

Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping

16 June 2026

IED-25-020



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 Office of Internal Oversight Services (OIOS) evaluated the relevance, efficiency and effectiveness of United Nations partnerships with regional and multilateral organizations for peacekeeping at both mission and Headquarters levels. The evaluation covered the period from January 2020 to June 2025.

Partnerships with regional and multilateral organizations were an important modality for implementing the United Nations peacekeeping mandate. Partnership activities aligned well with United Nations peacekeeping priorities, mission mandates and joint strategic frameworks. The Organization also effectively recognized and leveraged partners' comparative advantages in partnership activities.

Across field missions and Headquarters, partnerships worked well when there were structured organizational engagement mechanisms and liaison functions. Additionally, liaison functions built a strong foundation for partnerships by promoting institutional knowledge exchange among partners and advancing progress towards shared objectives.

Mission-led partnerships contributed to mission effectiveness, notably through political engagement and the brokering of peace processes across peacekeeping missions. This included providing political clout, unifying messaging and information-sharing, reinforcing mandate legitimacy and mobilizing regional and international political support around peace processes and elections in host countries. At the Headquarters level, partnerships provided strong multilateral support to United Nations peacekeeping, including through agreements on common positions, shared political analysis and strategies, and increased capacities. This also included tangible results achieved over an extended period of time. In particular, United Nations engagement with the African Union over more than a decade informed Member States' deliberation and contributed to the adoption of Security Council resolution 2719 (2023)—a landmark mandate cementing partnership with the African Union and promoting regional ownership of peace operations.

Overall, leadership and shared values were enablers of effective partnerships while internal coordination challenges and a lack of political will constrained them.

OIOS makes the following six important recommendations to DPO and missions:

- i) Missions with partnership mandates to appoint partnership focal points with clear terms of reference;
- ii) DPO to maintain a map of peacekeeping focal points, with clear individual work plans and coordination arrangements;
- iii) MONUSCO to develop a framework for partnerships with regional and sub-regional organizations;
- iv) DPO to establish a community of practice for peacekeeping partnerships;
- v) Missions to adopt results-based partnership agreements; and
- vi) DPO to advocate for the adoption of results-based partnership agreements.

I. Introduction and Objective

1. The objective of this Office of Internal Oversight Services (OIOS) evaluation was to assess, as systematically and objectively as possible, the relevance, efficiency and effectiveness of United Nations partnerships with regional and multilateral organizations for enhanced peacekeeping mandate delivery. The evaluation was conducted in conformity with the norms and standards for evaluation in the United Nations System.¹

2. Management responses from the Department of Peace Operations (DPO) and peacekeeping missions on the draft report are included in Annex I. OIOS wishes to also acknowledge and thank the evaluation focal points who assisted with the conduct of the evaluation.

II. Background

Context, mandate and objectives

3. The United Nations Charter, Article 24, vests the Security Council with the primary responsibility for the maintenance of international peace and security, while in Chapter VIII, it established the basis for regional arrangements in maintaining international peace and security under the authority of the Security Council. Over the years, the Security Council has recognized the growing importance of partnerships with regional and multilateral organizations in its resolutions.² The adoption of the Security Council Resolution 2719 (2023) marked an important milestone, which established a political, operational and financing framework for cooperation for African Union (AU) peace operations. This included a structured mechanism allowing AU-led peace support operations to receive up to 75 per cent of their budgets from United Nations-assessed contributions.

4. The growing importance of networked multilateralism and regional partnerships in peace and security has been emphasized in several United Nations reviews and reform agendas,³ which highlight the need for stronger burden-sharing, more predictable financing, deeper collaboration, clearer division of labour and context-specific mission configurations. Against this backdrop, the United Nations has partnered with a diverse range of regional and multilateral organizations at both Headquarters and mission levels to deliver its peacekeeping mandate.

5. Continuous engagements with regional and multilateral organizations included: structured consultations, conflict prevention, early warning, strengthened mediation capabilities, financial and advocacy support, and operational coordination. Such engagements took place broadly for United Nations peacekeeping as well as in support of mandate implementation of specific missions for stronger networked multilateralism in the maintenance of international peace and security.

III. Scope and Methodology

6. The evaluation covered the period from January 2020 to June 2025. It assessed partnerships with regional and multilateral organizations at both the peacekeeping mission and Headquarters levels, covering the entities and partners listed in Table 1. For the purposes of this evaluation, “partnerships” refer to formal and informal cooperation between the United Nations and regional or

¹ <https://www.unevaluation.org/unevaluation/publications/unevaluation-norms-and-standards-evaluation-un-system>

² Security Council Resolutions 1625 (2005), 1631 (2005), 1769 (2007), 1809 (2008), 1863 (2009), 2033 (2012), 2320 (2016), 2378 (2017), 2719 (2023).

³ These included: (i) the 2015 High-Level Independent Panel on Peace Operations (HIPPO); (ii) the 2023 New Agenda for Peace; (iii) the 2024 Pact for the Future; and (iv) the 2024 report “The Future of Peacekeeping, New Models and Related Capabilities”.

multilateral organizations. Multilateral organizations refer to “other intergovernmental organizations” as referenced in the Security Council resolution 1631 (2005) and include organizations that may not fit into the definition of regional or sub-regional organizations, such as the North Atlantic Treaty Organization (NATO). Partnerships with non-governmental entities, while relevant in broader peacekeeping, are outside the scope of this evaluation.

Table 1. Secretariat entities and partner organizations within the evaluation scope

Secretariat entity	Partner organizations
<i>Mission-specific entities and partners</i>	
United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)	- AU - European Union (EU), EU Training Mission (EUTM) and EU Advisory Mission (EUAM) - Economic Community of Central African States (ECCAS) - International Conference on the Great Lakes Region (ICGLR)
United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)	- AU - Economic Community of West African States (ECOWAS)
United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO)	- AU - Southern African Development Community (SADC) - ICGLR - East African Community (EAC)
United Nations Interim Force in Lebanon (UNIFIL)	- EU - League of Arab States (LAS)
United Nations Interim Security Force for Abyei (UNISFA)	- AU - African Union High Level Implementation Panel (AUHIP)
United Nations Mission in South Sudan (UNMISS)	- AU - Intergovernmental Authority on Development (IGAD)
United Nations Interim Administration in Kosovo (UNMIK)	- NATO-led Kosovo Force (KFOR) - Organization for Security and Co-operation in Europe (OSCE) Mission in Kosovo - European Union Rule of Law Mission in Kosovo (EULEX)
<i>Headquarters-based entities and partners</i>	
- DPO - United Nations Office to the African Union (UNOAU) - United Nations Liaison Office for Peace and Security (UNLOPS) in Brussels - Department of Operational Support (DOS) - Department of Management Strategy, Policy and Compliance (DMSPC) - Office of the United Nations High Commissioner for Human Rights (OHCHR) - United Nations Liaison Office to the League of Arab States (UNLOLAS)	- AU - EU - NATO - Association for Southeast Asian Nations (ASEAN) - League of Arab States (LAS)

7. The evaluation used a mixed-methods approach incorporating different data sources, as indicated in Table 2 below.

Table 2. Evaluation data sources

Desk review	761 documents, including Secretary-General's reports, Security Council resolutions, partnership frameworks, Special Committee on Peacekeeping Operations (C-34) reports, mission documents and code cables, as well as other oversight and external research reports.
Secondary data	3 secondary data sources, including mission situational reports, training records and the Comprehensive Planning and Performance Assessment System (CPAS) data.
Interviews	96 interviews with 131 individuals, of which 32 per cent were women. Interviewees included: senior leaders and staff of peacekeeping missions (39); staff of Headquarters-based entities and liaison offices (37); partner representatives, both at Headquarters and at mission-level (46); and embassy and think tank staff (9).
Survey of United Nations personnel	An online survey of 124 Headquarters-based and mission personnel across 12 entities conducted in English and French. Seventy-three responses were received, representing a 59 per cent response rate, of which 47 per cent were women.
Survey of partner representatives	An online survey of 64 mission and Headquarters-based partner representatives conducted in English and French. Thirty-six responses were received, representing a 56 per cent response rate, of which 22 per cent were women.
Field visits	Two field visits to Addis Ababa and Bangui.
Case studies	In-depth assessment of two partnership initiatives: (i) the UN-AU-EU Compliance Framework (AUCF) Project; and (ii) the UN-NATO Defence Capacity Building (DCB) Package.

8. Key limitations of the evaluation included outdated or lack of data on partners' contact information, particularly at the mission level, as well as limited accounts and documentation of MINUSMA partnership activities given the Mission closure in 2023.

