



THE WORK OF THE ZIF IN CONTEXT

Foreign policy context | The international order is undergoing major upheavals. This impacts on international peace operations and multilateral cooperation as well as the character of crises and conflicts. For the ZIF's mandate for strengthening civilian capacities for peace operations and providing the latter with analytical and conceptual support, this on the one hand means that this issue is acutely topical. On the other hand, the crisis in international cooperation is a cause for concern over how to develop networks, regulatory frameworks and cooperations that have been built up over the years. The discussions about Brexit and the ending of British involvement in joint European operations are a clear symbol of this.

While the conflict landscape has indeed undergone changes in recent years, it has not improved. The number, intensity and complexity of armed crises and wars are highly unlikely to decrease in the near future. Even though the number of fatalities from armed conflicts has fallen slightly recently, they remain at a consistently high level overall. The ongoing proxy war in Yemen had a devastating impact on the humanitarian situation there, while Afghanistan saw the highest number of casualties since 2001. Worldwide there are around 65 million people displaced persons, with the figure set to rise further. 1.5 billion people live in conflict zones or fragile states. The need for peace operations is enormous and urgent – not least given the lack of other instruments for conflict transformation that are more capable of international consensus.

Important policy and strategic documents such as the German government's guidelines on "Preventing Crises, Resolving Conflicts, Promoting Peace", the report "Development Policy as a Future & Peace Policy", the "White Paper on Germany's Security Policy and the Future of the Bundeswehr" and the "Review 2014 – A Fresh Look at German Foreign Policy" refer to the peace operations of international organizations as an important instrument in international conflict resolution. The government has, notably in its coalition agreements, declared its intention to continue strengthening this instrument.

The United Nations (UN)¹ are with approximately 120,000 staff in 26 peacekeeping operations currently the most important actor in the field. The crisis in multilateralism is also affecting the UN. At the start of 2017 Secretary General António Guterres initiated an institutional reform and a restructuring of its peace and security architecture, which shaped the discourse at the UN in 2018. Growing disagreements between the veto powers on the UN Security Council, however, are making it more difficult to realize precise interventions in conflict situations. Under these circumstances, Germany's elected non-permanent seat on the UN Security Council in 2019/2020 entails a task with a particularly high responsibility. With priorities in areas such as conflict prevention and resolution, women, peace and security, and climate change, two important years are on the horizon for Germany's commitments to peace and security.

The *European Common Security and Defense Policy* (CSDP) is likewise in troubled waters. In addition to Brexit, the member states have different views on the main objectives of the CSDP. Growing nationalism and a decreasing willingness to compromise weaken the civilian CSDP missions, but the pact for the civilian CSDP adopted in the fall of 2018, reaffirms the European commitment to civilian peace operations.

¹ A comprehensive list of abbreviations used is included at the end of the report.

For the Organization for Security and Co-operation in Europe (OSCE), another key partner of the ZIF, the conflict in Ukraine was again at the top of the list of priorities. Now numbering over 900 civilian staff, the *Special Monitoring Mission Ukraine* (SMMU), which monitors the ceasefire respectively daily violations in the conflict there, is the biggest OSCE mission. To Ukraine alone the ZIF sent over 50 German nationals to the SMMU and the *EU Assistance Mission*. The OSCE's strong commitment to the issue of *Duty of Care* for mission staff is as such welcome news.

Mandate of the ZIF | From security training for peacekeeping personnel to the deployment of civilian experts in the missions of the OSCE, EU, NATO, Council of Europe, UN and other international organizations to briefings on conflicts for the German parliament (Bundestag): the ZIF provides services and expertise on peace operations “from a single source”.

In 2018 the primary focus was on the implementation of the Secondment Act of 2017; the ZIF developed into a modern, responsible and internationally networked employer that had to break new legal ground in a number of areas. At the same time, conceptual support for operations did not suffer, e.g. with the development of an interactive map of the world featuring all operations and mandates worldwide.

The ZIF works as a personnel agency, training center and think tank for international peace missions at various interfaces. This includes e.g. close cooperation with its shareholder, Germany's Federal Foreign Office (AA), as well as other ministerial departments and the German parliament. Also worthy of mention at the operational level is the “comprehensive approach” i.e. joint mission preparation and coordinated work in peace missions by soldiers, police officers and civilian experts.

Of central importance to the ZIF's work are the international organizations, in particular the UN, the EU, the OSCE and the African Union (AU), as well as the 40+ field missions and peace operations of these organizations; first and foremost, of course, are those that the ZIF second staff to. The ZIF works closely with various partner countries (especially within the framework of the so-called quadrilateral format with Great Britain, Finland and Sweden), partner organizations and networks.

Forecast | The ZIF presents the various needs and aspects of peace operations in an all-inclusive format. As an employer the ZIF second civilian experts to multilateral peace operations. As a training center, it contributes significantly to training and mission preparation of both German seconded staff and international participants. As a think tank it makes an important contribution to the conceptual development of peace operations, and provides advice and dialogue formats. Furthermore the ZIF acts as a partner for a large number of organizations around the world.

In all areas of work there is a significantly higher demand for cooperation with the ZIF than can be implemented. One example are the requests for in-mission training i.e. tailor-made capacity development modules that help to ensure a goal-oriented improvement of the work in individual missions in specific areas. These requests are testimony to the distinctive expertise and professional competence in this area, but also to the continuing increase in corresponding needs due to the upheavals mentioned above. At the same time, these changes increase the ZIF's scope for entering into further national and international partnerships.

From the point of view of its seconded staff, the ZIF is above all one thing: an employer. In addition to a large number of secondments (more than 130 long-term secondments, 30 long-term election observers in 2018) and the deployment of almost 300 short-term election observers, this also includes mission preparation, on-site support and the employer's duty of care for seconded staff in the field as well as follow-up work after the end of the operation.

As of 2019 the ZIF will be able to perform its tasks as an employer even more comprehensively and purposefully via new recruits in some of the teams. With nine additional permanent positions anchored in the 2019 business plan, the ZIF sees itself better equipped to meet the new challenges.

Should the funds made available by the Bundestag in the annual budget and assigned for secondments via the AA continue to increase, the number of secondments could likewise be increased. Once the final legal issues arising from the new Secondment Act of 2017 have been clarified, the ZIF will be a resilient seconding organization.

Risks | In light of the numerous hotbeds of crisis and conflict all over the world, there is currently no doubt that peace operations will continue to be the instrument of choice. Growing skepticism towards multilateralism, reflected in dwindling trust in international institutions, resurgent nationalism and the

fragility of international agreements, is proving a greater risk. This dynamic threatens and slows down peace processes, and could also put increasing pressure on the ZIF's mandate: international missions.

In addition to Brexit and growing uncertainty over the transatlantic relationship, the power shift from North America and Europe to Asia also means an increased degree of uncertainty. It is unclear how Asia will be actively involved in the African continent, which currently accounts for more than 80 percent of the world's peace missions. In a positive sense, increased Asian involvement could create synergies, although a negative development could also result in a competitive relationship with the West.

A further challenge facing the ZIF, especially in its role as employer, is the security risk in operations. Asymmetric threats and increasing fragmentation of conflict parties mean that deployment in some of the missions is becoming increasingly dangerous for civilian personnel. In the context of the ZIF's employer's duty of care obligations, this is a challenge that it has to meet in a standardized procedure together with the AA and international organizations.

I. OPERATIONS

In 2018 the Operations division continued to adapt processes in connection with the ZIF's new role as a seconding organization and employer of seconded staff. A particular area of focus was on the establishment of a workable security process and risk management system; genuine progress was recently made here via the first successful security reviews in high-risk operations. It was also possible to expedite a stronger strategic deployment of personnel in the area of senior management.

At the same time, operational cooperation with the United Nations was strengthened through the co-organization of the *Mission Advanced Staff Training* (MAST) and the approval of a project to promote the *Standby Partnership* network (SBP) of the *UN Office for Humanitarian Affairs* (UN OCHA) for the period 2019-2021 (see V. Project Implementation in Addition to Institutional Funding).

The *Comprehensive Generic Training for Peace Operations* (CGTPO) course developed by the ZIF, in which civilian, military and police personnel are trained together, continues to enjoy great popularity and in November 2018 was "exported" to another country for the first time: to Serbia.

I.1. HUMAN RESOURCES

In 2018 the expansion of the administration division and the latter's Personnel & Legal and Finance teams enabled the Human Resources (HR) team to intensify its focus on its core mandate of personnel recruitment and personnel guidance. Personnel processing for seconded staff as well as contract management, assignment and the examination of legal issues were firmly anchored in the Personnel & Legal team.

