

ANNUAL REPORT

2020



zif

Center for International Peace Operations

Content

The Work of ZIF in Context	3
Peace Operations in Numbers	5
ZIF in Numbers	
ZIF Seconded Staff 2020	8
Election Observation 2020	9
1. Priorities of our Work	10
2. Publications and Analyses	16
3. Training and Coaching	20
4. Events	22
5. ZIF's Inputs: Panels and Meetings	24
6. Sustainability	27
7. Opportunities and Risks, Forecast	29
8. Funding	33
9. Third-Party Funded Projects	35
Appendix	39

The Work of ZIF in Context

Pandemic

The year 2020 was shaped, like few years before it, by a single topic: COVID-19. While the pandemic has put the entire international community in a state of emergency, it has impacted the West differently than crisis-stricken countries or the host countries of peace operations. In those parts of the world, it is above all the secondary effects that are particularly serious. In countries of deployment and in crisis regions without peace operations, the pandemic is contributing to increasing instability. This is due to food shortages, export losses, mass unemployment and growing national debt. Social, political and ethnic tensions are on the rise, and new outbreaks of violence are looming. Poverty, famine and inequality are likely to increase in the near future, and the need for humanitarian assistance can be expected to keep growing as well. The secondary consequences of the pandemic, which clearly is not over, will occupy us for a long time to come, and they will also change the way countries interact with each other at international level.

Despite the United Nations Security Council's (UNSC) resolution on a global ceasefire during the Corona pandemic, passed in early July 2020 after considerable delay, it is clear that in many regions this appeal has not been heeded. Meanwhile, the level of international attention paid to crises and conflicts around the world has been diminishing, even as their complexity continues to grow: Many of today's conflicts are characterized by a perplexing multitude of state and non-state armed actors. As the number of proxy wars increases, so too does the diversity of those commissioning such wars. Since the so-called Arab Spring in 2011, more armed groups have formed than in the previous nine decades. In countries like Libya or Syria, hundreds of conflict parties are fighting in their own individual interests.

Crises & Conflicts

Nevertheless, the peace operations of the United Nations (UN), but also those of regional organizations, have proven to be relatively crisis-proof during this pandemic period – despite the difficult conditions they are operating under, such as the suspension of staff rotations, restrictions on movement and curfews and limited contact to the population. At the same time, UN peace operations were facing personnel and budget cuts even before the outbreak of COVID-19. Whereas in 2015, UN missions comprised some 100,000 blue helmet troops and a budget of around eight billion US dollars, today the number of personnel has fallen to 70,000 with an annual financial scope of 6.7 billion US dollars. The number of police officers deployed has also fallen from 13,000 to 9,000, while the number of civilian staff has remained largely stable. We can expect to see increasing pressure to gradually dismantle large-scale multidimensional UN missions, with their broad mandates and five-digit personnel numbers. Instead, there will likely be increasing numbers of special political missions with narrowly defined mandates. These are typically smaller-scale, exclusively civilian in nature and therefore less expensive, but at the same time still capable of reacting flexibly to the shifting problems of modern conflicts.

UN

The missions taking place within the framework of the European Union's (EU) Common Security and Defence Policy (CSDP), in particular its civilian missions, were significantly impacted by the pandemic, with their work subjected to substantial restrictions. At the same time, EU operations in some of the countries of deployment are highly dependent on the presence of larger UN missions. The developments in the CSDP area should therefore not be viewed as an isolated phenomenon. The pandemic has put the focus of discussion in particular on operational improvements in the area of Duty of Care, such as medical care and evacuation options, as well as on the technical capabilities of missions and local partners, in order to ensure that even under lockdown conditions the core tasks of training and capacity building can continue to be implemented.

EU

The year 2020 also saw many developments in the Organization for Security and Co-operation in Europe (OSCE). Of its 16 field missions, the Special Monitoring Mission to Ukraine (SMMU) is the largest. Already before the pandemic, this mission was making ground-breaking progress in the use of digital technologies, in particular through the use of unarmed drone aircraft and camera technology for surveillance. The core task of monitoring was least affected by the pandemic, partly because there was a concentration of human resources in this area. At the same time, last-year's flare-up of fighting in Nagorno-Karabakh confronted the OSCE with another escalation of a previously frozen conflict. The area of election observation was also greatly impacted by the pandemic. In the past year, numerous elections took place either without the presence of observation missions or with significantly scaled back missions. This also applied to the most prominent election that took place last year, the U.S. presidential election, which OSCE long-term election observers covered in a reduced scale due to the pandemic. With the German diplomat Helga Schmid now at the helm of the OSCE, we can expect to see significant political and operational changes in the organization in the coming year.

OSCE

Peace Operations in Numbers

German Contribution

6.1%

of the UN peacekeeping budget (2020)

11.35%

of the OSCE budget (2020)

Civilian contribution
(seconded staff only) in peace operations
and humanitarian missions

Police contribution:

53

(as of October 2020)

Military contribution:

2,386

(as of October 2020)

152

seconded

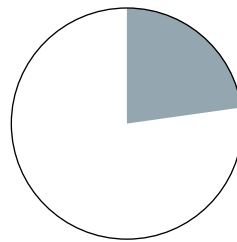
(as of December 2020)

Crises and Conflicts Worldwide

According to the Global Peace Index
of the Institute for Economics & Peace
(IEP), the world has become less peaceful
compared to the previous year by

↓ 0.34%

(as of June 2020)



1.8

billion people
live in fragile or conflict-affected
countries: **23 %**
(as of November 2020)