IV. Evaluation Results

- A. Partnerships with regional and multilateral organizations were an important peacekeeping modality which aligned with peacekeeping priorities and harnessed partners' comparative advantages

Partnerships have been recognized as an important modality for United Nations peacekeeping mandate implementation

9. The importance of partnerships with regional and multilateral organizations as a key modality for peacekeeping was evident in their consistent inclusion across key United Nations policy frameworks and documents. In addition to the 2023 Security Council resolution 2719, partnership language appeared in 7 thematic and 25 mission-specific resolutions and 17 presidential statements of the Security Council between 2020 and May 2025. Five peacekeeping missions also had explicit partnership mandates.⁴

⁴ MINUSCA, MINUSMA, MONUSCO, UNISFA and UNMISS.

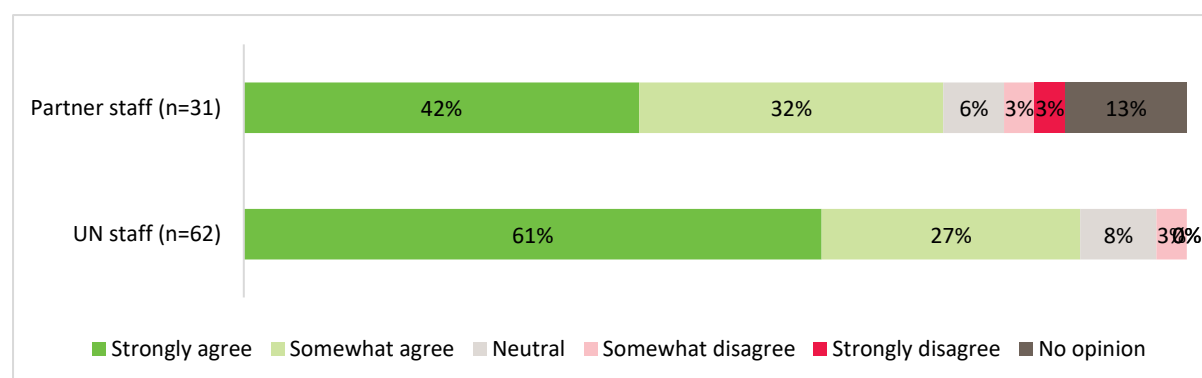
10. Partnerships were further reinforced across major Organizational reviews and reform agendas and in the Secretary-General's speeches⁵ and reports. They were particularly emphasized in Security Council debates and annual briefings on United Nations regional cooperation, reports to and of the C-34 and commitments made at the 2025 Peacekeeping Ministerial. Most United Nations staff interviewed also recognized regional partnership as a valued modality for peacekeeping mandate delivery.

Partnership activities were strongly aligned with United Nations peacekeeping priorities, mission mandates and joint strategic frameworks

11. Across the seven missions reviewed, partnership activities reported in the Secretary-General's reports were generally aligned with the relevant mission mandates. Three missions (MONUSCO, UNISFA and UNMISS) also had partnership indicators in their CPAS frameworks that were aligned with their mandates. Partnership activities by Headquarters entities were found to be strongly aligned with the joint frameworks established with the AU, EU, NATO and ASEAN. In addition, a structured analysis of 39 joint communiqués issued by the United Nations together with regional or multilateral organizations showed that 77 per cent reflected strong alignment with United Nations peacekeeping priorities and mission mandates. Finally, the Action for Peacekeeping+ (A4P+) strategy specifically committed to partnerships, even though mission A4P+ progress reports made no reference to partnerships, thus precluding an assessment of the extent to which partnership activities were aligned with A4P+.

12. A significant majority of staff and partner representatives interviewed at both mission and Headquarters levels broadly agreed that partnership activities were aligned with the peacekeeping priorities, mission mandates and joint strategic frameworks. Staff and partners surveyed agreed, as shown in Figure 1.

Figure 1. Staff and partner assessments of alignment of partnership activities to United Nations priorities, mission mandates and joint frameworks



Source: OIOS surveys

Partners' comparative advantages were effectively recognized and leveraged in the design of partnership activities

13. Across both missions and Headquarters, partners' comparative advantages were effectively recognized and leveraged in the design of partnership activities. Partnership frameworks often referenced comparative advantages as a principle for partnerships such as the UN-AU Joint Framework for Enhanced Partnership in Peace and Security and the UN-EU Partnership on Peace and

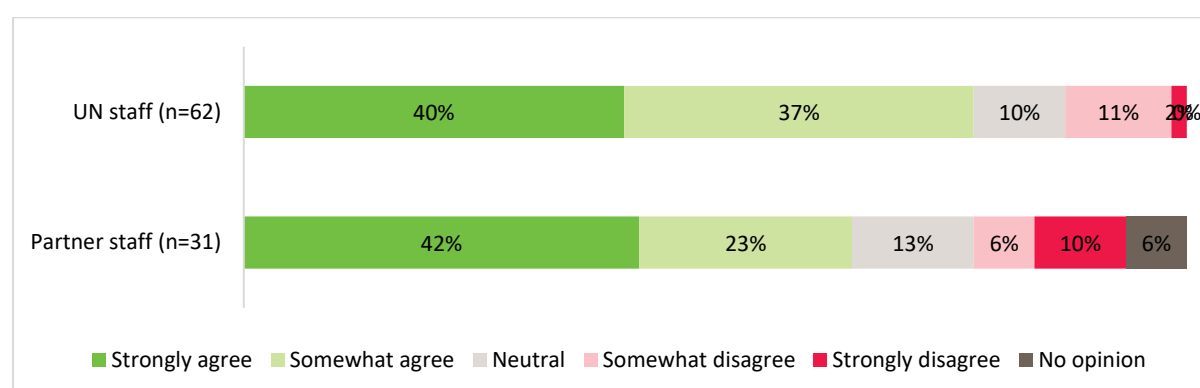
⁵ For example, [UN Secretary-General - Remarks to the Ministerial Meeting on the Future of Peacekeeping | United Nations Peacekeeping](#)

Security 2025-2028 Joint Priorities.⁶ Staff and partners interviewed also cited harnessing the following comparative advantages of key partners:

- i. The AU continental legitimacy, political access, agility in conflict response and rich local knowledge, including languages, in conflict theatres in Africa. For example, the AU consolidated the multiple mechanisms to address the instability in the eastern Democratic Republic of Congo (DRC) into a unified, African-led peace initiative.⁷
- ii. The EU policy and operational expertise, financial resources and strategic planning capacities. For example, the EU mobilized funds to support the reintegration of women, who were not explicitly catered for in the Political Agreement for Peace and Reconciliation (APPR) in the Central African Republic (CAR).

14. Staff and partner survey respondents also largely agreed that the United Nations identified and leveraged partner comparative advantages in peacekeeping, as shown in Figure 2.

Figure 2: Staff and partner assessment of whether partner comparative advantages were identified and leveraged



Source: OIOS surveys

15. An in-depth assessment of two partnership initiatives illustrated how partner comparative advantages were leveraged into the design of specific partnership activities, as shown in Table 3.

Table 3. Comparative advantages leveraged within partnership initiatives

Name of initiative	Purpose	Partner role based on comparative advantage	UN role
AU-EU-UN Tripartite Partnership Project for the Enhancement of the Compliance and Accountability Framework for AU Peace Support Operations (PSO)	To systemically enhance the AU's institutional capacity to plan and conduct its Peace Support Operations (PSOs) in full compliance with International Human Rights Law (IHRL), International Humanitarian Law (IHL) and applicable standards of Conduct and	AU provided political ownership, continental legitimacy and implementing troop- and police-contributing countries (T/PCCs) EU supported with financial resources	United Nations, through OHCHR and in coordination with UNOAU, provided technical support to the AU on the monitoring, investigation and reporting under IHL, IHRL and the United Nations Human Rights Due Diligence Policy, while DPO provided

⁶ See section II Partnership Principles in the UN-AU Joint Framework and para 21 of the UN-EU Partnership on Peace and Security.

⁷ This included separate peace processes by the EAC, SADC and AU. See:

<https://au.int/en/pressreleases/20250801/au-chairperson-participated-joint-eac-sadc-summit>

	Discipline (including prevention of Sexual Exploitation and Abuse - SEA)		policy coordination, strategic guidance and partnership management support
UN-NATO Defence Capacity Building (DCB) Package for UN Peacekeeping Training	To strengthen the capacity of the United Nations to mount and sustain peacekeeping operations by enhancing operational performance and the safety and security of peacekeepers, while building sustainable training capabilities at UN headquarters and at the Regional Service Centre Entebbe (RSCE)	NATO contributed technical and financial resources, including their military-political expertise and experience in unified command and control, multinational interoperability and defence capacity building	United Nations provided TCC convening power and operational knowledge of peacekeeping contexts

Source: OIOS document review and interviews

16. Despite this effective partnership design approach, challenges were reported by staff interviewed regarding limitations encountered when partners' comparative advantages could not be leveraged due to the partners' own internal constraints. For example, in the case of South Sudan, regional engagement by UNMISS and partners was affected by the fact that key neighboring AU Member States, notably Ethiopia and Sudan, were simultaneously preoccupied with their own internal crises, which weakened the AU capacity to sustain consistent and coordinated engagement in the South Sudan peace process.

