



INTERNAL AUDIT DIVISION

REPORT 2024/087

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

The Mission adequately integrated political context and situational awareness in its engagement with stakeholders but needed to articulate political and community engagement strategies and formalize its arrangements with other entities

24 December 2024

Assignment No. AP2024-654-01

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

EXECUTIVE SUMMARY

The Office of Internal Oversight Services (OIOS) conducted an audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus (UNFICYP). The objective of the audit was to assess the adequacy and effectiveness of the management of political and civil affairs activities in UNFICYP. The audit covered the period from July 2021 to June 2024 and included: (a) political and civil affairs planning; (b) implementation of political and civil affairs activities; and (c) coordination and sharing of information.

UNFICYP developed its mission concept and plan to provide strategic and operational guidance for the implementation of mandated activities. Political and civil affairs activities were integrated into the consolidated annual work plans and implemented as planned. However, UNFICYP's mission concept was not supported by political and community engagement strategies, and its arrangement with a non-United Nations entity for the provision of humanitarian support was not formalized.

OIOS made two recommendations. To address issues identified in the audit, UNFICYP needed to:

- Articulate elements of a political strategy and include key risks in the development of the next mission concept, and finalize and obtain approval of the community engagement strategy with clear intended outcomes and priorities that are aligned with the Mission's mandate; and
- Formalize its collaboration arrangement with the non-United Nations entity providing humanitarian support to ensure the interests of the United Nations are protected.

UNFICYP accepted both recommendations and has initiated action to implement them. Actions required to close the recommendations are indicated in Annex I.

CONTENTS

I. BACKGROUND	1-2
II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY	2
III. AUDIT RESULTS	2-8
A. Political and civil affairs planning	2-4
B. Implementation of political and civil affairs activities	4-7
C. Coordination and sharing of information	7
IV. ACKNOWLEDGEMENT	8
ANNEX I	Status of audit recommendations
APPENDIX I	Management response

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus (UNFICYP).

2. UNFICYP was established by Security Council resolution 186 (1964) to prevent a recurrence of fighting and contribute to the maintenance and restoration of law and order. Following hostilities in 1974, UNFICYP's mandate was expanded to include supervising the ceasefire lines, maintaining a buffer zone between the lines, and facilitating inter-communal contacts between the Turkish Cypriot and Greek Cypriot forces. The resolution designated a mediator, the Special Adviser to the Secretary-General on Cyprus, also known as the Mission of Good Offices, responsible for securing the resumption and conduct of negotiations.

3. In 2004, the United Nations sponsored the Annan Plan for the political settlement of Cyprus. The proposal was to restructure the Republic of Cyprus to become the United Republic of Cyprus, a federation of two constituent states joined by a federal government. Further negotiations on a comprehensive settlement between the parties broke down in 2017. In its resolution 2618 (2022), the Security Council urged the sides to renew their efforts to achieve an enduring, comprehensive and just settlement.

4. UNFICYP is led by the Special Representative of the Secretary-General and Head of Mission (SRSG/HoM), who also serves as the Deputy Special Adviser of the Secretary-General on Cyprus¹. The Senior Management Group, chaired by the SRSG/HoM comprising component heads and section chiefs, is responsible for developing guidance and providing strategic direction for UNFICYP.

5. The Office of the Senior Adviser, which includes political and civil affairs, is responsible for: (a) liaising, engaging and coordinating with the parties and other components to resolve issues and defuse tension to mitigate possible violations of the ceasefire; (b) supporting intercommunal activities and interactions, serving as a convener and connector of representatives of Greek Cypriot and Turkish Cypriot civil society; and (c) keeping senior management well-informed and prepared to respond to developments on the island. The Office is headed by the Senior Adviser at the D-1 level who reports directly to the SRSG/HoM. The Office comprises 34 positions, of which 21 are dedicated to civil affairs, 3 to public information and 10 supporting the political affairs function. The approved budget for political and civil affairs-related costs for fiscal years 2021-22 to 2023-24 is shown in table 1.

