

2024

ANNUAL REPORT



zif

Center for International Peace Operations

Content

0. Preface	3
1. A Retrospective of 2024	5
1.1 Peace and Security	
1.2 Facts and Figures	
2. ZIF in 2024	18
2.1 Key Areas of Focus	
2.2 ZIF in Numbers	
3. Secondment Activities	28
3.1 Secondments	
3.2 Election Observation	
3.3 Trainings and Coachings	
4. Policy, Partnerships and Innovation	33
4.1 Events, Dialogues and Briefings	
4.2 Publications and Third-Party Contributions	
5. Spotlight: Challenges Annual Forum 2024	41
6. Opportunities, Risks and Prospects	45
7. Funding	48
8. Third-Party Funded Project	50
List of Abbreviations	53

Preface

With the Center for International Peace Operations (ZIF), the Federal Republic of Germany (FRG) possesses a dedicated, cost-effective, and proven instrument to strengthen effective multilateralism as a cornerstone of a rules-based international order. ZIF is structured as a non-profit limited liability company, with the FRG as its sole shareholder, represented by the German Federal Foreign Office (GFFO). As both a secondment organisation and center of expertise, ZIF contributes personnel and knowledge to peace operations, humanitarian assistance, and election observation missions. In doing so, it supports the crisis management efforts of the UN, EU, NATO, OSCE and other partners – thereby also contributing to Germany's national security and the protection of peace and liberty.

2024 was a challenging year for ZIF. This was largely due to the global rise in conflicts, ongoing wars, and the resurgence of violence in various contexts where international missions are tasked with stabilization or the delivery of humanitarian assistance. These growing demands placed significant pressure on us, particularly on our seconded staff.

My deepest gratitude goes first and foremost to them. As of December 2024, 178 civilian experts – 98 men and 80 women – were deployed through ZIF. Working under often extremely difficult conditions, they made essential contributions to stabilisation and conflict resolution – in the Middle East, Ukraine, South Sudan, the Central African Republic, and across a total of 45 countries worldwide.

This work requires professionalism, resilience and empathy. It often comes at a personal cost – yet it is precisely this commitment that defines ZIF: dedicated to peace.

In 2024, Team ZIF in Berlin also took steps to use its existing resources and expertise as effectively as possible, close capability gaps and strengthen its strategic capacity. Time and again, we reflected on the future of our field. Our cover image offers a glimpse into one of the scenario exercises we conducted in this context.

Our central guiding question remains: How can we achieve the greatest possible impact?

We are well aware that the challenges in 2025 are unlikely to diminish: deployment contexts are becoming more complex, the international environment for our work is increasingly fragmented, and pressure on multilateralism – also within the German public discourse – is growing.

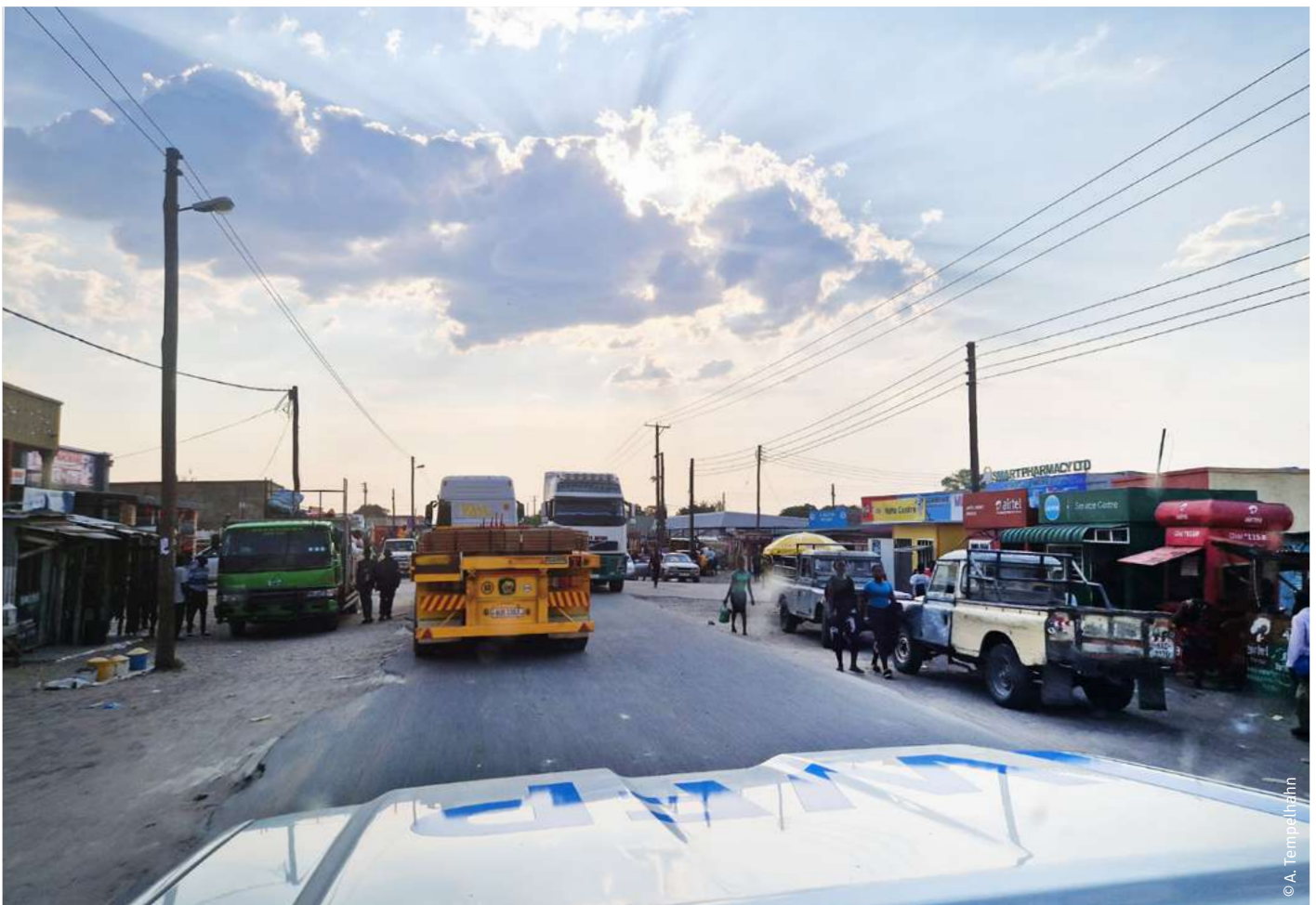
With the operational experience of ZIF's seconded staff, our own expertise in peace operations, stabilisation and peacebuilding and a broad network of partnerships, we are well positioned to provide tailored information and in-depth analyses, policy advice and hands-on exchanges.