80%



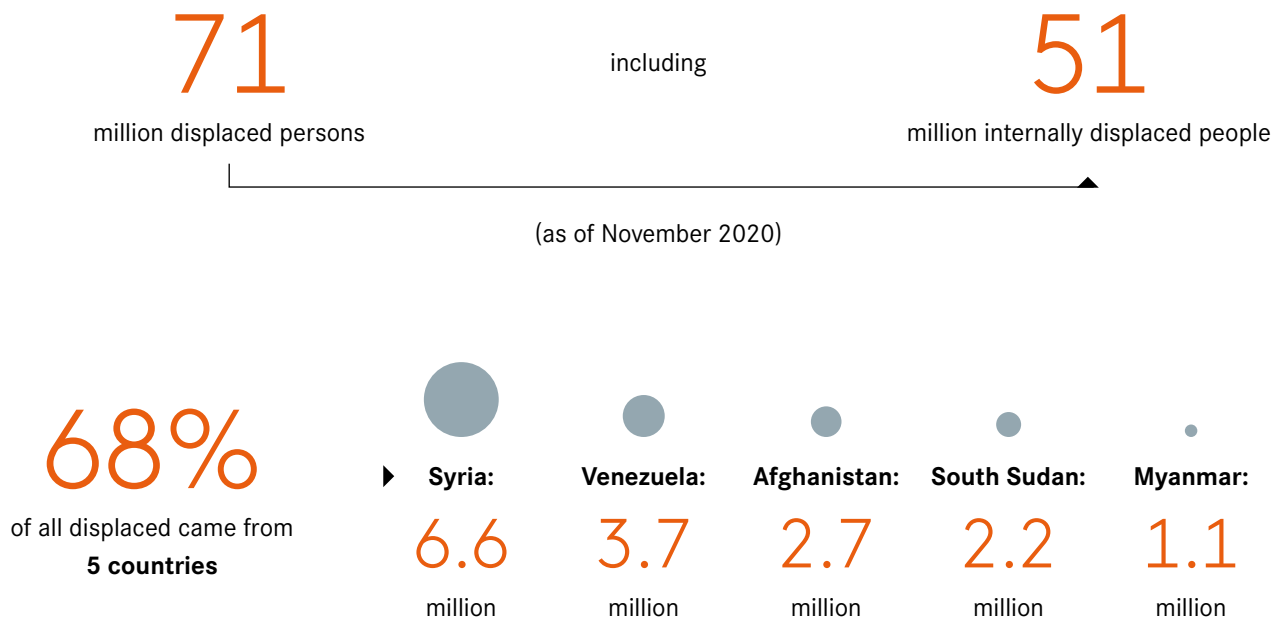
of people dependent on humanitarian aid live in conflict-affected regions.

30%



of development aid flows into conflict-affected areas.

Forced Displacement



1 in 110 people worldwide are internally displaced people or refugees (as of November 2020)

23% of the world's population and 76.5% of people in extreme poverty live in fragile contexts (as of November 2020)

COVID-19

↑ € 10 billion in additional humanitarian requirements due to COVID-19 (as of November 2020)

↑ Up to 115 million additional persons in extreme poverty, the first increase in 22 years (as of November 2020)

↑ 9.1% increase in the poverty rate of women (as of November 2020)

ZIF in Numbers

51

Peace Operations Updates

6

ZIF network meetings
in Hamburg, Berlin,
Cologne and Frankfurt

68

staff
at the Berlin office

15

TECHPOPS-
blog entries

70

election observers
(43% women)
in 11 election observation missions

57

applications
for humanitarian operations

12

training courses,
of which 3 digital

152

seconded staff in peace operations,
humanitarian operations and headquarters
of international organizations
as of Dec. 2020 (38.82% women)

199

Tweets

386

applications for the ZIF Expert Pool
(of which 211 for peace operations and
175 for election observation missions)

8

digital
contingent
meetings

13

reports
on selected missions

1,750

orange nose and mouth masks
distributed to ZIF staff, election observers
and civilian experts etc.

217

participants
in training courses, of which
59% women and 43% internationals

ZIF Seconded Staff 2020

(by international organizations)

OSCE Peace Operations	m	f	Total
OSCE Presence in Albania	0	1	1
OSCE Mission in Kosovo	2	0	2
OSCE Mission to Montenegro	1	0	1
OSCE Mission to Serbia	1	1	2
OSCE Mission to Moldova	1	0	1
OSCE Special Monitoring Mission to Ukraine	19	17	36
OSCE Programme Office in Dushanbe	1	1	2
OSCE Project Co-ordinator in Uzbekistan	1	0	1
OSCE Mission to Skopje	1	0	1
Project Co-ordinator in Ukraine	0	1	1

OSCE: Secretariat and Institutions	m	f	Total
OSCE Secretariat in Vienna	7	4	11
High Commissioner on National Minorities in The Hague	0	1	1
OSCE Representative on Freedom of the Media in Vienna	0	1	1
OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Warsaw	0	1	1
OSCE Parliamentary Assembly in Vienna	1	0	1

Total	35	28	63
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EU/CSDP Missions	m	f	Total
EUAM Ukraine	10	3	13
EULEX Kosovo	4	3	7
Kosovo Specialist Chambers and Specialist Prosecutors Office in The Hague	3	0	3
EUPOL COPPS in Ramallah	2	3	5
EUCAP Sahel Niger	4	2	6
EUCAP Sahel Mali	3	1	4
Regional Advisory and Coordination Cell in Nouakchott	1	0	1
EUAM Iraq	2	2	4
EUBAM Libya	2	0	2
EUMM Georgia	3	2	5
EU NAVFOR Somalia	1	0	1
EUCAP Somalia	2	1	3
EUAM in the Central African Republic	2	0	2

European External Action Service	m	f	Total
ESDC in Brussels	0	1	1
EEAS within CPCC in Brussels	2	2	4
EEAS outside CPCC in Brussels	2	4	6

EU Special Envoys	m	f	Total
EUSR Central Asia in Brussels	0	1	1
EUSR Kosovo in Pristina	0	1	1
EUSR Belgrade-Pristina Dialogue and other Western Balkans regional issues in Brussels	0	1	1
EUSR for the South Caucasus and the crisis in Georgia in Brussels, Yerevan and Tbilisi	2	1	3
EUSR Sahel in Bamako	1	0	1
EUSR Bosnia and Herzegovina in Sarajevo	1	0	1

EU Delegation	m	f	Total
Delegation of the European Union to Moldova in Chisinau	1	0	1

Total	48	28	76
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Council of Europe	m	f	Total
Council of Europe Headquarters in Strasbourg	0	1	1
Office in Belgrade	1	0	1

United Nations Peace Operations	m	f	Total
MINUSMA in Bamako	1	0	1
UNITAD in Baghdad	1	0	1

United Nations: OCHA	m	f	Total
Nepal	1	0	1

Organization of American States	m	f	Total
MAPP Colombia	1	0	1

NATO	m	f	Total
NATO Headquarters in Brussels	2	1	3
Substantial NATO-Georgia Package in Tbilisi	1	0	1
Allied Land Command (LANDCOM) in Izmir	1	0	1

Foreign Governments	m	f	Total
Albanian OSCE Chairmanship in Vienna	1	1	2

Total	10	3	13
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in peace operations and humanitarian missions

106

in headquarters and institutions of international organizations

29

other

17

152
Total

Election Observation 2020

OSCE/ODIHR	LTOs	STOs	male	female	total
Azerbaijan	3	33	22	14	36
Republic of Northern Macedonia	2	0	1	1	2
Ukraine	8	0	5	3	8
USA	9	0	4	5	9
Georgia	1	0	0	1	1
Republic of Moldova	2	0	1	1	2
Republic of Moldova II	1	0	0	1	1
Kazakhstan	3	0	1	2	3
Kyrgyzstan	2	0	1	1	2
total OSCE/ODIHR	31	33	35	29	64

EU	LTOs	STOs	male	female	total
Guyana	1	2	1	2	3
Peru	2	0	1	1	2
Ghana	1	0	0	1	1
total EU	4	2	2	4	6

1

Priorities of our Work (institutional funding)



1. Priorities of our Work

ZIF's mandate is to strengthen international civilian crisis prevention, conflict resolution and peacebuilding as a contribution to peace and security worldwide.