The HR team has continuously recruited staff for the two rosters (expert and election observation rosters). At the same time, in accordance with the steering and seconding departments in the AA it recruited and nominated seconded positions for the target organizations OSCE, EU, NATO, Organization of American States (OAS) and UN. 2018 saw the addition of new secondment fields: the Council of Europe, permanent representations of other states (Slovak OSCE Chairmanship), the Secretariat of the OSCE Parliamentary Assembly and departments of the European External Action Service (EEAS) outside the *Civilian Planning and Conduct Capability* (CPCC).

1. The ZIF Expert and Election Observation Roster – Development and Recruitment

At the end of the period under review, the ZIF's two personnel pools – the ZIF Expert Roster and the ZIF Election Observation Roster – comprised a total of 1,730 German civilian experts and election observers who had successfully completed the selection processes and training courses for assignment to the rosters.

In two selection procedures, 50 civilian experts were newly recruited for the Expert Roster from 218 applications. Of these, 40 individuals underwent one of the four ZIF basic courses (now CGTPO incl. *Hostile*

Environment Awareness Training, HEAT); a further ten were selected using the fast-track procedure. In 2018 recruitment focused on areas such as the rule of law, security sector reform, anti-corruption measures, migration and geoinformatics; in regional terms on the African continent, Ukraine and Central Asia; in linguistic terms on Russian, French and Arabic.

For the *Special Monitoring Mission Ukraine (SMMU)*, recruitment was also carried out outside the ZIF Expert Roster with a focus on female monitors, expertise in the sense of the OSCE's *Human Dimension* approach, and verification skills. In 2018 the HR team also began to link recruitment measures for the Expert Roster and SMMU more closely with social media (*social recruiting*).

By the end of 2018 the ZIF Election Observation Pool comprised a total of 567 election observers. Furthermore an additional 149 civilian experts from the ZIF Expert Roster are available as election observers. 36 new election observers were recruited and trained for the election observation roster in two selection procedures from 235 applications.

2. Recruitment of Civilian Expert and Management Personnel to Seconded Positions

In 2018 the HR team successfully contracted a total of 157 individuals for seconded positions in international peace operations, the headquarters and institutions of multilateral organizations and state institutions – 67 women and 90 men. Of these, 72 seconded staff (40 men, 32 women) went to OSCE institutions and missions, 73 (39 men, 34 women) to EU institutions and missions (CSDP), two individuals (one man, one woman) to UN peace operations, one (man) to the Council of Europe, one (man) to the OAS peace operation in Colombia (MAPP), and a total of four seconded staff to civilian positions in NATO operations and institutions. With women constituting 42.7% of German seconded staff, the Berlin government via the ZIF made an important contribution to the goal of international organizations increasing the proportion of female personnel in peace operations.

In December 2018 a total of 65 Germans were seconded to the OSCE, working in nine field missions and offices, in the OSCE Secretariat and in three OSCE institutions. In 2018 most of the German seconded staff were again employed in the Special Observation Mission to Ukraine (32) and the OSCE Secretariat (12). Recruitment for and secondment to the SMMU were the primary personnel activity at the OSCE Desk in 2018. 76 applicants were nominated for the position of Monitoring Officer in this mission.

In December 2018 a total of 59 civilian experts were seconded to ten missions and operations of the EU's CSDP and to the EEAS. 30 new secondments were initiated during the period under review. Compared to the previous year, the largest proportions of personnel were again in the missions EULEX Kosovo (8) and EUAM Ukraine (15). Particular attention continued to be paid to recruitment for the CSDP missions in Africa (EUCAP Sahel Mali, EUCAP Sahel Niger and EUCAP Somalia) and Iraq, as well as to duty of care for seconded staff there.

A number of senior positions were successfully filled in 2018. At the end of the year the ZIF e.g. supplied the head of mission of the OSCE Mission to the Republic of Moldova, the deputy head of mission at EUPOL COPPS and the deputy head of mission at OMiK, and prepared the secondment of the EULEX Kosovo deputy head of mission effective January 1, 2019. Before taking up their duties the EUBAM Rafah head of mission, seconded through the German Ministry of the Interior (BMI), and the deputy head of mission at EUCAP Sahel Niger received a detailed briefing at ZIF and guidance support.

3. Personnel Support and Care

In 2018 support for seconded staff again comprised the three phases of *onboarding*, personnel support on the job and *offboarding*, which concluded deployment.

The *Onboarding Day* in Berlin with meetings at the ZIF, the AA and medical aptitude testing established itself as the centerpiece of the *onboarding* process. Before signing their contracts and departing, all seconded individuals were given comprehensive and interdisciplinary information about the ZIF as an employer with all its services by the relevant contact persons and prepared for the assignment; this took place in approx. 100 group and individual onboardings.

Support for seconded staff in the field was mainly conducted via e-mail and telephone from Berlin. Within the scope of ZIF delegation trips – usually together with the AA, partly with the BMI – visits were

paid to a number of missions and seconded persons in the latter. The ZIF addressed concerns of seconded staff in cooperation with staff and mission management. In 2018 visits were paid to the EUCAP Sahel Niger, EULEX Kosovo, EUAM Ukraine, OMiK and SMMU missions. Further visits included the headquarters of partner organizations and sub-organizations.

In 2018 the ZIF also held a range of debriefing talks by telephone or in person as part of its offboarding activities. Meanwhile, in June 2018 the ZIF returnee meeting with 16 participants was again held in Berlin, and included the involvement of the AA and the Bundestag. The HR team continues to support the ZIF networks in Berlin, Hamburg, Cologne, Frankfurt, Geneva and Brussels, which are coordinated on a voluntary basis by returnees and election observers.

Within the framework of the working group (Switzerland, Sweden, Great Britain, Germany) in the implementation of the *Duty of Care Concept* (DoC) in the field of international peace operations, the ZIF conducted the 5th *DoC Roundtable* at the OSCE in Vienna in October 2018. This was the first time that the ZIF was able to win a recipient organization of international seconded staff (the OSCE) as a host in this process. The event opened with a programmatic speech by the Permanent Representatives of the four working group countries to the OSCE. As a result of successful networking, the DoC working group is now working continuously on personnel secondment issues with the OSCE's HR working level. The successful cooperation within the DoC Working Group is to be continued in 2019 – ideally with a 6th DoC Roundtable at the UN in New York.

4. Election Observation

In the year under review the ZIF deployed a total of 353 election observers in 24 missions. This represents an increase of approx. 30% over the previous year. 319 observers were in OSCE election observation missions and 34 in EU election observation missions. The high proportion of women (45.6%) was encouraging.

5. UN Personnel

In 2018 two experts were seconded to UN missions (MINUSMA, MONUSCO) as *Government Provided Personnel* (GPP) with the aim of increasing the share of German civilian personnel in UN peacekeeping. Measures for further secondments in 2019 are underway. In addition, the ZIF provided on-the-ground support for three German *United Nations Volunteers* (UNV) project-financed by the AA for MINUSMA and MONUSCO. To strengthen German involvement in the UN system, the ZIF again organized a network meeting in Berlin for German civilian employees in UN peace missions.

6. Outlook

- Intensification of cooperation with the headquarters of the EU and OSCE, especially with regard to shared responsibility in duty of care;
- Establishment of civilian coordinators in all operations;
- Expansion of cooperation with the UN network;
- Demands-based further development of personnel recruitment for seconded positions, by both adapting existing processes and instruments and by expanding *Social Recruiting* and *Employer Brandings*.

I.2. TRAINING

The Training team implements the ZIF training courses in close cooperation with national and international partners in order to provide the missions with well-prepared and competent personnel.

1. Preparation for Deployment

The comprehensive approach was at the forefront of the ZIF training program in 2018. The ZIF developed two new courses in cooperation with the police and the German armed forces: *Team and Conflict Management – Meeting the Challenges of Multicultural Teamwork* and *First Aid in the Field*. The leadership course, developed by the ZIF in 2017 together with partners in the integrated Training Partner Platform, was held not only in Germany but also at the international partner institute: the *Kofi Annan International Peacekeeping Training Centre* (KAIPTC) in Ghana. The *Comprehensive Generic Training Peace Operations* (CGTPO) course was conducted four times in cooperation with the North Rhine-Westphalian State Police and the UN Training Centre of the German Armed Forces. All three disciplines (civilian, military, police) are now represented on the part of both participants and trainers, which constitutes a complete implementation of the comprehensive approach. A total of 267 civilian experts, 21 police officers and eight soldiers took part in ZIF training courses in 2018.

The Training team also adapts its preparation formats for ZIF seconded staff, and as part of the onboarding process provides discussions in which the “Model for Civil Experts” and the associated expectations for seconded staff are addressed. The qualified mission preparation of each seconded individual is an integral part of the ZIF’s duty of care.