Table 1: UNFICYP political and civil affairs budgets for the budget period 2021/22 to 2023/24 (in \$)

Cost category	2021-22	2022-23	2023-24
International staff	1,987,800	1,911,200	2,144,800
National staff	1,537,000	1,577,300	1,595,000
Official travel training	3,700	-	-
Official travel non-training	21,700	26,500	30,400
Other operational costs	113,400	128,700	123,000
Total budget	3,573,600	3,643,700	3,893,200

Source: Umoja data of UNFICYP programme budgets

¹ In the absence of a Special Adviser to the Secretary-General on Cyprus since 2017, the SRSG/HoM, as the Deputy Special Adviser to the Secretary-General, assumed the leadership of the Mission of Good Offices in Cyprus.

6. UNFICYP implemented the Situational Awareness Geospatial Enterprise (SAGE) system as its incident reporting and statistical collation system. SAGE is an integrated web-based situational awareness system deployed as part of the Unite Aware enterprise platform in multiple peacekeeping missions. The system is primarily used by the military, police and civil affairs in collecting, collating and reporting relevant incidents, violations and activities in their areas of operation.

7. Comments provided by UNFICYP are incorporated in italics.

II. AUDIT OBJECTIVE, SCOPE AND METHODOLOGY

8. The objective of the audit was to assess the adequacy and effectiveness of the management of political and civil affairs activities in UNFICYP.

9. This audit was included in the 2024 risk-based work plan of OIOS due to the strategic impact that political and civil affairs activities have on overall mandate implementation.

10. OIOS conducted this audit from April to October 2024 and covered the audit period from July 2021 to June 2024. Based on an activity-level risk assessment, the audit covered higher and medium-risk areas in political and civil affairs, which included: (a) political and civil affairs planning; (b) implementation of political and civil affairs activities; and (c) coordination and sharing of information.

11. The audit methodology included: (a) interviews with key personnel in political and civil affairs; (b) review of relevant documentation, policies, guidelines and reports covering political and civil affairs activities; (c) analytical review of financial and personnel resources data from the Umoja system to assess year-to-year changes in resources to support the political and civil affairs activities; and (d) assessment of data management systems, practices and processes of data extracted from the SAGE system for reporting purposes, including an analytical review of incident and violation data.

12. The audit was conducted in accordance with the International Standards for the Professional Practice of Internal Auditing.

III. AUDIT RESULTS

A. Political and civil affairs planning

Need to develop and articulate political and community engagement strategies

13. The 2014 Department of Peacekeeping Operations (DPKO), Department of Political Affairs (DPA) and the Department of Field Service (DFS)² mission concept guidelines require mission leadership to develop mission concepts, a statement of intent, and a strategy to implement its mandate. The mission concept informs component-level planning.

14. The Mission developed its first mission concept in 2019 and a subsequent mission concept in 2023. Both mission concepts outlined two strategic objectives for the Mission: (a) preventing tensions and instability between the two communities; and (b) supporting building relations, cooperation, and trust across the island. The strategic objectives were aligned with the mandate from Security Council resolution 186

² The legacy entities DPKO, DPA and DFS have since been reconfigured to the Department of Peace Operations (DPO), Department of Political and Peacebuilding Affairs (DPPA), and Department of Operational Support (DOS), respectively.

(1964) and subsequent Security Council resolutions. The SRSG/HoM's compacts for 2021/22 to 2023/24 also aligned with the strategic objectives outlined in the mission concept, including the two objectives relevant to the political and civil affairs functions.

15. However, OIOS found that UNFICYP's mission concept was not supported by political and community engagement strategies.

(i) *Need to articulate elements of a political strategy and include key risks in the mission concept*

16. The Action for Peacekeeping Plus initiative requires peacekeeping missions to develop political strategies based on coordinated guidance and best practices that bring on board Member States, regional partners and other actors. However, UNFICYP's 2023 mission concept was not supported by a well-articulated political strategy. While the Mission stated that it had included its political strategy in its mission concept, the concept did not articulate how the Mission would engage its local, national, sub-regional, regional and international counterparts, as required by the mission concept guidelines.

17. Although the mission concept included a section that captures some assumptions, risks and risk drivers in the Mission's operating environment, the Mission had not incorporated key risks and risk drivers identified in the 2023 enterprise risk register. [REDACTED]

[REDACTED] Successive reports of the Secretary-General on operations in Cyprus to the Security Council also highlighted the emerging risk of politically motivated misinformation and disinformation, which was not included in the mission concept.