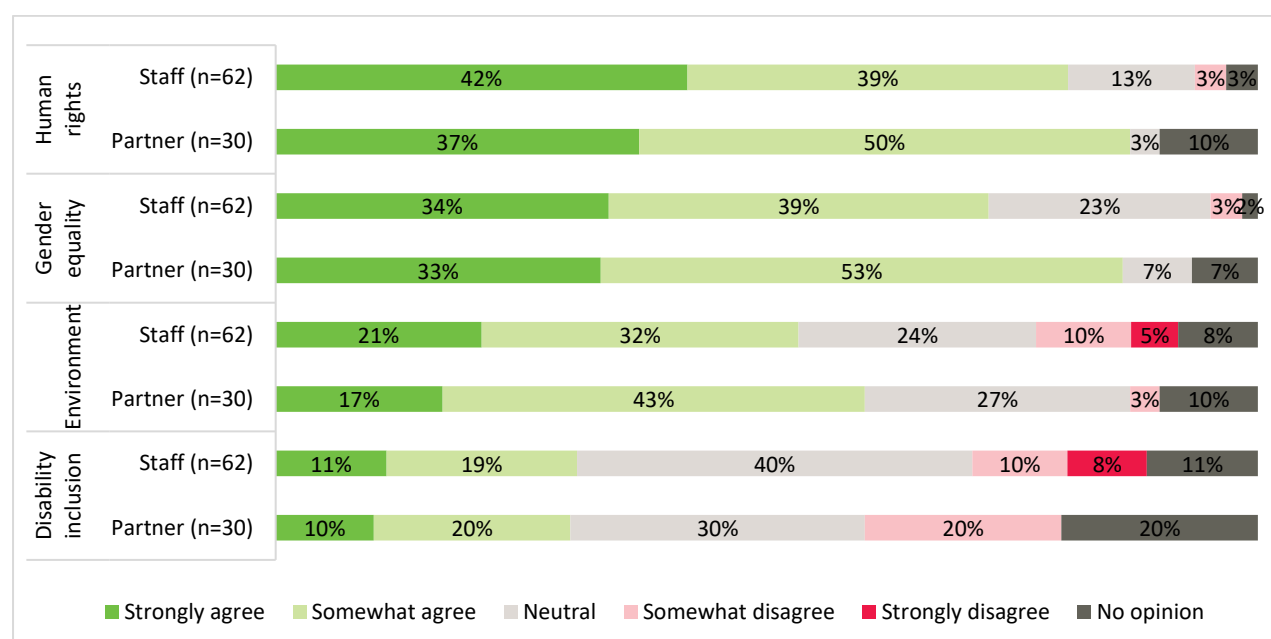
17. Another broader coordination challenge noted by staff interviewed was the confusion surrounding the 'principle of subsidiarity'.⁸ While intended to empower local decision-making and presented as a potential strength, it created overlapping roles when the United Nations, the AU and its Regional Economic Communities (RECs), such as the EAC and the SADC, were involved in the same area of engagement. It was rarely clear which organization should take the lead or how they should coordinate, contributing to several initiatives faltering before they could make an impact.

Human rights and gender equality were integrated into peacekeeping partnership activities

18. Partner representatives and staff surveyed agreed that human rights and gender equality were generally well integrated into peacekeeping partnership activities, while perceptions of the integration of environmental considerations and disability inclusion were lower, as shown in Figure 3.

⁸ UN definition of the principle of subsidiarity "is designed to ensure that policies and decisions are made as close as possible to the people they affect." (UN Committee of Experts on Public Administration) <https://publicadministration.desa.un.org/sites/default/files/Handbook%20on%20Subsidiarity%206%20Oct%20final.pdf>

Figure 3. Perceptions of staff and partner representatives on integration of cross-cutting themes in partnership activities



Source: OIOS surveys

19. Human rights and gender considerations were incorporated into several partnership initiatives. For example, the United Nations, through the AUCF Project, provided technical support to the AU on monitoring, investigating and reporting related to IHL and IHRL in AU peace support operations. Additionally, MINUSCA, OHCHR and the EU supported national workshops aimed at strengthening the capacity of human rights organizations. UNMIK also partnered with the OSCE, the EU and KFOR on human rights issues with a focus on minority rights and monitoring developments on the ground.

20. Partnership initiatives also promoted gender equality through activities aimed at strengthening women's participation in political and electoral processes. In South Sudan, partnership-supported consultations on judicial reforms involved a broad range of stakeholders, including women representatives, to inform reforms aimed at strengthening the justice system. In Mali, MINUSMA and ECOWAS supported sensitization, capacity building and civic education initiatives aimed at increasing women's participation in electoral and political processes. MONUSCO partnered with the EU to implement a police reform project that included a 10-week training course for 49 inspectors of the *Inspection générale de la police nationale congolaise*, including nine women, aimed at strengthening internal control measures within the law. UNMIK also partnered with EULEX, KFOR, OSCE, and other strategic actors to advance gender equality and inclusion, including promoting women's representation and sustained presence in public discourse in Kosovo.

B. Partnerships worked well when there were structured engagement mechanisms and liaison functions

Partnerships progressed when structured engagement mechanisms existed

21. Partnerships were successfully maintained when structured engagement mechanisms were in place. While three of the seven peacekeeping missions established these mechanisms to engage their partners, the remaining four did not, as shown in Table 4. Missions with structured engagement mechanisms demonstrated more regular and sustained interactions with their partners. These led to regular information exchanges and agreements among partners on how and when to undertake

partnership activities and helped ensure coordination of roles and responsibilities among partners across joint initiatives. Staff and partners interviewed also noted that missions with more structured partnership mechanisms were better positioned to jointly respond to peace and security demands. Additionally, most staff survey respondents (63 per cent) identified structured coordination mechanisms with partners as a key enabler of successful partnerships.

Table 4. Engagement mechanisms supporting partnerships in peacekeeping missions

MINUSCA
Regular multi-partner briefings, leadership engagement and demand-driven coordination based on the national authorities' willingness
National strategic committee on Security Sector Reforms (SSR) and Disarmament, Demobilization and Reintegration (DDR), which included the Government of CAR, MINUSCA and its partners EUTM, EUAM and the AU
UNMISS
Monthly trilateral mechanism meetings at the leadership level
Bi-monthly trilateral mechanism meetings at the working level
MONUSCO
Demand-driven engagements with the AU and three RECs (EAC, SADC and ECCAS)
Cafe politique meetings with ICGLR
UNIFIL
No structured engagement mechanism
Ad hoc demand-driven information exchange with the EU and bilateral engagements with its Member States
UNISFA
No structured engagement mechanism
Engagements previously supported by AUHIP became dormant, compounded by limited political will from Sudan and South Sudan
UNMIK
Executive Committee meetings with NATO (KFOR) OSCE and EULEX and additional informal engagements

Source: OIOS interviews and document review

22. Conversely, those missions with limited or no structured arrangements experienced more fragmented partnership engagement. Both partner and staff interviewees noted that in some contexts, partnerships were shaped by political-level arrangements, centralized structures and limited field-level capacity, which constrained the establishment of regular working-level coordination mechanisms. For example, engagements were largely leadership-driven and *ad hoc* in MONUSCO despite the Mission operating in a complex theatre of regional UN and non-UN actors. Illustrating this gap, CPAS reporting highlighted weak coordination, limited information-sharing and parallel chains of command between MONUSCO and regional forces operating in eastern DRC, which complicated joint planning. MONUSCO noted that the Mission established dedicated coordination mechanisms⁹ and reported on partnership progress in the Secretary-General's reports. Similarly, in UNISFA, partnership engagement remained limited as conditions were not in place in Sudan and South Sudan to implement the 2011 agreement. In UNIFIL and UNMIK, partnerships were primarily focused on information exchange, with no mechanisms for joint initiatives.

23. However, none of the seven missions had partnership frameworks or joint planning documents to assess how activities were planned and organized in a logical, coherent and mutually reinforcing fashion over the life cycle of the partnership. A review of Secretary-General reports indicated that in MINUSCA, MONUSCO, MINUSMA and UNMISS, partnership activities were planned

⁹ For example, the coordination center established with the SADC Mission in the DRC (SAMIDRC).

and organized around key peace agreement implementation steps or transition milestones. In the other three missions (UNISFA, UNMIK and UNIFIL), such coordinated planning was limited due to fewer joint activities with partners.