2020, the year under review, was unusual in many ways. Since March of 2020, ZIF – along with the Federal Foreign Office (FFO) as its shareholder, the Federal Republic of Germany and the international seconding organizations – have been operating under the conditions of the COVID-19 pandemic, which has gradually become more predictable. The central challenge in the process was to ensure that the political mandate could be implemented as thoroughly and sustainably as possible under these difficult circumstances. In 2020 there was a continuation of activities aimed at the rapid and targeted recruitment of personnel for deployment in peace operations and election observation missions as well as in humanitarian operations of multilateral organizations such as the EU, the North Atlantic Treaty Organization (NATO), the OSCE, the UN and other actors (Council of Europe, Organization of American States (OAS)). ZIF's mandate was also implemented through training courses, policy advice, conceptual and operational contributions and analyses, conference and dialogue formats as well as the broadening of cooperation initiatives.



Some of the priorities we had set for 2020 – before the outbreak of the pandemic – and had begun to explore in 2019 turned out to be unexpectedly prescient; two such topics were the digitization of ZIF and the role of digital technologies in peace operations. In other areas, major internal adjustments were required to ensure continued implementation of the mandate and the priorities of ZIF. These adjustment processes were also factors that shaped the year 2020 at ZIF.

With the outbreak of the pandemic in March, the top priority became the assurance of Duty of Care for our staff, both those employed in Germany and seconded staff in other countries. The balance between implementation of a comprehensive Duty of Care under pandemic conditions and implementation of the Duty of Mandate, i.e. the need to continue to carry out central mandated tasks in the countries of deployment, was a central element of the cooperation between the FFO, ZIF, seconding organizations as well as the secondees themselves. At any given point in time during the year under review, ZIF had up to 70% of its secondees deployed on location. This foreign policy instrument allowed Germany to further expand its role in shaping international policy.

It was also possible to maintain the German contribution to election observation missions during the year under review; one example of this activity was the substantial German contribution to the OSCE election observation mission in the United States, which would hardly have been possible without German involvement. At the same time, various countries postponed their elections to 2021 or beyond because of the pandemic. In order to carry out secondments and fulfill our Duty of Care under pandemic conditions, ZIF established a crisis team to ensure ongoing monitoring and assessment of the situation and to implement needs-based solutions on a case-by-case basis. The security team was available 24/7. Particularly helpful was the close cooperation in the “Security Quad” made up of our close partners Great Britain, Finland and Sweden (and Switzerland as needed).

An external evaluation by the company *Syspons*, which examined secondment processes over several months in the distribution of tasks between ZIF and the FFO, confirmed the significance of secondments as a foreign policy instrument. It also provided key feedback for improving strategic personnel planning and optimizing work processes between ZIF and its shareholder, which we will continue to pursue together with the FFO.

ZIF also participated in the planning for the founding of the European Centre of Excellence (CoE) for Civilian Crisis Management; the founding director of this CoE is the former ZIF employee who served as Head of Training at ZIF.

In the area of training, a successful transition to digital formats has been achieved; at the same time, a small number of in-person training courses were held under special hygiene conditions – for example the Hostile Environment Awareness Training (HEAT), held in cooperation with the Bundeswehr. While visits to missions had to be cancelled for most of the year, we were able to hold the contingent meetings with seconded civilian experts in digital form – for example with the German contingents in the OSCE and CSDP missions in Ukraine, the Sahel region or Kosovo. The joint implementation with colleagues in the FFO also brought about new insights with regard to field expertise.



The evaluation and sharing of these operational experiences and field expertise remains an important part of ZIF's work. Reports from secondees were analyzed on a regular basis and presented to the FFO as condensed reports. Central topics during the year under review included work processes and mandate implementation under pandemic conditions. On these topics as well, we have been working closely with our international partners.

As the mid-range impacts of the pandemic have become clearer, the intersection of peace operations and humanitarian aid is gaining in significance. We meet the requirements arising at this intersection through the secondment of experts to humanitarian operations and the expansion of capacities in cooperation with our partners. In this context, new cooperation initiatives were concluded on a project basis, for example with the Office for the Coordination of Humanitarian Affairs (OCHA) or the UN World Food Program (WFP).

The peer coaching concept we developed in previous years – with experts learning from each other – has also proven to be successful in a digital format, as evident in our peer coaching for EU heads of delegation and ambassadors.



In three consecutive confidential digital dialogues with senior staff from UN, EU and OSCE operations and headquarters, we engaged in an exchange on the future of peace operations –in particular with a view to the mid- and long-term repercussions of the pandemic. We also explored the same topic in two short panel discussions with the UN Deputy Special Representatives of the United Nations Secretary-General (DSRSGs) – as usual in collaboration with the United Nations System Staff College (UNSSC) and the FFO. As part of the newly created digital format “Einblicke in Einsätze” (“Insights into Operations”) senior staff deployed in operations and negotiation processes took part in discussions, moderated by ZIF, with members of the German Bundestag. The format, which enjoys considerable popularity in the Bundestag, is intended to provide insights in cases when travel to the countries of deployment is not possible.

Topics related to Germany’s UNSC membership also featured prominently in 2020 – not least the transition of the United Nations - African Union Hybrid Operation in Darfur (UNAMID). As a member of the Effectiveness of Peace Operations Network (EPON), ZIF played a key role in field research and in producing a comprehensive study on the effectiveness of UNAMID, as well as in compiling initial lessons learned from the transition.