(ii) *Need for a community engagement strategy*

18. The 2018 DPKO/DFS peacekeeping practice note on community engagement requires missions to develop a community engagement strategy with intended outcomes that are aligned with the mission's priorities. According to the 2023-2025 mission plan, the Civil Affairs Section was responsible for developing a plan of intercommunal events for the Greek Cypriot and Turkish Cypriot civilians and non-governmental organizations operating in UNFICYP's area of responsibility. The overall objective of the plan was to bolster capacity and commitment to promote people-to-people contact across the island, address issues that affected both communities, and support initiatives towards trust-building and cooperation. However, the Mission was yet to develop an engagement strategy or a plan for intercommunal events. An inter-communal strategy drafted in 2023 was yet to be finalized and approved by the Senior Management Group.

19. The Mission had operated with limited planning capacity until 2023 when a Mission Planning Officer was brought on board. With the added capacity, there is an opportunity to support the development of strategies to focus on political and civil affairs priority activities.

(1) UNFICYP should: (a) articulate elements of a political strategy and include key risks in the development of the next mission concept; and (b) finalize and obtain approval of the community engagement strategy with clear intended outcomes and priorities that are aligned within the Mission's mandate.

The Mission accepted recommendation 1 and acknowledged that the mission concept could be more explicit as to how political strategies inform mandate implementation and stated that it would incorporate political strategy elements in the next review of its mission concept. The Mission also

stated that it would finalize the intercommunal strategy in the first quarter of 2025, incorporating women, peace and security, and youth perspectives.

The Mission incorporated political and civil affairs activities in the consolidated work plan

20. Mission components are required to prepare and communicate annual work plans that translate mission objectives and strategies into tasks and assign responsibility for their implementation. The United Nations Work-Planning Guide for Managers requires work plans to contain operational details that precisely illustrate what services would be delivered.

21. UNFICYP had developed consolidated annual work plans for the substantive component for each of the fiscal years 2021/22 to 2023/24. The consolidated work plans covered the Civil Affairs Section, Joint Mission Analysis Centre, Public Information Office, Office of Legal Affairs, and Gender Affairs Office. Key activities for political and civil affairs included: (a) political engagement with Greek-Cypriot and Turkish-Cypriot authorities, political actors and the diplomatic community; (b) liaison and mediation with the authorities and religious leaders; (c) facilitation of joint meetings through the technical committees; and (d) facilitation of bi-communal peacebuilding events between the two communities.

22. The work plans' expected accomplishments and outputs were aligned with the expected accomplishments and outputs from the results-based budgeting documents. The work plans set out the expected accomplishments, indicators of achievements, outputs and activities that were required to achieve those expected accomplishments. They also identified the lead and supporting sections for each activity and the third-party partners involved. The Mission reported the implementation of its work plan against indicators using the Strategic Management Application in Umoja. A review of the Mission's Strategic Management Application records on work plan implementation indicated that the Mission carried out its political and civil affairs activities in line with the work plan.

B. Implementation of political and civil affairs activities

The Special Representative of the Secretary-General and Head of Mission actively engaged with political stakeholders

23. UNFICYP operates in an increasingly complex geopolitical environment influenced by factors within and outside the country. The UNFICYP 2023-2025 mission plan required the Mission to uphold the primacy of politics in the resolution of conflicts as one of the Mission's guiding principles in line with the Action for Peacekeeping Plus initiative.

24. OIOS reviewed talking points, background notes and key messages of the SRSB/HoM, situational analysis reports, and Joint Mission Analysis Centre reports, and noted that the Mission's engagement with the parties, international community, troop-contributing-countries, civil society and other stakeholders was driven primarily by the SRSB/HoM. This engagement was supported by the political affairs officer and the Office of the Senior Adviser at the national and international levels, and by the Civil Affairs Section at the local and municipal levels. The SRSB/HoM engaged with the leadership of the Greek Cypriots and Turkish Cypriots through weekly trilateral meetings to: (a) build consensus on broad political dynamics; (b) seek de-escalation of tensions and a restoration of the status quo; and (c) address violations and issues on the ground. The SRSB/HoM also engaged with representatives of the guarantor powers³ and the international

³ The guarantor powers of Cyprus are Greece, Türkiye and the United Kingdom in accordance with the Treaty of Guarantee of 1960.

community to find mutually acceptable solutions to serious violations, and with civil society and other stakeholders to build trust and improve the participation of women and youth in the settlement process.

