



zif

Center for International Peace Operations

ANNUAL REPORT

2021

Content

The Work of ZIF in Context	3
Peace Operations in Numbers	5
ZIF in Numbers	7
ZIF Seconded Staff 2021	8
Election Observation 2021	9
1. Our Priorities in 2021	10
2. ZIF Publications and External Contributions	16
3. Training and Coaching	20
4. Events	22
5. ZIF Inputs: Panels and Meetings	24
6. Sustainability	27
7. Opportunities, Risks and Foresight	29
8. Funding	33
9. Third-Party Funded Projects	35
Appendix	39

The Work of ZIF in Context

2021 was largely shaped by the unforeseen course of the pandemic and geopolitical conflicts. Despite the ever-changing effects of COVID-19 on international peace operations and humanitarian operations, as well as on all other areas of life, we have already seen a rise in conflict, poverty and hardship around the world.

Pandemic

The collateral damage of the virus has by now become apparent. The world experienced a “polypandemic” in which humanitarian crises increased, jobs were lost, educational opportunities dwindled, and inequality both within and between nation states was exacerbated.

The main losers in this development were vulnerable groups within societies and in regions already significantly stricken by poverty and conflict. Conflict parties prone to violence attempted to take advantage of power vacuums created by the pandemic and of the fact that the international community’s attention was focused elsewhere. New conflicts broke out, while others that had seemed to be pacified flared up again. At the same time, humanitarian needs increased in conflict regions – from Afghanistan, Ethiopia, Yemen, Syria to Haiti.

Crises & Conflicts

The result is a wide range of tensions and conflicts, which the newly elected German government now faces: On the one hand, the rise in global instability caused by the above effects, is leading to an increasing demand for peace operations and humanitarian engagement. On the other hand, the clearly emerging global recession could reduce the existing supply of such resources, since in the foreseeable future many countries will have to continue spending vast amounts of money to deal with the fallout of the pandemic in their own countries.

Demand Outstrips Supply

Despite the geopolitical tensions between the major powers and the uncertain future of organizations such as the European Union (EU) and the North Atlantic Treaty Organization (NATO), in 2021 peace operations continued to play an important role as a core instrument of the international community in conflict prevention and crisis management. At the same time, existing missions have to be constantly reevaluated, as demonstrated by major setbacks, for example following the withdrawal of NATO troops in Afghanistan or the repeated coup d'états in the Sahel region.

Geopolitical Shifts

Nonetheless, there is cause for hope: 2021 was also the year in which transatlantic relations normalized to a certain extent. There was widespread agreement that the coronavirus crisis should be utilized to avoid simply returning to the previous status quo. António Guterres, Ursula von der Leyen and Joe Biden all emphasized the need to *build back better* in order to make individual countries, but also the international community as a whole, more resilient to crises in the long term. There is thus much room for fulfilling the core task of ZIF: strengthening multilateral conflict management through a holistic contribution to peace and humanitarian operations.

Multilateral Conflict Management

Peace Operations in Numbers

German Contribution

6,1%

of the UN peacekeeping budget (2021)

11%

of the OSCE budget (2021)

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

Police contribution:

58

(as of November 2021)

Military contribution:

1,507

(as of November 2021)

172

seconded staff

(as of December 2021)

Crises and Conflicts Worldwide

According to the 2021 Global Peace Index of the Institute for Economics and Peace (IEP), the world has become less peaceful for the 9th time in 13 years, compared to the previous year, by

↓ 0,07%

(as of June 2021)

811

million people are undernourished
(UN OCHA, as of December 2021)

Decrease in the UN peacekeeping budget compared
to the budget year 2020/2021 by

↓ 2,1%

(UN)

70%

of all women and girls in humanitarian
contexts experience gender-based violence
(UN OCHA, as of December 2021)

1%

of which →

42%

of the world's population is displaced

are children

(UN OCHA, as of December 2021)

4 of the 10

poorest countries in the world are
characterized by fragile statehood
(Brookings, as of April 19, 2021)

Ecological Risks

According to the 2021 Ecological Threat Report (IEP, as of October 2021)

1,26

billion people
live in

30

countries that belong to
both the group of countries
with the lowest resilience
and facing the highest
ecological threats

Among the

15

countries with the
highest ecological risks are

Afghanistan

Niger

Mozambique

Yemen

Somalia

South Asia

Sub-Saharan Africa

the Middle East

North Africa (MENA)

are the regions facing
the highest ecological risks

All

11

countries

whose population is expected to double by 2050
are located in **sub-Saharan Africa**

COVID-19

10,7

billion COVID-19-vaccine doses

delivered to

226

countries/regions

of which

907

million were distributed through the COVID-19 Vaccines Global Access (COVAX) program

(UNICEF, as of December 31, 2021)