Through this, we seek to advance the development of our challenging field and to strengthen Europe's visibility on the global stage.

We extend our sincere thanks to the German Bundestag, the Federal Foreign Office and our governing bodies for their trusted and reliable collaboration and their consistently constructive support.

A. Irrgang

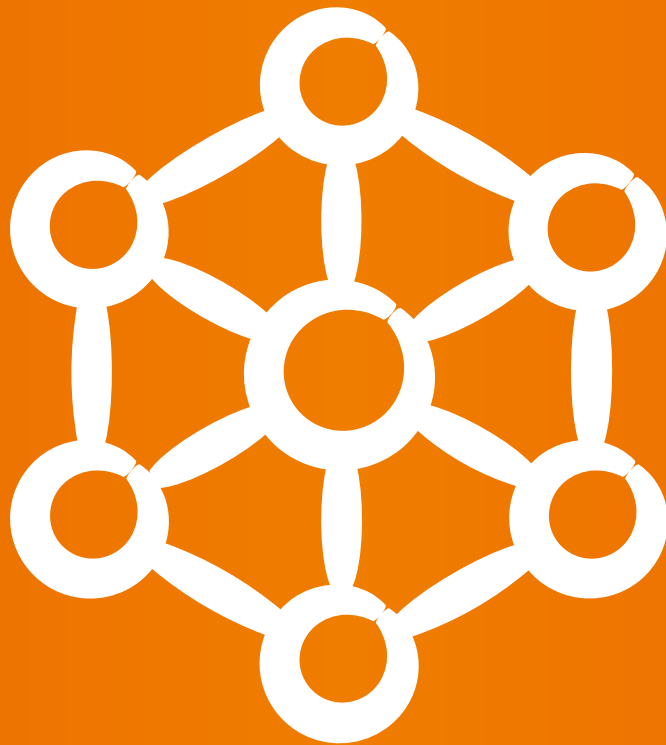
Dr. Astrid Irrgang
Executive Director



On a humanitarian mission with the World Food Programme (WFP): Ensuring food security was part of the daily work carried out by our seconded staff in Zambia.

1

A Retrospective of 2024



1.1 Peace and Security

‘The past year has tested humanity in every way’, as UN Secretary-General António Guterres stated in his [2024 report](#) on the work of the United Nations (UN), referring to, among other things, global crises and conflicts, hunger, growing political tensions, increasing extremism and the climate emergency.

Geopolitical shifts, an increasingly fragmented and internationalised conflict landscape, the erosion of central norms and frameworks, and mounting financial pressures: The interplay of these [key trends](#) in 2024 has further exacerbated discrepancies that directly affect the work of ZIF and the civilian experts in the field. There are more conflicts, but fewer peace agreements; more attacks on civilians, but less accountability for the perpetrators; growing humanitarian needs, but fewer resources to meet them.

Many view multilateral crisis management, including peace operations, as a potential path to overcoming these disparities. In this context, the [adoption of the ‘Pact for the Future’](#) by UN member states in September 2024 was a pivotal moment. Under the penholdership of Germany and Namibia, the Pact reaffirmed member states’ commitment to multilateral crisis management, prevention, and peacebuilding, with peace operations as a central tool for peace and security. The member states made concrete commitments to anchor these areas on a solid foundation, thus creating a moment of unity even in uncertain times and against the backdrop of a changing world order.



Crises and Conflicts

The next decade of multilateral crisis management will undoubtedly require a versatile and well-equipped toolbox. According to conflict data from the Peace Research Institute Oslo (PRIO), the number of state-based conflicts – where at least one party is a state – has risen by 28% over the past decade. In 2023, there were 59 state-based conflicts in 34 countries. As for the number of fatalities in conflicts involving states, 2023 was the deadliest year since 1989, following 2021 and 2022. Given the ongoing wars in Ukraine, the Middle East, and Sudan, as well as rising instability and recurring cycles of violence in Haiti, the Democratic Republic of the Congo and, most recently, South Sudan, this number is likely to have increased in 2024.