The Mission engaged with the community but could review the data on its outreach activities

25. UNFICYP engaged in daily community-level liaison with authorities and the civilian population, as well as holding public awareness campaigns and community outreach meetings. The engagement was focused on the Mission’s mandate to promote stakeholder understanding and compliance with UNFICYP rules, regulations and policies governing the buffer zone. During the audit period, UNFICYP recorded 6,432 outreach engagements, as shown in table 2.

Table 2: UNFICYP outreach activities for the period July 2021 to June 2024

Outreach activity	2021/22	2022/23	2023/24	Total
Farmers outreach meetings	42	64	53	159
Joint site visits	54	114	107	275
Meetings and liaison activities with local authorities	1,083	774	1,226	3,083
Liaison activities with private individuals	1,046	734	959	2,739
Public awareness campaigns and outreach	59	64	53	176
Total	2,284	1,750	2,398	6,432

Source: UNFICYP budget performance reports and Umoja Strategic Management Application data

26. However, OIOS noted that much of the data maintained and reported by the Mission was granular sub-activities, such as returning calls and receiving messages. Some examples where multiple sub-activities were reported for a single event/activity included: (a) 12 sub-activities were recorded for liaison with a local prison regarding escorts for works next to the prison; (b) 8 sub-activities were recorded for liaison with a privately-owned farm regarding the visit by the head of a multinational corporation to the farm; and (c) 10 sub-activities were recorded for liaison with a local members’ club regarding the organization of communal games.

27. The maintenance of granular data on sub-activities resulted in overstated statistics for the substantive component, resulting in the reporting of thousands of meetings and liaison activities. This happened because UNFICYP had not assessed the continued relevance and cost-effectiveness of collecting and collating granular and micro-granular data for reporting. UNFICYP acknowledged the need to review the purpose and value of collecting civil affairs activity and sub-activity data for accuracy and relevancy.

Need to formalize arrangement with a non-United Nations entity

28. Peacekeeping missions often coordinate with other United Nations entities and non-United Nations actors to ensure coherence in implementing humanitarian programmes in their areas of operation. The United Nations Policy Directive on Civil Affairs requires clearly defined, well-coordinated and mutually supportive working relationships with these entities to form the foundation for effective civil affairs work. The United Nations Financial Regulations and Rules require that when support services are provided to other entities on a reimbursable basis, such arrangements shall be covered by a written agreement between the United Nations and the entity on whose behalf the services are to be provided.

29. UNFICYP, through the Civil Affairs Section, facilitated the delivery of humanitarian aid to Greek Cypriot and Maronite communities living in the north and supported Turkish Cypriots living in the South in line with its work plan. The humanitarian support to Greek Cypriot and Maronite communities was done on a cost-recovery basis, in collaboration with a non-United Nations entity operating in the humanitarian

space. In the audited period, UNFICYP facilitated 303 humanitarian visits at a recovery cost of \$141,500 for 2021/22, \$156,000 for 2022/23 and \$161,000 for 2023/24.

30. However, UNFICYP did not have a formalized arrangement with the non-United Nations entity to facilitate such aid. OIOS also found that the cost recoveries were based on rates established in 2010 and not reflective of current costs. The Mission stated that the partnership with this entity was to fulfill UNFICYP's humanitarian mandate rather than an arms-length transaction. This relationship was historical and had worked well for UNFICYP through the years. The lack of a formal agreement may expose the United Nations to financial risk and does not comply with Financial Regulations and Rules.

(2) UNFICYP should formalize its collaboration arrangement with the non-United Nations entity providing humanitarian support to ensure the interests of the United Nations are protected.

UNFICYP accepted recommendation 2 and stated it would prepare a draft agreement to formalize the Mission's collaboration with the non-United Nations entity.

UNFICYP adequately reported on political and civil affairs activities

31. The 2019 DPO policy on integrated reporting required UNFICYP to provide timely, reliable, and actionable information to ensure effective situational awareness. The 2008 DPKO/DFS policy directive on civil affairs also requires regular reporting on civil affairs activities to DPPA-DPO as part of standard mission reporting, through code cable and daily situation reports. UNFICYP is required to report on specific elements of mandate implementation, both routine and emergent.

32. In coordination with other Mission components, UNFICYP political and civil affairs, generated various topical and mandated reports. The reports produced included 782 daily situation reports, 157 weekly Joint Operations Centre and civil affairs situation reports, 113 regular topical and analytical notes, 67 regular thematic code cables, 8 comprehensive planning and performance assessment system reports, and 6 bi-annual Secretary-General reports on the operations in Cyprus.