24. At the Headquarters level, partnerships with the AU, EU and NATO were supported by regular and structured engagements, as shown in Table 5. These structured arrangements with the AU, EU and NATO created entry points for engagement and ensured continuity of dialogue and coordination of joint activities over time. They also facilitated the alignment of priorities, the clarification of roles and responsibilities and the follow-up on agreed initiatives. Statutory mechanisms at the Headquarters level helped advance partnership activities in a responsive way, however, some became less active following the COVID-19 period.¹⁰ Structured peacekeeping engagements with ASEAN were lacking, although DPO noted that there were structured engagements with ASEAN on system-wide issues.¹¹

Table 5. Engagement mechanisms supporting peacekeeping partnerships at Headquarters

Partner	Engagement mechanisms
AU	- United Nations Security Council and AU Peace and Security Council (AUPSC) joint informal seminar and annual consultative meetings - Monthly meetings of the President of the Security Council and the Chair of the AUPSC - Annual conference of the Secretary-General and the AU Commission Chairperson - Meetings between the AUPSC Commissioner and the Under-Secretary-General of DPO - Annual joint retreats - Biannual joint task force on peace and security - Regular meetings of the resolution 2719 joint task force - Director-to-director meetings - Desk-to-desk meetings - Joint visits, joint mission reviews
EU	- Steering committee - Technical committees - Annual strategic retreat
NATO	- Staff talks - Structured dialogues - Roundtables - Expert staff-to-staff exchanges - DCB Package workstreams

Source: OIOS interviews and documents review

25. Although most staff and partner representatives interviewed noted that partnerships often evolved in a bespoke manner, a review of C-34 reports indicated evidence of deliberate planning of Headquarters partnership activities to support successive stages of implementation. Examples of effective planning included:

- i. The joint roadmap for the operationalization of Security Council resolution 2719 (2023) clearly identified roles and responsibilities between the United Nations and the AU and established four joint workstreams with defined, sequential tasks to guide implementation;

¹⁰ The UN-AU desk-to-desk meetings were paused after the COVID-19 period but resumed in April 2026.

¹¹ DPO noted these engagements took place on a well-established annual cycle, including working level contacts, director-level engagements and leading up to an annual UN-ASEAN Summit.

- ii. The joint peace analysis undertaken by the United Nations, AU and EU in CAR informed subsequent political and operational engagement in the implementation of AU-led peace accords; and
- iii. The UN-NATO DCB Package was developed in a sequenced manner, beginning with a needs-based formal request from the United Nations to NATO, followed by joint design of the package and its subsequent implementation.

Liaison functions built a strong foundation for partnerships

26. Liaison functions—with offices and staff embedded with partners—supported successful partnerships by promoting institutional knowledge exchange among partners and advancing progress towards shared objectives. Five liaison functions supported broad peace and security partnership activities, including peacekeeping, between the United Nations and partners, as shown in Table 6.

Table 6. Peace and security pillar liaison functions¹²

Liaison function and location	Human resources	Organizational structure	Key function
The African Union Partnerships Unit (AUPU), New York	5 posts ¹³ (SA)	The Department of Political and Peacebuilding Affairs (DPPA)-DPO shared structure	- Support DPPA and DPO leadership as well as other senior principals in their work with the AU - Support the operationalization of resolution 2719 (2023) - Support the four African regional divisions - Backstop UNOAU
UNOAU, Addis Ababa	56 posts (50 SA, 6 RB)	A separate entity led by an SRSG that works closely with DPO and DPPA	- Conduit of all UN Secretariat engagement with the AU - Liaison and operational support to the AU - Provide support to AU peace support operations - Capacity development of AU counterparts
UNLOPS, Brussels	3 posts (2 SA, 1 RB)	DPO - Division of Policy, Evaluation and Training (DPET) and DPPA-DPO – Europe and Central Asia Division	- Liaison with the EU and NATO
Liaison officer to ASEAN and Member States, Jakarta	1 post (RB)	Within DPPA-DPO shared structure	- Liaison with the ASEAN Secretariat
UNLOLAS, Cairo	1 post (RB)	Situated within DPPA-DPO shared structure but part of DPPA only.	- Liaison with the LAS Secretariat

¹² Included posts are funded from both the regular budget and support account.

¹³ Two posts were vacant as of March 2026 due to the hiring freeze.

Source: OIOS interviews and document review

Note: SA – peacekeeping support account funded post; RB – regular budget funded post.

27. Additionally, a DPO partnership officer in DPO-DPET served as a focal point for partnerships with regional and multilateral organizations, excluding the AU. This position led coordination of the annual briefing to the C-34; supported the development of partnership frameworks; organized meetings with partners; connected partners to the appropriate personnel within the Secretariat; and supported engagements with the Collective Security Treaty Organization (CSTO) and OSCE.

28. Serving as strategic envoys, liaison functions have helped organizations achieve mutual understandings and increased knowledge of priorities, politics and work processes. Most partner representatives interviewed from the AU, EU, NATO and the LAS, as well as peacekeeping staff, reported liaison functions as being helpful for effective partnerships. They noted the benefits of the function in facilitating efficient working-level cooperation and coordination which led to mutual knowledge of the partner's policies and priorities and provided a sounding board when potential issues emerged. For example, UNLOPS led engagements with the EU European External Action Service in the negotiations of the new UN-EU shared priorities, which allowed for smooth consultations on the new partnership framework. In a further example, UNOAU helped DPO and DOS Headquarters staff better understand the politics and priorities of the AU in the implementation of the Security Council resolution 2719 (2023), proactively managing the relationship and helping set reasonable expectations given the imbalance of the number of staff on respective sides of the partnership.¹⁴

C. Mission-led partnerships contributed to the delivery of mandates, although achievements in smaller missions were inhibited by contextual challenges

Partnerships yielded gains in mandate delivery across peacekeeping missions, notably in political engagement and the brokering of peace processes

29. Peacekeeping missions benefited from partnerships with regional and multilateral organizations in the effective delivery of their mandates. Specific partnership contributions in four missions, which notably included support to the political and peace processes across all missions, are presented in Table 7 below.

¹⁴ UN staff and AU representatives interviewed cited a mismatch in capacity between the two organizations. For example, the AU Commissioner of Political Affairs, Peace and Security served as the counterpart of three USGs (DPO, DPPA and DOS). Similar disparity existed at the technical and working levels.

Table 7. Partnership contributions to mission-specific mandate delivery¹⁵

UNMISS

The AU, IGAD and UNMISS jointly:

- supported the formation of the Revitalized Transitional Government of National Unity in 2020, through joint engagements with senior government leaders, opposition officials and transnational leaders;
- supported the peace process through unified messaging to the parties to comply with their obligations under the peace agreement;
- helped de-escalate tensions in conflicting areas through joint visits and communiqués, urging the government to end the fighting; and
- convened political party and state-level forums to provide safe spaces for stakeholders to participate in peace and electoral processes.

MINUSCA

The AU, EU and MINUSCA supported the implementation of the APPR, including mediation with armed groups and DDR processes that led to the disarmament and demobilization of 6,541 ex-combatants (382 women).

The AU, EUTM, EUAM and MINUSCA supported the preparation and conduct of the 2025 general elections.

EUTM and MINUSCA contributed to the extension of state authority by training of non-commissioned officers deployed to provinces.

EUTM, EUAM and MINUSCA supported the drafting of the National Defence Policy and the Military Programming Framework.

MONUSCO

The AU, ICGLR and MONUSCO supported the Luanda and Nairobi peace processes and ensured meaningful participation of women and youth.

SADC and MONUSCO contributed to efforts to slow the advance of M23, which contributed to the protection of civilians.

ECCAS and MONUSCO established a regional network of women mediators in the Great Lakes region in 2022.

The EU and MONUSCO implemented a police reform project to strengthen internal control measures and the application of laws.

