

Triennial Review Report on the Implementation of OIOS Recommendations in the Report on the Evaluation of Political Affairs in Peacekeeping Missions

30 June 2025

Assignment No: IED-25-013



INSPECTION AND EVALUATION DIVISION

Function “The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organization. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organization;”
([General Assembly Resolution 48/218 B](#)).

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Summary

The present triennial review report of the Office of Internal Oversight Services (OIOS), Inspection and Evaluation Division (IED) determines the extent to which the recommendations emanating from the 2021 OIOS evaluation of political affairs in peacekeeping missions were implemented. The evaluation included the following five missions in its scope:

- i) the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA);
- ii) the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO);
- iii) the United Nations Mission in South Sudan (UNMISS);
- iv) the United Nations Interim Administration Mission in Kosovo (UNMIK); and
- v) the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) (which closed in 2023).

The review was conducted through: (a) a review of progress reports on the status of recommendations; (b) an analysis of relevant information and documents; (c) virtual interviews with key staff in the Department of Peace Operations (DPO) and relevant peacekeeping missions that were within the scope of the evaluation.

OIOS determined that three recommendations addressed to the peacekeeping missions were implemented, and one recommendation addressed to DPO was not implemented.

Recommendation 1 requested missions to strengthen their political affairs component performance assessment and reporting, including through linkages with the Comprehensive Planning and Performance Assessment Systems (CPAS). In response, the missions have developed CPAS indicators to ensure regular reporting and alignment with their mandates. They have also improved the use of CPAS data for mission leadership decisions and contributed to strengthened political affairs performance assessment and reporting. OIOS assessed the recommendation as implemented.

Recommendation 2 called for the development of a mission-specific political strategy. In response, the missions have developed mission-specific political strategies outlining their political approaches and incorporating broader United Nations priorities such as the Women, Peace and Security and the Youth, Peace and Security agendas. These strategies have helped guide the missions' decision-making and work plans and offered structures for their political work in order to achieve the overall mission goals. OIOS assessed the recommendation as implemented.

Recommendation 3 focused on strengthening the utility of political analyses produced by political affairs components. In response, the missions took steps to ensure that their political analyses provided the foundation for their respective political strategies. In all four missions reviewed, the political analyses contributed to better understanding of the situation on the ground, more informed decision-making and greater proactive action by mission leadership. These analyses also informed the missions' reporting and briefing to the Security Council. Staff interviewed in all four missions stated that they received regular feedback from mission leadership and DPO headquarters on their political analyses, often assessing these as timely, relevant and informative. OIOS assessed the recommendation as implemented.

Recommendation 4 was made to DPO to conduct a review of the peacekeeping mission structure in place for implementing their political affairs mandates for improvements in efficiency and

effectiveness. DPO has not provided any update nor taken any action to implement the recommendation since accepting it more than three years ago, which DPO stated was due to the absence of available resources. OIOS assessed the recommendation as not implemented.

I. Introduction

1. In 2021, the Office of Internal Oversight Services (OIOS) completed a thematic evaluation of political affairs in peacekeeping missions ([A/76/697](#)). This triennial review is part of the regular OIOS follow-up conducted at least three years after the completion of an evaluation to assess the implementation of recommendations.
2. In the present triennial review, OIOS examined the status of implementation of the four evaluation recommendations. The review also addressed, where possible, the extent to which implementation of the recommendations contributed to programme changes. Three of the recommendations were assessed to have been implemented, while one was closed without implementation.
3. The 2021 evaluation covered the Department of Peace Operations (DPO) and five peacekeeping missions, including:
 - I. the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA);
 - II. the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO);
 - III. the United Nations Mission in South Sudan (UNMISS);
 - IV. the United Nations Interim Administration Mission in Kosovo (UNMIK); and
 - V. the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). MINUSMA closed in December 2023 and was excluded from the scope of this review.
4. The methodology for the triennial review included:
 - I. A review and analysis of progress reports on the status of recommendations monitored by OIOS in its TeamMate+ recommendation tracking database;
 - II. An analysis of relevant information, documents, and reports obtained from DPO and the four missions on various issues related to the recommendations, including mission-specific developments and broader political issues; and
 - III. Fourteen virtual interviews conducted with the staff of DPO and the four missions, mostly from the political affairs components.
5. Management responses from MINUSCA, MONUSCO, UNMISS and UNMIK on the draft report are included in Annex I. DPO did not have any further comments on the final draft report. OIOS expresses its appreciation for the cooperation and assistance provided by the entities throughout the review process.