Humanitarian Needs

In 2024, the global demand for humanitarian aid reached an unprecedented high: approximately 300 million people were in need of humanitarian assistance due to conflicts, climate disasters and economic instability. By 2024, 122 million people were forced to leave their homes or countries due to persecution, conflict, violence and human rights violations.

In 74 countries, 343 million people were affected by acute food insecurity – a ten percent increase compared to 2023. People in new and ongoing conflict situations, such as Gaza, Sudan, South Sudan, Haiti, Burkina Faso, and Mali were particularly affected by extreme hunger. The violence against civilians in Gaza, Ukraine, Haiti and Sudan, and infringements of international humanitarian law and human rights, reached a devastating new level.

Equally alarming are the reports from various conflict zones about a significant rise in conflict-related sexual violence (CRSV). Reliable figures are difficult to obtain and reporting gaps distort the picture, but there is increasing evidence that CRSV is widely used as a weapon of war. In 2023 already, the number of verified CRSV cases reported by the United Nations had risen by 50% compared to the previous year.

The global humanitarian crisis is expected to deteriorate further in 2025: Recent forecasts predict that more than 305 million people will need humanitarian assistance in 2025. For 2025, the United Nations will require 47 billion dollars to support 190 million people in 72 countries. At the same time, multilateral and bilateral humanitarian aid budgets are being cut. Particularly after the reductions or suspension of U.S. funds, multilateral, bilateral, and local humanitarian actors will need to completely realign their efforts. Overall, global and local humanitarian structures face the challenge of supporting more people with fewer resources.

United Nations

The past year was a mixed one for UN peace operations, marked by persistent geopolitical tensions and a lack of consensus within the Security Council. Despite these challenges, UN member states reaffirmed the importance of peace operations in the Pact for the Future and committed to placing this vital instrument on a sustainable footing. Within the UN, two issues of particular relevance to peace operations took center stage: transitions – meaning the gradual withdrawal of missions – and peacebuilding. Among the topics discussed were structural reforms, including strengthening the advisory role of the Peacebuilding Commission vis-à-vis the Security Council and the General Assembly. With its upcoming chairmanship of the Peacebuilding Commission in 2025 and as the largest donor to the Peacebuilding Fund, Germany is well positioned to shape the long-term development of peacebuilding through the Peacebuilding Architecture Review.



UN Under-Secretary-General for Peace Operations, Jean-Pierre Lacroix, attended the Challenges Forum in Berlin 2024 and discussed possible future configurations of peace operations.

European Union

The year 2024 proved to be a challenging one for the European Union and its crisis management missions. While the EU Mission in Armenia (EUMA), launched in 2023, saw its personnel increase and continued to receive strong political backing, the Common Security and Defence Policy (CSDP) was hit particularly hard by the aftereffects of the military coups in the Sahel region. Both the EU Training Mission in Mali (EUTM) and the two EU missions in Niger had to be discontinued. This was particularly significant given that the EU's engagement in Niger had previously been regarded as highly effective and well-integrated. The European Parliament (EP) election also brought institutional changes. For the first time, a dedicated Commissioner for Defence was appointed, alongside the establishment of a core Committee on Security and Defence (SEDE) within the Parliament. In addition, the new High Representative, Kaja Kallas, took office. Under her leadership, the EU's strong support for Ukraine through the CSDP and the European Peace Facility has continued.



Meeting with seconded personnel in Brussels, the 'European capital': Twice a year, ZIF brings together civilian experts working across EU institutions for professional and personal exchange. In April 2024, Sergey Lagodinsky, Member of the European Parliament, joined the discussion with the participants.

OSCE

In December 2024, under Malta's Chairmanship, the OSCE Ministerial Council appointed Feridun Sinirlioğlu (Türkiye) as the new Secretary General of the Organisation for Security and Co-operation in Europe (OSCE). New leadership was also appointed for the Office for Democratic Institutions and Human Rights (ODIHR), the High Commissioner on National Minorities and the Representative on Freedom of the Media. As in previous years, the OSCE was unable to adopt a regular budget. The mandates of its field missions were extended by one year – except for the mission to Moldova, which was prolonged by only six months due to a reservation by Russia. In the 'super election year' of 2024, ODIHR conducted 13 election observation missions across its participating states.



Agnes Bodens is seconded as a *Senior Governance Adviser* to the OSCE Mission to Serbia, where she works with government and civil society institutions on legal reforms, the promotion of democracy and environmental protection.

African Union

In the past year, the African Union (AU) aimed to make significant strides in deepening its cooperation with the United Nations and securing more sustainable financing for African-led peace operations. UN Security Council Resolution 2719, adopted in December 2023, in principle allows for up to 75 percent of these operations' costs to be covered by UN member states' assessed contributions. Despite intensive efforts, the AU and the UN were unable to reach agreement on the specific modalities of this funding mechanism. As a result, the future of the AU-led mission AUSSOM – launched at the turn of 2024-25 to succeed the ATMIS mission in Somalia – remains uncertain. Also unresolved is the question of subsidiarity on the African continent, specifically the division of labour between the AU and the sub-regional organisations, many of which assert leadership within their respective areas of responsibility. One notable achievement of the AU was the development of a declaration on climate, peace and security in Africa, which is expected to be adopted by member states in 2025. In parallel, the AU is preparing for the election of its six-member Commission and its new Chairperson – this time from East Africa – scheduled for early 2025.