MINUSMA

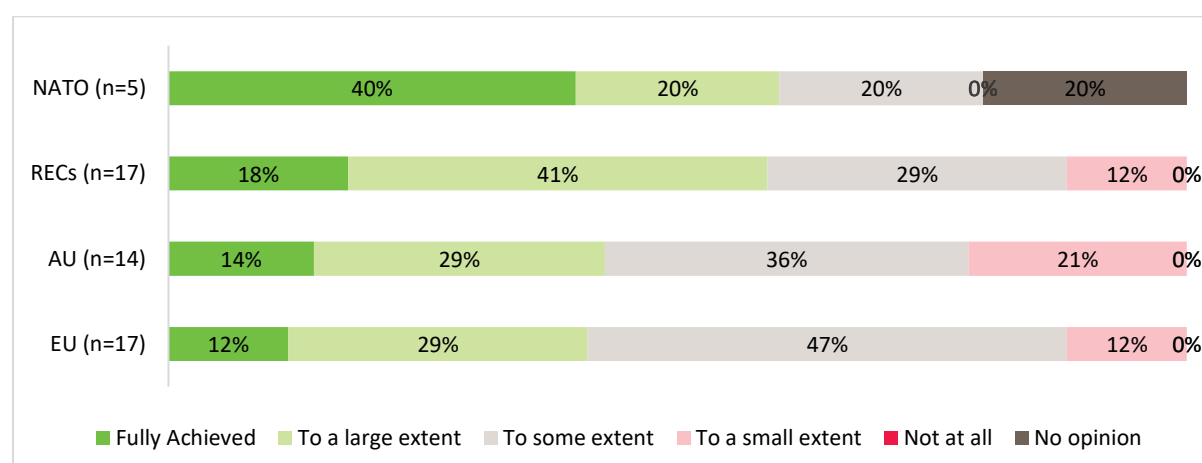
The AU, ECOWAS and MINUSMA engaged in joint mediation and political engagement that led to the extension of the transition period in 2022.

Source: OIOS document review and interviews

30. Partners and staff surveyed and interviewed agreed that partnerships contributed to peacekeeping mission mandate delivery. Nearly all partners surveyed (10 out of 11) agreed with this assessment and staff survey respondents also shared positive assessments across partner organizations, as shown in Figure 4. Additionally, the majority of mission staff survey respondents also agreed that partnerships added value to mandate delivery, as shown in Figure 5.

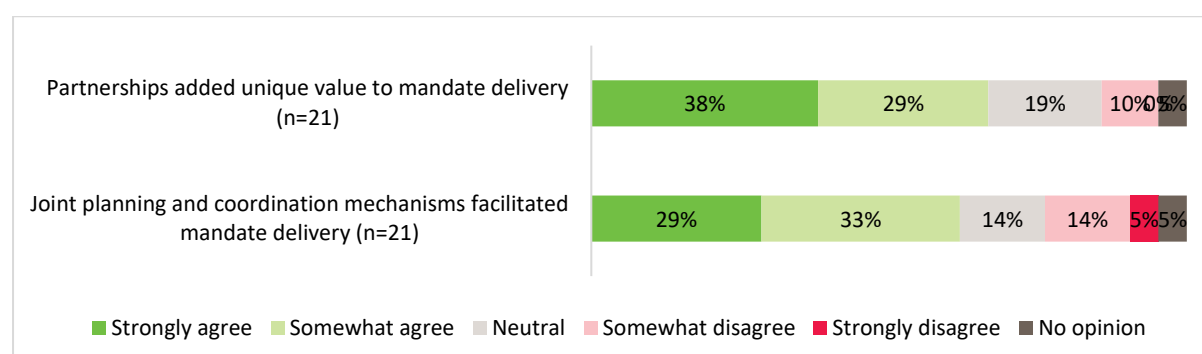
¹⁵ MINUSMA was not included due to limited available data.

Figure 4. Mission staff rating of the partner's contribution to mandate delivery



Source: OIOS survey

Figure 5. Mission staff perceptions of the value-add of partnerships



Source: OIOS survey

Partnership initiatives contributed to mission capacity and readiness

31. Partnerships strengthened United Nations capacity by enabling missions to leverage partners' influence, coordination and access in support of mandate implementation. Mission staff and partners interviewed noted that partnerships strengthened mission capacities in several ways. This included partner contributions such as:

- i. providing political clout and cover needed to lead sensitive dialogues and deliver tough messages to parties in conflict that a peacekeeping mission alone might be more challenged to voice directly;
- ii. reinforcing mandate legitimacy, including advocacy for mandate renewal and mobilizing regional and international political support around peace processes and elections in host countries;
- iii. enabling unified messaging, which increased pressure on national authorities to adhere to the peace agreement; and
- iv. facilitating information-sharing, where missions had limited access to authorities.

32. Partnerships also strengthened mission readiness by equipping personnel with skills required to perform their roles in peacekeeping contexts. This was illustrated by the UN-NATO DCB Package, a joint UN-NATO project that provided targeted training in military performance evaluation, medical

care, explosive ordnance threat mitigation and information, communication and technology to enhance operational performance, safety and training capacities. This partnership:

- i. trained and certified United Nations military evaluators to assess the readiness of military units before and after deployment to four peacekeeping missions;
- ii. equipped 67 staff from six peacekeeping missions through training courses on signals and information, communication and technology courses, enhancing technical capacity; and
- iii. trained TCC contingents deployed with MINUSCA and MONUSCO on explosive ordnance threat mitigation.

33. Partnership results in the three smaller missions were constrained by contextual challenges, including the absence of an explicit partnership mandate in one mission. In UNISFA, no partnership-related achievements were identified due to the challenging security and political contexts in Sudan and South Sudan. Consultations were ongoing to revitalize dialogue on the final status of Abyei. In UNMIK, cooperation with EULEX and OSCE contributed to a white paper which documented land expropriation concerns affecting Kosovo Serbs, supported INTERPOL information exchanges and situation awareness in northern Kosovo; however, staff and partners interviewed indicated that partnerships contributed to mandate delivery to a more limited extent, with few joint initiatives directly supporting mandate implementation.

34. Lastly, in UNIFIL, the absence of a partnership mandate limited the scope of structured engagements. A project jointly implemented by UNIFIL, EU, United Nations Development Programme (UNDP) and EU Member States to support the livelihoods of Lebanese Armed Forces soldiers reportedly increased enlistment in southern Lebanon, but partnership benefits were difficult to quantify, and outcomes such as prevention, deterrence and sustained stability were not easily measurable.

D. Headquarters-led partnerships provided strong multilateral support to United Nations peacekeeping, although clearly defined results frameworks for these partnerships were lacking

While tangible results of Headquarters-led partnerships were achieved, in some cases these occurred over an extended time frame

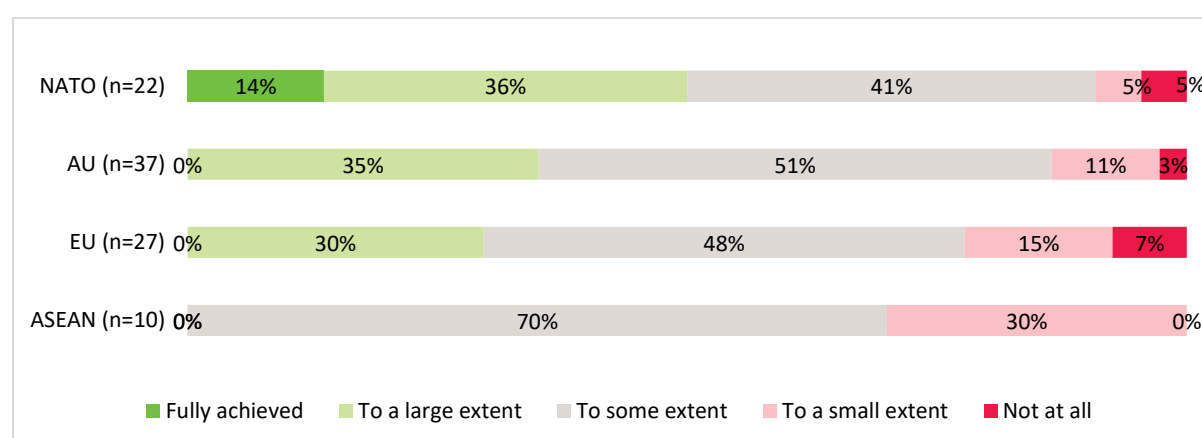
35. Headquarters-led partnerships with regional and multilateral organizations achieved several tangible outcomes. Key results included:

- a. Agreement on common positions and joining together for a shared political analysis and strategies in various contexts, such as in CAR and South Sudan. Such unity was vital to lay the groundwork for diplomacy to then broker peace processes.
- b. Convened Member States of regional organizations around peace and security agendas that might otherwise not have been a priority. For example, the LAS was able to increase the number of Member States that supported the Women, Peace and Security (WPS) agenda.
- c. Increased peacekeeping capacities of both the United Nations and partners. For example, the UN-EU partnership increased United Nations Police (UNPOL) capacity on border management, which benefited from EU expertise in this area. Additionally, via its partnership with ASEAN, the United Nations was able to increase TCC engineering capacity and support a regional WPS plan.