In 2018 the ZIF further expanded its capacities for providing training formats in countries with peace missions, tailored to the needs of each mission in a timely manner. The *Strategic Action Matrix* (SAM) had been developed by the ZIF in collaboration with the *Department of Peacekeeping Operations* (DPKO, since January 1, 2019 *Department of Peace Operations*, DPO) with the aim of reinforcing conflict analysis capacities, especially of *Civil Affairs Officers*; the SAM was presented in workshops in Mitrovica/Kosovo and Kalemie/Democratic Republic of the Congo. Those attending came from EU, UN and OSCE missions as well as from UN agencies. This mix of participants facilitates a professional exchange of insights and the identification of synergies between the various organizations.

Overall the ZIF’s program of courses last year comprised four CGTPOs (held in Berlin and at the police academy in Brühl), two courses for short-term election observers, one course for the preparation of long-term election observers, and five *Hostile Environment Awareness Training* (HEAT) courses. The mediation course, which has been conducted with the Berghof Foundation for four years in succession, was enhanced via a realistic scenario that illustrates the complex context in which international peace mediation efforts take place. The specialization course on *Women, Peace and Security*, developed with the Baden-Württemberg police academy, and the course on *Mentoring, Monitoring & Advising in Civilian Crisis Management* at the German federal police academy Lübeck were carried out within the framework of the Training Partner Platform.

A total of 296 individuals took part in 21 courses during the period under review. The proportion of international participants was 37.8%; that of female participants was 50.3%. In order to reflect the local perspective in training units and also to build up local capacities in mission countries, the ZIF invited a total of 42 mission staff members from those countries to training courses.

2. Cooperation with and Consultation for International Training Institutions

The close cooperation with Germany’s civilian, police and military training institutions was particularly visible for the international training community at this year’s conference of the *International Association of Peacekeeping Training Centres* (IAPTC) in New Zealand, where Germany’s Training Partner Platform had its own stand, and the *European Association of Peace Operations Training Centres* (EAPTC) in Switzerland. Furthermore the Training team’s expertise was increasingly requested by new training networks including e.g. the EU-funded *EU Police and Civilian Services Training* (EUPCST) project and the *EU Civilian Training Group* (EUCTG). The ZIF’s contribution to these fora is an integral part of the strategy to put issues such as duty of care, the development of uniform preparation and training standards, the comprehensive approach and mission preparation on the multilateral agenda. The ZIF’s contributions above all cover the issues of standardization, further development of modules, and organizational development etc. The Training team uses its membership in the *Executive Academic Board of the European Security and Defense College* (ESDC), an EU platform dedicated to the standardization of training in CSDP matters, to consolidate and reinforce the quality of the training courses offered.

“The Making of Leaders for 21st Century Peace Operations” was the title of a workshop hosted by the ZIF in cooperation with the *Challenges Forum*; over 40 ZIF experts in senior management, mission leaders and specialists were invited to discuss the subject of leadership in fragile environments. The workshop had the aim of strengthening participants’ awareness of the importance of and reflection on their own leadership skills. The highlight of the workshop was Martin Kalungu-Banda’s module from the *Presencing Institute* on the subject of “Leading as a Collective Effort, Leading Ourselves and Leading Others”.

In November the ZIF had the opportunity to further develop its partnership with Serbia within the scope of the latter’s efforts to join the EU. A CGTPO, organized and implemented by the ZIF, was conducted in Belgrade under the auspices of the Ministries of Foreign Affairs and Defense and the *International Security and Affairs Centre* (ISAC) NGO.

3. Outlook

The Training team has identified the following key areas of work for 2019:

- Expansion of shorter training formats such as the *Core Course Compact* (CCC) and the Re-HEAT;
- Expansion of the range of *in-country* formats for agile coverage of the training requirements of members of EU, OSCE and UN missions as well as UN agencies;
- Strengthening cooperation with partner organizations within the framework of national and international training networks.

I.3. INTERNATIONAL CAPACITY DEVELOPMENT

The International Capacity Development (ICD) team is responsible for the systematic knowledge transfer in the sector of civilian capacities, including through advice and support in strengthening structures and processes in international partner organizations and peace operations.

This included e.g. supporting the Serbian government to set up its own seconding system for civilian personnel in international peace missions by providing advice and carrying out a study trip to Berlin. In addition, the ZIF supported the hosting of the first Serbian preparatory course for civilian personnel in international peace operations (see also “Training”). For learning purposes, Serbian representatives participated in two HEAT training courses hosted by the ZIF in cooperation with the UN Training Center of the German Armed Forces.

1. Mediation and Mediation Support

The *Mediation Peer Coaching* course was conducted for the second time together with the EEAS’s PRISM (*Prevention of Conflicts, Rule of Law/Security Sector Reform, Integrated Approach, Stabilisation and Mediation*) department for EU delegation leaders and EU special envoys. Furthermore the ZIF together with the *Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding* (CCCPA) implemented an inaugural *Mediation Peer Coaching* course for high-ranking diplomats of the African Union (AU) and the League of Arab States.

For ambassadors and departmental heads of the AA who had already taken part in previous peer coaching sessions, an advanced format on methodological competencies for effective negotiation and mediation situations as well as process design of complex mediation processes was offered together with the AA’s division S03.

In conjunction with membership of the *Initiative Mediation Support Deutschland* (IMSD) the ZIF again participated in the organization of the module on *Mediation and Mediation Support* in the AA preparatory course for senior diplomatic personnel. The IMSD also continued its cooperation with swisspeace and *Swiss Federal Institute of Technology* (ETH Zurich) in organizing a training course for diplomats from Germany, Switzerland, Norway and Finland.

2. Outlook

- Resumption of secondments in OCHA field missions in the context of the SBP;
- Expansion of German involvement to include other UN agencies within the SBP in conjunction with a project cooperation with division S08 in the AA;
- Strengthening the issue of DoC within the advisory services for developing civilian personnel capacities, in particular in humanitarian crisis operations and at the AU;
- Consultation on roster development in states such as Serbia.

II. ANALYSIS

1. Information, Analyses and Research

In 2018 the ZIF continued to provide information and advice on current developments in international peace missions with concise and precise presentations and compact analyses. Reknown analysis

products such as the weekly *Peace Operations Update* or the annual *ZIF World Map Peace Operations* were also updated and continued. In six policy briefings the ZIF published analyses and possible courses of action on e.g. the EU's CSDP, the reform of the UN and the conflict in Ukraine.

In 12 editions, *ZIF kompakt* provided information on a variety of missions, e.g. on Kosovo, Sudan, South Sudan, Mali, and Afghanistan – in general immediately before the debates on the corresponding mandates in the German parliament.

New among the ZIF's publications is the *ZIF Tools* series, in which instruments for practitioners are developed, presented and prepared for application. In 2018 this series featured *Strategic Action Matrix* (SAM) and *Mediation Potential Screening* (MPS). In order to promote the sustainability of the SAM instrument, a handbook and a training course for moderators were developed, while the development of a SAM e-learning tool was monitored in an advisory capacity. Likewise new are the interactive website www.missionsandmandates.org and the accompanying glossary "What do Peace Operations Do? Missions and Mandates", in which mandate tasks of EU, OSCE, UN, NATO, and AU missions are explained. The map shows which missions are currently being entrusted with which tasks, and users can search for specific mandates. The creation of this tool involved the mandated tasks of all EU, OSCE, UN, NATO and AU missions being viewed, categorized and provided with specially developed icons. The interactive world map is updated on a regular basis.

Since 2017 the ZIF has contributed to the *Effectiveness of Peace Operations Network* (EPON), which is coordinated by the Norwegian Foreign Policy Institute (NUPI). Specifically, the Analysis Division participated in a case study: "Assessing the Effectiveness of MINUSMA". In September 2018 a member of the Analysis team took part in a two-week research visit to Mali. In addition, the EPON network has helped to initiate cooperation with *Saferglobe* and *Futurice* (both in Finland), who ZIF is working with on an interactive visualization of the EPON case studies.

In 2018 four guest researchers investigated e.g. options for operationalizing prevention, Germany's potential in international peace mediation, and supporting the local judiciary's efforts to investigate and prosecute war crimes in countries of deployment.

2. Dialog Formats, Conceptual and Advisory Activities

With its event formats and concepts, the ZIF aims to provide a national and international platform for the dialogue between policymakers and practitioners, and to thereby make relevant contributions to, and provide impulses for, the foreign policy debate. Furthermore ZIF employees contributed as experts to a large number of events, including discussions and hearings in the German parliament.

Together with the *United Nations System Staff College* (UNSSC), for example, the ZIF conducted the 8th dialogue between deputy mission heads of UN peace operations. The dialogue addressed issues connected to the UN's new "Sustaining Peace in the Field" agenda.

Together with the *Center for Policy Research* of the *United Nations University* (UNU-CPR) the ZIF organized a consultation with experts and practitioners on the nexus of peace operations and organized

crime. New approaches, promising instruments and concrete needs for an adequate handling of organized crime in a deployment context were discussed on a confidential basis.