ZIF in Numbers

51

Peace Operations Updates

76

staff
at the Berlin office

73

Onboardings
of seconded staff

1,000

new ZIF bags

Confer-
ence partici-
pants from over

178

election observers
(45,5% women)
in 17 election observation missions

2

new **secondment**
agreements with inter-
national organizations

50

countries

789

tweets
and 2,043 followers on Twitter

26

Training courses
and workshops,
of which 11 digital

301

LinkedIn posts
and 8,430 followers

8

digital
contingent meetings

9

ZIF
network meetings

172

seconded staff in peace operations,
humanitarian operations and headquarters
of international organizations
as of December 2021 (41,3% women)

276

participants
in training courses, of which 48% women
and 19% internationals

ZIF Seconded Staff 2021

(by international organizations)

OSCE Peace Operations	m	f	Total
OSCE Presence in Albania	0	1	1
OSCE Mission in Kosovo	3	0	3
OSCE Mission to Serbia	1	1	2
OSCE Mission to Moldova	1	1	2
OSCE SMM to Ukraine	25	19	44
OSCE Programme Office in Dushanbe	1	0	1
OSCE Project Co-Ordinator in Uzbekistan	1	0	1
OSCE Programme Office in Nur-Sultan	1	0	1
OSCE Mission to Skopje	1	0	1
Project Co-Ordinator in Ukraine	0	1	1
Project Co-Ordinator in Ukraine	0	1	1
OSCE Secretariat and Institutions	m	f	Total
OSCE Secretariat in Vienna	6	3	9
High Commissioner on National Minorities in The Hague	0	1	1
OSCE Representative on Freedom of the Media in Vienna	0	2	2
OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Warsaw	0	3	3
OSCE Parliamentary Assembly in Vienna	1	0	1
Foreign Governments	m	f	Total
Swedish OSCE Chairmanship in Vienna	0	1	1
Polish OSCE Chairmanship in Vienna	1	0	1
Amt für Europaangelegenheiten der Republik Nordmazedonien in Skopje	1	0	1
Office of the High Representative in Bosnia and Herzegovina (OHR)	m	f	Total
Office of the High Representative in Bosnia and Herzegovina in Sarajevo	1	0	1
TOTAL	44	33	77

EU/CSDP Missions	m	f	Total
EUAM Ukraine	7	4	11
EULEX Kosovo	5	2	7
Kosovo Specialist Chambers and Specialist Prosecutors Office in The Hague	3	0	3
EUPOL COPPS in Ramallah	1	3	4
EUCAP SAHEL Niger	3	2	5
EUCAP SAHEL Mali	2	1	3
Regional Advisory and Coordination Cell in Nouakchott	1	0	1
EUAM Iraq	1	3	4
EUBAM Libya	2	0	2
EUNAVFOR MED IRINI	1	0	1
EUMM Georgia	2	2	4
EUNAVFOR Somalia	1	0	1
EUCAP Somalia	3	2	5
EUAM in the Central African Republic	2	0	2
European External Action Service	m	f	Total
EEAS within CPCC in Brussels	0	1	1
EEAS outside CPCC in Brussels	3	4	7
EU Special Envoys	m	f	Total
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 for the Horn of Africa in Addis Ababa	0	1	1
EUSR for Central Asia in Brussels	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	43	28	71

UN Peace Operations	m	f	Total
MINUSMA in Bamako	1	0	1
UNMISS in Juba	0	2	2
Special Criminal Court of the Central African Republic in Bangui	1	0	1
UNITAD in Baghdad	0	1	1
United Nations: Development Programme	m	f	Total
UNDP Sudan	0	1	1
United Nations: OCHA	m	f	Total
OCHA Iraq	1	0	1
OCHA Sudan	1	0	1
OCHA Haiti	2	0	2
United Nations: World Food Programme	m	f	Total
WFP Philippines	1	0	1
WFP Sudan	1	0	1
Organization of American States	m	f	Total
MAPP Colombia	1	2	3
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
NATO Mission Iraq	1	0	1
Council of Europe	m	f	Total
Council of Europe Headquarters in Strasbourg	0	2	2
Council of Europe Office in Yerevan	0	1	1
TOTAL	14	10	24

in peace operations

114

in headquarters and institutions of international organizations

28

humanitarian operations and others

30

172
TOTAL

Election Observation 2021

OSCE/ODIHR	LTOs	STOs	male	female	total
Bulgaria	2	0	0	2	2
Albania	3	0	1	2	3
Armenia	2	3	2	3	5
Moldova	2	18	12	8	20
Bulgaria II	2	0	1	1	2
Georgia	2	29	16	15	31
Georgia II	0	11	7	4	11
Republic of North Macedonia	2	23	12	13	25
Uzbekistan	2	26	18	10	28
Kyrgyzstan	3	30	17	16	33
total OSCE/ODIHR	20	140	86	74	160

EU	LTOs	STOs	male	female	total
Zambia	2	0	2	0	2
Iraq	1	0	1	0	1
Kosovo	1	2	1	2	3
Honduras	1	0	1	0	1
Venezuela	3	3	3	3	6
Gambia	1	0	0	1	1
total EU	9	5	8	6	14

UN	LTOs	STOs	male	female	total
Iraq	4	0	3	1	4
total UN	4	0	3	1	4

1

Our Priorities in 2021

(institutional funding)



1. Our Priorities

In 2021, ZIF continued to contribute to strengthening civilian crisis prevention, conflict resolution, and peace-building through its work on a wide range of topics and in cooperation with national and international partners.

