

Lesson 1.8



Mission Partners

Aim, Relevance and Learning Outcomes

Aim

To explain how the successful implementation of a UN peacekeeping mandate requires the mission to work well with different partners.

Relevance

Many different actors work to bring a sustainable or lasting peace in the country to which you will deploy. The host country is most invested in the success of the mission's delivery on its mandate and contributing to a sustainable peace.

The UN Country Team (UNCT) represents a different kind of critical partner. The UNCT includes all the UN entities working on sustainable development, emergency, recovery and transition in host countries. Entities that are part of the UN family are expected to work together in a coherent and coordinated manner, towards common objectives.

This lesson explains what it means to have effective working relationships with different partners. Your cooperation with others working in the country is necessary to achieve your mission's mandate. You need to understand the work performed by all relevant partners to work together in support of national success in reestablishing peace.

Slide 1



1.8 Mission Partners 

Aim

- To explain how the successful implementation of a UN peacekeeping mandate requires the mission to work well with different partners

Relevance

- Different actors work to bring a sustainable or lasting peace in the country to which you will deploy. Everyone needs to work together to achieve the common goal.
- This lesson explains what it means to have effective working relationships with different partners.

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Learning Outcomes

Learners will be able to:

1. List types and examples of partners that support peacekeeping mission efforts, including national and other partners.
2. Explain why national partners, including both State and non-State actors, need to lead the efforts to secure a lasting peace.
3. Describe key UN partners who comprise a UN Country Team (UNCT) and explain their roles.
4. Describe the UNCT's integrated approach to achieve humanitarian and developmental success in a country recovering from violent conflict.

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1.8 Mission Partners 

Learning Outcomes

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2. Explain why national partners, including both State and non-State actors, need to lead the efforts to secure a lasting peace.
3. Describe key UN partners who comprise a UN Country Team (UNCT) and explain their roles
4. Describe the UNCT's integrated approach to achieve humanitarian and developmental success in a country recovering from violent conflict.

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Lesson at a Glance



Minimum lesson duration: 45 minutes (including required learning activity 1.8.1).

The Lesson	Pages	Slides
Required Learning Activity 1.8.1: Football/Cricket	4	3
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Optional Learning Activities	
Optional Learning Activity 1.8.2: Mission Partners	<i>See 1.8 Learning Support file</i>
Optional Learning Activity 1.8.3: Partners Working Together	



Trainer Tips: See 1.8 Learning Support for tips on starting the lesson, required learning activity instructions, optional learning activities and learning evaluation.

The Lesson

Learning Activity 1.8.1

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1.8 Mission Partners 

Required Learning Activity 1.8.1: Football/Cricket

Purpose: To identify and appreciate diversity in UN peacekeeping environments

Time: 5 minutes

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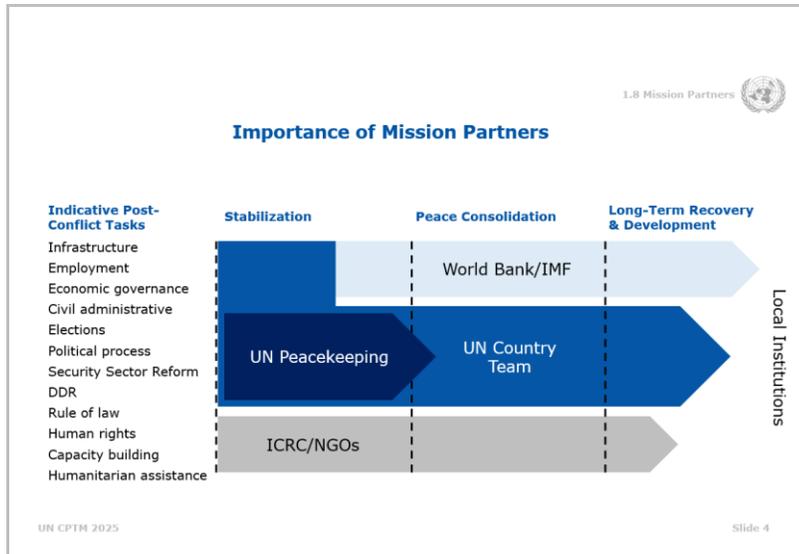
Required Learning Activity 1.8.1: Football/Cricket

Method:	Group discussion guided by analogy
Purpose:	To use a sports analogy to reinforce understanding of how a UN peacekeeping mission works as a team to succeed
Time:	5 minutes

See 1.8 Learning Support for instructions.