36. Nonetheless, staff interviewed noted that due to the nature of such partnerships in peace and security areas, results took time to materialize. For example, United Nations engagement with the AU over more than a decade informed Member States' deliberation and contributed to the adoption of Security Council resolution 2719 (2023)¹⁶—a landmark mandate that cemented partnership with the AU and promoted regional ownership of peace operations. Following the adoption of the resolution, the Secretariat established four work streams under a task force that promoted joint operational readiness and made progress in the areas of: i) joint planning, decision-making and reporting; ii) mission support; iii) financing and budgeting; and iv) human rights compliance and protection of civilians.

37. A majority (58 per cent) of Headquarters-level partner representatives surveyed considered that Headquarters-level partnership objectives were achieved to some extent. These partnership objectives often referred to stronger coordination, joint response to conflict, unified messaging, enhanced complementarities and synergies, strengthened capacity, advocacy and networked multilateralism in response to peace and security challenges. Staff survey respondents also offered a somewhat similar assessment, as shown in Figure 6, although their assessment varied by partners.

Figure 6. Headquarters staff rating of achievement of partnership objectives

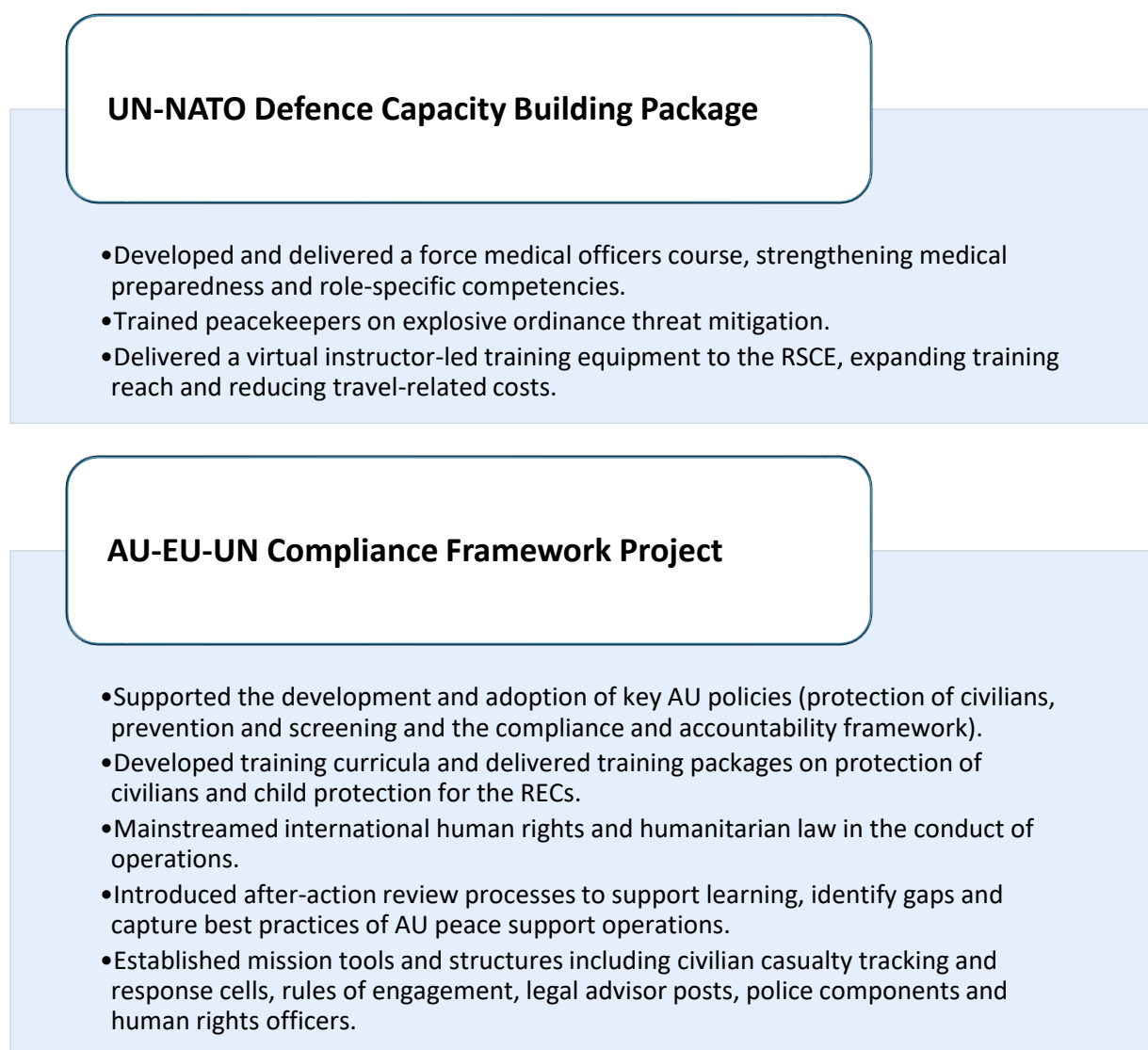


Source: OIOS survey

38. The two case studies illustrated in greater detail how Headquarters-led partnerships have achieved results, as shown in Figure 7.

¹⁶ Culminating incremental progress since the 2012 Security Council resolution 2033 emphasizing joint strategic planning and closer coordination with the AU Peace and Security Council.

Figure 7. Headquarters-level partnership contributions demonstrated through the two case studies



Source: OIOS document review and interviews

Headquarters-led partnership agreements lacked clearly defined results frameworks

39. Despite these results, results-based work planning was inadequate as expected results and targets were not detailed in partnership frameworks or other documentation. For example, the 2017 Joint Framework with the AU referred to joint practical work plans, but these plans did not exist. The UN-EU strategic partnership agreement from 2021 did not include defined shared results, but the 2025 Shared Priorities framework included priority areas that will be jointly reviewed every six months by staff-to-staff mechanisms, which may allow for monitoring of progress. With NATO, the shared declaration of 2018 was very general and flexible, however, no defined results or targets were articulated. However, the annual UN-NATO consultations included actionable targets and the DCB Package was delivered on budget and within the planned schedule. A document review of the ASEAN plan of action revealed no specific results nor targets although DPO noted the existence of a plan of action and related reporting matrix.

40. Joint communiqué analysis indicated that partnerships prioritized declarations over delivery articulation. Of 39 joint communiqués issued by the United Nations and its partners, only 28 per cent included messages of joint achievements, thus only moderately communicating partnership results.

41. Further, a lack of clearly defined expected results and targets across mission partnerships made it difficult to assess the full extent to which partnership results were achieved. Across missions, none had a comprehensive partnership framework that defined expected results, indicators or targets for joint initiatives. As a result, missions and partners lacked a common basis for tracking progress to demonstrate the outcomes of partnership efforts.

E. Leadership and shared values enabled effective partnerships, while internal coordination challenges and a lack of political will constrained them

Leadership and shared values enabled effective partnerships

42. Across staff and partner interviews, the most frequently cited enablers of effective partnerships were senior leadership engagement and goodwill, which was often framed as a deliberate push from the top to advance partnerships and multilateralism. One long-serving staff member referenced a common view when noting that, having worked under four different police advisors, it was clear that when both the advisors and the Under-Secretary-General (USG) were aligned in support of partnerships, smooth collaboration followed. Shared values and principles of peace and security were also frequently mentioned as facilitators of substantive partnership. Additionally, political will on the part of partner organizations and the United Nations was another key enabler of successful partnership as identified by a majority of partner and staff survey respondents, respectively.

Internally, a lack of clarity on partnership roles, limited resources and uneven coordination structures limited functionality

43. There were several internal impediments to effective partnerships. This included a lack of clarity about who was in the lead and who was engaging in specific partnerships, which was exacerbated with frequent turnover. While the broad range of partnerships and contexts necessitated multiple points of engagement, due to the mix of overlapping organizational set-up in place, it was not always clear where the DPO-DPET responsibilities ended and those of the technical or regional divisions started regarding partnerships. Eleven partner representatives and staff interviewed identified a lack of United Nations coherence on peacekeeping partnerships as a limiting factor. UNLOPS led engagements with the EU and NATO in Brussels while functionally reporting to DPO on peacekeeping and DPPA on political and peacebuilding; engaging with over 10 interlocutors across Headquarters departments and offices.

44. Financial resources dedicated to peacekeeping partnerships, even when mandated, were also limited. Partners who provided financial resources, such as the EU and NATO, were highly prized by the missions since these resources met gaps in assessed mission funding. Many staff interviewed mentioned that funding shortfalls and broader financial pressures due to the liquidity crisis were constraining factors for partnerships. In the case of MONUSCO, two partnerships with RECs were plagued by a mismatch in expectations of support: partner organizations EAC and SADC both had larger expectations in terms of logistical and operational support, but the Mission was not given additional resources commensurate to such expectations despite a mandate to support in the case of SADC. Additionally, most staff and partner representatives surveyed (54 and 57 per cent respectively) identified funding as the top partnership constraint.