II. Recommendations

Recommendation 1

6. Recommendation 1 reads as follows:

Each mission should strengthen its political affairs component performance assessment and reporting, including through linkages with the Comprehensive Planning and Performance Assessment System (CPAS), to determine the relevance of its political affairs activities to achieving longer term outcomes and to articulate key expectations and outcomes of its political work.

Indicator of implementation: Strengthened performance assessment and reporting on the relevance and effectiveness of political affairs work.

7. MINUSCA responded to the recommendation by integrating CPAS into its planning and reporting cycle to conduct regular assessments of the continued validity and relevance of its activities. In 2023, the mission undertook a comprehensive review of its CPAS indicators, including those of the Political Affairs Division (PAD), to better align them with the mission's strategic objectives. Furthermore, as the leading entity to propose and assess performance under Mission Effort 1: Support to the Political, Peace and Reconciliation Process, PAD was a key contributor in capturing the political situation and the status of the peace process in CPAS. Mission staff interviewed also noted that there were dedicated focal points in the mission for CPAS tracking, which led to more consolidated information from various field offices and the application of clearly defined indicators that aligned with the mission priorities. Although CPAS does not yet serve as a central mission-wide tool for capturing political situations on the ground, the mission's PAD leadership noted that it was increasingly used for performance assessment and reporting of the Division's work.

8. MONUSCO responded to the recommendation by conducting a comprehensive review of its CPAS framework in close consultation with the PAD in 2023.¹ This review was followed by focused discussions within the mission on how to better support the Special Representative of the Secretary-General's (SRSG's) good offices function. Mission staff interviewed noted that this led to more streamlined practices, including weekly good offices reports from each PAD section and regular reporting on the impact of political cafés and programmatic results.² Additionally, although CPAS was primarily used to inform regional processes on the security situation and political developments, over time, PAD has also taken a more proactive role in initiating new political and programmatic efforts based on CPAS reporting. Although tracking the quantitative impact of PAD work in CPAS remained a challenge, qualitative assessments from the mission's CPAS impact reports have shown improved relevance and effectiveness of political affairs work. For example, the report noted an increase in localised approaches to political dialogue and mediation as response to existing and emerging tensions and conflicts, notably during the electoral process, which helped improve the mission's overall response efforts.

9. UNMISS responded to the recommendation by developing an action plan in 2024 — the UNMISS Political Pillar Action Plan, 2024-2026 — with substantive inputs from PAD. The plan spelled out political benchmarks and performance indicators used to guide daily mission workflows. The mission also updated its CPAS framework and indicators in 2023 and increased the CPAS impact assessment frequency to strengthen performance assessment through CPAS across the mission. PAD simultaneously launched a real-time Excel-based system to track CPAS indicators, which streamlined

¹ MONUSCO CPAS Revised Results Framework (CPAS-RF), April 2023.

² MONUSCO provided examples like the Follow-up Matrixes of Political Cafés – 2024-2025, Agenda for weekly meetings with IOT, and a compilation of PAD's weekly Good Office Reports from May 2024 – March 2025.

tracking of briefing notes and supported continuous monitoring of the political situation in South Sudan and corresponding actions by PAD, thereby improving data accessibility and utility. While the system has been exclusively used by PAD, leading to incomplete mission-wide datasets, it has nonetheless reportedly improved PAD staff engagement with CPAS. Mission staff interviewed noted that the mission started reviewing its entire CPAS framework in 2024 to improve linkages with section-level planning, assessment and reporting.