The year under review was challenging in a number of ways. Like other institutions, ZIF was forced to adapt its planning to the constantly shifting pandemic situation. This required a broad commitment on the part of the ZIF team, its seconded staff, partners, as well as its shareholder, the Federal Foreign Office (FFO). ZIF continued the rapid and targeted recruitment of personnel for deployment to peace operations and humanitarian operations of multilateral organizations such as the EU, NATO, the Organization for Security and Co-operation in Europe (OSCE), the United Nations (UN), the Council of Europe and the Organization of American States (OAS). Thanks to an increase in funding made available by the Bundestag, these activities were expanded. ZIF also contributed to the further development of peace operations through training courses, policy advice, conceptual contributions and analyses as well as international conferences.



In 2021 we worked on a wide range of topics:

The triple nexus of peacebuilding, development and humanitarian aid gained increasing importance, also due to the secondary impacts of the pandemic. At the same time, ZIF seconded a growing number of experts to humanitarian operations. During the year under review, two new secondment agreements were concluded with the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Development Programme (UNDP). Together with our national and international partners, we continued to foster the comprehensive approach in the areas of defense (military), home affairs (police) and development cooperation.

The topic of climate and security has also taken on greater relevance for our work. Together with various partners and in different event formats, we developed conceptual contributions, organized international dialogues, prepared personnel, and recruited and seconded suitably qualified civilian experts. The highlight of our efforts in this area was the Challenges Annual Forum hosted by ZIF in December 2021: a virtual conference, attended by around 100 participants from 25 countries, dedicated to exploring the question of how peace operations can respond more effectively to risks and opportunities in the area of climate and environmental security.

We continue to focus on the area of digital technologies. The use of modern technologies is an important element in strengthening the efficiency, effectiveness and sustainability of mandate implementation in peace and humanitarian operations. ZIF contributes to the conceptual development of peace operations, has begun to strengthen its own IT competence and increasingly recruits relevant profiles for operations.

The importance of digital technologies for peace operations was also the main topic of the annual meeting of the UN Deputy Special Representatives of the United Nations Secretary-General (DSRSGs), which we co-hosted with the FFO and the United Nations System Staff College (UNSSC). Together with the UN Office of Rule of Law and Security Institutions (OROLSI), we held an expert dialogue on dealing with armed groups designated as terrorist organizations. In addition, in the context of publications, interviews and dialogue formats, we analyzed and discussed topics such as the future of peace operations, transitions, the dangers of disinformation and hate speech in operations, the EU's crisis management as well as the situation in Mali, Afghanistan and elsewhere.

Of course, we continue to devote significant attention to the assurance of Duty of Care for our staff, both for those whom we employ in Germany and for secondees in other countries. Balancing strict adherence to Duty of Care under pandemic conditions with the Duty of Mandate, i.e. the need to continue to carry out important mandated tasks in the countries of deployment and in Berlin, was a central element of the cooperation between the FFO, ZIF, seconding organizations and the secondees themselves. In addition, we were in constant contact with our secondees on site, including via numerous digital contingent meetings.

Following a year in which few election observation missions took place on account of the pandemic, in 2021 the German contribution to election observation increased once again. A total of 178 German election observers participated in missions of the OSCE Office for Democratic Institutions and Human Rights (ODIHR), the EU and the UN. In the past year, there was also a significant increase in German participation among the members of the so-called core teams of election observation missions.



In mid-May, representatives of the European Association of Peace Operations Training Centers (EAPTC) met for their annual conference, which for the first time took place as a digital format. As the host of the EAPTC conference, ZIF offered the nearly 300 participants an innovative platform, moderated from its own studio, designed in-house contributions and held workshops for the development of up-to-date training formats. Under the motto “eXplore, eXchange and eNgage”, participants explored innovative training approaches for peace operations, discussed contents and methodology of crisis management and forged new partnerships. Numerous additional training courses were carried out in 2021 – some of them digitally, others in person. Throughout we focused on optimizing in-person formats in a digital setting.

Public relations and the visibility of our work outside of expert circles played an important role. Activities included initiatives aimed at politically interested social media users, information material, interviews and lectures at universities. This helped build a wider awareness of our foreign policy contribution.



Cross-cutting Themes



Digital technologies



Future of peace operations



Women, peace and security



Mission leadership



Climate and environmental security



Duty of Care



Triple Nexus



Comprehensive Approach



Operational and expert knowledge

2

ZIF Publications and External Contributions



2. ZIF Publications and External Contributions

ZIF Publications

12 ZIF kompakt
+ 1 ZIF Briefing

February

- UNMISS und Südsudan: Zähe Fortschritte, neue Risiken
- Governance und politische Einbettung: Neue UN-Resolution zu Sicherheitssektorreform und Friedensförderung

March

- Resolute Support: Der politische Prozess hat Priorität
- EU NAVFOR Atalanta: Bewährt und erweitert in unruhigen Gewässern
- Ein Jahr Operation Irini: erste Lehren, neue Chancen

April

- Hate Speech – Gift für die Mandatsumsetzung
- MINUSMA 2021: Transition, Reform, Terror und Corona
- EUTM Mali 2021: Erweiterter Einsatz in der Krisenregion

May

- UNIFIL: Routine im Auge des Sturms
- Kosovo Force (KFOR) 2021: Stabilitätsgarant im dynamischen Umfeld

June

- NATO 2030: Zusammenhalt und Partnerschaften im Fokus
- Gewalt in Mosambik: Was planen SADC und die EU in Cabo Delgado?