33. OIOS review of various reports produced from April to June 2024 showed that they covered a variety of topics. These included general events in UNFICYP's area of operation, incidents and violations of the buffer zone, political and communal activities of UNFICYP, an analysis of trends and patterns in the area of operation, situational analysis of the Mission, and predictive assessments that considered potential threats and opportunities for the Mission. OIOS found that the Mission's regular and mandated reporting: (a) was timely and based on verifiable data such as SAGE; (b) integrated input from different mission components; (c) included political context relevant to the mission; and (d) included actionable information in pursuit of UNFICYP's mandate implementation.

The Mission could explore practical options to conduct regular perception surveys

34. The 2014 DPKO/DFS guidelines on local perceptions outline a systematic and structured mission-wide approach for understanding and integrating local perceptions in peacekeeping operations. The guidelines aim to improve the quality of missions' mandate implementation by gathering the local population's views, opinions, concerns and priorities.

35. UNFICYP planned annual perception surveys of local communities to inform targeted liaison, engagement and intercommunal interactions. Though perception surveys were budgeted for each of the audited years and were included in the annual work plans of the substantive component, only one perception survey was conducted in 2022 for which an action plan was developed. However, from a review

of the minutes of the Senior Management Group, there was no record to indicate whether the results of the survey and the attendant action plan were discussed or endorsed by the Group.

36. The Mission attributed the lack of regular perception surveys to the complexity of designing survey questionnaires, training, and conducting the surveys in the face of limited funding. The Mission stated that it was in talks with the Mission of Good Offices to piggyback on their perception surveys to incorporate key questions from UNFICYP. In the absence of regular local perception surveys, the Mission may not timely identify trends and developments to target and tailor interventions based on the local context and plan for potential future scenarios. The Mission further stated that it would continue to explore practical opportunities to conduct local perception surveys and ensure that the results of such surveys and the resultant action plans are reviewed and endorsed by the Senior Management Group.

C. Coordination and sharing of information

UNFICYP had adequate in-mission coordination but could formalize substantive coordination with the Mission of Good Offices

37. Effective mandate implementation requires coordination between political and civil affairs with other components within and outside the Mission.

38. Internally, the Senior Management Group was the main coordination mechanism at the strategic level, while the Cross Component Coordination Group (CCCG) and Sector CCCGs were the coordination mechanisms at the operational level. OIOS review of the minutes of the coordination bodies showed that the CCCG met regularly and comprised the Senior Adviser, Chief Civil Affairs Officer, Military Chief of Staff and the Senior Police Adviser. Discussion topics at the CCCG requiring strategic decisions and direction were reported to the Senior Management Group, which was chaired by the SRSG/HoM. UNFICYP also coordinated with the Cyprus Desk in the shared DPPA/DPO structure on maintaining common situational awareness through daily and weekly situational reports, topical predictive assessments and thematic code cables, and mandated reporting requirements.

39. UNFICYP had entered into a memorandum of understanding with the Mission of Good Offices covering administration and logistics, such as facilities, security, finance, human resources and supply chain management. However, the Mission did not have a similar framework for collaboration on substantive issues such as: (a) political analysis; (b) the dual role of the mission spokesperson who also served as the spokesperson for the Mission of Good Offices; (c) work of the technical committees that are housed in the Mission of Good Offices but chaired by UNFICYP personnel; and (d) UNFICYP work plan activities assigned to the Mission of Good Offices as the lead section.

40. The Mission stated that it already had ad-hoc working arrangements with the Mission of Good Offices on various substantive aspects, including participation of the Good Offices in the Senior Management Group and coordination in the analysis conducted by the Joint Mission Analysis Centre. However, it acknowledged the need for a coordination framework to be developed with the Special Adviser to the Secretary-General on Cyprus.

IV. ACKNOWLEDGEMENT

41. OIOS wishes to express its appreciation to the management and staff of UNFICYP for the assistance and cooperation extended to the auditors during this assignment.