10. UNMIK responded to the recommendation by strengthening its use of CPAS since 2022, with the mission's Office of Political Affairs (OPA) leading its development and implementation.³ To enhance CPAS utility, the mission has reviewed and made adjustments to the indicators to better align with the mission objectives, enabling their use in bi-annual Secretary-General's reports to the Security Council briefings.⁴ While mission staff interviewed noted that some CPAS indicators remain vague, limiting measurable impact, OPA highlighted ongoing efforts to improve the quality of reporting and further integration of CPAS into the mission's performance assessment. For example, the mission introduced CPAS factsheets, incorporating summary of key political developments and CPAS data across the mission's mandated areas, which were presented to the Security Council.

11. Based on the above, OIOS considers the recommendation implemented by all four missions. OIOS also determines that implementation of the recommendation has contributed to some strengthened political affairs performance assessment and reporting in the missions. OIOS encourages all four missions to continue to strengthen their use of CPAS as a mission-wide performance assessment and reporting tool.

Recommendation 2

12. Recommendation 2 reads as follows:

Following each mission's mandate renewal, or at the appropriate time given the mission context, and following from recommendation 1, each mission should develop a mission-specific political strategy, clearly communicated to the Department of Peace Operations and the Department of Political and Peacebuilding Affairs (DPPA) and to all mission staff⁵ that identifies:

- (a) Priorities among different activities, such as reporting, political analysis and direct engagement;**
- (b) Roles and responsibilities for political activities in the mission, including communication between the different mission components involved in political work;**
- (c) A communication strategy, including possible use of social media;**
- (d) Approaches to the inclusion of sub-groups such as women, youth and the disabled;**
- (e) Approaches to engaging with civil society;**
- (f) Linkages with the Department of Peace Operations and the Department of Political and Peacebuilding Affairs.**

Indicator of implementation: Written mission political strategy that is updated on an agreed upon time frame and is shared with the DPO headquarters and discussed in senior leadership and PADs or offices meetings.

³ UNMIK CPAS Framework, March 2022.

⁴ UNMIK CPAS Impact Reports from 2024, and UNMIK CPAS Leadership Report, February 2025.

⁵ This should take into account the possible need for confidentiality with regard to highly sensitive issues.

13. MINUSCA responded to the recommendation by developing a 5-year political strategy in 2023 to focus efforts and resources to maximize impact and mission effectiveness.⁶ A review of the strategy revealed that it articulated a clear vision and defined key strategic objectives for the 5-year period and was structured around regional, national and local objectives, emphasizing trust-building and inclusive political dialogue. The strategy utilized several key United Nations frameworks, including Action for Peacekeeping (A4P), and the Women, Peace and Security (WPS) and Youth, Peace and Security (YPS) agendas.⁷ Adherence to these agendas reflected MINUSCA prioritization of the civilian population and local ownership in the peace and political processes, especially for women and youth.

14. Additionally, the political strategy included a comprehensive communication component to counter disinformation and manage public expectations regarding the role of the mission and the responsibilities of national and regional actors. The strategy also informed other mission plans, related field office plans and the new security approach, ensuring coherence across mission activities. Mission interviewees stated that this has fostered closely coordinated and well-informed engagement across all levels, which supported clear communication of the mission's political activities and built trust and consistency internally and with external stakeholders. Mission interviewees further noted that the six strategic objectives guided coordination and planning across the mission, which has ensured that roles and responsibilities remain clear and are regularly referenced in internal communication and engagement with DPO. Mission leadership reviewed the strategy's implementation on a bi-annual basis or in the event of significant changes in context, ensuring ongoing alignment and coherence between the strategy, PAD workplans and political activities on the ground. The mission also routinely engaged with the Integrated Operational Team (IOT) for Central African Republic in the DPO-DPPA headquarters to update and align mission-specific political strategies.

15. MONUSCO responded to the recommendation by integrating its political strategy into the Mission Concept,⁸ and by aligning PAD work plans with mandate changes and relevant Security Council resolutions. The mission concept reflected the core aspects of political engagements and priorities for the mission and provided high-level strategic guidance to the work of all mission components. While during the initial evaluation in 2021, MONUSCO highlighted challenges in maintaining an annually updated political strategy due to the fast-changing situation in the Democratic Republic of Congo (DRC), interviewees emphasized that the mission remains inherently political, requiring continuous monitoring and adjustment in its political strategy. Through the political strategy, the mission upheld its commitments to the WPS and the YPS agendas, encouraging meaningful participation of diverse actors in political processes and reinforced the mission's commitment to the safety of civilians.