Mission Partners Must Work Together to Support National Partners

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Key Message 1: Different actors play different roles in supporting national partners – authorities, civil society and communities – as they emerge from conflict and transition to sustainable peace.

UN peacekeeping operations are one part of a broader UN and international effort.

This effort typically means that the focus of the support and intervention changes over time. Different actors active in each phase may have similar, different or complementary mandates and areas of expertise. As genuine partners, no entity works alone: all work together to achieve the common goal of sustaining peace in the host country.

Different Mission Partners

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Key Message 2: Mission partners include:

- National partners – host government, opposition leaders, national and local authorities, civil society leaders and organizations, and communities
- UN partners – humanitarian and development
- Other partners.

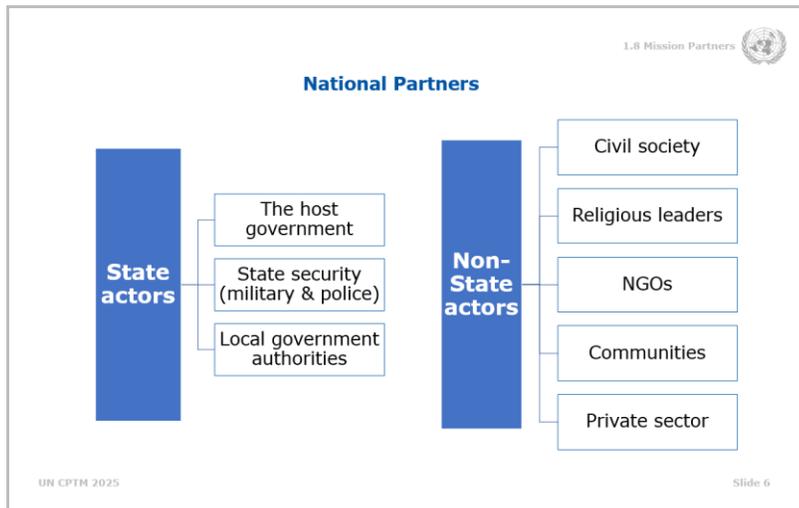
At the heart of peacebuilding are national partners, including national and local governments, ministries, military, police and civil society, and various communities.

Different UN and non-UN partners work on humanitarian assistance and development cooperation and are guided by their own specific sets of principles. All peacekeepers work closely with these partners.

Peacekeeping success depends on effective working relationships with all partners in a country. Community engagement strategies are the foundation of peacekeeper-community relations to reinforce trust in the UN and State authorities.

National Partners

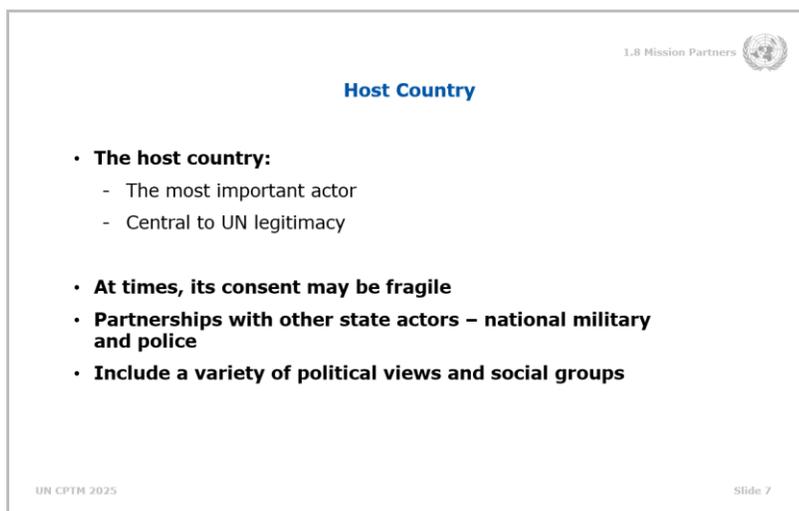
Slide 6



Key Message 3: National partners lead efforts to secure a lasting peace, and the role of UN peacekeepers is to support them. National partners include:

- State actors, such as the host government, ministries, military and police, and local government authorities.
- Non-State actors, such as civil society, religious leaders, non-governmental organizations (NGOs), communities and the private sector.

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Key Message 4: National partners are key actors in a mission because their lives will be affected by the success of the peacekeeping mandate. Their work overlaps with and reinforces the work of the mission to achieve the mandate.