Our focus in 2020 was also on the topic of digital technologies in peace operations. As a means to enrich and shape the respective debate, ZIF launched its own blog in summer 2020 (*TECHPOPS – 100 Voices on Technology and Peace Operations*) featuring contributions by leading experts. ZIF staff actively took part in and spoke at numerous international workshops, seminars and conferences, covering a range of topics related to civilian crisis prevention and international peace operations. They worked on the conceptual development of these approaches and published contributions in the media and specialist journals. With the introduction of new digital publication formats, such as the “Dashboard Peace Operations,” ZIF is responding to the particularities of the current situation and is continuing the overall trend toward digitizing the ZIF product range; by now, nearly 90% of our products exist in purely digital form.

Additional steps toward digitization, beyond giving our staff the capability for mobile work, include the introduction of personnel management software and electronic invoicing. In the year under review, ZIF’s German and English websites were given a modern and user-friendly overhaul, with a new design that highlights and transparently communicates new areas of activity such as deployment in humanitarian crisis operations or the increasing use of technology in peace operations.

Cross-cutting themes



Digital technology



Future of peace operations



Humanitarian operations



Peace mediation
and mediation support



Multilateral cooperation



Duty of Care



Triple Nexus



Comprehensive Approach



Operational and field expertise

2

Publications and Analyses



2. Publications and Analyses

ZIF-Publications

8 ZIF kompakt

+ 1 ZIF kompakt spezial
"This week at the UN Security Council"

(in German only)

January

- UNAMID: Fokus Transition

February

- UNMISS zwischen Schutzfunktion und Stagnation
- „Responsible Exit“: Herausforderungen beim Abzug von UNAMID

March

- Wahlen in Post-Konflikt-Kontexten

May

- EUNAVFOR MED Irini: Neue EU-Militäroperation im Mittelmeer
- MINUSMA 2020: Unverzichtbar in Zeiten von Terror und Corona
- EUTM Mali 2020: Erweiterter Einsatz mit ungewisser Zukunft

August

- ZAR: Neuer ziviler Beratungseinsatz der EU gestartet

November

- Neue Technologien und Friedenseinsätze: Zwischen Desinformation und künstlicher Intelligenz

»In the context of the ongoing crisis in Mali and the Sahel region, it is imperative that Germany continues its military (in addition to its police and civilian) engagement in MINUSMA, even in light of the uncertainties of the Corona crisis.«

TOBIAS VON GIENANTH, ZIF KOMPAKT, MAY 2020

51

Weekly Peace Operations Updates
(weekly ZIF newsletter on developments in peace operations worldwide)

»Preventive and sustainable political and civilian conflict management is the key to lasting ceasefires, peace agreements and positive peace.«

ALMUT WIELAND-KARIMI,
IN PEACE MEDIATION IN GERMANY'S FOREIGN POLICY:
UNITING METHODS, POWER AND POLITICS, MAY 2020

World map of peace operations

with ZIF Dashboard Peace Operations 2020

15

TECHPOPS blog posts

June

- Digital technologies in peace operations (Annika S. Hansen)
- Post-pandemic peace operations (Sanjana Hattotuwa)
- The need for a new expert panel on technology and UN peace operations (Walter Dorn)
- The last mile: Centering people in the brave new world of digital tech-enabled peace operations (Laura Bailey)
- The EU and crisis management in the age of technological disruption (Daniel Fiott)

July

- Unlocking the futurist mindset: Strategic foresight for peace operations (Mallika Auplish)
- Equipping peacekeepers with the structures, policies, and personnel to support technology (Lauren Spink)

September

- The future of cyberspace: A domain for conflict or collaboration? (Kaja Ciglic & John Hering)
- Supporting digital transformation and innovation in transitioning countries (Kirsten Joppe)
- Advanced distributed learning for peace operations (Stian Kjeksrud & Petter Lindqvist)
- Predict and prevent: Overcoming early warning implementation challenges in UN peace operations (Allard Duursma & John Karlsrud)

October

- The world is getting better – but not fast enough (Wolfgang Fengler)

December

- Africa, data and the yawning crocodile: A journey (Jakkie Cilliers)
- Online training for peace operations: The ‘new normal’ post COVID-19? (Gustavo de Carvalho)
- Crisis informatics insights for peace operations (Jasmin Haunschild, Christian Reuter, Marc André Kaufhold)

ZIF-glossary Missions & Mandates

Revised

»Just as digital technologies have led to a changed nature of warfare, so too, could they change the nature of peace operations if harnessed well. In today's era of fake news and hate speech, conflict moves fluidly between the ground and cyber realm.«

ANNIKA S. HANSEN, ABOUT:INTEL, MARCH 2020

EPON Report:

Assessing the Effectiveness of the United Nations - African Union Hybrid Operation in Darfur (UNAMID)

»While UNAMID was never the robust intervenor that many of its early advocates appeared to have hoped for, the perspectives of community members and Darfur experts suggest that its presence mitigated significant violence and human rights violations.«

RALPH MAMIYA AND WIBKE HANSEN,
EPON REPORT, OCTOBER 2020

ZIF in the Media

in Interviews

- with Inforadio
- with Hessischer Rundfunk
- with Deutsche Welle
- with Sicherheitshalber

in Articles

- in the Neue Zürcher Zeitung (NZZ)
- in the Frankfurter Rundschau (FR)
- on FAZ.NET
- on PluraPolit
- with the European Union Institute for Security Studies (EUISS)
- with the Deutsche Gesellschaft für Auswärtige Politik (DGAP)
- on EURACTIV
- in the Tagesspiegel
- on peacelab.blog
- on euobserver.com
- in the Huffpost Italia
- with Deutsche Welle
- in the World Politics Review (WPR)
- on About:Intel
- in the Fondation pour la Recherche Stratégique
- in the Behördenspiegel (Special Issue: Moderne Polizei)
- in the anthology “Peace Mediation in Germany’s Foreign Policy. Uniting Methods, Power and Politics”
- in Internationale Politik (IP)

3

Training and Coaching



3. Training and Coaching

2020

JANUARY

Mentoring in Civilian Crisis Management
(with the Training Partner Platform (TPP) &
European Union Police and Civilian Services
(EUPCST))
21 participants

Short-Term Election Observation (STO)
briefing
19 participants

HEAT
20 participants

JUNE

Long-Term Election Observation (LTO)
online training
20 participants

OCTOBER

Peace Mediation online
12 participants

NOVEMBER

FEBRUARY

Training of facilitators for UN mission staff
on Strategic Action Matrix (SAM)/Local
Conflict Analysis and Planning (LCAP) in
Entebbe in cooperation with the UN Policy,
Evaluation and Training Division (DPET)
17 participants

