant agreements.

DPPA strives to be an inclusive, collaborative, creative, diverse, innovative and learning work environment that supports staff in continuous improvement, innovation, and enhances cross-pillar cohesion, to strengthen internal effectiveness, coherence, and efficiency. The PBF maintains and enhances management and governance systems that consolidate it as a leading multilateral, pooled financing instrument, including by balancing oversight of resources with the Fund's ability to be flexible and effective.

Sub-priorities:

- = Enhancing frameworks and approaches that promotes diversity, localisation, and do-no-harm principles.
- = Optimising operational, administrative and cultural practices.
- = Prioritising innovation and programme management for agile and effective instruments.

V. Budget:

Denmark is a long-term and committed partner of DPPA and will continue to provide flexible funding through unearmarked core support to DPPA’s multi-year appeal and the Peacebuilding Fund. Denmark is planning multi-year grants for the period of this strategy. This flexibility enables DPPA and the Peacebuilding Fund to respond when a crisis hits and plan ahead to address risks of reverse in peacebuilding gains. The contribution to the Peacebuilding Fund is higher than to the DPPA multi-year appeal, because the Fund provides financing of projects at the country and regional level and the multi-year appeal concerns strengthening the capacity of DPPA to carry out its activities. Funding comes from the Peace and Stabilisation Fund budget line of the financial bill.

Funding as stipulated in the draft Danish Finance act for 2024 (DKK million)	Finance Act code	2023	2024*	2025*	2026*
Contribution to the DPPA multi-year appeal	§ 06.32.08.80	15	15	10	10
Contribution to the Peacebuilding Fund	§ 06.32.08.80	**	75	40	85
Total contribution		15	90	50	95

* Subject to annual parliamentary approval.

** Denmark contributes 39 DKK million to the Peacebuilding Fund in 2023, which is the third tranche of the 2021-2023 multi-year grant to the Peacebuilding Fund, and therefore not included in the budget of this organisation strategy (finance act code: § 06.32.08.80).

Furthermore, Denmark provides 2 DKK million per year as an earmarked contribution to the UN support to the political process in Syria for the period of this organisation strategy, which has a standalone project document and agreement with DPPA for 2022-2024 (finance act code: § 06.32.08.80).

VI. Risks and assumptions

The below contextual, programmatic and institutional risks may negatively affect the realisation of the ambition of DPPA and the Peacebuilding Fund and pertain specifically to the Danish priorities specified in the above:

Contextual risks

- Today's conflicts are complex, multidimensional and involves varying timescales, whereby, DPPA's and the Peacebuilding Fund's responses must involve adaptability and a flexible combination of interventions.
- The UN is often one among multiple actors. DPPA must seek out and maximise its added value of direct political engagement and comparative advantage in each situation. The Peacebuilding Fund must leverage its potential as a timely, catalytic and risk-tolerant instrument. It also calls for a further diversifying of partnerships (e.g. to address lack of inclusiveness in partner selection; inability of partner to spend funds in a timely manner; degree of CSO participation) and utilise what works well (e.g. the Fund is good in enabling partnerships, complementing other efforts and integrating regional organisations).
- Perceptions of the UN; levels of national and regional comfort with international involvement; and the breadth and depth of pre-existing relationships will affect the DPPA's impact. Effective strategic communications, multilingualism and strong anticipatory relationships are important in this regard.

Programmatic and institutional risks

- Resource mobilisation is the major risk for the Peacebuilding Fund where the demand is outpacing the availability of resources, and the record-level approvals of projects. Furthermore, with the regular programme budget of the UN under strain and growth in demand for DPPA activities, the Department has come to rely increasingly on voluntary contributions.
- Performance, monitoring and accountability shows risks such as lack of adequate information and credible evaluation, where new initiatives have been taken by the Peacebuilding Support Office, including the Strategic Results Frameworks (SRFs) and the ongoing work to develop a Peacebuilding Impact Hub.
- The 2021 Board of Auditors report notes underachievement of the strategic objectives of the Peacebuilding Fund. The audit therefore recommended a revision of performance targets based on experience in the initial three years of its strategy. The catalytic effect of projects, deserves attention.
- Another risk relates to limited capacity of DPPA to react when a crisis hits, if engagement and representativeness of expert rosters are not strengthened as well as the shared structure between DPPA and DPO.