In cooperation with the *United Nations Liaison Office for Peace and Security* (UNLOPS), the *European Union Institute for Security Studies* (EUISS), the *Crisis Management and Planning Directorate* (CMPD) of the EEAS, the *International Peace Institute* (IPI) and UN DPKO the ZIF organized one workshop each in Brussels and New York with the aim of working out the future priorities of EU and UN cooperation in the field of crisis management and peace operations. This process culminated in the publication of the “UN-EU Priorities 2019-2021”, which were presented at a joint partner event in Brussels in December.

In cooperation with Chatham House the ZIF conducted a scenario workshop on the future of CSDP missions in November 2018. It was attended by high-ranking practitioners from the missions as well as decision-makers from Brussels headquarters. In 2019 the future of both UN peace missions and AU peace missions is to be analyzed in a similar format.

The ZIF's *After Work Briefings* and *Breakfast Briefings* dealt with a range of current issues: a small group discussed the future of UNMIK in Kosovo with the *Special Representative of the Secretary-General* (SRSG) Zahir Tanin (Kosovo); *Deputy Special Representative of the Secretary-General* (DSRSG) Peter de Clercq (Somalia) reported on upheavals in the Horn of Africa; DSRSG Toby Lanzer spoke about the political dynamics in Afghanistan; and Jack Christofides, Ameerah Haq and Michael Keating from the UN discussed the future of UN peacekeeping.

Together with the German Institute for International and Security Affairs (SWP), the ZIF organizes the “Transnational Organized Crime” discussion group, which also took place regularly in 2018. In alternating subjects of focus, staff from the ministerial departments, intelligence agencies plus researchers discuss the impact of organized crime, especially in fragile states, and strategies for combating it.

3. Deployment Knowledge

The area of deployment knowledge – newly established in the Analysis Department in 2016 in order to make more effective use of the pool of experience provided by the civilian experts – saw an intensification of the concrete exchange with the experts in addition to the further development of procedures and products for recording and evaluating expert knowledge. In September 2018 an expert meeting on the promotion of the rule of law was held with colleagues working on this topic in EU, OSCE and UN missions. For the first time, the semi-annual reports of seconded staff were also evaluated specifically with regard to this topic and in the form of a thematic synthesis report. The work in the field of deployment knowledge was also enhanced by the cooperation of a small group of experts and the exchange of experiences with the partner organizations *Stabilisation Unit* (SU, Great Britain), the *Folke Bernadotte Academy* (FBA, Sweden) and the *Crisis Management Centre Finland* (CMC). As every year, the semi-annual reports of seconded staff from the different missions were analyzed, while the most important results of the reports of respectively one mission/region were summarized in anonymized synthesis reports. The synthesis reports are made available to the AA and discussed within the scope of a briefing.

4. Outlook

- Further development of methods for recording and evaluating the experience of experts in the field, especially upon completion of a deployment;
- Conducting analyses and dialogue formats on the interfaces between peace operations and new technologies;
- Focus on the issue of transition/exit from peace operations;
- Concrete contributions to Germany's membership of the Security Council as they arise from current conflict situations.

III. PUBLIC RELATIONS

1. Information via Classical and Digital Channels

At the beginning of the year a new flyer was created to present the activities and services provided by the ZIF in a user-oriented way. This updated version was necessary for various reasons, e.g. to reflect the changes brought about by the Secondment Act and the transformation process. At the same time a fresh, contemporary look was developed with concise slogans and appropriate illustrations. The ZIF has in addition begun to produce compact, event-based information products in-house, e.g. for cooperation with the UN concerning the DSRSG dialogue, internship fairs or on the subject of election observation. This makes it possible to address specific target groups.

The comprehensive *cross-media* recruitment campaign for SMMU marked new territory for the ZIF. For this purpose the ZIF communicated strategically via numerous channels and formats: first, a specially designed information website was set up; then the ZIF placed advertisements (in traditional form in the print media, and via online portals), distributed tenders via website, mailing lists and networks, and published reports in magazines relevant to target groups.

Online activities were also expanded. Report coverage on the ZIF website was intensified, while a number of offers and contents of the website as well as on the password-protected member area were made clearer for specialized personnel. An initial test phase on Twitter has been running since the summer. The ZIF uses LinkedIn not only for its company presence, but also for recruiting and distributing reports in their official capacity.

2. The Peace Operations Suitcase

The so-called Peace Operations Suitcase was developed – filled with a range of modular information and educational material on the subject of peace operations. The basic idea was to enable civilian experts to take on a lecturer and multiplier role and to take part in nationwide events on the subject of peace operations on behalf of ZIF. A key component is their own deployment experience. Various building blocks were developed together with a consultant for political education, such as a script with speech cards and presentation, a mobile photo exhibition, profiles of civilian experts, educational ideas and more. A pilot group from the ZIF Expert Roster was identified and invited to Berlin for a briefing day in October 2018. The ZIF provides support and guidance for the presentations of the pilot group in the preliminary phase.

3. Media Presence, Groups Visits, Public Appearances

The ZIF used a variety of formats for its media work in 2018: opinion pieces, portraits of civilian staff, interviews and informal discussions. The aim was to enhance the ZIF's reputation as a center of excellence and a source of information on peace operations and civilian crisis prevention, and to emphasize the relevance of the issue in current political debates. Portraits of civilian experts in both the print media (e.g. various publications, regional newspapers) and online media (e.g. www.deutschland.de) constituted an important building block. These compact profiles can be used in a range of different ways to convey the professional field of civil experts in a comprehensible manner. In addition, the ZIF offered a number of informal talks for journalists, in particular with senior staff from missions such as the *Deputy Chief Monitor* of the OSCE SMMU, Alexander Hug.

The ZIF again received groups of visitors in 2018: a total of 25. ZIF staff discussed topics such as interdisciplinary cooperation, working conditions in the field and the peace process in Ukraine with German and international students, representatives of international diplomatic seminars and defense academies, journalists, associations interested in foreign policy, and ministry staff.

The ZIF made its debut appearance at the Federal Government's Open Day with a multi-faceted stand at the German Federal Foreign Office (AA). Those interested among the 8,000 visitors were given the opportunity to e.g. try on the equipment of a civilian observer of the SMMU or use a touchscreen to learn more about mission mandates e.g. those of the EU in Africa. A photo postcard series illustrating the occupational profiles of civilian experts with the slogan "So what do you do?" was specially developed for this occasion. The ZIF was as such able to expand its recruitment product range. In its new role as an

employer, the ZIF was also present at numerous career and job fairs. In 2018 the German Ministry of the Interior hosted the sixth German Day of Peacekeepers. Approx. 200 guests attended the event, including numerous representatives from government and society.

Since 2013 a commemorative event modeled on the UN Day of the Peacekeeper has been held annually in Germany on the initiative of the ZIF, in which three soldiers, three police officers and three civilian experts are honored on behalf of all Germans in peace operations who had been deployed during the previous year or who are currently part of UN-mandated peace operations (including NATO and EU missions), OSCE missions or bilateral projects. The Day of the Peacekeeper event is hosted alternately by the AA together with ZIF (2013, 2016), the Federal Ministry of Defense (2014, 2017) and the Federal Ministry of the Interior (2015, 2018).

4. Outlook

- Increased information for the public about the ZIF and on peace missions together with civilian experts with the aid of the “Peace Operations Suitcase”;
- Overhaul and relaunch of the www.zif-berlin.org website, and development of new digital formats.

IV. ADMINISTRATION

1. Finance

The annual financial statements have been examined annually by an auditing firm since the 2017 reporting year. The audited 2017 financial statements were presented to the Supervisory Board and the Shareholders’ Meeting of the ZIF, and discussed in both bodies. At the recommendation of the Supervisory Board, the actions of the Management Board were unanimously approved by the Shareholders’ Meeting in December 2018. In accordance with the general agreement of the ZIF’s shareholder, the organization again used issued reconciled financial statements for the 2018 financial year, as it has done so since 2005. These statements were compiled on the basis of commercial accounting for non-profit limited liability corporations (gGmbH). The annual grant audit of the Federal Office of Administration (BVA) for the years 2014 to 2016 has not yet been carried out. The audit for 2017 has been completed. The business plan for 2018 was approved with a budget of € 4,408,538.98.

2. Personnel

The staff establishment plan for the 2018 financial year featured 31 positions. There is a change of personnel at the post set up by the Federal Ministry of Defense (BMVg) at the ZIF. The administration division saw a change of management; the team leaders in the Personnel and Law team and the Finance team were newly appointed internally.

3. ZIF Governing Bodies

The written target agreements (duration: 2018-2019) were continued with the shareholder AA. The regular meeting of the Supervisory Board took place on November 19, 2018 and that of the International Advisory Board on June 11, 2018. The annual Shareholders’ meeting was held on December 5, 2018.

4. Implementation of the EU General Data Protection Regulation (GDPR)

The provisions of the EU’s General Data Protection Regulation (GDPR), which came into force in May 2018, have been implemented. With the support of an external data protection officer, the necessary training was carried out, agreements were coordinated with the AA, and information was updated.