Comprehensive Generic Training
Peace Operations (CGTPO)
22 participants

STO Training
22 participants

HEAT
22 participants

Peer Exchange: Good Leadership in Peace
Operations – an Art or a Skill?
20 participants

Peer Coaching for EU heads of delegation
and ambassadors: Mediation Diplomacy
in the Context of EU Common Foreign and
Security Policy (CSFP) (with the European
External Action Service (EEAS) Mediation
Support Team)
15 participants

CGTPO
13 participants

STO online training
20 participants

HEAT
9 participants

4

Events



4. Events

Briefings & Dialogues

- After-Work-Briefing: “The Way Forward for Sudan’s Peace Process” with the UN Special Advisor of the Secretary-General for Sudan, Nicholas Haysom
- Breakfast Briefing: “Fragile Peace in South Sudan: Humanitarian Needs and Political Obstacles” with Alain Noudéhou, DSRSG in South Sudan and Stephen O’Malley, Head of South Sudan Office for OCHA
- Civilian Coordinators for Training (CCT) workshops to prepare EU Training Area Assessments on Leadership & Management and Pre-Mission Training
- Digital Quadrilateral Directors’ Meeting
- “ZIF briefings for German parliamentarians: OSCE election observation in the United States”
- “ZIF briefings for German parliamentarians: The situation in Afghanistan and the peace negotiations with the Taliban”
- “ZIF briefings for German parliamentarians: Transformation in Sudan and the role of UNAMID and UNITAMS”
- Follow-up Workshop: “Transitional Justice in Colombia – Maintaining the Momentum for Implementation”
- Meeting of the German TPP
- Virtual DSRSG Dialogue Series
- Virtual exchange: “Informal Exchange Among Close Friends: CSDP Missions and Operations Post Corona”
- Virtual exchange: “Informal Exchange Among Close Friends: OSCE Field Operations Post Corona”
- Virtual exchange: “Informal Exchange Among Close Friends: UN Peace Operations Post Corona”
- Virtual briefing for FFO staff
- Virtual meeting with ZIF’s civilian coordinators
- Presentation of the 01/2020 Synthesis Reports at the FFO
- Presentation of the 02/2020 Synthesis Reports at the FFO
- Workshop on security training (HEAT & reHEAT) as part of mission preparation
- Workshop: “CSDP Missions and the Protection of Cultural Heritage. Lessons from EUAM Iraq and the Way Forward”, in collaboration with DGAP

Board meetings

June 9, 2020 — Supervisory Board meeting – teleconference

August 14, 2020 — Shareholders’ meeting – online

November 24, 2020 — Meet & Greet of the International Advisory Board – online

5

ZIF's Inputs: Panels and Meetings



5. ZIF's Inputs: Panels and Meetings

ZIF (online) on the go

- ... at the 15-year anniversary of the European Security and Defence College (ESDC)
- ... at the 2020 Virtual Stockholm Forum on Peace and Development: "Sustaining Peace in the Time of COVID-19"
- ... at the Challenges Forum Expert Group Meeting on "Digital Technologies and Peace Operations"
- ... at the semi-annual consultations of the Standby Partnership (SBP)
- ... at the annual talks of the Tönissteiner Kreis
- ... at the meetings of the European Union Civilian Training Group (EUCTG) in Brussels
- ... at the Validation Workshop of the European Union Training Area Assessments (Mediation, Safety and Security, Gender Equity)
- ... at the working group on gender and implementation of UNSC resolution 1325 of the quadrilateral partner organizations
- ... at the digital mini staff conference for German staff of international organizations at the FFO
- ... in the development of a new curriculum of the NATO Advisory Course in Brussels
- ... at the opening of the CoE for Civilian Crisis Management
- ... at the Research and Knowledge Transfer Hub for Rule of Law Promotion (RSF-Hub) on "Auswirkungen von COVID-19 auf Rechtsstaatsförderung"
- ... at the annual conference of the Civilian Crisis Prevention Advisory Board: "What Do Crises Teach Us? Civilian Crisis Prevention in Germany and the EU"
- ... at the "Global denken. Weltweit arbeiten. Karrieremesse Internationale Organisationen"
- ... at the EEAS conference: "Cultural Heritage Protection & CSDP"
- ... at the Latin American Association of Peacekeeping Training Centres (ALCOPAZ)
- ... at the Munich Security Conference
- ... at the lecture series on "Development Policy XXXIV" at the Technische Universität Berlin
- ... at the Winter Academy: "Krieg und Frieden. Schulische Weiterbildung für eine friedliche Welt von morgen" by the Landesamt für Schule und Bildung in Meißen
- ... at the DGAP "Crisis Prevention Web Talk: Making 2020 Count"
- ... at the Diplomats Symposium of the FFO on the topic of "Deutsche Außen- und Sicherheitspolitik"
- ... at an internal workshop of the UN Department of Peace Operations (DPO) on "The Future of Peace Operations/Technology in Peace Operations"
- ... at a panel discussion on the topic of "UN75 – Herausforderungen für die Zeit nach 2020" within the framework of the awarding of the Dag Hammarskjöld Medal 2020
- ... at the EU Mediation Community of Practice Meeting of EEAS and MediatEUR
- ... at the annual meeting of the European Association of Peace Operations Training Centres (EAPTC)
- ... at the meeting of the Integrated DDR Training Group in Bonn
- ... at the meeting of the Standing Working Group on Duty of Care (Sweden, Great Britain, Switzerland, Germany)
- ... at the virtual Challenges Annual Forum
- ... at lectures at the Institute for Peace Research and Security Policy Hamburg (Institut für Friedensforschung und Sicherheitspolitik Hamburg, IFSH)
- ... at lectures held at the European Academy Berlin
- ... at the workshop: "Implementing Action for Peacekeeping from a Field Perspective" organized by DPO in collaboration with the Challenges Forum International Secretariat in Entebbe

ZIF and the Comprehensive Approach

- ... at the TPP meetings
- ... at the analysis of the Training Requirement Assessments for the EUCTG on Leadership & Management
- ... at the Federal Academy for Security Policy (Bundesakademie für Sicherheitspolitik, BAKS) in the “High Level Course on European Security and Defense Policy”
- ... in the implementation of joint courses with police and Bundeswehr, i.e. in the context of the EUPCST project
- ... at the meeting of the working group on international police missions (IPM)
- ... in conceptual development for security training with police and Bundeswehr
- ... at seminars with Bundeswehr youth officers