Annex 1: Implementing the Peace and Security Reform

PEACE AND SECURITY REFORM

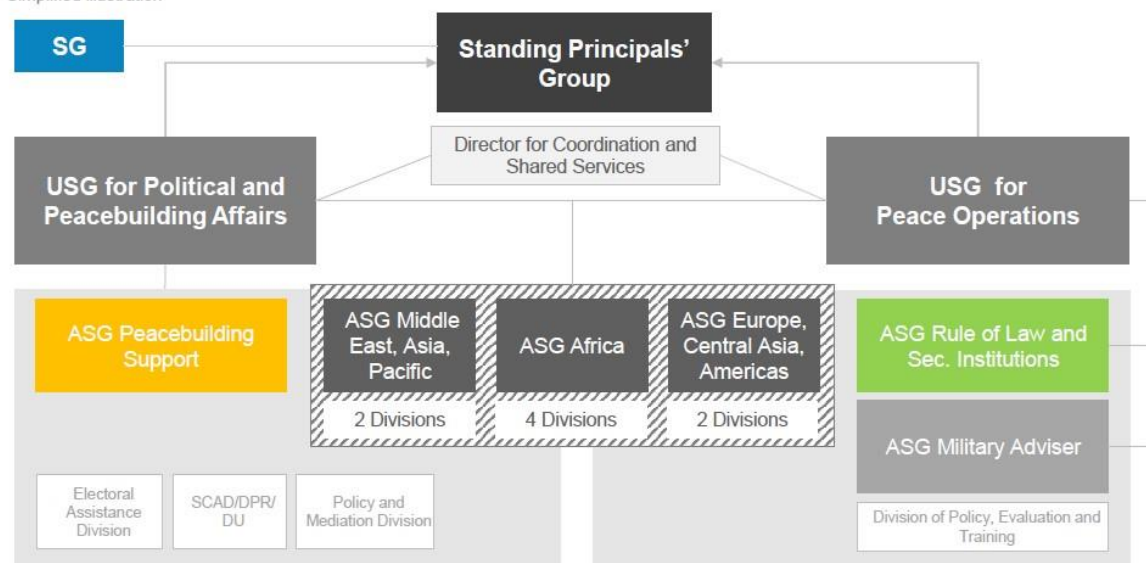


Two new departments with 'whole-of-pillar approach'

It's about making UN headquarters more coherent, nimble and effective

Proposed structure with two departments, single regional structure & unified leadership

Simplified illustration



Establishing new structures

The Department of Political and Peacebuilding Affairs (DPPA) is responsible for all Secretariat matters related to the prevention, management and resolution of conflicts at the global level. The department is the lead entity of the United Nations for good offices, political analysis, mediation, electoral assistance, peacebuilding support and political guidance as they relate to the Organization's efforts towards, inter alia, preventive diplomacy, peacemaking, peacebuilding and sustaining peace. The department oversees the work of the special political missions under its responsibility, including special envoys and regional offices, and provides support to resident coordinators working in complex political situations.

DPPA works closely with the Department of Peace Operations (DPO). The two departments were established as new Secretariat departments on 1 January 2019, as part of the restructuring of the peace and security pillar. DPPA combines political and analytical capabilities and expertise in areas such as electoral assistance, mediation and Security Council affairs with the peacebuilding responsibilities previously performed in separate entities in the Secretariat, while DPO provides specialized capabilities in areas such as military affairs and the rule of law. Both departments support strategic, political and operational backstopping to the peacekeeping operations and special political missions within their respective purviews.