5. Human Resources Software

The human resources management software essential for the ZIF as a seconding body is being introduced in line with the results of the structuring processes of the ZIF’s internal Digitalization Task Force.

A review identified the nature of the data to be administered, its type of processing, and the planning and statistical documents that have to be produced. A market analysis then revealed that the specific requirements could not be met by standard, commercially available software applications. A needs analysis was consequently compiled with the help of an external partner that had already created a similar software application for *Médecins Sans Frontières*. The configuration of the software will take into account the requirements of all divisions and optimize interfaces. The performance description of a prototype will then form the basis of a procurement process. If possible, the software will go into operation in 2019.

6. Outlook

- Completion of the work on the creation of a prototype for the personnel human resources software;
- Consolidation of the reconfiguration of administration with the two teams Personnel & Law and Finance;
- Legal review of the status of the ZIF Expert Roster.

V. PROJECT IMPLEMENTATION IN ADDITION TO INSTITUTIONAL FUNDING

1. “ENTRi III – Europe’s New Training Initiative for Civilian Crisis Management” (European Commission, Instrument for Stability)

The ENTRi Consortium, an international training project now in its third phase, with a budget of €2.2 million, has been embedded in the ZIF since 2011. 90% of its funding comes from the European Commission. The consortium’s members – 12 European training institutions and ministries as well as the UN and the OSCE – contribute the remaining 10% of the budget.

The ENTRi working groups make an important contribution to the harmonization, standardization and certification of training measures. In 2018 the ENTRi Secretariat participated in the development and implementation of multi-stakeholder consortia of the EU, and worked with international bodies including the Committee for Civilian Aspects of Crisis Management (CIVCOM) in the context of the Austrian Presidency. It also contributed to a German industry standard (DIN) as part of the DIN Standards Committee for Educational Services.

The development of two e-learning modules is nearing completion. They are in future to be an integral part of the obligatory preparatory program for civilian CSDP mission staff. The training measures further developed by ENTRi in 2018 included face-to-face courses on subjects such as the rule of law, human rights and training of trainers, as well as training course packages that provide trainers with methodical and content-related support for the execution of further training measures. At the same time, an evaluation toolkit was developed for training departments in peace operations.

The third edition of the manual “In Control: A Practical Guide for Civilian Experts Working in Crisis Management Missions” was available in English, French, Portuguese and Arabic. The manual is a globally recognized preparatory document for peace operations. A fourth edition, reflecting significant changes in European structures that deal with the CSDP as well as changes in the management structure of the United Nations, is in preparation.

Staffing: 2.5 positions

2. “Promoting the AU in the Construction of an African Peace and Security Architecture and Support for the AU in the Construction of the African Peace and Security Architecture (APSA)” (GIZ)

The project, funded by the German Association for International Cooperation (GIZ) is dedicated to advising the AU Commission in connection with the *African Standby Capacity* (ASC). In 2018 the focus was on

the further development of the selection and preparation processes for civilian personnel for peace missions of the AU and participating subregional organizations as well as on the related development of competencies in participating partner organizations. This included a number of training measures for representatives of the participating subregional organizations. An addition in 2018 was the *North African Regional Capability* (NARC), which now also wants to participate in the continental personnel pool. In addition, a representative of the AU Commission was able to familiarize herself with the selection and preparation processes as part of a study visit at the ZIF. In order to boost awareness of the ASC expert roster and to attract further applicants, a concerted social media campaign was launched in the middle of the year with the publication of an information video.

The project “Promoting the AU in the Construction of an African Peace and Security Architecture” was completed on June 30, 2018. The follow-up project “Support for AU in the Construction of an African Peace and Security Architecture” (APSA) began on August 1, 2018.

Staffing: 1.1 positions

3. “OCHA Reinforcing International Humanitarian Capacities at the United Nations via the Support of Training Measures” (AA, Division S08)

The cooperation with the *UN Office for Humanitarian Affairs* (UN OCHA) within the framework of the *Standby Partnership Network* (SBP) was continued in 2018 with the support of a total of six OCHA training courses and workshops. In order to prepare for the resumption of secondments to the OCHA crisis operations, the ZIF in close consultation with the AA entered into negotiations with the OCHA for necessary adjustments to the contract for the secondment of ZIF experts in OCHA field operations. The ZIF plans to resume staff placements to OCHA standby missions in 2019.

On the issue of Duty of Care in connection with the DoC working group, the ZIF actively participated in the development of the UN Guidelines for SBP recruitment and in the initiation of a commissioned consultancy study on the subject of *Prevention of Sexual Exploitation and Abuse* (PSEA).

As a member of the steering committee of the SBP training secretariat, the ZIF also continued to participate in the standardization and coordination of training measures within the SBP. In this context, Germany financed the coordinator of the secretariat on a proportionate basis – a position currently occupied by a member of the ZIF expert pool.

Staffing: 1.1 positions

4. “Mission Advanced Staff Training (MAST)” in Cooperation with UN DPKO (AA, Division S03)

In order to reinforce the German presence at the UN and increase the visibility of the German contribution, the ZIF conducted the *Mission Advanced Staff Training* (MAST) in Berlin for the first time together with the UN DPKO and the *Integrated Training Service* (ITS). This is the UN's personnel development format for middle management. The training program was conducted by former high-ranking UN employees. The ZIF contributed content-wise with input on leadership, stress management and conflict analysis.

5. “Coordination of Civil Society Activities in the Implementation of UN Security Council Resolution 1325” (AA, Division OR06)

As part of the project work on UN Security Council Resolution 1325, the ZIF together with the AA hosted representatives of Security Council members, the UN, research bodies and civil society organizations in February 2018 to discuss the implementation of the resolutions on “Children and Armed Conflict” and “Women, Peace and Security”. The ZIF was involved in the conceptual preparation of the international “Women, Peace and Security Focal Points Network” meeting in April 2018, in particular in the coordination of the two large public discussion rounds.

In addition, the ZIF actively participated in discussions on the implementation of Resolution 1325 in foreign and security policy, and initiated two operational-level meetings with civil society, research bodies

and interested members of the public on the issues of gender-sensitive conflict analysis and compensation processes. Together with the *Center for Feminist Foreign Policy*, ten recommendations for action concerning Germany's seat on the Security Council were developed within the framework of an experts discussion.

The ZIF further expanded the existing e-mailing list for parties interested in the implementation of Resolution 1325, and sent out information about events, developments or current discussions in the context of the Women, Peace and Security Agenda approximately every six weeks.

Staffing: 1.0 positions

6. "Peace and Security" (GIZ, Peace and Security Sector Program)

The "Peace and Security" project has the aim of strengthening the comprehensive approach at the interfaces of peacebuilding and security policy, exchanging know-how between peace operations and development cooperation, and contributing to international agenda-setting in this area. One project priority in 2018 was the implementation of the Federal Government's guidelines on "Preventing Crises, Resolving Conflicts, Promoting Peace", e.g. participation in an "International Expert Workshop on Security Sector Reform" (SSR) of the Federal Ministry for Economic Cooperation and Development (BMZ). In the core seminar of the Federal Academy for Security Policy (BAKS), a contribution was made on the topic "How does our action (in crisis prevention) fit in with the European and global framework?" The project was furthermore involved in the debate on how peace operations and peacebuilding can be supported in conjunction with development policy. Points of focus here were the recognized validity of bilateral contributions to peace operations as *Official Development Aid*, the UN/World Bank report "Pathways to Peace" and the UN report "Improving Security of United Nations Peacekeepers".

The ZIF engaged in regular, intensive consultation with the BMZ, GIZ, and governmental and civil society organizations in the peacebuilding environment to further develop peace and security as a field of action, including regular contributions to the advanced series of presentations of units of the BMZ.