November

- Peace Operations in Complex Environments - Dealing with Armed Groups Designated as Terrorist Organizations in the Sahel

»The mission helped lay the groundwork for building trust, which is what makes these small yet significant advances possible in the first place.«

JÜRGEN WELLNER
HEAD OF THE LUHANSK SMMU MONITORING TEAM
IN: *Einsatz für den Frieden* (JUNE 2021)

51

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

»I see the bundling of civilian and military forces in these missions as crucial to their success.«

SEBASTIAN FROWEIN
PROTECTION OF CIVILIANS OFFICER AT MINUSMA
IN: *Einsatz für den Frieden* (JUNE 2021)

14 *TECHPOPS* blog entries

A selection

- Unpacking how peacekeeping affects violence – what the data can tell us (Lisa Hultman, Uppsala Universität)
- Take back the analysis: Five things you can actually learn about a conflict context from social media (Mira El Mawla & Krystal Tabet, BuildUp)
- Using satellites as independent observers (Anne Schneibel, Deutsches Zentrum für Luft- und Raumfahrt)
- How NATO can respond to hybrid challenges (Michael Rühle, NATO)
- The hope and the hype - humanitarian protection in the digital space (Delphine van Solinge, ICRC)

»For preventive action by peace operations, the ability to efficiently evaluate the large volume of information on the web and to incorporate trends into conflict analysis is crucial.«

MONIKA BENKLER
ZIF TECHPOPS BLOG, APRIL 2021

»Every time I was able to motivate someone in the [Iraqi] Ministry of the Interior to provide support, even if it was only for a workshop or a plan of action on human rights, conflict-based or domestic violence, it was a small success.«

SARAH EL FASSI
HUMAN RIGHTS AND GENDER ADVISER WITH EUAM IRAQ
IN: *Einsatz für den Frieden* (JUNE 2021)

Information material

- World map of peace operations 2021-2022
- Feature “Einsatz für den Frieden” in cooperation with FFO
- ZIF Dashboard: Exit und Transition von Friedenseinsätzen
- ZIF – An innovative and reliable partner for the CPCC
- The Duty of Care and the Duty of Mandate in International Peace Operations

External Contributions

»CSDP missions and operations, including the steering bodies in Brussels, were severely affected by the Covid-19 pandemic. Within the first eight weeks, almost half of the deployed personnel were evacuated.«

TOBIAS PIETZ
EUISS PAPER, SEPTEMBER 2021

ZIF in Interviews

- with 3sat Kulturzeit
- with ARD Morgenmagazin
- with Deutschlandfunk (DLF) Eine Welt
- with DLF Kultur
- with DLF Nova
- with Krautreporter
- with Phoenix
- with WDR2
- with WDR5
- in the Aspen Institute podcast
- in the podcast "Ich bin so frei"

Opinion pieces

...in Der Spiegel
...in EUISS
...on euobserver.com
...on FAZ.NET
...in IPI Global Observatory
...in World Politics Review
...in CoESPU Magazine
...in the IPG Journal
...in the PeaceLab blog
...in the Berliner Zeitung
...in the Frankfurter Allgemeine Zeitung
...in the Frankfurter Rundschau
...in the Neue Zürcher Zeitung
...in International Politics Quarterly

»The wake-up call from Afghanistan is a good occasion to critically examine peace operations like the one in Mali, and to assess honestly and humbly what the international community or a coalition of the willing can achieve.«

ANNIKA S. HANSEN & TOBIAS VON GIENANTH
IPG-JOURNAL, SEPTEMBER 2021

3

Training and Coaching



3. Training and Coaching

3x Comprehensive Generic Training Peace Operations (CGTPO) with the Training Partner Platform (TPP)

45
participants

Mentoring & Advising in Civilian Crisis Management Training with the TPP

12
participants

Conflict Analysis Training with Maynooth University, Ireland

16
participants

Team & Conflict Management in Peace Operations Training with the TPP

7
participants

Core Briefing

10
participants

3x Short-Term Election Observation (STO) Training

39
participants

Women, Peace & Security Training with the TPP

10
participants

Long-Term Election Observation (LTO)

12
participants

5x Hostile Environment Awareness Training (HEAT)