DPPA and DPO share a single political-operational structure with regional responsibilities, overseeing the day-to-day management of all political and operational peace and security activities and headed by three Assistant Secretaries-General: for Africa; for Europe, Central Asia and the Americas; and for the

Middle East, Asia and the Pacific. The departments have access to their own and each other's specialized capacities and services, including the Peacebuilding Support Office (PBSO), which was brought into DPPA and strengthened with additional posts, thereby contributing to the revitalization of the Office, as mandated in General Assembly resolution 70/262 and Security Council resolution 2282 (2016) on the review of the peacebuilding architecture.

As part of the peace and security reform, the Secretary-General also created a Standing Principals' Group, a forum that brings together the Secretary-General with the Under-Secretary-General for Political and Peacebuilding Affairs, the Under-Secretary-General for Peace Operations, the Under-Secretary-General for Counter-Terrorism and the Under-Secretary-General and High Representative for Disarmament Affairs, to ensure coherence and unified decision-making on peace and security matters.

With the structural changes implemented, ensuring that there is no duplication of effort across the different pillar entities is a first step towards establishing common approaches and practices across the peace and security pillar. DPPA and DPO are working together to fully and effectively embedding integrated work practices across the pillar along with standardizing and simplifying common processes.

Managing change

Since the structural changes took place on 1 January 2019, DPPA and DPO have prioritized practices that foster coherence and integration, ensuring a whole-of pillar approach to geographic settings, and facilitating alignment with the development and human rights pillars.

DPPA and DPO worked together to develop a joint vision statement, which has since been updated to outline the jointness and coherent approach across the two departments and is also reflected in the new DPPA Strategic Plan 2023-2026. The vision statement intends to help ensure that personnel in both departments share a strong sense of the pillar's vision, strategy, and values, and work together in an integrated manner towards common goals.

Results from the 2021 Staff Engagement Survey (released in 2022) showed that pillar staff hold favourable views on several dimensions, particularly around clarity of direction, manager relationship, and performance management. Notably, DPPA and DPO survey responses showed an above-average increase in strengthening organizational culture, when compared to the Secretariat average.

To promote long term culture change, DPPA and DPO developed a comprehensive plan—"BuildingOurPillar"—containing concrete activities to support the building of a shared and agile culture, assist staff in their professional development and increase knowledge of different parts of the pillar.

The joint gender parity action plan is an integral component of culture change efforts, focused on building an enabling environment conducive to gender equality. The two departments also work closely on other mainstreamed activities and issues, including disability inclusion, efforts to achieve more equitable geographic representation, and anti-racism advocacy.

Nearly five years on from the reforms, DPPA and DPO have mainstreamed the goals of the reform into their regular work; the establishment of joint mechanisms – including the Standing Principals' Group, regular discussions at USG and ASG level, as well as other strategic and operational coordination meetings – serve as forums to address common issues, opportunities and challenges among senior decision-makers and at the working level, across both departments. Along with various strategic planning and learning tools, including a reform implementation plan, they continue to address the broad reform

objectives, and form the basis of the pillar’s approach to continuous improvement – which is by definition an ongoing process.

Current status of the peace and security reform

To recall, the overarching goals of the restructuring of the peace and security pillar were: 1) to prioritize prevention and sustaining peace; 2) enhance the coherence and effectiveness of peacekeeping operations and special political missions; (3) embrace a whole of pillar approach; and (4) align the pillar more closely with the development and human rights pillars.

In pursuit of these goals, changes to structures and processes took place that have ultimately allowed DPPA to take a comprehensive approach to prioritizing conflict prevention and peacebuilding. Together with DPO, DPPA has moved away from fragmented responses towards a more coherent, “whole-of-pillar” approach by focusing on priorities that include: conducting action-oriented analysis; well-planned, sequenced, coherent, effective UN mission transitions; analysis and action at the regional level integrated across the political, development and human rights pillars; strengthened multi-dimensional gender-sensitive analysis identifying conflict drivers relevant for national and regional development plans; enhanced strategic, substantive and technical support to the Peacebuilding Commission; flexible and catalytic financing to partners to address critical peacebuilding needs, foster innovative approaches, and more effective, integrated peacebuilding interventions based on local ownership; and timely, sequenced and strategic use of the array of tools and expertise found across the pillar.