Staffing: 1.1 positions

7. Personnel and Finance in the Project Area

A total of 6.8 positions were financed via projects in 2018. Project funding was assigned as follows for 2018:

Project name	Awarding body	Project funding 2018
Secondment of civilian experts to international peace missions, ZIF budget item 2017	AA	€ 5,454,059.00
Secondment of civilian experts to international peace missions, ZIF budget item 2018	AA	€ 6,975,636.00
Secondment of civilian experts to international peace missions Crisis Prevention budget item 2017	AA	€ 4,933,432.00
Secondment of civilian experts to international peace missions Crisis prevention budget item 2018	AA	€ 398,268.00
ENTRI III, total duration June 1, 2016 to May 31, 2019, funds in 2018	EU Commission, <i>Instrument for Stability</i>	€ 740,700.00
Promoting the AU in the Construction of an African Peace and Security Architecture, total duration June 1, 2016 to June 30, 2018, funds in 2018	GIZ	€ 56,500.00
Support for the AU in the Construction of an African Peace and Security Architecture (APSA), August 1, 2018 to December 31, 2018	GIZ	€ 53,784.00
OCHA Reinforcing International Humanitarian Capacities at the United Nations via the Support of Training Measures, January 1, 2018 to December 31, 2018	AA, S08	€ 288,077.00
Mission Advanced Staff Training (MAST) in Cooperation with UN DPKO, September 15, 2018 to December 31, 2018	AA, S03	€ 140,000.00
Coordination of Civil Society Activities in the Implementation of UN Security Resolution 1325, January 1, 2018 to December 31, 2018	AA, OR06	€ 120,114.00
Peace and Security, total duration July 1, 2017 to June 30, 2020, funds in 2018	GIZ	€ 148,000.00
Sum of Project Funds Expenditure		€ 19,308,570.00

APPENDIX I: 2018 IN FACTS & FIGURES

1. THE ZIF ROSTERS: EXPERT & ELECTION OBSERVATION ROSTER	
Expert & Election Observation Roster, total February 14, 2019 (compared to January 31, 2018)	1730
Newly recruited for the rosters, total:	(1,661) 86
Expert Roster, total:	1,163
Of which available (i.e. either already deployed or non-archived /blocked profiles):	694
Election observation roster, total:	567
Of which available (i.e. non-archived or blocked profiles)	354
Overlap of expert and election observation rosters (expert roster members trained and available for election observation):	149
Archived profiles (i.e. not updated for some time) from both rosters:	649 (644)
Applications 2018 for inclusion	453 (450)
- on the ZIF Expert Roster of which accepted	218 50
- on the ZIF Election Observation Roster of which accepted	235 36

2. CURRENT ZIF SECONDED STAFF PER INTERNATIONAL ORGANIZATION (DEC. 31, 2018)			
Total in peace missions, institutions and headquarters of international organizations: 132 (132)			
OSCE (as of December 31, 2018)	EU/EEAS (as of December 31, 2018)	Other (as of December 31, 2018)	
OSCE Presence in Albania	2	EULEX Kosovo	8
OSCE Programs Office in Astana	1	Kosovo Specialist Chambers and Specialist Prosecutors Office	3
OSCE Mission to BiH	1	EUPOL COPPS	3
OSCE Mission in Kosovo	7	EUCAP SAHEL Niger	4
OSCE Programs Office in Dushanbe	2	EUCAP SAHEL Mali	3
OSCE Mission to Moldova	1	EUAM Iraq	2
OSCE SMM in Ukraine	32	EUBAM Rafah	1
OSCE Secretariat Vienna	12	EUMM Georgia	4
OSCE RFoM Vienna	1	EU NAVFOR Somalia	1
HCNM Den Haag	2	EUAM Ukraine	15
OSCE Mission to Serbia	1	EUBAM Libya	1
OSCE Uzbekistan	1	EUCAP Somalia	1
OSCE Slovakian Chairmanship	1	ESDC Brussels	1
OSCE Parliamentary Assembly	1	EUSTAMS	1
		OAS Organization of American States: MAPP Colombia	1
		EUSR-Sahel	1
		EU SNE Special Envoy Afghanistan	1
		EUSR Kosovo	1
		EUSR BiH	2
		EUSR Caucasus	1
		EEAS (incl. PRISM)	1
		EEAS (CPCC)	4
Total 2018 (2017):	65 (52)	59 (61)	8 (7)

3. ELECTION OBSERVATION 2018 (COMPARED TO 2017)			
	ODIHR	EU	Total
Short-term observers	276 (187)	16 (13)	292 (200)
Long-term observers	42 (24)	18 (12)	60 (36)
Election observers, total	318 (211)	34 (25)	Total : 352 (236)

4. TRAINING COURSES 2018							
	Course	Total number of participants	Of which participants from non-OECD countries	Of which participants supported by ZIF	Of which German participants	Of which intl. participants	Of which female participants
1	Short Term Election Observation (STO 1/2018)	20	3	3	10	10	9
2	Hostile Environment Awareness Training (HEAT 1/2018)	19	5	0	7	12	8
3	CGTPO 1/2018	21	6	3	15	6	10
4	Hostile Environment Awareness Training (HEAT 2/2018)	20	9	0	10	10	8
5	Long-Term Election Observation (LTO 2018)	20	3	3	11	9	11
6	SSR Change Management (Pilot)	3	0	0	3	0	2
7	UN Staff Officer Course	1	0	0	1	0	0
8	CGTPO 2/2018	21	5	5	16	5	15
9	Hostile Environment Awareness Training (HEAT 3/2018)	22	6	0	14	8	17
10	Pre-Deployment Training (PDT) for CSDP missions	9	0	0	0	9	4
11	NATO: Basics of operative planning	1	0	0	1	0	0
12	First Aid in the Field (FAIF)	9	0	0	9	0	6
13	Mentoring & Advising August 18	2	0	0	2	0	1
14	Leadership in Peace Operations	2	0	0	2	0	1
15	CGTPO 3/2018	21	3	3	18	3	4
16	Hostile Environment Awareness Training (HEAT 4/2018)	23	4	0	16	7	7
17	Short Term Election Observation (STO 2/2018)	20	3	4	10	10	12
18	Peace Negotiation and Mediation	18	4	2	11	7	10
19	Women, Peace & Security (WPS)	1	0	1	1	0	1
20	CGTPO 4/2018	21	4	3	16	5	12

21	Hostile Environment Awareness Training (HEAT 5/2018)	22	6	0	11	11	11
Total		296	61	26	184	112	149

5A. PUBLICATIONS 2018			
Policy Briefings / In Mission	ZIF kompakt	Other publications (selection)	External publications / Media articles/ Explanatory items
<p>Quo Vadis Civilian CSDP? [English & German]</p> <p>Reforming the UN's Peace and Security Pillar [English & German]</p> <p>International Peace Operations 2018 – An Overview</p> <p>From Behind the Scenes to Center Stage: Enhancing Germany's Role in International Peace Mediation</p> <p>The Middle East – The Global Crisis Lab</p>	<p>UNMISS: Stabilisierung unter schwierigsten Bedingungen</p> <p>Nach der Neuausrichtung: UNAMID justiert ihre Rolle</p> <p>Resolute Support: Trainieren, Beraten, Unterstützen – und Verhandeln</p> <p>Pfadfinder für den Frieden: Wie UN und Weltbank Gewaltkonflikte verhindern wollen</p> <p>MINUSMA 2018: Wahlen, Friedensprozess und Terroranschläge</p> <p>EUNAVFOR Med: Schleuserbekämpfung im Mittelmeer</p> <p>Kosovo Force (KFOR): Weithin erfolgreich, weiterhin nötig</p> <p>UNIFIL: Routineinsatz auf dem Pulverfass</p> <p>Sustaining Peace: Das neue Leitmotiv in der UN</p> <p>Action for Peacekeeping: Ein Impuls für Reformen</p> <p>10 Jahre EUMM</p>	<p>Glossary: What do peace operations do? [English & German]</p> <p>Synthesis reports</p> <p>50x current peace operations updates</p> <p>World map of peace operations 2018/19 [English & German]</p> <p>ZIF Tools: SAM - Strategic Action Matrix</p> <p>ZIF Tools: Mediation Potential Screening</p> <p>ZIF Tools SAM: Guide for Facilitators</p> <p>Interactive world map www.missionsandmandates.org</p>	<p>Ehrlichkeit ist gefragt (Süddeutsche Zeitung)</p> <p>Streitkräfte und Strategien Interview Friedenseinsätze (NDR)</p> <p>SWP-Studie Auslandseinsätze</p> <p>Forscher warnen vor zu einseitiger Zielsetzung der Bundeswehr; Beitrag zur Studie Auslandseinsätze (FAZ.net)</p> <p>Friedensmediation: Deutschlands Ass im Ärmel (PeaceLab Blog)</p> <p>UN-Sicherheitsrat. Zwischen Großmächten groß werden (ZEIT Online Gastbeitrag)</p> <p>Wird die Ostukraine ein „eingefrorener Konflikt“? (Der Tagesspiegel)</p> <p>Deutschland im Sicherheitsrat (PeaceLab Blog)</p> <p>Nicht Migration, sondern Krisen managen: Wie Deutschland die zivile GSVP stärken könnte (PeaceLab Blog)</p> <p>Migrationskontrolle ist kein Friedenseinsatz (Frankfurter Allgemeine Zeitung)</p> <p>Wie weiter mit der Friedensmediation? (Podcast PeacebyPeace Folge 2)</p> <p>Eine für alle – Mehr Geschlechtergerechtigkeit in der SSR (PeaceLab Blog)</p> <p>Wunsch und Wirksamkeit: Kernelemente einer deutschen SSR-Strategie (PeaceLab Blog)</p> <p>Afghanistan – Die Gründung der Republik 1973 (Podcast von Deutschlandfunk Nova, Eine Stunde History)</p> <p>EU-Fokus verschiebt sich auf Grenzkontrolle (Gastbeitrag Frankfurter Rundschau)</p>