16. Additionally, interviews with MONUSCO staff and a review of documents indicated that the mission implemented a comprehensive communication strategy, including an enhanced social media presence and messaging in countering false narratives by consistently developing key messages based on political analysis by PAD and risk assessments. Interviewees further noted that MONUSCO maintained close communication with regular meetings between PAD and the DRC IOT in the DPO-DPPA headquarters to ensure timely and transparent updates on the mission's political developments.

17. UNMISS responded to the recommendation by developing a political strategy in 2023, which was designed to provide a coherent framework for the Mission's political interventions with the goal of consolidating peace in South Sudan.⁹ Focused on the mission's core objectives in strengthening local ownership and facilitating dialogue, the strategy integrated cross-cutting priorities such as

⁶ MINUSCA Political Strategy, May 2023.

⁷ United Nations general frameworks referenced in the strategy include: Action for Peacekeeping ([Action for Peacekeeping \(A4P\) | United Nations Peacekeeping](#)), Women, Peace and Security Agenda (Security Council Resolution 1325), and Youth, Peace and Security Agenda (Security Council Resolution 2250).

⁸ MONUSCO Mission Concept, 2022-2023.

⁹ UNMISS Political Strategy, 2025-2027.

human rights, WPS and YPS agendas, while outlining political priorities, roles and civil society engagement. It has been updated biannually to remain responsive to the evolving context, ensuring alignment with the mission's mandate, Multi-Year Strategic Vision and Action Plan.¹⁰

18. UNMISS staff interviewed noted that the political strategy was well-known and served as an overarching guide across the mission. A review of the strategy and PAD work plans showed alignment between the two, both of which were also aligned with the mission mandates, ensuring a coherent mission-wide vision and workflow.¹¹ UNMISS staff provided concrete examples of how the political strategy has, at the national level, helped to initiate and facilitate political dialogues with a range of stakeholders, thus contributing to a more inclusive political engagement. For example, in line with the mission political strategy, PAD has supported political forums in Juba through collaboration between the government, political actors and civil affairs section, enabling close cooperation and better coordination among various stakeholder groups. Furthermore, the mission regularly coordinated with the South Sudan IOT in the DPO-DPPA headquarters, including seeking feedback on drafts and holding monthly meetings between PAD and the IOT, reinforcing strategic alignment.

19. UNMIK responded to the recommendation by developing its engagement strategy for 2022-2024 to guide its prioritized objectives, emphasizing intercommunity trust-building, inclusion and alignment with the WPS and YPS agendas.¹² The strategy was shared across the mission, and a review of the strategy revealed clearly outlined leadership priorities, roles and resource allocation. It also aimed to align political messaging and foster synergies with the United Nations headquarters in support of the A4P initiative. Mission staff interviewed noted that while the engagement strategy was not explicitly used as a guide for the OPA workplans, the workplans and the strategic objectives remained aligned with the mission mandate. Furthermore, given the mission's sensitive political role as per its mandate, the mission strategically opted for an engagement strategy over a traditional political strategy to more accurately reflect the work of the mission and the operating environment. Additionally, document analysis indicated that the mission implemented a complementary communication strategy focused on supporting mandate implementation through "accurate and compassionate human-centric narratives",¹³ contributing to broader public understanding and trust.

20. On the basis of the above, OIOS considers the recommendation implemented by all four missions. OIOS also determines that implementation of the recommendation has contributed to strengthened political work in the missions as guided by political strategies.

Recommendation 3

21. Recommendation 3 reads as follows:

Each mission should strengthen the utility of the political analyses produced by its political affairs component by:

- (a) Seeking regular feedback on analyses conducted, including from senior mission and (through the Department of Peace Operations) Headquarters leaders, as well as the Executive Office of the Secretary-General, to be taken into account for future improvements;**

¹⁰ UNMISS Multi-Year Strategic Vision, 2021-2024.