The reform brought about a change in HQ architecture, but with a view to making work in the field more impactful by prioritizing prevention and sustaining peace and through enhanced effectiveness of field operations. The Secretary General’s report on the review of the reform of the peace and security pillar (A/75/202) provides several detailed experiences and lessons learned, and calls for a shift from tracking reform benefits towards a “continuous improvement” approach to reform.

Annex 2: Examples of the Peacebuilding Fund projects and DPPA’s work through the Multi Year Appeal (MYA).

MYA supports the integration of climate expertise into field missions in West Africa and the Sahel (MYA Annual Report 2022, p. 10).

In West Africa and the Sahel, the United Nations Office for West Africa and the Sahel (UNOWAS) completed five country-specific climate-related security risk assessments. Led by the newly deployed Climate, Peace and Security Advisor, the mission is currently compiling findings into a regional report to synthesize takeaways and entry points for collaboration between UNOWAS, UN Country Teams (UNCTs) and the Economic Community of West African States (ECOWAS). In April 2022, UNOWAS co-organized a regional conference on climate change, peace and security that brought together a wide range of stakeholders and adopted a “Call to Action,” stressing the need for more evidence-based risk analysis, stronger partnerships, and better financing for conflict-sensitive climate adaptation.

To support implementation of the Call to Action, the mission organized two multi-stakeholder meetings in October 2022, dedicated to the role of youth and women in using climate action to build peace in the region

MYA supports women’s participation to ensure inclusive peace processes in Sudan (MYA Annual Report 2022, p. 26).

DPPA continued to advocate for greater women’s participation in the peace process, including encouraging a 40 per cent target for representation in each party delegation to the talks. Furthermore, UNITAMS and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Development Programme (UNDP) jointly organized roundtable sessions convening over 140 Sudanese women to encourage solidarity at a time of deepened mistrust following the military coup. Subsequently, a Women’s Rights Group – consisting of women representatives from Darfur, Kordofan, Blue Nile, Eastern regions and Khartoum – engaged in the Trilateral Mechanism-facilitated political process and was eventually accepted by key Sudanese stakeholders as a formal participant in the political talks in December 2022.

MYA supports the political processes and advocates for greater humanitarian needs in Syria

(MYA Annual Report 2022, p. 34).

MYA funding has allowed the United Nations to be flexible and responsive. The Department provided assistance to the Office of the United Nations High Commissioner for Human Rights (OHCHR) in drafting the report of the Secretary-General on missing persons in Syria requested by the General Assembly. DPPA also contributed to advocacy to promote the Secretary-General’s recommendation for a new institution to clarify the whereabouts of missing persons in Syria and provide support to victims, survivors and families, as well as to relevant human rights organizations, survivor and family associations and Member States in the General Assembly.

The Department supports the work of the International, Impartial and Independent Mechanism and the Independent International Commission of Inquiry to advance human rights, protection, justice, and accountability. DPPA worked with the Office of the Special Envoy’s Gender Adviser to mainstream gender perspectives into the political process and support the Women’s Advisory Board and the Civil Society Support Room. The collaboration has enabled substantive contributions to the overall peace effort.

With MYA support, DPPA has continued to convene all UN entities working on Syria and the region through regular online meetings, ensuring the coordination and monitoring of developments, operational challenges, risks and recommended action. This has been particularly important with regard to the monitoring of military developments in the northwest, northeast and south; violations of international humanitarian and human rights law; issues related to the safe, voluntary and dignified return of refugees; and the collapse of Syria’s economy. Without MYA funding, DPPA would not have the capacity to provide the necessary analysis, coordination, expertise, and advocacy required to support the good offices of the Secretary-General, the Special Envoy for Syria and United Nations inter-agency coordination on Syria. This would negatively impact the Organization’s capacity to advance the political process, as well as its work to assist civilian protection, humanitarian access, human rights and accountability.

Excerpt from DPPA newsletter June 2023: Catalytic Peacebuilding: Transforming Communities in South Sudan, Colombia and Madagascar.