			<p>Managen, was nicht lösbar ist – Zum Umgang mit vertrackten Konflikten (Bpb Meinungsbeitrag)</p> <p>How a Focus on Migration Could Weaken the EU’s Crisis Management Missions (World Politics Review)</p> <p>What Salvini teaches us with Operation Sophia (EUObserver)</p> <p>Friedens- und Entwicklungsberater als Präventionsinstrument (DGVN Zeitschrift Vereinte Nationen)</p> <p>Helft Frauen in Krisengebieten (Frankfurter Rundschau)</p> <p>CSDP & Migration (IAI Commentary)</p> <p>Ein Gebietstausch ist das falsche Signal. Die EU sollte nicht daran mitarbeiten, dass im Streit zwischen Serbien und Kosovo ein monoethnischer Staat entsteht (Frankfurter Rundschau)</p> <p>Afghanistan – Ein hoffnungsloser Fall? (Inforadio podcast)</p> <p>Es war eine Gründerzeitstimmung (Deutschlandfunk Kultur podcast)</p> <p>CSDP Compact: Reinventing EU Civilian Crisis Management? (SWP Point of View)</p> <p>Revisiting Feira – Implementing the EU Global Strategy in face of new security challenges (DGAP conference report)</p>
--	--	--	---

5B. PUBLICATIONS 2018 - PROJECTS			
Policy Briefings / In Mission	ZIF kompakt	Other publications (selection)	External publications/ Media articles/ Explanatory items
Peace and Security			
Blue-helmeted but not naively blue-eyed: On the benefits of a UN peace operation in Ukraine	Unsere Schwäche bringt uns um: Todesursachen von UN-Blauhelmen und nötige Gegenmaßnahmen		Schwäche tötet. Um die Zivilbevölkerung schützen zu können, müssten sich UN-Blauhelmsoldaten erst einmal selbst besser verteidigen. (Internationale Politik und Gesellschaft) Ein Gebietstausch ist das falsche Signal. Die EU sollte nicht daran mitarbeiten, dass im Streit zwischen Serbien und Kosovo ein monoethnischer Staat entsteht (Frankfurter Rundschau)
Coordination of civil society activities in the implementation of UN Security Council Resolution 1325			
		1325 newsletters	

6A. EVENTS, PRESENTATIONS, EXPERT DISCUSSIONS AND CONFERENCE CONTRIBUTIONS IN 2018 (SELECTION)	
02.2018	UNSSC DSRSG Dialogue Series: Sustaining Peace in the Field Co-organization and moderation
02.2018	ZIF Book presentation and discussion with Michael von der Schulenburg ("On Building Peace") Organization and moderation
02.2018	ZIF Tawila evening on "Peace negotiations in Afghanistan" Organization and moderation
03.2018	AA/ZIF Presentation of the synthesis reports at the Federal Foreign Office
03.2018	ZIF SAM Facilitated Forum in Kalemie, DR Congo Co-organization and moderation
03.2018	ZIF/UNU-CPR Experts dialog "UN Peace Operations and Organized Crime: Current Practices and New Challenges" Co-organization and moderation
03.2018	ZIF/EUISS/CMPD/UNLOPS First workshop on EU-UN cooperation in Brussels Co-organization, discussion paper and moderation
03.2018	ZIF/FES Presentation and discussion with S.E. Hanif Atmar, Afghan National Security Advisor Moderation
04.2018	ZIF Roundtable with ASG Alexander Zuev Organization and moderation
04.2018	ZIF/EUISS/IPI Second workshop on EU-UN cooperation in New York Co-organization and moderation
04.2018	ZIF Parliamentary briefing on foreign and security policy Discussion papers and moderation
04.2018	BAKS "Core seminar for security policy 2018" Presentation
04.2018	German Association for Peace and Conflict Studies (AFK) 50th colloquium of the AFK Panel contribution
05.2018	Körber Stiftung Körber History Forum 2018 Panel moderation
05.2018	Maynooth University Ireland Conflict Analysis Course Moderation
05.2018	Centro Alti Studi per la Difesa (CASD) Presentation on civilian CSDP
05.2018	ZIF Quadrilateral Advisory Group Meeting at the ZIF Organization
05.2018	ZIF/Challenges Forum Workshop on Leadership Co-organization
05.2018	BMZ Advanced series of lectures Ref. 233 Presentation on CSDP
06.2018	Frieden Geht! Podium discussion "Is Peace an Option? PEACE IS AN OPTION!" at the Humboldt University in Berlin Panel paper
06.2018	AU/LAS Peer Coaching Mediation in Kairo Organization & implementation
07.2018	AA Talk on UNAMID Transition Paper

08.2018	Liebenberg 2.0 (for AA) within the framework of the Ambassadors' Conference 2018 Mediation retreat Organization and implementation
08.2018	AA Ambassadors' Conference 2018 at the Federal Foreign Office Panel moderation
09.2018	AA/ZIF Presentation of the synthesis reports at the Federal Foreign Office
09.2018	ZIF Pilot meeting for ZIF experts on Rule of Law, plus international workshop on "Squaring the Circle - Adapting Rule of Law Assistance to New Realities" Organization and implementation
09.2018	EAD (in Brussels) Peer Coaching Mediation & Diplomacy Organization and implementation
09.2018	Bundestag Parliamentary assembly of the OSCE & presentation of the guidelines in the German parliament Moderation
09.2018	German Aviation/Aerospace Congress Panel on "Leadership" Moderation
09.2018	Mercator seminar Summer seminar Presentation
09.2018	SWP Concluding Conference "A Partnership for Progress and Peace: Nordic-German Partnership in EU affairs and beyond" Panel moderation
10.2018	AA, DGAP & Ministry for Foreign Affairs (Sweden) Conference "Moving EU Civilian Crisis Management Forward" Presentation (on revision of Feira priorities)
10.2018	Bundestag Session of the parliamentary subcommittee "Civilian Crisis Prevention, Conflict Resolution and the Comprehensive Approach" on the CSDP Hearing
10.2018	FES Brussels Expert Roundtable: "Improving the EU's Civilian Crisis Management or Another Brick in the Wall?" Input
10.2018	OSCE and "Duty of Care" working group 5 th Duty of Care Roundtable in Vienna Co-organization
10.2018	AA/ZIF Presentation of the ZIF at the AA's foreign service academy
10.2018	Casimir Pulaski Foundation Warsaw Security Forum 2019 Panel contribution
10.2018	Foreign Affairs Association Munich German participation in international peace operations Presentation
10.2018	Bertelsmann Stiftung 56 th European Journalists Congress Presentation to the CSDP
10.2018	ODIHR/ OSCE / Forum for Security Co-operation "The Role of Military Commanders in the Prevention of SGBV in the OSCE" Presentation
11.2018	ZIF/Chatham House Scenario workshop on the future of the CSDP Co-organization
11.2018	EUISS Third workshop on the launch of the new EU-UN priorities for "UN-EU Strategic Partnership on Peace Operations and Crisis Management" Moderation
11.2018	Paris Peace Forum 2019 "Restoring Faith in the UNSC" Panel contribution
11.2018	German embassy in Dublin Seminar "Lessons for a Peaceful Europe 100 Years After World War I" Presentation
11.2018	FES Security Policy Forum Sachsen-Anhalt Presentation
11.2018	WIIS Anniversary conference 15 years of WIIS.de "Is the Future Democratic?" Panel contribution
11.2018	ZIF Network meeting for German civilian employees in UN peace operations Organization and implementation
11.2018	DGVN Lunchtime discussion "Conflict Resolution in Darfur - UN Peacekeeping at its Limit?" Panel contribution
12.2018	AA/RSF-Hub Roundtable of rule of law promotion at the Federal Foreign Office: "Low-Threshold Access to Law" Short presentation
12.2018	SWP Review of <i>Common Foreign and Security Policy</i> (CFSP) in Brussels Presentation and moderation
12.2018	ZIF Expert discussion on "Counter-Terrorism and Peace Operations" Organization
All year	SWP/ZIF Joint working group on organized crime
Advisory board memberships	Advisory board for Issues of Leadership Development of the Federal Ministry Defense (Dr. Astrid Irrgang) UN Political Advisory Board of the Federal Foreign Office (Dr. Wibke Hansen) Selection Committee of the Otto Hahn Peace Medal (Dr. Almut-Wieland-Karimi) Advisory Board of the Federal Academy for Security Policy (Dr. Almut-Wieland-Karimi) Advisory Board of the UN Institute for Training and Research (UNITAR) (Dr. Almut-Wieland-Karimi) Advisory Board of the Military Academy of the German Armed Forces (Dr. Almut-Wieland-Karimi) Presidium of the United Nations Association of Germany (Dr. Almut-Wieland-Karimi) Executive Academic Board des ESDC (Dr. Volker Jacoby)