¹¹ UNMISS PAD workplan, 2023-2024.

¹² Referenced United Nations general frameworks, examples include: Action for Peacekeeping ([Action for Peacekeeping \(A4P\) | United Nations Peacekeeping](#)), Women, Peace and Security Agenda (Security Council Resolution 1325), and Youth, Peace and Security Agenda (Security Council Resolution 2250).

¹³ UNMIK Communications Strategy, 2023-2024.

(b) Ensuring clear linkages between the analyses conducted and the mission's political strategy, to ensure that the analyses are relevant, strategic and meaningful.

Indicator of implementation: Introduction of a regular feedback mechanism for political analyses and specific references to the objectives and goals of the overarching political strategy.

22. MINUSCA responded to the recommendation by ensuring that political analyses were a core function of the mission's PAD that provided the foundation for key outputs such as the Secretary-General's reports, mission budget and performance reports and SRSG's Compact. Specifically, PAD analytical work was used to inform the mission's understanding of and response to the political context and events, as well as contributing to various measures taken by MINUSCA to support political, peace and reconciliation processes. For example, PAD political analysis informed the mission's engagements with the Government to foster a conducive political environment for peaceful elections, including allowing demonstrations by all political parties. Mission staff interviewed noted that the utilization of political analyses went beyond reporting, since they were actively used in identifying opportunities to enhance stability, inform strategic decisions and advance priority areas of the mission's mandate. These staff shared examples of PAD being tasked by mission leadership to lead analyses of agreements signed by the armed groups and the evolving armed group activities in the country, which contributed to the SRSG's good offices efforts. Moreover, PAD political analysis also informed the design of projects such as the MINUSCA–UN Women project to enhance women's voter registration. It also informed support to the government-led decentralization strategy, including targeted assistance to local-level efforts through prefectural peace agreement implementation mechanisms. Moreover, staff reported that the professionalism and reputation of the mission's political analyses have been part of strengthening the mission's credibility and high assessment from external stakeholders.

23. Furthermore, MINUSCA analytical work and mission reports discussed above received regular feedback from mission leadership and DPO. For example, PAD's weekly reports on political developments were routinely discussed in the monthly meetings between PAD and the Central African Republic IOT, ensuring a regular feedback mechanism and alignment with the mission's political strategy.

24. MONUSCO responded to the recommendation by producing regular political analyses that informed strategic planning and served as guiding tools for decision making and risk assessments across mission components. Weekly analytical reports reflected diverse local perspectives, including those from government, civil society, armed groups and religious groups, and were also used to guide efforts to advance peace agreements. For example, when a former president returned to DRC, PAD produced an analysis outlining the impact and recommended actions to foster political dialogue, which informed the SRSG's good offices efforts. Insights from political analyses were synthesized into weekly analytical reports that informed the mission's operational decision-making and good offices efforts. These reports were also shared with headquarters, which helped ensure a regular feedback mechanism between mission leadership and DPO.

25. Moreover, the mission's political analyses significantly contributed to the Secretary-General's reports and briefings to the Security Council on MONUSCO, which in turn informed the mission's mandates and future planning. For example, the mission developed a disengagement plan from South Kivu province with PAD inputs which informed the mission's mandate renewal in 2023. Staff interviewed highlighted the focus of political analyses not only on specific events, but also on broader trends and underlying drivers of political change, such as land disputes, control of natural resources, weaknesses in the legal system and the activities and impacts of armed groups. These specifically detailed analyses provided expert breakdowns with recommendations of situations unfolding on the ground to best support mission leadership and inform DPO headquarters. For example, through its

weekly analyses, PAD was able to warn of a deteriorating security situation in Ituri, prompting the mission to take action to protect civilians. Through its political analyses, PAD has ensured continuous alignment with the mission's political strategy and improvements in the quality of the analyses

26. MONUSCO staff interviewed did note a key challenge in the area of information management, noting concerns in recent years about sensitive information falling into the wrong hands. This has limited the extent to which political analyses were shared with external stakeholders, potentially reducing opportunities for broader collaboration and transparency.