The host country is most invested in the success of the mandate. **The mission aims to make sure that the host government can meet its people's needs on national and local levels.** National authorities hold the lead responsibility for meeting the needs of their citizens.

UN peacekeeping personnel share a responsibility to promote local and national ownership of the peacebuilding process. The promotion of national and local ownership is vital to the success of UN peacekeeping. It requires building partnerships with the full range of national partners listed above.



Trainer Tips: *Remind participants of the importance of supporting and promoting national and local ownership, which is covered in Lesson 1.3 Principles of UN Peacekeeping.*



Key Message 5: The host country's population and government are by far the most important non-UN partner during a peacekeeping mission.

Interactions between a UN peacekeeping mission and the host government occur on many levels simultaneously, involving:

- High-level political discussions, sometimes termed good offices, between the special representative of the Secretary-General (SRSG) / head of mission (HOM) and the president and/or prime minister.
- Frequent contact between mission personnel and national counterparts to make local agreements or logistics easier.
- Working meetings on substantive themes between mission personnel and national governmental authorities to:
 - Organize elections
 - Demine
 - Develop programmes in rule of law, security sector reform (SSR), disarmament, demobilization and reintegration (DDR), etc.

Partnerships with other State actors include State security, such as national military and police.

Close partnership with a host government is consistent with the UN peacekeeping **principle of consent**, which is central to UN legitimacy. It also reinforces **national and local ownership**, which recognizes **national capacity building as important for sustainability**.

In reality, host country consent may be fragile because peacekeeping operations have to navigate increasingly difficult environments.

Peacekeeping missions pay close attention to all levels of government in the host country, not only to the central national or State authority. Local authorities are central to sustainable peace and development.

Different interests and social groups will have different political views and positions in the same country. Peacekeeping needs to consider the full range of opinions and views. Impartiality is another defining principle of UN peacekeeping and a core UN value. Impartiality is crucial to maintaining the consent and cooperation of the main parties but should not be confused with neutrality or inactivity. These commitments and approaches ensure that national ownership and participation are widespread, not limited to small elite groups.

Consultation and consideration of a range of views helps build and sustain consent and support for the peacekeeping mission. This requires continuous interaction and consultation between the UN, the host State and various communities, and is not achieved in a single meeting.

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1.8 Mission Partners 

Non-State actors: Civil Society

- A community of citizens linked by common interests and activities
- Political parties, national NGOs and other associations, communities and groups of citizens
- Include men and women, marginal and vulnerable people



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Key Message 6: A UN mission and the host population do not only interact through the national government. The mission interacts with both State and non-State actors. Non-State actors include local religious leaders, civil society and the private sector. The term civil society refers to a community of citizens linked by common interests and activities.

Civil society organizations include:

- Political parties
- National and local NGOs
- Women’s groups
- Other associations, communities or groups of citizens.

The UN builds relationships with civil society to make sure it understands what all citizens want and care about. As a variety of people express their priorities, the UN matches these to the mission’s purpose and activities.



Example

Consulting with local communities helps gather and understand information on protection threats and security needs to better respond to violence and human rights violations and abuses.

Being inclusive means ensuring no citizen is left out. Being inclusive helps the UN maintain impartiality and build national ownership. Inclusion is a core UN value that all peacekeepers are expected to embody in their personal and professional lives while deployed.

Peacekeeping missions maintain regular dialogue with all parts of civil society. This means reaching out to all people in a country, not just the powerful or well-organized. Engaging all parts of a society is central to rebuilding a country. UN missions reach out to religious leaders, women and student associations, academics and professional organizations, among others. Direct and constant contact is often essential with political parties, including opposition and even faction leaders. Effective partnerships depend on impartiality, wide representation, inclusiveness and equality between men and women. Reaching marginal and vulnerable people may require targeted efforts. Diversity must be considered. Relationships that members of the UNCT have developed are important for peacekeepers to know about and build on, collaboratively.

National NGOs are also important. NGOs are more formal organizations within civil society, independent of the government. People with common interests organize an NGO at local, national or international levels to address issues in support of the

public good. In some contexts, NGO requirements are set by governments and may exclude some groups, requiring additional outreach effort on the part of the UN.

There are different types of NGOs. Some provide humanitarian assistance, while others work on peacebuilding and the protection and promotion of human rights.

Another type is active in development programmes. Whatever their area of work, NGOs may:

- Bring public concerns to governments
- Monitor policy and programme implementation
- Encourage civil society at the community level to participate in public processes
- Have an advocacy and communication role.