59
participants

Techniques for Online Trainings in-mission training for EULEX Kosovo

10
participants

4

Events



4. Events

Briefings & Dialogues

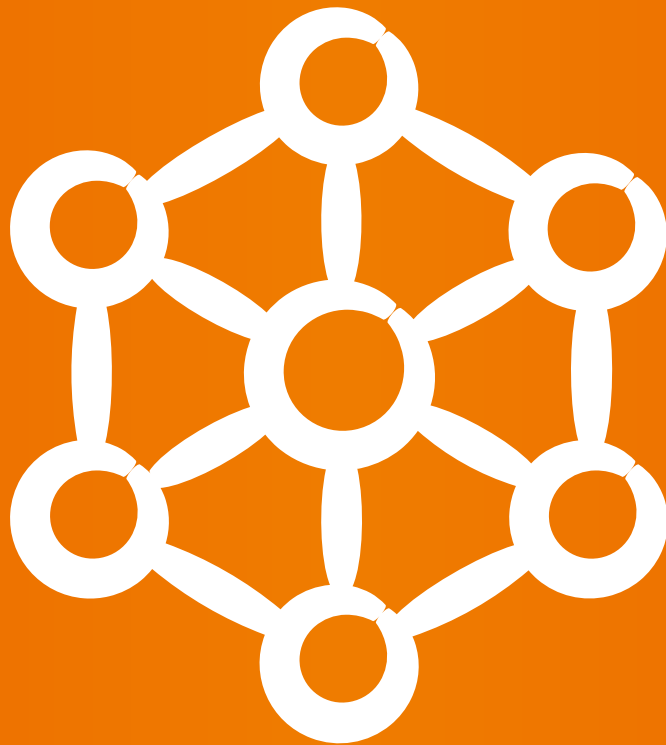
- Berlin Expert Dialogue: “Peace Operations in Complex Environments – Dealing with Armed Groups Designated as Terrorist Organizations in the Sahel” – together with OROLSI
- Challenges Annual Forum 2021 “Climate and Environmental Security in Peace Operations” – together with the Challenges Forum International Secretariat
- DSRSG Dialogue in Berlin – together with the UNSSC
- Three “Einblicke in Einsätze” briefings for German parliamentarians on the situation in Lebanon, on the review of Germany’s two years in the UN Security Council and on the conflicts in the Sahel region
- EAPTC Annual Conference under the motto “eXplore, eXchange, eNgage at #EAPTC21”
- Mediation workshop (peer coaching peace mediation) in the context of the Ambassadors Conference at the FFO
- Virtual exchange with all ZIF secondees on Afghanistan and the future of peace operations
- Virtual meetings with ZIF networks in Berlin, Brussels, Hamburg, Frankfurt, Southern Germany and Switzerland, as well as virtual meetings with respective network coordinators
- Virtual meetings with the civil coordinators
- Presentation of Synthesis Reports (summary and assessment of the semi-annual reports from ZIF secondees)
- Workshops with the Centre of Excellence for Civilian Crisis Management (CoE) and adelphi on climate and security in peace operations

Board meetings

- Supervisory Board meeting: June 1, 2021
- International Advisory Board: August 26-27, 2021
- Shareholders’ meeting: August 30, 2021

5

ZIF Inputs: Panels and Meetings



5. ZIF Inputs: Panels and Meetings

ZIF (online) on the go

- ... at various universities on the future of peace operations, their role and different approaches
- ... at the discussion event of the Friedrich Ebert Foundation (FES) on “Friedenspolitik in unserer Zeit – 50 Jahre Friedensnobelpreis Willy Brandt”
- ... at the Berlin Climate Security Conference 2021
- ... at the Protestant Akademie Loccum on the topic “Ein gut sortierter außenpolitischer Werkzeugkasten?”
- ... at the annual conference of the International Association of Peacekeeping Training Centres (IAPTC)
- ... at the Körber-Stiftung on “The Bundeswehr at war – The Afghanistan Mission as part of the American ‘War on Terror’“
- ... at “Europe’s strategic choices 2021” hosted by Chatham House, the Institute for Security Policy at the University of Kiel (ISPK) and the Konrad-Adenauer-Stiftung (KAS)
- ... at panel discussions and roundtables of the FFO on Security Sector Reform (SSR) and promotion of the rule of law
- ... at the 15th Diplomatenkolleg
- ... at the Berliner Journalistenverband
- ... at the Brown Bag of the Aspen Institute Germany on “Machtergreifung der Taliban: (K)eine Lektion gelernt?”
- ... at the Office of the Federal President in an expert discussion on security challenges in Africa
- ... at the Bundesverband Sicherheitspolitik an Hochschulen (BSH) on the question “Welche Rolle spielt der Integrierte Ansatz bei der tatsächlichen Arbeit im Einsatz?”
- ... at the Bürgerrat on the topic of “Germany’s role in the world”
- ... at the Federal Academy for Security Policy (Bundesakademie für Sicherheitspolitik, BAKS)
- ... at the FFO online barcamp on climate and security and on digital technologies in peace operations
- ... at the symposium of the Bavarian parliamentary group Bündnis 90/Die Grünen on “Krisen vorbeugen, Konflikte lösen – Friedens- und Konfliktforschung in Bayern
- ... at the TAZ summer camp
- ... at webtalks of the German Council on Foreign Relations (DGAP), the Gesellschaft für Internationale Zusammenarbeit (GIZ), the German Marshall Fund (GMF) & Common Ground, the Civil Peace Service (ZFD) and Polis 180
- ... at the workshop of the Effectiveness of Peace Operations Network (EPON) on Protection of Civilians
- ... at the workshop of the Geneva Centre for Security Sector Governance (DCAF) on “Operating abroad: Enhancing ombuds institutions’ cooperation in the context of UN peacekeeping operations”
- ... on the panel discussion of the Kultur.Forum St. Matthäus on “Auswärtige Kulturarbeit zwischen Friedensengagement und Imperialismus”
- ... on the panel discussion at the Embassy of Canada on “Women Peacebuilders: Understanding Current Challenges and Identifying Opportunities to Support”