NATO

In its 75th year, NATO is gearing up for turbulent times. Following Sweden's accession as the 32nd member of the military alliance in March 2024, the anniversary NATO summit in Washington was dominated by Russia's war against Ukraine, continued support for Ukraine and the security of the alliance's territory. The Summit Declaration reaffirmed the commitment to further strengthen NATO's capabilities for a new era of collective defence. International crisis management remains a key area of focus for NATO. The alliance is also adapting to the changing security landscape: In December, NATO announced plans to revise its 2015 strategy on hybrid warfare by the 2025 summit, partly due to a significant rise in sabotage acts within NATO territory in recent years. With the re-election of Donald Trump, who had been skeptical of the alliance during his first term, NATO faces a litmus test.

Super Election Year 2024

In 2024, our working environment was also shaped by the fact that roughly half of the world's population in 50 countries was called to the ballot box. This was also a record for ZIF: 344 of our election observers were deployed in 15 countries as part of EU and OSCE election observation missions, making a tangible contribution to strengthening democracy and human rights.



Election observation in remote locations: A ZIF election observer deployed with the OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Mongolia in June 2024.

1.2 Facts and Figures

German Contribution

6.11%

of the UN budget
(Permanent Mission, 2024)

11%

of the OSCE budget
(Federal Foreign Office 2024)

Police Contribution

70

police officers
(BMI, 2024)

Military Contribution

902

military personnel
(Bundeswehr, 2025)

Civilian Contribution

(seconded personnel only)

178

persons
98 men, 80 women
(ZIF, 2024)

Crises and Conflicts

>58,700

civilians were killed in conflicts in 2024.
(Global Humanitarian Overview, 2025)

↑25%

increase in **conflict events** 2024.
International and state violence account
for a significant share.
(ACLED, 2024)

40

of the **least peaceful countries**
are projected to grow
by an additional

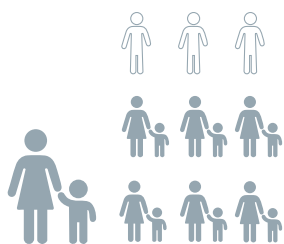
1.3 billion

people by 2050.

———— Meaning that ———→

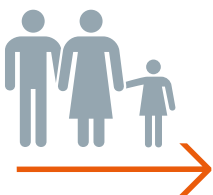


nearly **half of the global population**
could be living in
conflict-affected countries.
(Institute for Economics & Peace, 2024)



7 out of 10

civilians killed are women and children.
The proportion of **women killed** in 2023 has doubled compared to the previous year, the proportion of **children killed** has tripled.
(UNHCR, 2024; UN Security Council, 2024)



122.6 million

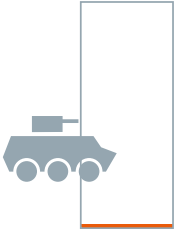
people are **forcibly displaced**, and the number is rising.
That is **1 in 67 of all people**.
There have never been this many before.
(UNHCR, 2024; Global Humanitarian Overview, 2025)

49.6 billion

US dollars were spent on **peacebuilding measures**.
(Global Peace Index, 2024)

2.443 trillion

US dollars:
total military expenditure worldwide

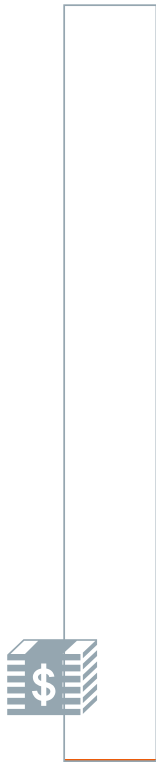


2.03 %

of the **worldwide military expenditure**
(SIPRI, 2024)