In regions impacted by conflict and violence, catalytic peacebuilding initiatives have been instrumental in fostering positive change and transforming communities. Through collaborative efforts involving government ownership, United Nations’ agencies, development partners, and civil society organizations, the Peacebuilding Fund’s (PBF) projects have helped address the sources of marginalization and enhance social cohesion in three diverse contexts: South Sudan, Colombia and Madagascar.

Impactful Partnerships for Lasting Change: Strengthening Peacebuilding and Reintegration in South Sudan: Building on lessons from two earlier PBF-funded projects, the European Union (EU) Delegation

in South Sudan is collaborating with IOM, UNICEF and WFP in a joint project titled ‘Strengthened Access to Education and Livelihoods and Enhanced Reintegration and Community Cohesion in Areas Affected by Displacement and Returns’. With a total budget of \$25 million, a key component of the project addresses peacebuilding, social cohesion and reconciliation in areas affected by displacement, through dispute resolution and conflict mitigation concerning housing, land and property (HLP).

The preceding projects address youth and conflict issues. ‘Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan’, implemented by IOM and UNESCO, provided vocational support to over 400 at-risk young people and gang members. At least 75% of the 413 young people empowered through the project have continued to sustain and steadily expand their small businesses. Young individuals have changed their lifestyles and invested in their future. Many of these activities can now be sustained through the EU project.

Kur Maruk, a former youth gang member, now runs his own store together with several other young women and men. He said “The project even changed my appearance – I used to wear gang clothes, now I feel good in my nice, colorful t-shirts. My family has seen me change and sees me as a good member again. I also run my own shop with a whole team. My reason to come to the Cash for Work programmes was not just for the money, but to meet others. I enjoy that aspect a lot, because I used to be afraid to go to other places, now I can move freely. I wanted to be a part of this change of perception towards youth. As the project ends, I am thinking ahead: I invest in goods for my shop and support other youth as much as I can.”

The other PBF-financed project, ‘Community Action for Enhanced Capacity for Peaceful Resolution of Housing Land and Property Disputes and Conflict’, is still ongoing and is implemented by IOM and FAO. It addresses housing, land and property disputes. It strengthens communities’ resilience by building the capacity of both formal and informal institutions. This includes conducting gender-sensitive reviews of customary laws, strengthening the effectiveness of local dispute resolution mechanisms and rehabilitating community-prioritized infrastructure and services. This PBF project also serves as a co-funding source for the EU project, contributing \$1.5 million. This enables the EU-funded project to advance its overarching objective of strengthening sustainable reintegration, community cohesion, livelihoods, and access to education and critical services in areas affected by displacement. The PBF’s funding plays a pivotal role in complementing and leveraging activities between the two projects. By providing \$1.5 million to help fulfill the EU’s co-funding requirement of \$5 million, the PBF helped catalyze an additional \$20 million in funding for South Sudan. The synergies between these projects strengthen the collective efforts to address challenges related to displacement and foster sustainable peacebuilding in South Sudan.

Transforming Transitional Justice: Promoting LGBTIQ+ Rights in Colombia's Peacebuilding Process: In a significant stride in adopting an LGBTIQ+-centered approach in Colombia, the country’s three transitional justice institutions have emerged as pioneers, both nationally and internationally. These institutions include the Truth Commission (CEV), the Special Jurisdiction for Peace (JEP) and the Unit for the Search for Disappeared Persons (UBPD). By strengthening civil society and promoting engagement with these institutions, the PBF project titled "Women and LGBTIQ+ people paving a path from justice and memory towards sustaining peace in Colombia" catalyzed transformative change.

Implemented by Christian Aid Ireland in 2021, the project provided timely support to incorporate an LGBTIQ+ approach into the mandates of three transitional justice institutions established under the 2016 Peace Agreement.