Peacekeeping missions may work directly with NGOs in support of activities and programmes. Humanitarian crises are a special case.

- Peacekeeping missions provide a secure and stable environment for humanitarian actors to help people
- They do not directly provide humanitarian assistance.

The private sector is a crucial engine of economic development and employment. It has a critical role in sustaining peace.

UN Partners

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1.8 Mission Partners 

UN Partners



UN partners include all the UN agencies, funds and programmes in a country.

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Key Message 7: UN partners include all the UN agencies, funds and programmes in a country. UNCT members are in a country before, during and after a conflict and have extensive knowledge that is valuable for peacekeepers.

UN engagement in countries emerging from conflict rarely begins with the deployment of a peacekeeping mission. UN partners on the ground will already have relationships and programmes in the country. They will continue their work after the mission leaves.

The UNCT may include these organizations, among others:

- **OCHA:** Office for Coordination of Humanitarian Affairs. OCHA is active during humanitarian emergencies.
- **WFP:** World Food Programme. It mainly provides emergency food aid in humanitarian crises. The WFP has a larger presence during a peacekeeping operation's stabilization phase.
- **FAO:** Food and Agriculture Organization. The FAO is involved in long-term development assistance. It may only appear when a peacekeeping mission is ready to transition or withdraw.
- **UNDP:** United Nations Development Programme.
- **UNICEF:** United Nations Children's Fund.
- **UNFPA:** United Nations Fund for Population.
- **UNOPS:** United Nations Office for Project Services.

UNDP, UNICEF and UNFPA are active in conflict prevention and recovery both immediately after a conflict and in later development. Their presence in a country is usually continuous – before, during and after a peacekeeping operation.

UNCT members adjust their programmes as a situation evolves. They are important sources of knowledge for a mission and critical partners for a peacekeeping operation's exit strategy.

International financial institutions, such as the **World Bank** and the **International Monetary Fund (IMF)**, are not UN agencies, but have a very strong and close working relationship with the wider UN family.

The World Bank and IMF may be full members of the UNCT (for example, in Liberia), while sometimes they operate more independently of the UNCT and the peacekeeping mission. They play critical roles in the development and economic recovery of post-conflict countries. The mission coordinates closely with them in work with national partners.

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1.8 Mission Partners 

UN Country Team

Why is it Important?

- Knows the host country and conflict situation
- Relationship with national partners
- Continuity for peacebuilding activities
- Financial resources and expertise



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Key Message 8: The UNCT is a UN peacekeeping mission’s most important partner within the UN family as it supports a transition to sustainable peace. The UNCT **provides a valuable resource** to any mission.

The UNCT:

- Knows the host country and the conflict situation, especially the agencies present before the peacekeeping mission arrived
- Can help identify and build relationships with key national partners, national and local authorities as well as civil society groups
- Provides continuity, so activities initiated as part of peacekeeping are supported, as needed, after the peacekeeping operation withdraws
- Has financial resources and expertise in programming, which peacekeeping operations often do not have.

Conflicts may occur because of a failure to attend to human needs and lack of respect for human rights. These **root causes can only be addressed** by national partners and the peacekeeping operation, **with the support of the UNCT.**

UN peacekeeping operations often have significant overall budgets. However, budgets do not include money for major capacity building or reconstruction projects.

Peacekeeping missions do not budget for humanitarian assistance or socioeconomic recovery and development. Neither do they have technical expertise. Other UNCT partners are responsible for this work. The UNCT has more funds for longer-term humanitarian assistance and development cooperation.

Peacekeeping operation budgets may include money for quick impact projects (QIPs). These are short-term projects with immediate impact, such as rebuilding schools or roads. QIPs create support for a mission and build confidence in the peace process.

Longer-term initiatives are the responsibility of the wider UN system, not peacekeeping personnel. The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the mission and UNCT work on agreed priorities. Coordination and cooperation increase and sustain impact, which is the benefit of an integrated approach.

A peacekeeping operation is a short-term measure that has strong links to the long-term mandates, objectives and programmes of the UNCT members. Peacekeeping operations have a peace and security mandate. They connect to the humanitarian and development mandates of different UN partners.

A UN peacekeeping operation is **more effective** when deployed as part of a UN system-wide response. A **UN system-wide response** ensures:

- Clear shared understanding of priorities
- Contributions to common objectives.