ZIF and the Comprehensive Approach

- at the annual TPP meetings
- at the seminar of the Bundeswehr Centre for Public Affairs
- at the Federal Police Force's preparations for deployment in Ukraine
- in the context of the NATO Common Effort Webinar "Collective Defence, Hybrid Threats, and Resilience"
- through participation in meetings of the working group on international police missions (AG IPM)
- as part of visitor groups and seminars with Bundeswehr youth officers

Digital contingent meetings

- 2x OSCE Special Monitoring Mission Ukraine (SMMU)
- EU Coordinating Office for Palestinian Police Support (EUPOL COPPS)
- OSCE Vienna
- European Advisory Mission in Iraq (EUAM Iraq)
- Regional contingent meeting in the Balkans
- Mission to Support the Peace Process in Colombia (MAPP/OAS)
- Contingent meetings with secondees on three continents (Europe/Africa/Asia)

ZIF at trade fairs

- FFO career fair
- Career fair for women in Munich: HerCareer
- Trade fair for personnel development cooperation in Siegburg: "Engagement weltweit"

ZIF in the German Parliament (Bundestag)

- in working groups
- in panel discussions
- with "Einblicke in Einsätze" – ZIF briefings for Members of Parliament
- in individual advisory meetings with parliamentarians

ZIF staff on advisory boards

- Senior Advisory Board, Bundeswehr Command and Staff College (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
- 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



As an organization established by the FFO and as an employer, we strive to make a contribution to reducing global warming through strategic and operative, regulatory and individual measures.

One important step we took in 2021 was the digitization of many of our event formats. We also greatly accelerated the digitization of many of our internal processes that are essential for enabling efficient remote work. An internal task force took a close look at the topic of sustainability and made corresponding proposals for specific solutions.

Because personal interaction and international experience remain essential in the working environment of ZIF, we reviewed how to promote climate-neutral mobility among our employees and secondees. In keeping with the Federal Government's 2030 Climate Protection Plan, internal processes were adjusted and new guidelines drawn up. Among other things, these guidelines and processes will facilitate the prioritization of rail travel and a more responsible approach to air travel in the future.

As in previous years, in 2021 we paid attention to ecological criteria in the procurement of office materials and in the production of ZIF publications; we also offset our emissions by supporting climate projects whenever possible. ZIF's offices continue to be powered by green electricity.



7

Opportunities, Risks and Foresight



7. Opportunities, Risks and Foresight

The past two years have highlighted the difficulty of making accurate predictions for peace operations. It is clear that the social and economic consequences of the global pandemic will have dramatic impacts, both on the fragility of states and also on the resources available for international crisis management. It is thus very possible that during and after the pandemic, ZIF will have to operate in a harsher and more competitive landscape, where both at national and international level we will face greater competition for scarce yet all the more necessary resources.

Given that the pandemic is still raging in many parts of the world, humanitarian needs will continue to increase. Countries which previously assumed key roles as troop contributors and/or in the financing of peace operations may be less willing and able to maintain (or even increase) their financial and international commitments – with corresponding negative impacts on multilateral crisis management. However, a look back at the period following the 2008 financial crisis provides some hope: At the time, despite significant financial austerity measures and an attention deficit, there was no significant reduction in either the number of international peace operations at the UN, EU and other organizations or the budgets for those operations. In part, this was due not least to the realization that UN operations in particular are quite inexpensive compared to other types of conflict management.





In the medium and long term, ZIF's field of work in what is already a volatile multilateral environment could be affected by a continuing decline in attention paid to international cooperation and diplomacy. On the other hand, it is also conceivable that, against the backdrop of the current global situation, multilateralism could experience a renaissance. This can succeed if political decision-makers redouble their efforts to invest in multilateral structures and crisis management instruments not only as a moral necessity, but also as a prospected priority.

The developments outlined above also suggest that member states will likely have a growing need for civilian expertise and for conceptual and operational support for international organizations. With the ZIF as its competence center, Germany is well equipped to meet these challenges. The funding increases for the secondment budget, by €6.5m according to the Federal Budget Code in 2021, which amounts to a 25% increase relative to 2020, as well as the addition of 11 permanent positions, an increase of around 25% in the institutional budget, are encouraging. These funding increases, adopted at the end of the 2020 pandemic year, are an indicator that Germany's commitment to international tasks remains high despite the pandemic. This development also reflects the importance our partners in the ministries and the Bundestag place on civilian conflict management and ZIF.