18 trillion

US dollars:
wealth of all billionaires 2024

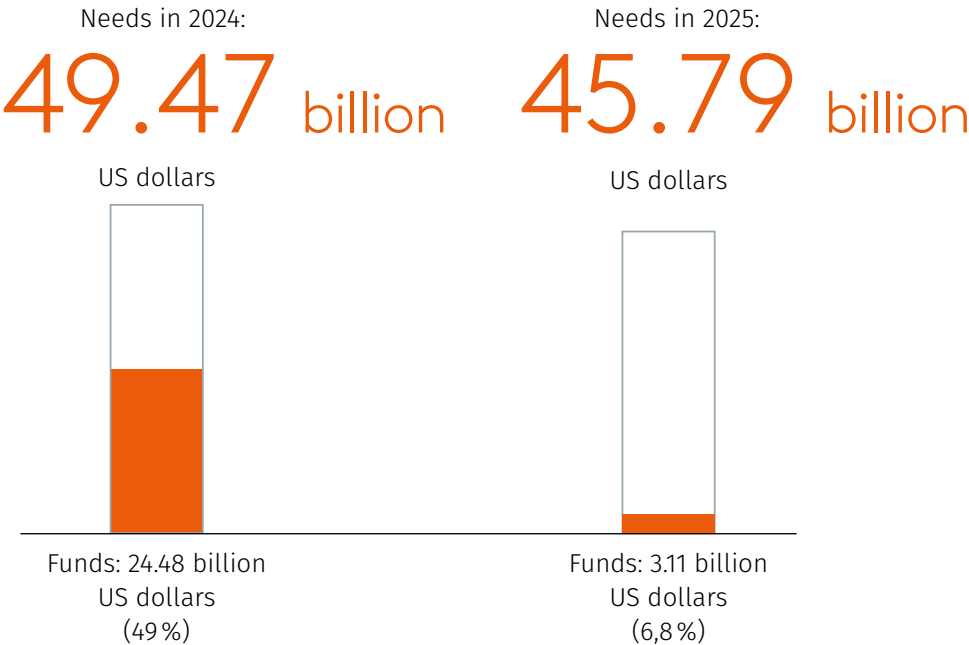


0.33 %

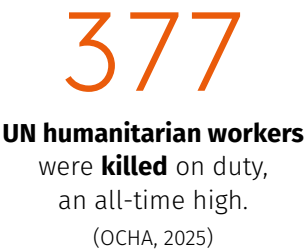
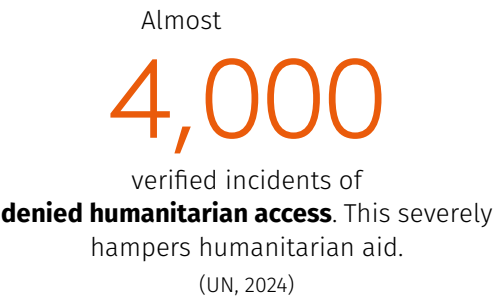
of combined assets of all **billionaires**.
(Oxfam, 2025)

That is →

Humanitarian Aid



There is an enormous **funding gap** for humanitarian aid. Women and girls are especially affected by this shortfall. (Global Humanitarian Overview, 2025; OCHA, 2025)

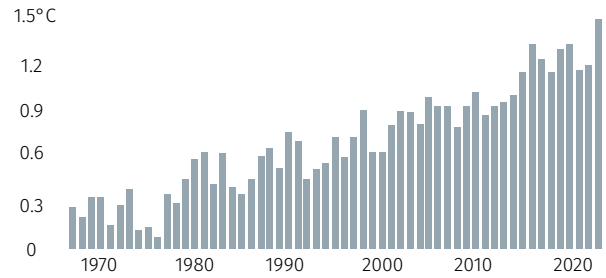


Climate and Security

↑ 1.6 °C

marked the increase in the global average temperature in 2024 compared to pre-industrial levels – surpassing, for the first time, the 1.5 °C limit agreed in the **Paris Agreement**.

(Copernicus, 2025)



The 4

most significant global risks are directly attributable to **climate change**.

(World Economic Forum, 2025)



4 billion

people, roughly half of the world's population, are already **affected by water shortages** at least temporarily each year.

(UNESCO, 2025)

Water scarcity is fuelling conflicts worldwide.

(Heinrich Böll Stiftung, 2025)

2.33 billion

people are affected by moderate or severe **food insecurity**. Armed conflicts and the consequences of climate change are major drivers of malnutrition.

(UNICEF, 2024)

> 242 million

children were affected by **school disruptions due to extreme weather events** in 2024.

This exacerbates the existing education crisis.

(UNICEF, 2025)



38 trillion

US dollars is the estimated amount of **damage** caused by **climate change** each year globally.

1/6

of this sum would be required to implement **climate protection measures** that would limit global warming to 2°C.

(Potsdam Institute for Climate Impact Research, 2024)

By 2030

1.8 trillion

US dollars will be needed annually for the **Global South** to adapt to and mitigate the **consequences of climate change**.

300 billion

have been pledged.
(Politico, 2024)



of **global emissions** are caused by **military activities**. Armed conflict and climate change are directly linked and mutually reinforcing. If all armed forces combined were a country, it would have the **4th largest carbon dioxide footprint** in the world.

(Crisis Group, 2021;
Conflict and Environment Observatory, 2022)

2

ZIF in 2024



2.1 Key Areas of Focus

The global increase in crises and conflicts, coupled with a sharp decline in funding for humanitarian aid and civilian crisis management in the German federal budget, also shaped ZIF's work in 2024. In close coordination with the Federal Foreign Office, we prioritised secondments in line with Germany's **foreign policy focus areas**. In the reporting year, particular emphasis was placed on the Humanitarian Development Peace (HDP) Nexus, climate and security, accountability and international crime, as well as the Women, Peace and Security (WPS) agenda.

In 2024, ZIF continued to support the **implementation of Germany's Feminist Foreign Policy** through targeted secondments – such as a *Gender Advisor* to EUAM Iraq and a *Senior Advisor on Investigation of Conflict Related Sexual Violence* to EUAM Ukraine – as well as through a focused effort to recruit and deploy qualified female experts. Women accounted for around 50% of all newly filled positions in 2024. We also developed a **briefing note on operationalising** Feminist Foreign Policy in peace and humanitarian missions. Since early 2024, ZIF has been offering a Women's Circle for female civilian experts as an internal measure to promote female empowerment. In our public outreach, we placed greater emphasis on highlighting the work of seconded women and on topics related to gender and the WPS agenda.