Main Obstacles to Integration

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1.8 Mission Partners 

Obstacles to Integration

Obstacles to integration include:

- Different mandates
- Separate governance and accountability mechanisms
- Different funding systems, mechanisms and budget cycles
- Distinct planning and programming cycles
- Different timelines and timeframes
- Different institutional/organizational cultures, management styles and reporting lines
- Different views on uniformed personnel in humanitarian operations

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While the benefits of integration are convincing and the approach to doing so may seem clear, the reality is more complex. **Various UN partners are involved in conflict and post-conflict settings**, which can give rise to obstacles to straightforward integration.

Obstacles to integration include:

- Different mandates
- Separate governance and accountability mechanisms
- Different funding systems, mechanisms and budget cycles
- Distinct planning and programming cycles
- Different timelines and time frames
- Different institutional or organizational cultures, management styles and reporting lines
- Different views regarding the presence of uniformed personnel in humanitarian operations.

UN partner agencies can have distinctly different roles and perspectives. Sometimes the peacekeeping mission and UN partner agencies can seem as if they had opposing purposes. It may sometimes seem as if UN partners were competing as they follow their own mandates and principles. Disagreements can result.

Effective Strategic Partnerships

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1.8 Mission Partners 

Effective Strategic Partnerships

Partnerships based on a shared vision of UN strategic objectives at the country level:

- The goal is coherence and mutual support
- SRSRG leads strategic partnerships between peacekeeping and UNCT
- DSRSRG leads the UNCT and supports partnerships
- Integration must add value and improve impact
- Not all activities to be done in an integrated way and they don't need to be in the same building

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The UN exists to improve lives of people in the host country. Each UN partner contributes to this objective and this shared objective must guide partnerships. Such a partnership needs to be **based on a shared vision** of UN strategic objectives at the country level. A shared vision assumes a shared understanding of the country context.

The UN Sustainable Development Cooperation Framework (UNSDCF) guides, supports, tracks and oversees the coordination of development operations.

The policy on Integrated Assessment and Planning (IAP Policy) contains the minimum requirements for assessment and planning to **support a shared vision** and integrated approach.

The SRSG leads an **effective strategic partnership** between peacekeeping and the UNCT. This is **supported by the role of the second special representative of the Secretary-General (DSRSG)** as resident coordinator (RC), leading the UNCT. The DSRSG may be triple-hatted, which means he or she serves as both the RC and humanitarian coordinator (HC). The goal is coherence and mutual support.

An integrated approach does not mean the peacekeeping operation and UNCT must physically work together or be in the same building.

Individual activities and tasks do not always need to be done in an integrated way. Decisions are made on a case-by-case basis. The situation, mandate, resources and capabilities of a mission and the UNCT should be considered. The UN pushes for integration where it adds value and improves impact.

All peacekeeping personnel need to share a common analysis of the situation with UNCT partners and coordinate activities. This practice is important regardless of the degree of formal integration.



Example – Integrated Approaches

Support to Elections

UN support to elections is an important step in consolidating peace. Peacekeeping operations and UNCTs support elections in an integrated manner, regardless of whether or not the mission is formally integrated.

In Afghanistan and Timor-Leste, the UN created integrated electoral teams. Mission personnel from electoral affairs, logistics and other units worked on the same team with staff from UN partner agencies such as the UN Development Programme (UNDP).

Integrated teams present a united front to national stakeholders and donors. They avoid perceptions of a divided UN in competition with itself.



Example – Integrated Approaches

Disarmament, Demobilization and Reintegration (DDR)

DDR is a task area in which the UN commonly uses an integrated approach.

The first integrated DDR unit was created in the UN Mission in Sudan (UNMIS). It combined mission personnel, UNDP and United Nations Children's Fund (UNICEF) staff. They shared an office.

The UN Mission in Nepal (UNMIN) was a special political mission (SPM) and not formally considered integrated. UNDP began registering

combatants for the DDR process in start-up because mission personnel were not deployed. As mission personnel deployed, UNDP handed over DDR tasks to UNMIN arms monitors. However, UNMIN and the UNCT continued to cooperate closely. This cooperation ensured complementary efforts and that the UN spoke with one voice in Nepal.



Example – Integrated Approaches

Support to Local Authorities

The UN Mission in Liberia (UNMIL) was an integrated mission. It illustrates some of the best practices of integration.

UN Security Council resolution 1509 mandated UNMIL to help the Government re-establish national authority throughout the country. This included a functioning administration at national and local levels.

Country Support Teams (CSTs) were established in 15 countries. They maximized the impact of the peacekeeping operation and the UNCT. Members included all UN partners in the country. The CST had project funds directly attached to it, managed by UNDP.