As a result, Colombia's Truth Commission became the world's first to commission a study specifically recognizing the distinct forms of violence experienced by LGBTIQ+ individuals during the armed conflict. Through collaboration with Colombia Diversa and the UBPD, experts are providing specialized guidelines for the search for LGBTIQ+ persons. Moreover, the JEP became the first transitional justice body to investigate violence motivated by discrimination or prejudice against LGBTIQ+ individuals as punishable acts. This contributed to the initiation of "macro-case 11" which prioritizes the investigation of sexual violence and other crimes driven by gender, sex, orientation, or gender identity of the victims during the armed conflict in Colombia.

Violence against the civilian population during the Colombian armed conflict marked distinct geographic patterns, with 70% of the acts of violence occurring in eight of Colombia's 32 departments, including Cauca, Valle del Cauca, Choco, and Putumayo. Within these territories, marginalized communities including LGBTIQ+ individuals endured high levels of sexual violence and internal displacement, often going unnoticed. The 2016 Final Peace Accord (FPA) marked a crucial turning point by acknowledging the violence inflicted upon LGBTIQ+ persons during the armed conflict.

Catalyzing Peace in Southern Madagascar: Since 2017, the Malagasy Government and the United Nations, have been working together in the Southern Madagascar region (referred to as 'le Grand Sud') to address marginalization, tensions and strengthen state presence, security and resilience for vulnerable communities. While the needs in this vast and remote region remain immense, PBF's investments have made a meaningful impact over the years by reducing insecurity and promoting social cohesion in the former red zones around Betroka and parts of the Andriiry Massif region. To date, the Fund has invested \$10 million in various peacebuilding initiatives in the region, implemented by UN agencies including UNFPA, UNDP, IOM, FAO, UNCDF and UNESCO in partnership with authorities and civil society organizations.

Enhanced security infrastructure, consisting of eleven gendarmerie outposts constructed and equipped in areas of high security, has not only increased security presence but has also fostered improved relationships between gendarmes and communities through cultural initiatives aimed at building trust and confidence. The peacebuilding projects have engaged with young men and women from diverse communities, including marginalized groups, offering them training opportunities to collaborate and develop as community leaders and youth ambassadors. Over 6,000 young individuals, with nearly half of them women, joined various community associations and organized a wide range of cultural and sporting activities. Moreover, the PBF-funded projects have created economic opportunities for those who were most in need, such as young people and vulnerable groups who often face poverty and exclusion. These economic activities, including enhanced access to local markets, have been supported through joint community dialogues that prioritize community needs.

In this remote area with little state presence, the projects have facilitated exchanges between representatives of state services and the communities to gain a better understanding of local needs. This has resulted in improved delivery of essential local services in isolated areas where state services were not

always available. Mobile legal clinics have played a critical role in providing vital information, raising awareness and offering legal advice, processing over 5,000 cases of disputes within communities. Efforts to improve administrative presence have made it possible for people to obtain essential documents like birth certificates and other key state services.

Benefiting from the Fund's programming, other development partners have been able to initiate and expand interventions in the South of Madagascar that had been previously quite difficult to engage in due to high levels of insecurity, criminality, and lack of confidence between the communities and the state. For example, the peace plans developed by the communities and local authorities, with support from the PBF through inclusive consultation processes are now being integrated into the Local Development Plans funded by the World Bank's MIONJO project, totaling \$200 million.

The PBF focused on promoting more inclusive local planning as a critical step towards strengthening the social contract between the state and the communities. Through a series of facilitated dialogue platforms, the municipalities developed peace plans that reflected the needs and aspirations of the communities.

According to a member of Fokontany Ifarantsa in the municipality of Beraketa, "Since the establishment of the dialogue platforms, I have seen the growing confidence of our communities in our capacities to resolve conflicts, without having to involve the gendarmerie. Now I feel confident in my skills."

The establishment of local consultation committees has paved the way for more inclusive and collaborative governance by ensuring that one-third of the members are women and one-third are young people. These committees, along with the joint development of the peace plans, have enabled people to discuss, identify and prioritize their most pressing needs, while fostering improved communication with government officials.