The rise of **hybrid warfare** demands new expertise in the cyber domain as well as in countering mis- and disinformation. ZIF was able to strengthen its capacities in this field through secondments such as a *Head of Hybrid Threats and Cyber Security Component* to EUPM Moldova and a *Policy Officer for Strategic Communication Campaigns* to the European External Action Service (EEAS). Additionally, ZIF developed a **practical guide on dealing with harmful information in mission contexts**, which was shared with all seconded personnel. Our internal **winter learning day** at ZIF was also dedicated to the topics of disinformation and social engineering, featuring expert input from the investigative newsroom 'correctiv' and from the German domestic intelligence services.

At the same time, ZIF made **expertise and insights from missions** readily available to political decision makers. In cooperation with members of parliament, briefings on specific missions, regions, and topics were held in the **German Bundestag** – for instance on EUAM Ukraine, unresolved conflicts in the Black Sea region, and peace mediation. A notable innovation was the **launch of ZIF Xchange**, a new format that promotes cross-organisational and interdisciplinary knowledge exchange while contributing to the implementation of foreign policy priorities through concrete recommendations. One such Xchange focused on EU-UN cooperation in the field of peace and security, resulting in actionable input for a new three-year cooperation framework (UN-EU Priorities 2025-27). Another expert exchange on transitions and peacebuilding translated diverse perspectives into recommendations for the UN Peacebuilding Support Office (UN PBSO).

The year 2024 was heavily influenced by discussions on the future of peace operations. Key events such as the Dialogue Format for Deputy Special Representatives of the UN Secretary-General (DSRSG) and the **Challenges Annual Forum** (#CAF24), both co-hosted by ZIF, fit perfectly into the political sequence between the adoption of the UN Pact for the Future in September 2024 and the upcoming **UN Peacekeeping Ministerial** in May 2025. In October, 14 DSRSGs ‘unpacked’ the Pact for the Future and the challenges of a shifting geopolitical situation with regard to future peace operations. The findings were directly integrated into the conceptualisation and design of the Challenges Annual Forum. This event, a highlight of the year, is discussed in detail in Chapter 6.

In addition to ZIF’s national and international networks, our governing bodies – the **Supervisory Board**, the **Shareholders’ Assembly** and the **International Advisory Board** – play an important role in supporting our mandate. They provide valuable guidance from their respective perspectives, helping to shape our strategic direction and operational work. We would especially like to thank the outgoing Supervisory Board for its valuable collaboration during the 20th legislative period.



The highly distinguished International Advisory Board of ZIF convened on June 6 and 7, 2024. Various speakers provided valuable insights on topics such as local participation in peace processes (pictured: Sanam Naraghi-Anderlini, Founder and CEO of the International Civil Society Action Network).



On Election Observation Day, 130 ZIF election observers engaged in discussions on trends and challenges shaping this crucial element of democracy.

In the context of the **'super election year'**, ZIF hosted its third **'Election Observation Day'**. Over 130 active election observers, deployed by ZIF, participated in the event. The format kicked off with a lively panel discussion on the future of election observation missions and the increasing pressure on democratic systems. This was followed by interactive workshops delving into topics such as Fake Observation, Social Engineering, Disinformation and Social Media. The event concluded with a speech by **Minister of State Dr. Anna Lührmann**, who underscored the importance of free and fair elections, and the crucial role of election observation missions in fostering stable democracies. In 2024, nearly half of the world's population was called to vote in over 50 countries. ZIF deployed 333 election observers to OSCE missions, 11 to EU missions, and provided 11 core team members.



Minister of State and Chairperson of ZIF's Supervisory Board, Dr. Anna Lührmann, delivered a keynote on the occasion of Election Observation Day, November 20, 2024.

In an era marked by increasing polarisation and fragmentation, strong **networks and alliances** play a pivotal role. Through the signing of two Memoranda of Understanding (MoU), ZIF established new partnerships in the **ASEAN** region. To kick off these new collaborations, ZIF organized a peer-to-peer seminar on peace-building and dialogue with the ASEAN Institute for Peace and Reconciliation (ASEAN-IPR) and a seminar on the Women, Peace and Security (WPS) agenda for the Parliamentary Centre of Asia (PCAsia).¹ In New York and Berlin, partnerships were also nurtured and further developed. A new agreement with the **UN Secretariat** paves the way for future secondments to additional UN entities. In Berlin, ZIF hosted the first meetings of the **HDP Nexus Community of Practice** in 2024. This platform brings together German organisations and think tanks from the fields of humanitarian aid, development cooperation and peace work, as well as representatives from the Federal Foreign Office and the Federal Ministry for Economic Cooperation and Development. The goal is to foster technical exchanges on the practical implementation of the HDP Nexus approach in the field and to develop well-founded recommendations for political decision-makers and the organisations themselves.

¹ See also Chapter 8: Enhancing mediation and dialogue capacities



As part of the new partnership with ASEAN-IPR, a peer exchange on mediation and dialogue engagement was jointly developed and conducted. Special emphasis was placed on issues related to process design and the strengthening of the WPS agenda.