The resilience of ZIF as an institution will continue to be based on its pursuit of a comprehensive and sustainable approach and on the professional development of the core of its brand: Even in these difficult times, ZIF's professional instruments of analysis, international capacity development, training and human resources provide key support to a range of organizations as they pursue the objectives of crisis prevention, stabilization, mediation, as well as peace operations, election observation and humanitarian crisis operations. The starting point are ZIF's articles of association, on the basis of which we, as a non-profit limited liability company established by the FFO, make a modest but professional contribution to peace and security worldwide.



8

Funding



8. Funding

2021 Budget in € thousand

4,584

Institutional budget

Donor: FFO

of which



3,830

Personnel costs

748

Operational,
non-personnel
costs
& investments

20,387

Secondment budget

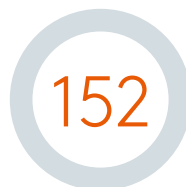
Donor: FFO

783

Third-party funding

Donors: FFO, Federal Ministry
for Economic Cooperation
and Development (BMZ),
GIZ

Dec. 31, 2020



↑
+13%

Dec. 31, 2021



Long-term secondees

9

Third-Party Funded Projects



9. Third-Party Funded Projects

Strengthening Mediation Capacities

Funding amount

in the first funding period (Jan. 1, 2020 – June 30, 2022):
€9 15,065.50

Donor:

FFO

Objectives

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

- Consolidating the instrument of peace mediation in German foreign policy;
- Strengthening mediation capacities within regional organizations;
- Supporting mediation and peace processes on Track I.

Activities

- Conceptualizing and implementing a digital mediation module as part of the attaché training of the FFO;
- Planning and coordinating the knowledge transfer between professional mediation organizations and members of German parliament;
- Developing and implementing the customized digital further training program for members of the mediator pool of the European External Action Service (EEAS);
- Implementing the new EU mediation concept through the development and implementation of a training format for diplomats from the Maltese Ministry for Foreign and European Affairs;
- Developing and implementing a digital cross-organizational professional exchange between FFO, EU, OSCE and civil society stakeholders on unresolved conflicts in the wider Black Sea region;
- Providing ZIF mediation advisors to support mediation initiatives in crisis contexts, including in the context of the Minsk Peace Agreement and Bolivia.

Support to the African Union for Strengthening the African Peace and Security Architecture

Funding amount
during the funding period (Jan. 1, 2019 - April 4, 2022):
€404,879.46

Donor:
GIZ

Objectives

- Advising the Peace and 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

- Finalizing a modernized personnel database in English and French and revision of guidelines;
- Complete relaunch of the ASC website;

- Exchange with and coordination of ASC partners and stakeholders;
- Complete digitization of training tools and training formats for ASC personnel in the AU regional organizations on a central learning platform;
- Virtual seminars, training courses and consultations;
- Final transfer of support services to the South African project partner African Centre for the Constructive Resolution of Disputes (ACCORD) by December 2021.

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

Funding amount

during the funding period (Jan. 1, 2021 – Dec. 31, 2021):
€461,063.00

Donor:
FFO

Objectives

- Signing additional secondment agreements with humanitarian UN partners to second members of the ZIF Expert Pool to short-term humanitarian missions within the framework of the Standby Partnership (SBP) mechanism;
- Strengthening the humanitarian capacities in the ZIF Expert Pool through need-based recruitment and deployment preparation of experts with humanitarian expertise;
- Promoting awareness of the Triple Nexus approach.

Activities

- Opening the pool and recruiting experts with expertise in the areas of Camp Coordination and Camp Management, Shelter and Site Planning, Information Management and Cash and Voucher Assistance;
- Organizing three training courses (“Humanitarian Briefings”) for new pool members with humanitarian expertise and placing pool members in HEAT courses;
- Signing a secondment agreement with UNHCR;

- Negotiating secondment agreements with the World Health Organization (WHO) and the United Nations Children’s Fund (UNICEF);
- Contributing in advisory bodies of the SBP network and financial and personnel support to the SBP Secretariat;
- Participating in monthly virtual meetings of the steering committee of the SBP as well as in annual and semi-annual consultations;
- Providing conceptual and technical support for virtual training courses of the partner UN OCHA;
- Developing and organizing a Triple Nexus training module, drawing up and coordinating terms of reference for Triple Nexus consultants;
- Publishing “Fünf Jahre Humanitarian-Development-Peace-Nexus. Der Paradigmenwechsel in der Praxis steht noch aus”.