The enhanced trust established between the security forces and the community representatives through dialogue and reconciliation activities in the targeted municipalities has enabled the World Bank's flagship MIONJO project to expand its reach into those zones. Furthermore, the youth ambassadors and associations trained by the UN programs have been recognized as valuable partners by the Bank's project, building upon the groundwork laid by the PBF through investments in local dialogue mechanisms.

Anjara Manantsara, the Coordinator of the MIONJO project in Madagascar said "MIONJO project plays a crucial role in improving access to essential and basic infrastructure, resilient livelihood opportunities, and local governance in southern Madagascar, with a specific emphasis on empowering youth and women. The contribution of the PBF has had a significant impact, fostering an enabling environment for progress and development in the Great South region, including through improved relations between the communities and the security sector and existence of inclusive local dialogue and planning mechanisms. It has enabled our project to be implemented in additional municipalities in the region. And it has enabled us to leverage the youth leadership skills that the PBF funding has built through engagement with the youth peace ambassadors."

Annex 3: Results framework

OS priorities	Objectives	Outcomes / outputs	Indicators
Prevention and peacebuilding	DPPA objective: Longer-term prevention and peacebuilding support	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
			% of PBF projects in a given country/region coordinated with relevant regional divisions
			# 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)
		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 # 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
		Outcome 3.4: Mission transitions/exit are well-coordinated, effective, and linked to long-term sustainable capacities	% of SPMs that have been asked to plan for their drawdown/exit & that have articulated a Transition Calendar with UNCT partners
	DPPA objective: Multilateral partnerships and frameworks	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
			# 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.]
	PBF objective: Strategic peacebuilding & prevention effects	Outcome 1: PBF investments lead to more and better nationally led peacebuilding & prevention interventions, including in cross-border and transition contexts, and in support of more inclusion of women and youth	1.0.1 % of PBF active projects considered on track with evidence of peacebuilding results
			1.0.2 Percentage of eligible countries that adopted country-level strategic frameworks to guide PBF investment strategy
		Output 1.1: PBF meets annual approval targets set for 2020-24	1.1.1 Total PBF annual approvals in USD
		Output 1.2: PBF approves projects in line with priority windows, and in support of gender-responsive peacebuilding	1.2.1 % of PBF approvals that support gender-responsive peacebuilding
			1.2.2 % of annual PBF approvals to transition settings
			1.2.3 % of annual PBF approvals to women's and youth empowerment
			1.2.4 % of PBF approvals to crossborder initiatives

		Output 1.4: PBF supports national ownership through establishment of Joint Steering Committees (or equivalent)	1.4: PBF supports national ownership through establishment of Joint Steering Committees (or equivalent)
	PBF objective: Systemic coherence	Output 3: PBF investments enable the United Nations system and partners to implement more coherent and integrated approaches to peacebuilding in a timely manner	3.0.1 % of PBF approved projects that are joint UN-CSO projects
		Output 3.1: PBF supports both short term and medium-to-long term peacebuilding initiatives	3.1.1 % of PBF approvals to IRF and PRF facilities
		Output 3.2: PBF provides support in UN peacekeeping and special political mission settings	3.2.2 % of PBF approvals in special political mission settings
		Output 3.3: PBF provides funding to civil society organizations	3.3.1 % of PBF funding to civil society organizations
		Output 2.1: PBF approves projects that are considered risk-tolerant	2.1.1 % of PBF approvals considered “high-risk” (Risk marker 2 & 3)

OS priorities	Objectives	Outcomes / outputs	Indicators
Analysis for a holistic and integrated approach to sustain peace	DPPA objective: Analysis	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
			# of multidimensional analyses incorporating inputs from across the Secretariat and wider UN System
			# of memos/notes to ASGs and USGs that present actionable options, alternative viewpoints, or proposals
			# of Common Country Analysis (CCAs) informed by departmental analysis
	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	
	PBF objective: systemic coherence	Outcome 3: PBF investments enable the United Nations system and partners to implement more coherent and integrated approaches to peacebuilding in a timely manner	3.0.2 Number of PRF countries where PBF planning is aligned with new SDCFs
			3.0.3 In countries with Peace and Development Advisors (PDAs), % of PBF countries where PDAs provided support to PBF processes including eligibility, design, implementation, and quality assurance
3.0.4 % of government, UN and donor respondents who rate PBF’s integration role highly			