6B. EVENTS, PRESENTATIONS, EXPERT DISCUSSIONS AND CONFERENCE CONTRIBUTIONS IN 2018 (SELECTED) — PROJECTS

Peace and Security	
04.2018	Ukrainian Catholic University/ Center for Global Politics at the Free University of Berlin Workshop: “What Academia Can Contribute to Moderating Conflicts” in Lviv, Ukraine Panel presentation
05.2018	BMZ Expert workshop on SSR Conceptual support
07.2018	ZIF Geographical introduction to Ukraine for seconded Federal Police personnel
11.2018	ZIF Geographical introduction to Ukraine for seconded Federal Police personnel
12.2018	DGVN Podium discussion: “And What About the UN? Peace and Security Perspectives for Ukraine” Panel contribution
Coordination of civil society activities in the implementation of UN Security Council Resolution 1325	
02.2018	ZIF/AA Workshop on “Children and Armed Conflict” & WPS Co-organization and moderation
06.2018	ZIF/Canaan Project Discussion of “Women, Peace and Security in the Middle East” Co-organization
06.2018	Operational-level meeting at the AA on the implementation of UN Resolution 1325: “Gender-Sensitive Conflict Analysis”
06.2018	Berlin School of Economics and Law (HWR) Lecture on Resolution 1325
08.2018	ZIF/CFFP Workshop: “What is Lacking for a Feminist German Peace and Security Policy?” Co-organization
11.2018	AA/ZIF Operational-level meeting on the implementation of UN Resolution 1325: “Transitional Justice: Gender-Sensitive Compensation Processes”

7. ZIF BRIEFINGS 2018

01.2018	ZIF Breakfast briefing with Toby Lanzer: “Only Bad News from the Hindukush? Where Is the Political Process in Afghanistan Heading?”
02.2018	ZIF Book presentation (“On Building Peace”) and discussion with Michael von der Schulenburg
04.2018	HSFK/ZIF Briefing by the Policy Planning Staff of the Federal Foreign Office on civilian CSDP
04.2018	BAKS/ZIF Briefing for German FDP parliamentarians on the UN
05.2018	ZIF Press briefing with Alexander Hug, OSCE mission head of SMMU: “Blue Helmets Against Ceasefire Violations?”
06.2018	ZIF Lunch briefing with SRSG Zahir Tanin: “Political Processes in Kosovo”
06.2018	ZIF Lunch briefing with Roderick Parkes (EUISS)
07.2018	ZIF Lunch briefing with OSCE secretary general Thomas Greminger: “Fit for Purpose – Reforming the OSCE, Investing in People” Organization and moderation
09.2018	ZIF Lunch briefing with DSRSG Peter de Clercq (UNSOM): “Political Processes in Somalia”
09.2018	ZIF Briefing for new staff from the Federal Foreign Office
10.2018	ZIF After-work briefing with Dr. Heidi Tagliavini: “From Grozny to Minsk: Insights into the Work of an International Peace Mediator”
10.2018	ZIF Parliamentary breakfast on peace operations in Africa
11.2018	ZIF Lunch briefing with Dr. Ann L. Phillips: “The 2018 US Stabilization Assistance Review: Lessons from the Past, Agenda for the Future”
12.2018	ZIF After-work briefing with Ameerah Haq, Jack Christofides and Michael Keating: “Peacekeeping Quo Vadis? – Perspectives on Reform from Headquarters and the Field”
12.2018	ZIF Press briefing with Michael Keating: “How to Stabilize Somalia? Perspectives on War and Peace”

APPENDIX II: ABBREVIATIONS

AA	Auswärtiges Amt Federal Foreign Office
APSA	African Peace and Security Architecture
ASC	African Standby Capacity
AU	African Union
BAKS	Bundesakademie für Sicherheitspolitik Federal Academy for Security Policy
BMI	Bundesministerium des Innern, für Bau und Heimat Federal Ministry of the Interior
BMVg	Bundesministerium der Verteidigung Federal Ministry of Defense
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung Federal Ministry for Economic Cooperation and Development
BVA	Bundesverwaltungsamt Federal Office of Administration
CCC	Core Course Compact
CCCPA	Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding
CGTPO	Comprehensive Generic Training for Peace Operations
CIVCOM	Committee for Civilian Aspects of Crisis Management
CMC	Crisis Management Centre Finland
CMPD	(EU) Crisis Management and Planning Directorate
CPCC	(EU) Civilian Planning and Conduct Capability in the European External Action Service CSDP
CSDP	(EU) Common Security and Defence Policy
DoC	Duty of Care
DPET	(UN) Policy, Evaluation and Training Division
DPKO	(UN) Department of Peacekeeping Operations
GDPR	(EU) General Data Protection Regulation
DSRSG	(UN) Deputy Special Representative of the Secretary General
EAD / EEAS	European External Action Service
EAPTC	European Association of Peace Operations Training Centres
ENTRI	Europe's New Training Initiative for Civilian Crisis Management
EPON	Effectiveness of Peace Operations Network
ESDC	European Security and Defence College
ETH Zürich	Swiss Federal Institute of Technology
EU	European Union
EUNAVFOR Somalia	EU Naval Force Somalia
EU SNE	EU Seconded National Experts
EUAM Ukraine	EU Advisory Mission Ukraine
EUAM Iraq	EU Advisory Mission in Iraq
EUBAM Rafah	EU Border Assistance Mission Rafah
EUCAP Sahel Niger	EU Capacity Building Mission in Niger
EUCAP Sahel Mali	EU Capacity Building Mission in Mali
EUCTG	EU Civilian Training Group
EUISS	EU Institute for Security Studies
EULEX Kosovo	EU Rule of Law Mission in Kosovo
EUMM Georgia	EU Monitoring Mission in Georgia
EUPCST	EU Police and Civilian Services Training
EUPOL COPPS	EU Police Co-ordinating Office for Palestinian Police Support
EUSB BiH	EU Special Representative for Bosnia & Herzegovina
EUSB Kosovo	EU Special Representative for Kosovo
EUSR Caucasus	EU Special Representative for the Caucasus
EUSR Sahel	EU Special Representative for the Sahel
EUSTAMS	EU Stabilization Action in Mopti and Ségou
EUTM Mali	EU Training Mission in Mali
FAIF	First Aid in the Field
FBA	Folke Bernadotte Academy
gGmbH	gemeinnützige Gesellschaft mit beschränkter Haftung non-profit limited liability company
GIZ	German Association for International Cooperation
GPP	Government Provided Personnel
GSVP / CSDP	Gemeinsame Sicherheits- und Verteidigungspolitik Common Security and Defence Policy (EU)
HCNM	OSCE High Commissioner on National Minorities
HEAT	Hostile Environment Awareness Training
HR	Human Resources
IAPTC	International Association of Peacekeeping Training Centers
ICD	International Capacity Development

IMSD	Initiative Mediation Support Deutschland
IPI	International Peace Institute
ISAC	International and Security Affairs Centre
ITS	(UN) Integrated Training Service
KA IPTC	Kofi Annan International Peacekeeping Training Centre
CP	Crisis prevention
LAS	League of Arab States
LTO	Long-Term (Election) Observer
MAPP	OEA (Organización de los Estados Americanos) Misión de Apoyo al Proceso de Paz en Colombia OAS Mission to Support the Peace Process in Colombia
MAST	Mission Advanced Staff Training
MINUSMA	UN Multidimensional Integrated Stabilization Mission in Mali
MONUSCO	Mission de l'Organisation des Nations Unies en République Démocratique du Congo UN Stabilization Mission in the Democratic Republic of the Congo
NARC	North African Regional Capability
NATO	North Atlantic Treaty Organization
NUPI	Norwegian Institute of International Affairs
OAS	Organization of American States
OCHA	(UN) Office for the Coordination of Humanitarian Affairs
ODIHR	(OSCE) Office for Democratic Institutions and Human Rights
OMiK	(OSCE) Mission in Kosovo
OSCE	Organization for Security and Co-operation in Europe
PDT	Pre-Deployment Training
PRISM	(EU) Prevention of Conflicts, Rule of Law/Security Sector Reform, Integrated Approach, Stabilisation and Mediation
PSEA	Prevention of Sexual Exploitation and Abuse
SAM	Strategic Action Matrix
SBP	Standby Partnership
SBPP	(UN) OCHA Standby Partnership Programs
SMMU	OSCE Special Monitoring Mission to Ukraine
SRSG	Special Representative of the Secretary-General
SSR	Security Sector Reform
STO	Short-Term (Election) Observer
SWP	Stiftung Wissenschaft und Politik German Institute for International and Security Affairs
UN	United Nations
UNMIK	United Nations Interim Administration Mission in Kosovo
UNSSC	United Nations System Staff College
UNU-CPR	Center for Policy Research der United Nations University
UNV	United Nations Volunteers
ZIF	Center for International Peace Operations