The goal of the CST mechanism was to build the capacity of local government to assume increasing responsibility at the country level.

At the national level, the work of all CSTs was managed by a Joint Steering Committee. The Minister for Internal Affairs and the DSRSG/RC/HC co-chaired it.

The CSTs coordinated and shared information with country authorities and all UN partners. The project covered efforts such as rehabilitating or constructing buildings, providing vehicles, developing the capacity of country officials through training and more.

External Partners



Key Message 9: Other partners include international, regional and foreign actors contributing as mission partners.

International and Regional Governmental Organizations

- International financial institutions
- Regional and subregional organizations (such as the African Union and the Economic Community of West African States (ECOWAS), etc.)

- Non-UN-led military forces deployed under a regional organization or as part of a coalition.

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External Partners

International and Regional Governmental Organizations

- International Financial Institutions (IFIs)
- Regional and sub-regional organizations (AU, ECOWAS etc.)
- Non-UN-led military forces deployed under a regional organization or a part of a coalition

International Committee of the Red Cross (ICRC)

- Neutral and, independent
- Humanitarian protection and assistance for people affected by armed conflict and violence

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Key Message 10: Coordination and cooperation are critical to peacekeeping success. Many different partners are active in post-conflict environments.

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1.8 Mission Partners 

Why is Coordination and Cooperation Important?

- It is critical to peacekeeping success.
- The UN has to coordinate with external partners, even if they normally pursue independent agendas
- They provide local knowledge and inputs into mission planning and help harmonize activities



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The mandates and expertise of different external non-UN partners may overlap with the UN peacekeeping operation.

The UN has to **coordinate with external partners**. However, these actors normally **pursue independent agendas**. **The strategic priorities of the peacekeeping operation may not follow those agendas.**

External partners may work under widely differing mandates, timelines and work methods. Their periodic engagement in the country may restrict cooperation.

Even with limited cooperation, the peacekeeping operation must proactively:

- Meet regularly and share information with all partners
- Ask other partners to contribute to mission planning
- Respond actively and substantively to requests for cooperation
- Harmonize activities, to the extent possible.

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I.B Mission Partners 

International Non-Governmental Organizations

- NGOs with an international presence
- They provide humanitarian assistance
- Missions sometimes work with NGOs as partners for quick impact projects



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Key Message 11: International organizations include international NGOs with an international presence, such as Oxfam, Concern Worldwide, Save the Children, CARE and Médecins Sans Frontières (MSF, Doctors Without Borders).

As with national NGOs, different types of international NGOs exist. Some provide humanitarian assistance while others undertake peacebuilding activities. Another type supports development programmes. Oxfam, Save the Children, Concern Worldwide and Médecins Sans Frontières (MSF, Doctors Without Borders) are several examples among many. These international NGOs work alongside UN peacekeeping operations.

International NGOs can provide humanitarian assistance. Examples of services are water and sanitation, food, health services and education supplies.

Humanitarian actors are careful to distinguish themselves from political–military structures because of access and safety in conflict zones. Humanitarian actors have

a different mandate from UN peacekeeping missions. Peacekeeping personnel do not provide humanitarian assistance. They facilitate its delivery.

Peacekeeping missions sometimes work directly with many NGOs as partners for QIPs. QIPs can be short-term employment activities or small projects to rehabilitate infrastructure. Typically, QIPs benefit a community, for example, by rebuilding schools or health centres.

Many NGOs have long experience in a country. They know the people and the place. It is important for peacekeeping personnel to:

- Ask for and use NGOs' local knowledge
- Practice humility to avoid friction.

The OCHA and UNDP offices will have information about NGO work in a country, for example, on projects and locations.

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1.8 Mission Partners 

International Committee of the Red Cross

- Important humanitarian actor, recognized by all states
- Mandate: protect and assist victims of armed conflict
- Recognized as having an international legal personality or international legal status of its own



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Key Message 12: In the humanitarian community, one important actor is the International Committee of the Red Cross (ICRC). Its mandate is to protect and assist victims of armed conflict.

The ICRC mandate is:

- Specified in international humanitarian law
- Recognized by all states.

The ICRC is part of the International Red Cross and Red Crescent Movement. Other members are National Red Cross and Red Crescent Societies and the Federation of Red Cross and Red Crescent Societies. The ICRC is a neutral, independent and impartial humanitarian actor. The ICRC is not part of the UN and it is not an NGO. Its status is unique.