Mission visits are an integral part of ZIF's duty of care. In Brussels, numerous secondees work, among others, in the European External Action Service or at NATO. An exchange on current topics is on the agenda for the ZIF delegation – pictured here is an input by ZIF Deputy Director Dr. Katja Niethammer.

The close integration of humanitarian aid and peace missions has also been reflected in ZIF's internal organizational structure since April 2024: the former teams of Analysis and International Capacity Development have merged into **Policy, Partnerships and Innovation**; humanitarian secondments have been integrated into the Human Resources team. This restructuring better consolidates in-house expertise, maximizes synergies and streamlines workflows.

High-quality **deployment preparation and support**, including tailored in-mission training, significantly contributes to the successful implementation of mandates in challenging contexts. The core business of team Training lies in conducting established **foundational training for mission preparation**, such as the *Comprehensive Core Course* (CCC) and the *Hostile Environment Awareness Training* (HEAT), which saw particularly high training volumes in 2024. Demand is also on the rise for **in-mission trainings**, specifically designed and adapted by ZIF for the particular mission context and tailored to specific needs. In 2024, ZIF conducted three *Team and Conflict Management* trainings: one for **EUAM Ukraine** in Kyjiw and another, in cooperation with the Federal Police Academy, for **EULEX Kosovo** in Pristina. Furthermore, the online module on *Stress Management and Resilience* for EUAM Ukraine mission personnel continued, and a new *Psychological First Aid* course was successfully piloted. Several **specialized trainings** were also implemented, such as those on HDP and the Youth, Peace and Security (YPS) agenda. In close cooperation with the *European Security and Defence College* (ESDC) and the *Working Group on CSDP Missions and Operations Training* (WG-MOT), ZIF actively contributes to the **standardization and quality assurance** at the European level. Additionally, an extensive **deployment preparations policy** was developed and introduced internally in 2024. This policy regulates the optimal integration of all cross-team processes related to mission preparation.

To promote the exchange of best practices and address security-related issues, the Security Team launched two new dialogue formats. At the partner level, security experts from the Crisis Management Centre Finland (CMC), the Folke Bernadotte Academy Sweden (FBA), the German Federal Police, and ZIF now meet regularly as part of the so-called **Security Quad**. At the level of secondees, a dedicated exchange format has been established, focusing on regional security developments and situational updates. As part of its **mission visits**, ZIF also closely monitored and supported the living and working conditions of civilian experts. Staff travelled to headquarters of host organisations (Brussels, Vienna, and New York) as well as to field missions in countries such as Armenia, Kosovo, Serbia, Iraq, and Ethiopia.

The Public Relations team brought the **realities of deployments** to life through portraits, interviews, and personal statements from secondees, while also promoting key topics like climate security and humanitarian aid via targeted **social media campaigns**. In a time of growing crises and limited resources, increasing the **visibility** of ZIF's work – and situating it as vital component of the German government's civilian crisis management – is more important than ever. To this end, we continued to expand our strategic communications, for instance through the Berlin Crisis Communication Network. The new format '**Peace Experts in Dialogue**' enables ZIF to connect (former) civilian experts with schools, universities, and other institutions for talks and workshops. This helps to raise broader awareness and understanding of multilateral crisis management and civilian peacebuilding beyond the expert community. In January 2024, ZIF launched a monthly **newsletter**, offering its nearly 4,000 subscribers insights into our work and current themes. A special highlight in 2024 was once again the annual **Peacekeeping Day**, where three Civilian Peacekeepers of the Year were honoured by the Federal Ministers of Foreign Affairs, Defence, and the Interior on behalf of all deployed experts. The 2024 ceremony focused on UN missions, with 47 ZIF secondees attending the event in person.



Integrated action in crisis management – integrated recognition of service: uniformed and civilian German peacekeepers together with Federal Minister of the Interior Nancy Faeser and ZIF Executive Director Dr. Astrid Irrgang at the Peacekeeping Day 2024, hosted by the Federal Ministry of Defense (FMOD).

A solid **administration** is essential for successful secondments and strong impact. In addition to managing demanding day-to-day operations, ZIF successfully completed six external **audits** in 2024, as well as an external personnel needs assessment, including comprehensive monitoring and reporting. Complex legal matters were dealt with, and the transition to a new payroll provider was carried out. Further important steps were taken to enhance the digital work environment. With the establishment of an internal **Sustainability Task Force**, ZIF is meeting the requirements of the *Public Corporate Governance Codex* and is developing new guidelines for sustainable organizational management.