Funding amount

during the funding period (Jan. 7, 2017 - Dec. 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

- Evaluation of the implementation report and recommendations on the further implementation of the German government's guidelines on "Preventing Crises, Managing Conflicts, Promoting Peace";
- Contributions to the cross-departmental strategy on Security Sector Reform;
- Study on linking of peacebuilding, peace operations and triple nexus;
- Study and expert discussion on conflict management in Karabakh following the 44-day war;
- Background article on hybrid statehood and protracted conflicts in the post-Soviet sphere for the online dossier of the Bundeszentrale für politische Bildung (Federal Agency for Civic Education);
- Support for peacebuilding in Ukraine through multilateral and bilateral activities;
- Evaluation of experiences with technical monitoring instruments in the OSCE SMMU;
- Conceptual input for the handbook "Remote Management, Monitoring and Verification (RMMV)" by the Kreditanstalt für Wiederaufbau (Reconstruction Loan Corporation, KfW);
- Regular exchange with the FFO, BMZ, Federal Ministry of Defence (BMVg), GIZ, KfW Bank, the Advisory Board for Civilian Crisis Prevention and civil society organizations to further develop the comprehensive approach.

Appendix



List of Abbreviations

ACCORD	African Centre for the Constructive Resolution of Disputes	FAZ	Frankfurter Allgemeine Zeitung (newspaper)
AG IPM	Working Group on International Police Missions	FES	Friedrich-Ebert-Stiftung
ARD	Working group of the Public Broadcasting Corporations of the Federal Republic of Germany	FFO	Federal Foreign Office
ASC	African Standby Capacity	FR	Frankfurter Rundschau (newspaper)
ASF	African Standby Force	FüAK	Führungsakademie der Bundeswehr/ Bundeswehr Command and Staff College
AU	African Union	GIZ	Gesellschaft für Internationale Zusammenarbeit (development organization)
BAKS	Bundesakademie für Sicherheitspolitik/Federal Academy for Security Policy	GMF	German Marshall Fund
BMVg	Bundesministerium der Verteidigung/Federal Ministry of Defence	HEAT	Hostile Environment Awareness Training
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung/Federal Ministry for Economic Cooperation and Development	IAPTC	International Association of Peacekeeping Training Centres
BSH	Bundesverband Sicherheitspolitik an Hochschulen/Academic Association for Security Studies	ICRC	International Committee of the Red Cross
BZ	Berliner Zeitung (newspaper)	IEP	Institute for Economics & Peace
CGTPO	Comprehensive Generic Training Peace Operations	IP	Internationale Politik (journal)
CoE	European Centre of Excellence for Civilian Crisis Management	IPG	Internationale Politik und Gesellschaft (journal)
COVAX	COVID-19 Vaccines Global Access	IPI	International Peace Institute
CoESPU	Center of Excellence for Stability Police Units	ISPK	Institut für Sicherheitspolitik an der Universität Kiel/Institute for Security Policy at the University of Kiel
CPCC	EU's Civilian Planning and Conduct Capability	KAS	Konrad-Adenauer-Stiftung
CSDP	EU's Common Security and Defence Policy	KFW	Kreditanstalt für Wiederaufbau (development bank)
DCAF	Geneva Centre for Security Sector Governance	KFOR	Kosovo Force
DGAP	Deutsche Gesellschaft für Auswärtige Politik/ German Council on Foreign Relations	LTO	Long-Term Election Observation
DLF	Deutschlandfunk (public broadcaster)	MAPP	Mission to Support the Peace Process in Colombia
DSRSG	Deputy Special Representative of the Secretary-General of the United Nations	MENA	Middle East and North Africa
EEAS	European External Action Service	MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
EAPTC	European Association for Peace Operations Training Centres	NATO	North Atlantic Treaty Organization
EPON	Effectiveness of Peace Operations Network	NZZ	Neue Zürcher Zeitung (newspaper)
EU	European Union	OAS	Organization of American States
EUAM	EU Advisory Mission	ODIHR	Office for Democratic Institutions and Human Rights
EULEX	EU Rule of Law Mission in Kosovo	OROLSI	Office of Rule of Law and Security Institutions
EU NAVFOR	EU Naval Force	OSCE	Organization for Security and Co-operation in Europe
EUISS	EU Institute for Security Studies	POAC	Partner Organizations' Advisory Committee of the International Forum for the Challenges of Peace Operations
EUPOL COPPS	EU Coordinating Office for Palestinian Police Support	PSOD	Peace Support Operations Division
EUTM	EU Training Mission	RMMV	Remote Management, Monitoring and Verification

SADC	Southern African Development Community
SBP	Standby Partnership
SMMU	OSCE Special Monitoring Mission to Ukraine
SSR	Security Sector Reform
STO	Short-Term Observer
TAZ	Die Tageszeitung (newspaper)
TPP	Training Partner Platform
UN	United Nations
UN OCHA	UN Office for the Coordination of Humanitarian Affairs
UNDP	UN Development Programme
UNHCR	United Nations High Commissioner for Refugees

UNICEF	United Nations International Children's Emergency Fund
UNIFIL	United Nations Interim Force in Lebanon
UNITAR	United Nations Institute for Training and Research
UNMISS	UN Mission in South Sudan
UNSSC	United Nations Systems Staff College
WDR	Westdeutscher Rundfunk (public broadcaster)
WFP	United Nations World Food Programme
WHO	World Health Organisation
ZFD	Ziviler Friedensdienst/Civil Peace Service
ZIF	Zentrum für Internationale Friedenseinsätze/ Center for International Peace Operations

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