Trainer Tips: *While the ICRC is not an international or intergovernmental organization, it is recognized as having an international legal personality, meaning it has an international legal status of its own. It enjoys working privileges and immunities comparable to those of the UN and its agencies and other intergovernmental organizations.*

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1.8 Mission Partners 

Individual Member States

- Diplomatic community, bilateral donors
- Contractors, non-UN-led military forces
- Non-UN-led military forces deployed alongside peacekeeping operations:
 - France's deployment of forces in 2013: *Operation Serval* in Mali and *Operation Sangaris* in the Central African Republic

 Global Affairs Canada
Affaires mondiales Canada

 Foreign, Commonwealth & Development Office

 UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT



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Key Message 13: Individual Member States have different representatives in a host country:

- The diplomatic community
- Bilateral donors
- Contractors working for donors
- Non-UN-led military forces deployed nationally.

Individual Member States that provide a UN mission with its mandate, troops, police, finances and political support are likely to **have embassies or missions in the host country**. Senior UN mission and UN partner personnel work with the diplomatic community in a host country to retain confidence and support.

Many of these countries also provide technical and financial assistance directly to the national authorities. They do this either through their embassies or through national development agencies. This interaction is bilateral because it has two parties or sides. This is in contrast with multilateral interaction, which has many participants. The UN is a multilateral organization because it involves many parties.



Examples – National Development Agencies as Bilateral Donors

- United Kingdom: Foreign, Commonwealth & Development Office (FCDO)
- Japan: International Cooperation Agency (JICA)
- United States: Agency for International Development (USAID)
- Canada: Global Affairs Canada
- Sweden: Swedish International Development Agency (SIDA)
- Germany: German Society for International Cooperation (GIZ)
- Norway: Norwegian Agency for Development Cooperation (NORAD).

Bilateral organizations such as DFID, JICA and USAID receive funding from the government in their home countries to use to aid developing countries. Close coordination with the peacekeeping mission is essential to prevent duplication of effort and misunderstanding.

Peace operations are also carried out by individual Member States

Non-UN led military forces have deployed alongside peacekeeping operations. Examples include the deployment of forces by France in 2013 – in *Operation Serval* in Mali and *Operation Sangaris* in the Central African Republic – and *Operation Barkhane* in Mali in 2014–2022.

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1.8 Mission Partners 

Intergovernmental Organizations

- Regional and subregional organizations
- Differing roles and relationships with the UN
- The SC has authorized peace enforcement operations under Chapter VIII by regional organizations or coalitions (NATO and AU)



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Key Message 14: Intergovernmental organizations are also partners of the UN. They can be regional or subregional and play different roles in relation to the UN. Some intergovernmental organizations, such as the African Union, conduct their own peace enforcement operations.



Examples

- The African Union (AU)
- Organization of American States (OAS)
- The North Atlantic Treaty Organization (NATO)
- The European Union (EU).

These regional and subregional organizations may be active in the host country with **differing roles and relationships with the UN.**

The UN Security Council has authorized a growing number of **peace enforcement operations by regional organizations or coalitions.** NATO and the AU are examples. Authorization is under Chapter VIII of the UN Charter. UN partnerships with these international, regional and subregional organizations enable the international community to respond more quickly and efficiently to violent conflict, and in more coordinated and unified ways.



Example – Non-UN Led Military Force Deployed Regionally

The Intergovernmental Authority on Development (IGAD) is a subregional organization in East Africa. In 2014, the IGAD Protection and Deterrence Force (PDF) was deployed in South Sudan alongside the

UN peacekeeping operation, UNMISS. Its purpose was to bolster force capacity following violent outbreaks at the end of 2013. The regional force was made up of troops from Burundi, Ethiopia, Kenya and Rwanda.

Military components of UN peacekeeping operations must increasingly work with other military forces. These may be regional organizations, international military coalitions, individual foreign national military forces and host State military units.



Example – Partnerships with Non-UN Partners

Haiti: Partnership between the UN and National International Partners

The UN collaborated with the Haitian and Canadian governments on restoring the police infrastructure of Haiti in the Southern Province.

The project refurbished 14 police stations and delivered 24 cars and 22 motorcycles. It distributed work equipment among 21 police stations: computers, chairs, printers, radios and investigation kits. The initiative substantially increased the capacity of the national police to carry out their police functions.