27. To respond to the recommendation, UNMISS took steps to link its strategic vision and mission plan to PAD's political analyses. This was done by systematically integrating PAD's weekly analytical reports—highlighting key political events and emerging trends—into the mission's planning processes. Additionally, PAD's forward-looking assessments were used to anticipate political shifts, enabling more coherent and timely adjustments to the mission's strategic priorities and operational response. PAD served as the mission's focal point for engagement in political and peace processes, using context-sensitive analyses to enhance political dialogues and civic space. For instance, PAD tracked the frequency of bilateral meetings between the president and the vice-president, noting that they had only met once in 2023. PAD then provided a detailed analysis of the potential positive impact that more regular meetings could have on the peace process, which informed efforts by international and regional actors to advocate for and facilitate more frequent high-level peace talks.

28. UNMISS also used political analyses to brief state and local authorities on interactions with at-risk communities and convened forums promoting inclusive political participation. The mission's political analyses also contributed to the Secretary-General's reports and briefings to the Security Council as well as response to specific events. For example, mission staff interviewed noted that PAD swiftly provided an analysis during the recent escalation that triggered the mission's crisis response mode in March 2025, which allowed the mission to share information with headquarters and support the efforts of international and regional actors to prevent the situation from escalating into large-scale conflict. Furthermore, monthly code cables sent to United Nations headquarters provided both event reporting and analytical assessments, enabling consistent feedback from DPO. Staff also noted that PAD analyses were widely used across mission components and by leadership, which has fostered a coherent understanding and informed decision-making. Furthermore, PAD interviewees emphasized their continued efforts to refine political analytical work and for proactive and responsive analysis of the evolving political context in South Sudan.

29. To respond to the recommendation, UNMIK produced scenario-based analyses, weekly reports and monthly forecast notes that offered both strategic and field-level insights into the political, security and socio-economic situation in Kosovo, all of which were enriched by inputs from a broad range of international actors. These analyses supported early warning, situational awareness and risk identification, and contributed to violence prevention. For example, UNMIK was able to anticipate rising tensions between communities and issued early warnings that enabled military actors, together with United Nations actors, to coordinate preventive measures and reduce the risk of conflict and violence. The analyses also contributed to the Secretary-General's reports and briefings to the Security Council and supported updates for the Common Kosovo Analysis (CKA). Notably, UNMIK produced an in-depth analysis when the authorities in Kosovo sought to remove the Serbian dinar as a means of payment, which informed an extraordinary session of the Security Council in February 2024. Mission staff interviewed confirmed that regular consultations and feedback between mission leadership and OPA enhanced the utility of the analyses. The analyses were also aligned with the engagement strategy and fostered a mission-wide understanding of strategic developments.

30. On the basis of the above, OIOS considers the recommendation implemented by all four missions. OIOS also determines that implementation of the recommendation has contributed to greater utility of the missions' political analyses.

Recommendation 4

31. Recommendation 4 reads as follows:

Department of Peace Operations headquarters should conduct a review of the current peacekeeping mission structures that are in place for implementing their political affairs mandate, with a view to improving overall efficiency and effectiveness. The review should cover:

- (a) The linkages between the various units with political affairs staff and/or functions, including political affairs components, the offices of the Special Representative and/or Deputy Representative of the Secretary-General, and field offices;**
- (b) The reporting lines within and between those units;**
- (c) The size and distribution of resources allocated to political affairs, including extra budgetary funding initiatives;**
- (d) Coordination with other mission components contributing to political activities, such as Civil Affairs.**

Indicator of implementation: Review conducted and shared with all missions.

32. DPO has provided no updates on this recommendation in the TeamMate+ recommendation tracking database, and the DPO focal point confirmed that no action had been taken to implement the recommendation, reporting to OIOS that no human or financial resources were available to do so. Since more than three years have passed since the recommendation was accepted by DPO, OIOS has closed the recommendation without implementation, with associated risks having been transferred to DPO.