Digital contingent meetings

- SMMU (three meetings)
- Brussels
- Regional contingent meeting in the Sahel region
- Kosovo
- European Union Advisory Mission (EUAM) for Civilian Security Sector Reform Ukraine

ZIF in the German parliament (Bundestag)

- ... in party parliamentary groups
- ... in working groups
- ... in the Subcommittee on Civilian Crisis Prevention
- ... at panel discussions
- ... in individual advisory meetings with parliamentarians
- ... with “Einblicke in Einsätze – ZIF briefings for German parliamentarians”

ZIF staff on advisory boards

- Senior Advisory Board, Bundeswehr Command and Staff College (Führungsakademie der Bundeswehr, FüAk)
- Advisory Board of the United Nations Institute for Training and Research (UNITAR)
- Advisory Board for “Innere Führung”/Leadership of the Bundeswehr
- Advisory Board of the BAKS
- Advisory Board of the Mercator Foundation
- OSCE Network of Think Tanks and Academic Institutions
- Presidium of the United Nations Association of Germany (Deutsche Gesellschaft für die Vereinten Nationen, DGVN)
- UN Advisory Board of the FFO
- Partner Organizations’ Advisory Committee (POAC) of the International Forum for the Challenges of Peace Operations (Challenges Forum)

6

Sustainability

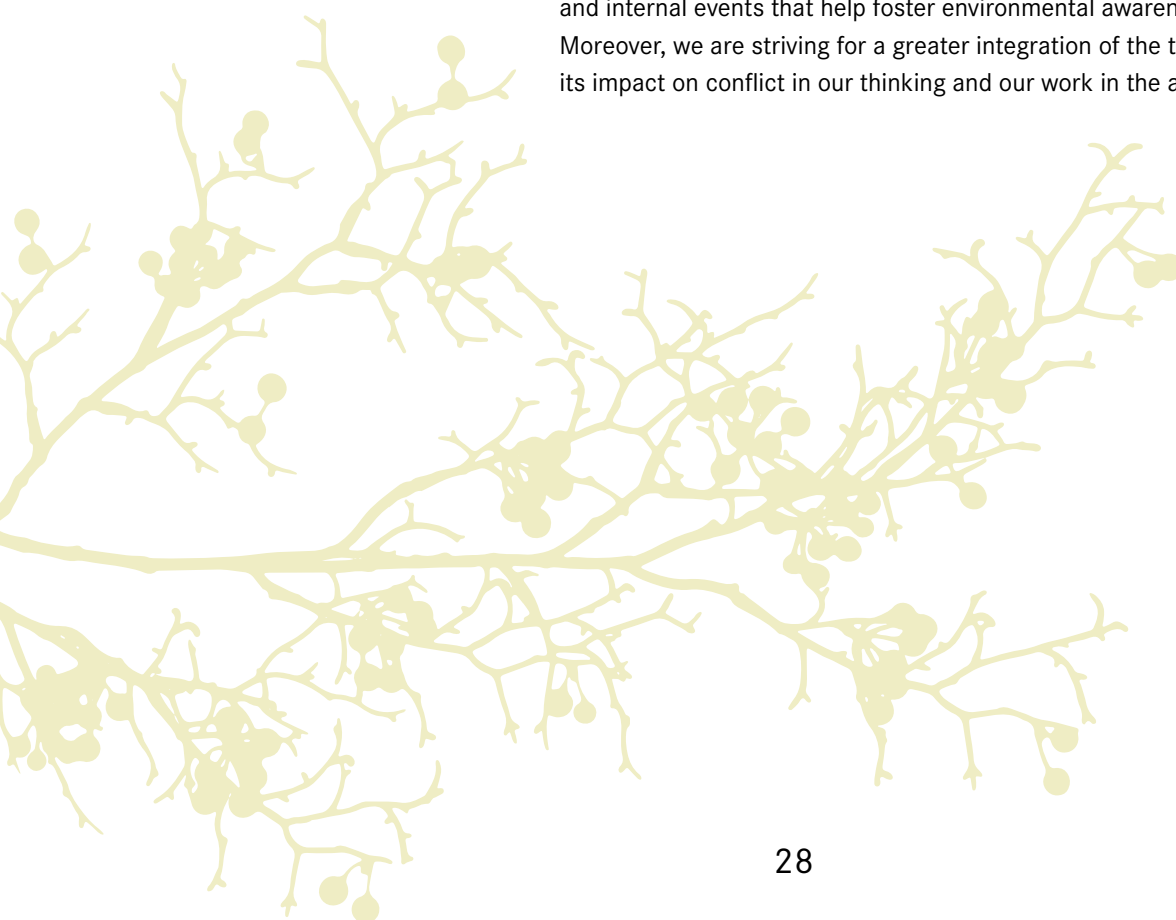


In recent years, sustainability has become
a particular focus of the work of ZIF.
In 2020 we continued to advance this important topic.

In our efforts to reduce ZIF's environmental footprint as an organization, we pay particular attention to environmental criteria in the procurement of office materials and in the production of ZIF publications. When we printed the annual world map of peace operations, we also compensated for resulting emissions by supporting climate projects. The introduction of new IT solutions has also helped us to significantly reduce our paper consumption over the past year. Our resource conservation efforts focus on the energy supply: For several years now, the offices of ZIF on Ludwigkirchplatz have been powered with green electricity.

One of the priorities we tackled in 2020 was mobility and the associated CO₂ emissions. Since 2018, we have succeeded in steadily reducing our emissions as an organization. Although in 2020 the pandemic pre-empted our efforts, with travel activity all but eliminated, we intend to continue this trend into the future. The past year provided the impetus to develop digital alternatives to our exchange and event formats, which in the long term will help reduce our need to travel.

In addition to measures aimed at reducing our environmental impact as an organization, we also carry out awareness building measures in the form of regular newsletters and internal events that help foster environmental awareness among the ZIF staff. Moreover, we are striving for a greater integration of the topics of climate change and its impact on conflict in our thinking and our work in the area of peace and security.