Internal Audit Division
Office of Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

Rec. no.	Recommendation	Critical ⁴ / Important ⁵	C/ O ⁶	Actions needed to close recommendation	Implementation date ⁷
1	UNFICYP should: (a) articulate elements of a political strategy and include key risks in the development of the next mission concept; and (b) finalize and obtain approval of the community engagement strategy with clear intended outcomes and priorities that are aligned within the Mission's mandate.	Important	O	Evidence of a revised mission concept that incorporates political strategy elements and the finalization of the intercommunal strategy incorporating women, peace and security, and youth perspectives.	31 March 2025
2	UNFICYP should formalize its collaboration arrangement with the non-United Nations entity providing humanitarian support to ensure the interests of the United Nations are protected.	Important	O	Evidence of the formalization of the Mission's collaboration with the non-United Nations entity.	30 June 2025

⁴ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

⁵ Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

⁶ Please note the value C denotes closed recommendations whereas O refers to open recommendations.

⁷ Date provided by UNFICYP in response to recommendations.

APPENDIX I

Management Response



UNITED NATIONS PEACEKEEPING FORCE IN CYPRUS
P.O. BOX 25644, 1311 NICOSIA, CYPRUS – TEL: 357-22-614000 FAX: 357-22-614600

INTER-OFFICE MEMORANDUM

DATE: 18 December 2024
REF: OSRSG-241227

TO: Ms. Fatumata Ndiaye, Under-Secretary-General
A: for Internal Oversight Services

FROM: Mr. Colin Stewart, Special Representative of the Secretary-General
DE: and Head of Mission

A handwritten signature in blue ink, appearing to read 'Colin Stewart', is written over the 'DE:' field of the 'FROM:' section.

SUBJECT: Draft report of an audit of political and civil affairs activities in the United Nations
OBJET: Peacekeeping Force in Cyprus (Assignment No. AP2024-654-01)

1. I refer to your interoffice memorandum, reference #OIOS-2024-02306, dated 10 December 2024 on the draft report of the OIOS audit of political and civil affairs activities in UNFICYP, requesting the mission's comments, including an action plan with target dates and the titles of the individuals responsible for implementing the recommendations.
2. Please find attached the Mission's response to the above-mentioned draft report.

Thank you.

cc: Mr. Byung-Kun Min, Director, Internal Audit Division, OIOS
Mr. Aderemi Adekoya, Senior Adviser, UNFICYP
Mr. Joel Cohen, Chief of Mission Support, UNFICYP
Ms. Abimbola Aina, Chief Civil Affairs Officer, UNFICYP
Ms. Nujud Yahya, Audit Focal Point, UNFICYP

Management Response

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	UNFICYP should: (a) articulate elements of a political strategy and include key risks in the development of the next mission concept; and (b) finalize and obtain approval of the community engagement strategy with clear intended outcomes and priorities that are aligned within the Mission's mandate.	Important	Yes	Senior Adviser	31 March 2025	a) UNFICYP Mission Concept was developed in 2019 and revised in 2023. The next round of revision is expected by the end of 2025. UNFICYP is not directly mandated to "deliver" on the political process; its strategic role is to create conditions conducive for the peace process to exist and sustain. Therefore, the Mission Concept is the key strategic planning tool for the mission that outlines its end-state, strategic goals, and intended results. However, we accept the recommendation that the Mission Concept should be more explicit as to how political strategies inform the mandate implementation and therefore, such elements will be incorporated in the Mission Concept during the next round of review.

¹ Critical recommendations address those risk issues that require immediate management attention. Failure to take action could have a critical or significant adverse impact on the Organization.

² Important recommendations address those risk issues that require timely management attention. Failure to take action could have a high or moderate adverse impact on the Organization.

Management Response

Audit of political and civil affairs activities in the United Nations Peacekeeping Force in Cyprus

Rec. no.	Recommendation	Critical/ ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
2	UNFICYP should formalize its collaboration arrangement with the non-United Nations entity providing humanitarian support to ensure the interests of the United Nations are protected.	Important	Yes	Chief of Mission Support	30 June 2025	<p>b) Civil Affairs Section (CAS) work was previously guided by its existing 2016-2018 intercommunal strategy. In 2023, it began a process of revising its strategy. CAS will finalize the 2023 draft intercommunal strategy, mainstreaming Women Peace and Security and Youth Peace and Security in this by end of 1st Quarter of 2025.</p> <p>While in the past, UNFICYP has provided support to non-United Nations entities in facilitating the delivery of humanitarian assistance, with such arrangements documented in writing, the Mission agrees that such ongoing collaboration should be formalized through an appropriate mechanism. UNFICYP therefore accepts the recommendation and will prepare a draft agreement to formalize the mission's collaboration with the non-United Nation entity.</p>