45. Furthermore, the lack of dedicated staffing for partnership work in missions further limited their effectiveness. At the mission level, partnerships were usually led by senior mission leadership, most commonly the Special Representatives of the Secretary-General (SRSG) or their deputies. Tasks were distributed across substantive and operational components, depending on the nature of the partnerships, but usually political affairs teams were involved. Where they existed, integrated operational teams (IOTs) supported missions with partnership engagement, strategy and advice,

although the nature of support varied by mission. Key mission staff interviewed also considered the number of dedicated partnership staff to be highly inadequate.

46. At Headquarters, partnership work was distributed across multiple units and sections at DPO-DPET, DPPA-DPO shared structure, DOS, DMSPC and OHCHR. Focal points were embedded within broader political, operational, policy and support roles. It was not possible to quantify staffing resources working on partnerships, as there was no tracking mechanism in place.

47. Additionally, as part of the UN80 initiative, staffing positions to support the implementation of Security Council resolution 2719 (2023) were abolished within months of their approval. The Secretariat requested 10 posts for the 2025/26 period for an interdepartmental task force, 6 of which were approved in June 2025.¹⁷ However, three of the posts were abolished in December 2025 as part of the UN80 Initiative.¹⁸ DPO noted that while the task force had made progress, additional resources would be assigned when a specific case for the implementation of resolution 2719 arises.

48. Partnership coordination at both mission and Headquarters levels was uneven. At the mission level, there were rarely any internal coordination channels to ensure a coherent approach to partnership. Overlapping mandates were reported, especially between peacekeeping missions and regional political offices. Within the DRC context, there were overlapping mandates and roles across MONUSCO, UNOAU, the Office of the Special Envoy for the Great Lakes Region and UNOCA¹⁹ that led to confusion and inefficiency, which some interviewees considered due to inadequate coordination. In the staff survey, while 55 per cent of respondents considered that coordination mechanisms with Headquarters existed, less than 20 per cent considered that all staff were brought together across missions and Headquarters.

49. At Headquarters, there were no structured coordination channels among the entities involved in partnership activities, with most interviewees indicating that coordination was *ad hoc*. The 2719 task force coordination was weakened by the abolishment of posts as part of the UN80 Initiative. Additionally, some coordination challenges occurred between Headquarters and UNOAU staff due to the use of informal methods of communication (e.g., WhatsApp messages), which some staff reported as the preferred communication approach of some AU officials. At times, this bypassed established communication methods²⁰ and inadvertently left UNOAU colleagues uninformed, highlighting the need for more internal coordination.

Partnerships were also constrained by a lack of political will

50. Implementation of the Security Council resolution 2719 (2023) faced challenges in the political milieu of the Security Council, which gave a perception of stalled progress on the application of the pilot case, as noted by both staff and partner representatives. This has led to frustration among the partner, who noted that with a large mismatch in partner size and capacity, it was easy to become overburdened by United Nations priorities. In mission contexts, both partner and staff interviewees highlighted geopolitical tensions, especially where a host state lacked political will to advance partnerships, as a recurring obstacle to coordinated action. For example, in South Sudan, Mali and Kosovo, partners and staff cited a lack of political will in some instances on behalf of the host authorities, which hindered partnership effectiveness.

¹⁷ A/RES/79/298

¹⁸ Including posts in DPO (D-1), DOS (P-4) and OHCHR (P-4). See A/RES/80/240.

¹⁹ In S/2019/625, the Secretary-General noted that “there is little value in the Office [UNOCA] engaging in the Democratic Republic of the Congo.”

²⁰ Memo from the Chef de Cabinet on United Nations engagement with the African Union, 21 March 2019 requires to channel all engagement with the AU through UNOAU.

V. Conclusion

51. The strategic landscape of United Nations peacekeeping has shifted in such a way that partnerships with regional and multilateral organizations are no longer a diplomatic preference but an essential operational necessity. While the adoption of Security Council resolution 2719 (2023) deepened cooperation with the AU, and EU and NATO demonstrated a maturing partnership ecosystem, the gains achieved through these partnerships remain fragile. Tangible successes—from political brokering at the mission level to unified political messaging and enhanced technical capacities at Headquarters—prove that partnerships act as a catalyst for the delivery of the Organization’s peacekeeping mandate. However, the full potential of these partnerships remains unrealized, stifled by an implementation gap where high-level declarations often do not translate into operational delivery. Nevertheless, the core objective of partnership remains an achievement of political convergence for networked multilateralism, a dimension which does not always lend itself to concrete results frameworks.

52. Effective partnerships are further jeopardized by a lack of institutionalized accountability and a widening resource deficit. Without defined results frameworks or measurable targets, the monitoring and reporting of partnership dividends is missing. Furthermore, the abolition of key posts under the UN80 Initiative and the ongoing liquidity crisis signal a concerning retreat from the “networked multilateralism” the Organization claims to prioritize. At the mission level, the absence of coherent regional strategies and dedicated staffing—particularly in complex theaters such as the example of the DRC—impact the ability of missions to harness partnerships to respond to dynamic threats.

53. To sustain momentum, the United Nations will be better positioned to transition partnerships from bespoke, secondary activities to a core institutional function. This requires a shift toward professionalized alliances through the establishment of dedicated focal points, the securing of formal resources for partnership implementation and the active cultivation of communities of practice to break internal silos toward a more coherent partnership architecture across the peace and security pillars. Ultimately, in a geopolitical climate that increasingly tests the limits of multilateralism, partnerships represent a vital force multiplier for delivering the Organization’s critical peacekeeping mandate.

VI. Recommendations

54. OIOS makes six important recommendations to DPO and peacekeeping missions:

- Recommendations 1-4 and 6: accepted by all relevant entities;
- Recommendation 5: accepted by all relevant missions except UNMISS.

Recommendation 1: (result E)

55. **Missions with partnership mandates should appoint partnership focal point(s) with clear terms of reference to lead partnership activities with regional and multilateral organizations.** This function may:

- a. Serve as the missions’ institutional lead for partnership activities;
- b. Facilitate structured engagement with partner organizations and Headquarters-based partnership focal points; and

- c. Support the development of partnership-related work plans and performance indicators and reporting on them.

Indicator of implementation: Focal points appointed with clear terms of reference.

Expected change: Contribution toward enhanced visibility, accountability and impact of partnership activities at the mission level.

Recommendation 2: (result E)

56. DPO/DPET should, in coordination with relevant parts of DPO and liaison functions, maintain a departmental map of peacekeeping partnership focal points in each of the Department's relevant divisions with clear individual work plans to lead partnership activities and coordination arrangements for major institutional partnerships relevant to peacekeeping. This may include:

- a. Mapping of institutional lead(s) for partnership activities with each partner and clarifying internal and external entry points for partnership engagement in peacekeeping; and
- b. Supporting the development of partnership-related work plans and performance indicators and reporting on them.

Indicator of implementation: Focal points appointed and entry point reference note developed and updated periodically.

Expected change: Contribution toward enhanced visibility, accountability and impact of partnership activities at the Headquarters level.

Recommendation 3: (result E)

57. MONUSCO should, in consultation with the Integrated Operational Team for the Democratic Republic of Congo, develop a framework for partnerships with regional, sub-regional and multilateral organizations. This initiative may define coordination mechanism(s), clarify roles and build synergies with other Secretariat entities active in the region, including the Special Envoy for the Great Lakes Region, UNOAU and UNOCA.

Indicator of implementation: A framework for regional partnerships is developed by MONUSCO.

Expected change: Improved coordination and coherence of messaging and actions among MONUSCO, other United Nations entities and regional and multilateral partners.

Recommendation 4: (results B and C)

58. DPO should establish a community of practice for peacekeeping partnerships across the relevant Secretariat entities. This community of practice would improve information sharing, coherence of engagement and cross-learning of institutional partnership practices and may include:

- a. Organizing periodic informal meetings of partnership focal points across relevant entities;
- b. Establishing a speaker series; and
- c. Conducting after-action reviews to document and distill lessons learned.

Indicator of implementation: Establishment of a Secretariat-wide peacekeeping partnerships community of practice.

Expected change: Improved coordination and knowledge management on peacekeeping partnerships.

Recommendation 5: (results C and D)

59. **Missions should adopt results-based agreements with regional and multilateral organizations while considering the context and nature of the partnership.** This should include capturing relevant performance indicators in CPAS and A4P+ reports.

Indicator of implementation: Results-based agreements adopted, with indicators in CPAS and A4P+ reporting.

Expected change: Partnerships shift toward measurable results and accountability in missions, enabling systematic tracking of progress.

Recommendation 6: (result D)

60. **When renewing partnership agreements, DPO should advocate for the adoption of results-based agreements with regional and multilateral organizations at Headquarters while considering the context and nature of the partnership.** This should include capturing relevant performance indicators in A4P Impact reports.