7

Opportunities and Risks, Forecast



7. Opportunities and Risks, Forecast

As difficult as it is to accurately predict the effects of COVID-19 on peace operations and on other aspects of life from the standpoint of early 2021, one central dilemma is already becoming clear: On the one hand, with global instability expected to rise as a result of the pandemic, the demand for peace operations and humanitarian missions will grow. On the other hand, the global recession that is taking shape could lead member countries to devote substantial funds to overcoming the economic crisis in their own country, thereby reducing the available resources for such missions. In Germany and elsewhere in Europe, the response to COVID-19 and its wide-ranging effects absorbs much of the attention and energy of the general public, the media and political decision-makers. As a result, other crises and conflicts have faded into the background.

At the same time, the pandemic and its secondary consequences, including poverty, inequality and protests, require a redoubling of the commitment of member states, in particular in the area of humanitarian assistance. This also means that the fulfillment of ZIF's mandate, especially under pandemic conditions, is subject to its unique responsibility as employer (Duty of Care) of a growing number of German civilian experts in fragile and violent contexts. The focus must therefore be on developing further standardized procedures in cooperation with the FFO and international organizations in order to enable a timely response to unforeseen situations.





In all areas of work, demand for cooperation and support through ZIF has significantly exceeded available resources, and this trend is expected to continue into the future, also due to the pandemic. This high level of demand widens ZIF's range of possibilities in building partnerships at national and international level. With additional funds being made available by the German parliament and assigned for secondments through the FFO, and with eleven new positions opening up in 2021, it will be possible to further increase the number of secondments and expand our activities and partnerships. In light of the numerous crises and conflicts all over the world, there is currently no doubt that peace operations will continue to be the instrument of choice in international conflict transformation. The increasing humanitarian requirements will also enable ZIF to continue to expand its activities to this area. A greater risk is posed by the growing skepticism towards multilateral cooperation as well as by the financial consequences of the pandemic, which will have a significant impact on international organizations as well. This dynamic threatens or slows down peace processes, and could also put increasing pressure on ZIF's mandate, which is by definition closely related to peace operations.



With its successful transformation into a seconding organization and on the basis of the major progress it has made in the field of digitization, ZIF is now in a strong position to support peace operations as an instrument of crisis prevention and stabilization, thereby making a modest yet valuable contribution to the resolution of the conflicts of our time. The resilience of ZIF as an institution will continue to be based on its pursuit of an all-inclusive and integrated approach. ZIF's professional instruments of analyses, international capacity development, training and human resources provide key support to international organizations in the implementation of their mandates with regard to crisis prevention, stabilization as well as international peace and humanitarian operations.

The political and geographical priorities of the FFO determine the focus of ZIF: The conflicts in Ukraine, the Sahel region, Sudan, Afghanistan, Libya and Iraq will remain of central importance for our work. At the same time, secondments will increasingly be used to contribute to humanitarian operations such as those in Yemen or Ethiopia.

The pandemic has dramatically illustrated the importance of taking all forms of future scenarios into account, even those deemed to be highly unlikely. In 2021, ZIF will have to continue to adapt its planning to what is a highly dynamic situation. As a learning organization, we will constantly review our own work and internal structures to meet the needs and possibilities of current developments.

8

Funding



8. Funding

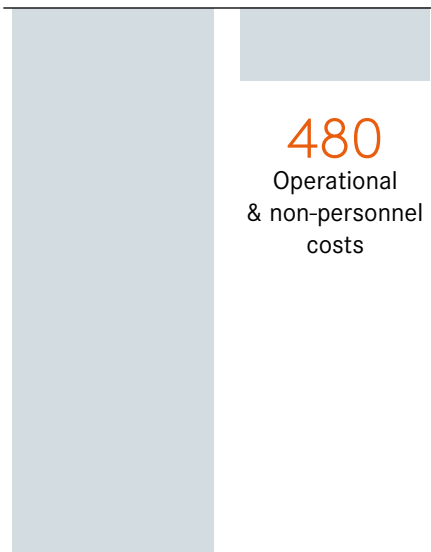
2020 Budget in € thousand

4,556

Institutional budget

Donor: FFO

of which



480

Operational
& non-personnel
costs

4,076

Personnel costs

19,503

Secondment budget

Donor: FFO

591

Third-party funding

Donors: FFO, Federal Ministry
for Economic Cooperation and
Development (Bundesministerium für
wirtschaftliche Zusammenarbeit und
Entwicklung, BMZ), Gesellschaft
für Internationale Zusammenarbeit
(GIZ)

9

Third-Party Funded Projects



9. Third-Party Funded Projects

Strengthening Mediation Capacities

Funding amount

in the first funding period (Jan. 1, 2020 – Dec. 31, 2021):
€ 1,432,890.50

Donor:

FFO

Objectives

Strengthening of national and international civilian crisis prevention and conflict management mechanisms through capacity building in the area of peace mediation, including the following measures:

- Consolidation of the instrument of peace mediation in German foreign policy;
- Strengthening of mediation capacities within regional organizations;
- Increasing the effectiveness of international mediation processes.

Activities

- Providing external resources for conceptual and scientific expertise:
 - Coordinating the strategic exchange between the FFO and German mediation organizations within the framework of the German EU Council Presidency;
 - Conception and organization of a panel discussion on EU multi-track mediation within the framework of the conference “Mediation as a key CFSP Instrument” of the German EU Council Presidency;
 - Coordination of knowledge transfer between professional mediation organizations and members of German parliament.
- Development and implementation of a customized digital peer-to-peer format for the further training of the members of the EEAS mediator pool;
- Identification of strategic partnerships with international actors in the field of peace mediation for the implementation of expert exchange formats for knowledge transfer at operational level;
- Gathering of best practices for the further development/ conversion of mediation exchange formats into suitable digital formats;
- Provision of a ZIF mediation advisor to support mediation initiatives in the context of the Minsk Peace Agreement and parallel development of a suitable secondment model for future mediation advisors.

Funding amount
during the funding period (Jan. 1, 2019 – June 30, 2021):
€ 318,798.79

Donor:
GIZ

Support to the African Union for
Preventing and Resolving Violent
Conflicts and Consolidating Peace
under the African Peace and Security
Architecture (APSA)

Objectives

- Advising the Peace Support Operations Division (PSOD) of the African Union (AU) Commission on civilian capacity building for peace operations of the African Standby Capacity (ASC) within the African Standby Force (ASF).

Activities

- Revision and re-issue of the interpretive document on ASC selection guidelines and a modernized personnel database in English and French;

- Digitization of various processes of the PSOD in the areas of
 - exchange and coordination of ASC partners and stakeholders;
 - training tools and formats for ASC personnel in AU regional organizations.
- Launch and gradual implementation of the transfer of support services to the South African project partner African Centre for the Constructive Resolution of Disputes (ACCORD) by June 2021;
- Virtual seminars, training and consultations.