	PBF objective: Strategic peacebuilding & prevention effects	Output 1.5: The PBF ensures a robust Monitoring, Evaluation & Learning system	1.5.1 % of PRF countries with strategic frameworks where outcome-level data is collected
			1.5.2 % of projects requiring project evaluations for which a final evaluation has been completed
			1.5.3 % of PRF countries with Strategic Frameworks that engage in community-based monitoring mechanisms or other feedback loops.
			1.5.4 Number of Thematic Reviews commissioned annually
	Additional indicator		Age-sensitive analysis and youth engagement in strategic planning; Climate-sensitive analysis

OS priorities	Objectives	Outcomes and outputs	Indicators
Effective UN bodies	DPPA objective: Longer-term prevention and peacebuilding support	Outcome 3.3: Increased capacities of women, youth and civil society to participate in prevention and peacebuilding processes	% of briefers to the PBC who are: i) women peacebuilders ii) young peacebuilders
		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]*
	Degree of satisfaction expressed by the Chairs of the Security Council Subsidiary Organs with the services provided by the Security Council Affairs Division		
	% 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		
	DPPA Outcome: Support to UN bodies	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*
			# of instances where PBC advises the SC and the GA with DPPA support
		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
			# of briefings organized by DPPA for Security Council, PBC, C24 and CEIRPP
Additional indicator			# of departmental outreach initiatives on the work of DPPA-supported intergovernmental bodies
			External analysis on the participation and protection of civil society, youth and women briefers to the Security Council

OS priorities	Objectives	Outcomes / outputs	Indicators
Organisational effectiveness	DPPA Objective: Innovation and continuous learning	Outcome 6.3: DPPA prioritizes innovative approaches and adapts to new challenges and audiences	# of innovative initiatives
	DPPA Objective: A more collaborative, creative, diverse, inclusive and empowering work environment	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)
			# of initiatives implemented to create an enabling environment conducive to gender equality, diversity, and inclusion
			50% of appointments on posts subject to geographical distribution are from un- or under- represented Member States [in DPPA and DPPA- DPO Shared Structure]
		Outcome 7.2: Strengthened operational, administrative and cultural practices supporting staff empowerment	Progress towards achieving gender parity at each internationally recruited staff level (FS, P-1 to D-1) in DPPA and DPPA-DPO shared structure
			# of DPPA-DPO 'Building Our Pillar' initiatives aimed at enhancing organizational culture
			% of ratings on the Staff Engagement Survey related to organizational culture, on areas relevant to empowerment, collaboration, cohesion
	PBF Objective: Fund efficiency & effectiveness:	Outcome 4: Fund efficiency & effectiveness: The PBF maintains and enhances management & governance systems that consolidate it as leading multilateral, pooled financing instrument with increased resources	4.0.1 Annual financial contributions to PBF in USD
			4.0.2 # of contributors to PBF (disaggregating for existing versus new contributors in the current Strategic Plan)
			4.0.3 % of donors with multi-year commitments
			4.0.4 % of contributions from top 12 donors
		Output 4.1: The PBF manages funds in a responsible and transparent way	4.1.1 PBF overhead as percentage of annual contributions
			4.1.2 Projects that are financially closed within one financial reporting year after project end date.
			4.1.3 The PBF commits to maximize transparency and accountability through regular, informative updates to donors.
	PBF Objective: Catalytic effect	Outcome 2: PBF investments catalyze more investments in peacebuilding at country level, help unblock critical processes, and enable innovative approaches for peacebuilding and prevention	2.0.1 Additional \$ leveraged for peacebuilding initiatives after initial PBF investment
			2.0.2 % of PBF approved projects leveraging innovative/blended finance
		Output 2.2: PBF approves projects that seek to pilot new or untested approaches	2.2.1 % of PBF approved projects which include pilot components