III. Conclusion

33. Political affairs remain a central component of missions, and enhancing the use of political analysis and reporting remains essential for mission effectiveness. Therefore, the performance of political affairs components in producing such analyses and reports must continue to be strengthened for overall mission effectiveness. This can be achieved by better integrating PAD performance indicators into CPAS in alignment with the mission mandates, strategies and work plans to support data-driven decision-making. It also enables the political affairs components to more clearly demonstrate their contributions to mission objectives.

34. The implementation of the recommendations from the OIOS evaluation included the following positive results:

- I. progress in enhancing performance assessment of political affairs components through integrating CPAS indicators with mission mandates and strategies;
- II. the development of context-specific political strategies which generally served as mission-wide guiding documents defining the mission priorities, roles and responsibilities, communication approaches, civil society engagements, as well as integrating cross-cutting issues; and
- III. the production of political analyses that have significantly contributed to mission strategies and reporting and also informed mission leadership decisions and Security Council reporting.

Annex 1: Comments received from MINUSCA, MONUSCO, UNMISS and UNMIK

UNITED NATIONS  **NATIONS UNIES**
MINUSCA

United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic

Mission Multidimensionnelle Intégrée des Nations Unies pour la Stabilisation en République centrafricaine

TO: Ms. Demetra Arapakos, Director
A: Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 27 June 2025

REFERENCE: MINUSCA//118/2025

Mr. Rakib Hossain, Chief of Section
Inspection and Evaluation Division
Office of Internal Oversight Services

FROM: Valentine Rugwabiza
DE: Special Representative of the Secretary-General and Head of MINUSCA

SUBJECT: **SRSB's Mission Management Response on the Draft Triennial Review Report on the Implementation of OIOS Recommendations in the Report on the Evaluation of Political Affairs in Peacekeeping Missions**

OBJET: **SRSB's Mission Management Response on the Draft Triennial Review Report on the Implementation of OIOS Recommendations in the Report on the Evaluation of Political Affairs in Peacekeeping Missions**

1. In reference to your interoffice memorandum dated 11 June 2025 (Ref: OIOS-2025- 01146) forwarding the draft report of the Office of Internal Oversight Services, Inspection and Evaluation Division, on the triennial review of implementation of OIOS recommendations in the report on the evaluation of political affairs in peacekeeping missions (A/76/697), MINUSCA thanks you for the opportunity to review and comment on the final draft.
2. MINUSCA commends the comprehensive work done through this report which highlights that the three recommendations addressed in 2021 to peacekeeping missions have successfully been implemented. This achievement demonstrates the commitment of the Mission to better leverage the use of political analysis and reporting towards enhanced efficiency.
3. MINUSCA fully agrees with the conclusion of the report calling for continuously enhancing the performance of political affairs components in support of overall effectiveness. To that end, MINUSCA will continue to explore ways to better integrate political affairs performance indicators into the Comprehensive Planning and Performance Assessment System (CPAS) to support data-driven decision-making.
4. Thank you and best regards.



INTEROFFICE MEMORANDUM

Date: 20 June 2025

Ref: SRS.G.COS.MONUSCO-2025-00607

To: Demetra Arapakos, Director
A: Inspection and Evaluation Division
Office of Internal Oversight Services

Mr. Rakib Hossain, Chief of Section
Inspection and Evaluation Division
Office of Internal Oversight Services

From: Bintou Keita *Bintou Keita*
De: Special Representative of the Secretary-General
and Head of MONUSCO

Subject: Mission Management Response on the Draft Triennial Review Report on the
Objet: Implementation of OIOS Recommendations in the Report on the Evaluation
of Political Affairs in Peacekeeping Missions

1. Thank you for your interoffice memorandum dated 11 June 2025 (Ref: OIOS-2025-01146) forwarding the draft report of the Office of Internal Oversight Services, Inspection and Evaluation Division, on the triennial review of implementation of OIOS recommendations in the report on the evaluation of political affairs in peacekeeping missions (A/76/697).

2. Thank you for giving the Mission the opportunity to comment, and for incorporating the Mission inputs into the final draft. MONUSCO welcomes the fact that the three recommendations addressed in 2021 to peacekeeping missions have been implemented.