Strengthening International Humanitarian
Capacities at the United Nations
by Expanding Standby Partnerships
and Supporting Training Activities
and the Nexus Approach

Funding amount

during the funding period (Jan. 1, 2019 – Dec. 31, 2020):
€ 662,000.00

Donor:
FFO

Objectives

- Establishing Memoranda of Understanding with humanitarian UN partners to second members of the ZIF Expert Pool to short-term humanitarian missions;
- Strengthening the humanitarian capacities in the ZIF Expert Pool by recruiting new humanitarian experts and preparing them for deployment;
- Financial and organizational support for OCHA training and further education measures in Berlin.

Activities

- Contribution of ZIF to the steering committee of the SBP mechanism as well as to working groups for Duty of Care, training as well as *Monitoring, Evaluation, Accountability and Learning*;
- Financial support to the SBP Secretariat;

- Signing of a secondment agreement with WFP;
- Financial and organizational support for the OCHA “Coordinated Assessment and Information Management Training” in Berlin, attended by 29 international participants from 24 countries;
- Organization of three training courses for humanitarian pool members and their placement in three HEAT courses;
- New training opportunities with the Federal Office for Civil Protection and Disaster Relief and recruitment of pool members for training positions at OCHA and WFP;
- Strengthening of the ZIF Expert Pool with experts in the areas of Information Management, Water, Sanitation and Hygiene as well as *Cash and Voucher Assistance*.

Funding amount

during the funding period (July 1, 2017 – December 31, 2021):

€ 572,359.84

Donor:

GIZ (on behalf of the BMZ)

Peace and Security

Objectives

- Reinforcing the Comprehensive Approach at the intersection of peacebuilding, development cooperation and security policy.

Activities

- Supporting the implementation of the German government's guidelines on "Preventing Crises, Managing Conflicts, Promoting Peace";
- Study: "Twenty-Five Years of Stabilisation Discourse: Between Realpolitik and Normativity" (a comparative study of the approaches of the UN, EU, United Nations Development Programme (UNDP), United States of America (USA), Great Britain and Germany);

- Proposals and comments on the curriculum of a cross-departmental training on Security Sector Reform (SSR);
- Preparation of background papers on the impacts of COVID-19 on development cooperation and peace operations;
- Contributions to the debate on dealing with the unresolved conflicts in the post-Soviet space and in the Western Balkans;
- Comments on the BMZ-commissioned Meta-Review of Evaluations of Development Assistance to Afghanistan;
- Support for peacebuilding in Ukraine through OSCE, EU and bilateral German activities;
- Regular exchange with the FFO, BMZ, Federal Ministry of Defence (Bundesministerium der Verteidigung, BMVg), GIZ, KfW Bank, BAKS, the Advisory Board for Civilian Crisis Prevention and civil society organizations to further develop the field of operations.

Appendix



List of Abbreviations

ACCORD	African Centre for the Constructive Resolution of Disputes
ALCOPAZ	Latin American Association of Peace-keeping Training Centres
APSA	African Peace and Security Architecture
ASC	African Standby Capacity
ASF	African Standby Force
AU	African Union
BAKS	Bundesakademie für Sicherheitspolitik/ Federal Academy for Security Policy
BMVg	Bundesministerium der Verteidigung/ Federal Ministry of Defence
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung/ Federal Ministry for Economic Cooperation and Development
CCT	Civilian Coordinators for Training
CFSP	Common Foreign and Security Policy of the EU
CGTPO	Comprehensive Generic Training Peace Operations
CIMIC	Civil-Military Cooperation
CoE	European Centre of Excellence for Civilian Crisis Management
CSDP	Common Security and Defence Policy of the EU
DGAP	Deutsche Gesellschaft für Auswärtige Poli- tik/German Council on Foreign Relations
DGVN	Deutsche Gesellschaft für die Vereinten Nationen/United Nations Association of Germany
DPET	United Nations Policy, Evaluation and Training Division
DPO	United Nations Department of Peace Operations
DSRSG	Deputy Special Representative of the United Nations Secretary-General
EAPTC	European Association of Peace Operations Training Centres
EEAS	European External Action Service
EPON	Effectiveness of Peace Operations Network

ESDC	European Security and Defence College
EU	European Union
EUAM	European Union Advisory Mission
EUCTG	European Union Civilian Training Group
EUISS	European Union Institute for Security Studies
EUNAVFOR MED	European Union Naval Force – Mediterranean
EUPCST	European Union Police and Civilian Services Training
EUTM	European Union Training Mission
FFO	Federal Foreign Office
FüAk	Führungsakademie der Bundeswehr/ Bundeswehr Command and Staff College
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (development organiza- tion)
HEAT	Hostile Environment Awareness Training
IEP	Institute for Economics & Peace
IFSH	Institut für Friedensforschung und Sicherheitspolitik Hamburg/Institute for Peace Research and Security Policy
IP	Internationale Politik (journal)
IPM	International Police Missions
KfW	Kreditanstalt für Wiederaufbau (development bank)
LCAP	Local Conflict Analysis and Planning
LTO	Long-Term Election Observation
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
NATO	North Atlantic Treaty Organization
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Affairs
OSCE	Organization for Security and Co-operation in Europe
POAC	Partner Organizations' Advisory Committee of the International Forum for the Challenges of Peace Operations

PSOD	Peace Support Operations Division
RSF-Hub	Research and Knowledge Transfer Hub for Rule of Law Promotion at Freie Universität Berlin
SAM	Strategic Action Matrix
SBP	Standby Partnership
SMMU	Special Monitoring Mission to Ukraine
SSR	Security Sector Reform
STO	Short-Term Election Observation
TPP	Training Partner Platform
UN	United Nations
UNAMID	United Nations - African Union Hybrid Operation in Darfur
UNDP	United Nations Development Programme

UNITAMS	United Nations Integrated Transition Assistance Mission in Sudan
UNITAR	United Nations Institute for Training and Research
UNMISS	United Nations Mission in the Republic of South Sudan
UNSC	United Nations Security Council
UNSSC	United Nations System Staff College
USA	United States of America
WFP	United Nations World Food Programme
WPR	World Politics Review
ZAR	Zentralafrikanische Republik/ Central African Republic
ZIF	Zentrum für Internationale Friedens- einsätze/Center for International Peace Operations

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