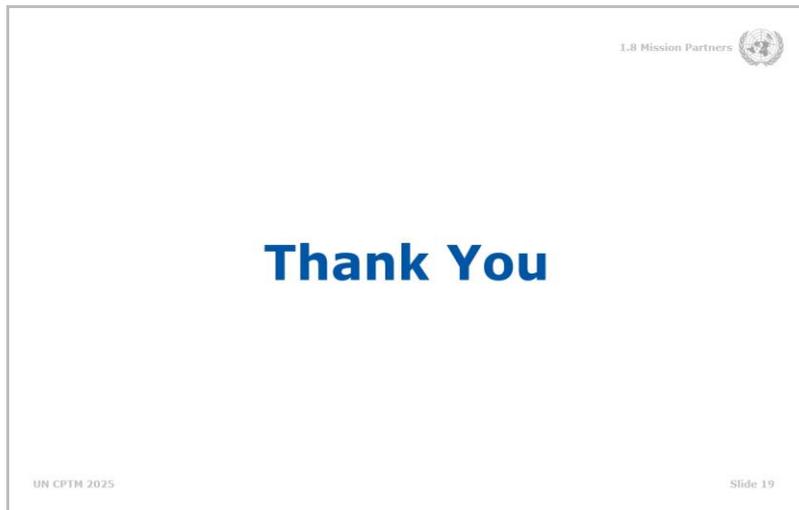
The project was financed by the Canadian Government through the Stabilization and Reconstruction Task Force (START). It was carried out through a partnership between:

- Haitian Police Force
- UNDP
- United Nations Mission for the Stabilization in Haiti (MINUSTAH)
- United Nations Office for Project Services (UNOPS).

UNDP and UNOPS provided expertise in project management, fundraising and donor fund management. Since MINUSTAH has UN Police working directly with the Haitian National Police in their stations, it could provide technical advice on how best to spend donor funds to have maximum impact.

Lesson Closing

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Trainer Tips: *If you have time, summarize the lesson, recalling the aim and learning objectives. Mention that the key messages support the learning objectives. Ask participants if they have questions. Ensure you distribute the Handout – Summary of Key Messages to all participants.*

Handout - Summary of Key Messages

Key Message 1: Different actors play different roles in supporting national partners – authorities, civil society and communities – as they emerge from conflict and transition to sustainable peace.

Key Message 2: Mission partners include:

- National partners – host government, opposition leaders, national and local authorities, civil society leaders and organizations, and communities
- UN partners – humanitarian and development
- Other partners.

Key Message 3: National partners lead efforts to secure a lasting peace, and the role of UN peacekeepers is to support them. National partners include:

- State actors, such as the host government, ministries, military and police, and local government authorities
- Non-State actors, such as civil society, religious leaders, non-governmental organizations (NGOs), communities and the private sector.

Key Message 4: National partners are key actors in a mission because their lives will be affected by the success of the peacekeeping mandate. Their work overlaps with and reinforces the work of the mission to achieve the mandate.

Key Message 5: The host country's population and government are by far the most important non-UN partner during a peacekeeping mission.

Key Message 6: A UN mission and the host population do not only interact through the national government. The mission interacts with both State and non-State actors. Non-State actors include local religious leaders, civil society and the private sector. The term civil society refers to a community of citizens linked by common interests and activities.

Key Message 7: UN partners include all the UN agencies, funds and programmes in a country. UNCT members are in a country before, during and after a conflict and have extensive knowledge that is valuable for peacekeepers.

Key Message 8: The UNCT is a UN peacekeeping mission's most important partner within the UN family as it supports a transition to sustainable peace. The UNCT **provides a valuable resource** to any mission.

Key Message 9: Other partners include international, regional and foreign actors contributing as mission partners.

Key Message 10: Coordination and cooperation are critical to peacekeeping success. Many different partners are active in post-conflict environments.

Key Message 11: International organizations include international NGOs with an international presence, such as Oxfam, Concern Worldwide, Save the Children, CARE and Médecins Sans Frontières (MSF, Doctors Without Borders).

Key Message 12: In the humanitarian community, one important actor is the International Committee of the Red Cross (ICRC). Its mandate is to protect and assist victims of armed conflict.

Key Message 13: Individual Member States have different representatives in a host country:

- The diplomatic community
- Bilateral donors
- Contractors working for donors
- Non-UN led military forces deployed nationally.

Key Message 14: Intergovernmental organizations are also partners of the UN. They can be regional or subregional and play different roles in relation to the UN. Some intergovernmental organizations, such as the African Union, conduct their own peace enforcement operations.