Indicator of implementation: Results-based agreements proposed to partners, and reported upon through A4P Impact, if adopted.

Expected change: Partnerships shift toward measurable results and accountability, enabling systematic tracking of progress.

Annex I: Management responses from DPO and peacekeeping missions

DPO management response

DPO thanks OIOS for its evaluation of the critical dimension of regional and multilateral partnerships in UN peacekeeping and accepts the recommendations, to be implemented per the Action Plan shared with OIOS. Mission-specific, regional and global partnerships are part of the DNA of UN peacekeeping. The department notes that it works with a broader array of partners, which could not be captured in this evaluation. The work of engaging with partners is a shared responsibility at every level of the department and across missions and should always recognize the need for tailored approaches to identify areas of mutually agreed collaboration. DPO stands ready to sustain and deepen its regional and multilateral partnerships, through its established system of dedicated focal points in DPO and UN peace and security liaison offices, and within the resources available to the department.

UNISFA management response

NATIONS UNIES



UNITED NATIONS

UNISFA

United Nations Interim Security Force for Abyei

قوة الأمم المتحدة المؤقتة في أبيي

INTER OFFICE MEMORANDUM

Date: 7 June 2026

Ref.: UNISFA/MHQ/HOM/IOM/025/2026

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

From: Major General Ganesh Kumar Shrestha
Acting Head of Mission/Force Commander, UNISFA

Subject: Management Response - OIOS Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping

1. We acknowledge receipt of your inter-office memorandum transmitting the draft report of the Office of Internal Oversight Services on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping.
2. UNISFA has duly taken note of the two recommendations contained in the report. Efforts to implement the corresponding action plan are currently underway, and we will be pleased to report on progress at the appropriate time and through the established channels.
3. We wish to express our sincere appreciation to OIOS for the constructive collaboration throughout this evaluation process and for the opportunity to engage on this important subject. We look forward to the next steps and remain committed to working closely with OIOS to ensure full and timely implementation of the recommendations.
4. Thank you and best regards.

Copy to:

Mr. Rakib Hossain, OIOS
Mr. Alexander Stephane Gerard Rose, UNISFA
Ms. Uchenna Odenigbo, UNISFA
Mr. Josphat Kariuki, UNISFA
Mr. Tashi Dhendup, UNISFA

UNMIK management response



United Nations
Interim Administration Mission in Kosovo

UNMIK Headquarters, Industrial
Zone, 10 000 Pristina, Kosovo
Tel. +381 38 504 604 4000

INTEROFFICE MEMORANDUM

Date: 9 June 2026

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

Jillian Baker, Management and
Programme Analyst, Office of internal
Oversight Services

From: Peter N. Due
Special Representative of the Secretary-General
and Head of UNMIK

A handwritten signature in black ink, appearing to read 'PN Due', written over the printed name of Peter N. Due.

Subject: Mission Management Response – OIOS Evaluation of Regional and
Multilateral Partnership for United Nations Peacekeeping

1. We acknowledge receipt of your inter-office memorandum transmitting the draft report of the Office of Internal Oversight Services on the Evaluation of Regional and Multilateral Partnership for United Nations Peacekeeping (IED-25-020).
2. Thank you for giving the Mission the opportunity to comment, and for incorporating the Mission inputs into the final draft.
3. As per Recommendation 1 (result E), UNMIK Chief of Staff will serve as the Missions' institutional lead for partnership activities with regional and multilateral organizations.
4. As per Recommendation 5 (result C), the Mission will strive to capture relevant performance indicators in CPAS and A4P+ reports, when and where appropriate.
5. Thank you and best regards.

cc: Ms. Jillian Baker, OIOS
UNMIK CoS
UNMIK CMS
UNMIK OPA
UNMIK UNOB
UNMIK MRO
UNMIK OCS
UNMIK RoL
UNMIK JOC/JMAC
UNMIK OLA
UNMIK Gender and Youth Unit

UNMISS management response

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

DATE: 10 June 2026

FROM: Anita Kiki Gbeho,
Special Representative to the Secretary-General
and HOM, UNMISS

G. Maitland

SUBJECT: **UNMISS Response to the Recommendations of the Report of the Office of Internal Oversight Services on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping.**

- 1 UNMISS acknowledges receipt of the draft report of the Office of Internal Oversight Services on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping.
- 2 Please find attached the Mission's comments on the recommendations.
- 3 Thank you for your consideration and support.

Mr. Graham Maitland, UNMISS
Ms. Leda Limann, UNMISS
CC: Mr. Guy Bennett, UNMISS
Ms. Tina Pihl, UNMISS

MINUSCA management response

United Nations United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	 MINUSCA	Nations Unies Mission Multidimensionnelle Intégrée des Nations Unies pour la Stabilisation en République centrafricaine
INTEROFFICE MEMORANDUM		MEMORANDUM INTERIEUR
TO: Ms. Demetra Arapakos A: Director, Inspection and Evaluation Division Office of Internal Oversight Services		DATE: 10 June 2026
FROM: Valentine Rugwabiza DE: SRSR and Head of MINUSCA		REFERENCE: MINUSCA/OSRSG/092/2026 CLASSIFICATION: Unclassified
SUBJECT: <u>Management Response – OIOS Evaluation of regional and Multilateral</u> OBJET: <u>Partnerships for United Nations Peacekeeping</u>		

1. Reference is made to your inter-office memorandum transmitting the draft report of the Office of Internal Oversight Services on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping (Ref.: OIOS-2026-01020).
2. MINUSCA has reviewed and accepted all five recommendations contained in the report, three of which require no further action. For the remaining two recommendations outlined in the attached Action Plan, the mission has initiated the implementation process and will report on progress in accordance with the established timeline.
3. We express our sincere appreciation to OIOS for the constructive collaboration throughout the evaluation process and we commit to working closely with you to ensure the full, accurate, data-driven and timely implementation of the recommendations.

Thank you.

cc: DRSRG HC/RC
COS
C/MPU
CRM CU

MONUSCO management response



Mission de l'Organisation des Nations Unies pour la
Stabilisation en République démocratique du Congo

United Nations Organization Stabilization Mission
in the Democratic Republic of the Congo

12, Avenue des Aviateurs - Gombe
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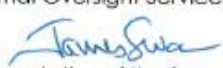
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+243 81 890 6000

INTEROFFICE MEMORANDUM

9 June 2026

Ref.: SRSR-MONUSCO-2026-00304

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

From: James Swan 
Special Representative of the Secretary-General and Head of MONUSCO

Subject: **Draft report of the Inspection and Evaluation Division (IED) of the Office of Internal Oversight Services (OIOS) on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping**

1. I would like to thank OIOS-IED for the draft report on the Evaluation of Regional and Multilateral Partnerships for United Nations Peacekeeping, IED-25-020.
2. I have read with interest the findings which confirm the relevance of regional and multilateral partnerships for implementing our mandate, notably with relevant actors involved in the Great Lakes region.
3. I also wish to thank OIOS-IED for having accepted and integrated, to the extent possible, the Mission's comments, notably the examples of MONUSCO's collaboration through political engagements with regional and sub-regional actors as well as the technical support provided within the frameworks of Security Council mandated tasks.
4. The Mission welcomes and accepts all recommendations made by OIOS-IED to the extent that the Mission will dispose of the requisite resources. The enclosed Action Plan reflects the actions that will be taken as well as the timelines for expected completion.

Best regards.

Annex: Action Plan (MONUSCO)

Annex II: OIOS response to UNMISS non-acceptance of recommendation 5

1. OIOS thanks all entities for their management responses and notes that UNMISS did not accept recommendation 5. The Mission stated that it would be difficult to secure formal results-based agreements with regional and multilateral organizations, especially on joint good offices roles, due to complexities arising from the respective headquarters' bureaucratic preferences and associated delays. Nevertheless, the Mission noted its intent to continue to reflect the outcomes and impact of joint actions undertaken through such partnerships in various performance reports.
2. OIOS acknowledges the practical and operational challenges cited by UNMISS. Despite these challenges, OIOS is of the view that the absence of results-based partnership agreements across missions limits their ability to systematically track progress, demonstrate outcomes and strengthen accountability for partnership activities. This is particularly relevant for UNMISS, where partnerships with the AU and IGAD contributed to political engagement, unified messaging and support to the peace process, and where partnership indicators were already reflected in CPAS. OIOS further notes that recommendation 5 does not prescribe a rigid formal agreement but calls for results-based agreements that are adapted to the context and nature of the partnerships; these agreements will ensure that agreed objectives, indicators and reporting practices can better capture the value added of joint action and support evidence-based management of peacekeeping partnerships.