3. Moving forward, the Mission will continue integrating political affairs considerations into its performance assessment and reporting, especially through the Comprehensive Planning and Performance Assessment System (CPAS). It is also involved in a pilot project to see how CPAS can help shape Reports of the Secretary-General to the Security Council, while continuing to use political analysis to help develop its political strategy in support of decision-making.

4. Thank you and best regards.

cc: Ms. Fatoumata Ndiaye, Under-Secretary-General for OIOS
MONUSCO MCOS
MONUSCO DMS a.i.
MONUSCO DPAD
MONUSCO SPC
MONUSCO Audit Response Unit

UNITED NATIONS

United Nations Mission
in South Sudan



NATIONS UNIES

Mission des Nations Unies
au Soudan du Sud

United Nations Mission in South Sudan

(UNMISS)

INTEROFFICE MEMORANDUM

TO: Ms. Demetra Arapakos
Director, Inspection and Evaluation Division
Office of Internal Oversight Services

DATE: 24 June 2025

FROM: Ms. Anita Kiki Gbeho, 
Deputy Special Representative to the Secretary-
General (Resident Coordinator/Humanitarian
Coordinator) and OIC HOM, UNMISS

SUBJECT: **Management Response Draft Triennial Review Report on the
Implementation of OIOS Recommendations in the Report on the Evaluation
of Political Affairs in Peacekeeping Missions**

1. UNMISS gratefully acknowledges receipt of the draft triennial review report on the evaluation of political affairs in peacekeeping missions. We were pleased to note that all recommendations contained in the original evaluation that were directed at UNMISS have been assessed as implemented, and we have no further comments on the draft report.

2. I would like to express my appreciation to OIOS for the excellent collaboration and the conduct of this review.

Thank you.

Ms. Catherine Pollard, DMSPC
Mr. Atul Khare, DOS
Mr. Uren Pillay, JIU
Mr. Sejong Lee, BOA
Mr. Moses Bamuwamye, IAAC
Ms. Andrea Cook, SWE, EOSG
Ms. Karen Lock, DMSPC
CC: Mr. Zachary Ikiara, DMSPC
Mr. Henri Fourie, DOS
Mr. Frederic Renoux, DPO-DPPA-SS
Mr. Nicholas Haysom, UNMISS
Mr. Guang Cong, UNMISS
Ms. Leda Limann, UNMISS
Mr. Guy Bennett, UNMISS
Ms. Tina Pihl, UNMISS
Mr. Vishal Gupta, UNMISS

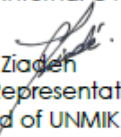


INTEROFFICE MEMORANDUM

Date: 23 June 2025

To: Demetra Arapakos, Director
Inspection and Evaluation Division
Office of Internal Oversight Services

Mr. Rakib Hossain, Chief of Section
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From: 
Caroline Ziaqen
Special Representative of the Secretary-General
and Head of UNMIK

Subject: **Mission Management Response on the Draft Triennial Review Report on the Implementation of OIOS Recommendations in the Report on the Evaluation of Political Affairs in Peacekeeping Missions**

1. Thank you for your interoffice memorandum dated 11 June 2025, forwarding the draft report of the Office of Internal Oversight Services, Inspection and Evaluation Division, on the triennial review of implementation of OIOS recommendations in the report on the evaluation of political affairs in peacekeeping missions (A/76/697).
2. Thank you for giving the Mission the opportunity to comment, and for incorporating the Mission inputs into the final draft. UNMIK welcomes the fact that the three recommendations addressed in 2021 to peacekeeping missions have been implemented.
3. Moving forward, the Mission will continue integrating political affairs considerations into its performance assessment and reporting, especially through the Comprehensive Planning and Performance Assessment System (CPAS). The Mission will also continue to further strengthen internal coordination and information-sharing across its offices as it relates to political affairs, for consistent political analysis, enhanced situational awareness and greater collective impact.
4. Thank you and best regards.

cc: Ms. Fatoumata Ndiaye, Under-Secretary-General for OIOS
UNMIK COS
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