2.2 ZIF in Numbers

14

business trips to the **headquarters** of host organisations and field missions

8

(former) ZIF secondees engaged throughout Germany as '**Peace Experts in Dialogue**', mainly at schools

5

ZIF XChanges, e.g., on peacebuilding, transitions, and UN-EU cooperation in the field of peace and security

12

editions of the newsletter distributed to an average of **3,875 subscribers**

899

applications to pool openings in the areas of expertise **of peace operations, humanitarian missions** and **election observation**

13

social media campaigns, among others on the topics of elections and election observation, civil-military cooperation, WPS and the opening of the ZIF Expert Pool

5

fairs and public stands presenting the mandate and work of ZIF

4

network meetings on **crisis communication** with foreign policy think tanks

40

events of various formats organised by ZIF

18,595

follower on LinkedIn, a 27% increase compared to 2023, and **328 posts**

18

secondees portraits in the form of profiles and videos, including **13 women**

39

training courses, coachings & workshops, an increase of 34% compared to 2023

9

parliamentary briefings covering international peace operations, crises and trends in countries of operation – **for parliamentarians** and staff of the **German Bundestag**

569

participants in **trainings & workshops**, of which 49% were women and 30% internationals

10

regional exchange formats with ZIF secondees on **security matters**

3

Secondment Activities



3.1 Secondments 2024

(sorted by International Organization, as of 31.12.2024)

OSCE Peace Operations	m	f	Total	Organization of American States (OAS)	m	f	Total	European Commission	m	f	Total
OSCE Programme Office in Dushanbe	3	1	4	MAPP Colombia	2	2	4	Directorate-General Neighbourhood and Enlargement Negotiations (DG NEAR)	0	2	2
OSCE Mission in Kosovo	1	1	2	EU / CSDP Missions	m	f	Total	Foreign Policy Instruments	0	1	1
OSCE Mission to Serbia	1	1	2	EUAM Ukraine	10	4	14	UN Secretariat	m	f	Total
OSCE Mission to Bosnia and Herzegovina	1	1	2	EUMM Georgia	3	3	6	United Nations System Staff College	1	0	1
OSCE Mission to Skopje	2	0	2	EUMA Armenia	3	4	7	Complex Risk Analytics Fund	0	1	1
OSCE Mission to Moldova	0	2	2	EUCAP Somalia	6	0	6	UNU-CPR	0	1	1
OSCE Project Co-Ordinator in Uzbekistan	0	1	1	EULEX Kosovo	1	3	4	UN Peace Operations	m	f	Total
OSCE Mission to Montenegro	1	0	1	EUAM Iraq	2	2	4	UNMISS	0	2	2
OSCE Presence in Albania	0	1	1	EUSDI Gulf of Guinea	1	1	2	UNSOM	0	2	2
OSCE Programme Office in Astana	1	0	1	EUPOL COPPS	3	1	4	UN Development Programme (UNDP)	m	f	Total
OSCE Secretariat and Institutions	m	f	Total	EUPM Moldova	1	1	2	UNDP Lebanon	0	2	2
OSCE Secretariat	6	6	12	EUAM RCA	2	0	2	UN International Children's Fund (UNICEF)	m	f	Total
OSCE Office for Democratic Institutions and Human Rights (ODIHR)	2	2	4	EU NAVFOR Somalia	2	0	2	UNICEF Palestine	1	0	1
OSCE Representative on Freedom of the Media (RFoM)	0	1	1	EUBAM Libya	1	0	1	UNICEF Niger	0	1	1
OSCE High Commissioner on National Minorities (HCNM)	0	1	1	EUBAM RAFAH	1	0	1	UN World Food Programme (WFP)	m	f	Total
OSCE Parliamentary Assembly	1	0	1	EUCAP SAHEL Mali	1	0	1	WFP Jordan	1	0	1
Foreign Governments	m	f	Total	European External Action Service (EEAS)	m	f	Total	WFP Zambia	0	1	1
Maltese OSCE Chairmanship	1	1	2	EEAS outside CPCC	4	9	13	WFP Uganda	1	0	1
Special Courts	m	f	Total	EEAS within CPCC	5	2	7	WFP HQ	1	0	1
International Criminal Court	5	1	6	EU Special Representatives (EUSRs)	m	f	Total	UN Office for the Coordination of Humanitarian Affairs (OCHA)	m	f	Total
Kosovo Specialist Chambers and Specialist Prosecutor's Office	3	0	3	EUSR for the South Caucasus and the crisis in Georgia	1	1	2	OCHA Somalia	0	1	1
Special Criminal Court for the Central African Republic	2	0	2	EUSR for the Horn of Africa	0	1	1	OCHA Ethiopia	0	1	1
Council of Europe	m	f	Total	EUSR for Central Asia	1	0	1	NATO	m	f	Total
Council of Europe HQ	1	2	3	EUSR for the Belgrade-Prishtina Dialogue and other Western Balkan regional issues	0	1	1	NATO Mission Iraq	0	1	1
Register of Damage Caused by the Aggression of the Russian Federation Against Ukraine	0	1	1	EUSR for the Sahel	1	0	1	NATO HQ	4	1	5
Council of Europe Office in Tirana	0	1	1	EUSR for the Middle East Peace Process	1	0	1	NATO Liaison Office Moldova	0	1	1
Council of Europe Office in Chişinău	1	0	1	EU Delegations	m	f	Total	Substantial NATO Georgia Package – DIBS	1	0	1
Office of the High Representative in Bosnia and Herzegovina (OHR)	m	f	Total	Delegation of the European Union to China	0	1	1	DCB Package for Bosnia and Herzegovina	1	0	1
Office of the High Representative in Bosnia and Herzegovina	1	0	1	Delegation of the European Union to New York	1	1	2				
				Delegation of the European Union to Nigeria	0	1	1				
				European Economic and Trade Office in Taiwan	1	0	1				

in Peace Operations

85

in Headquarters

39

in Humanitarian Operations

8

Other

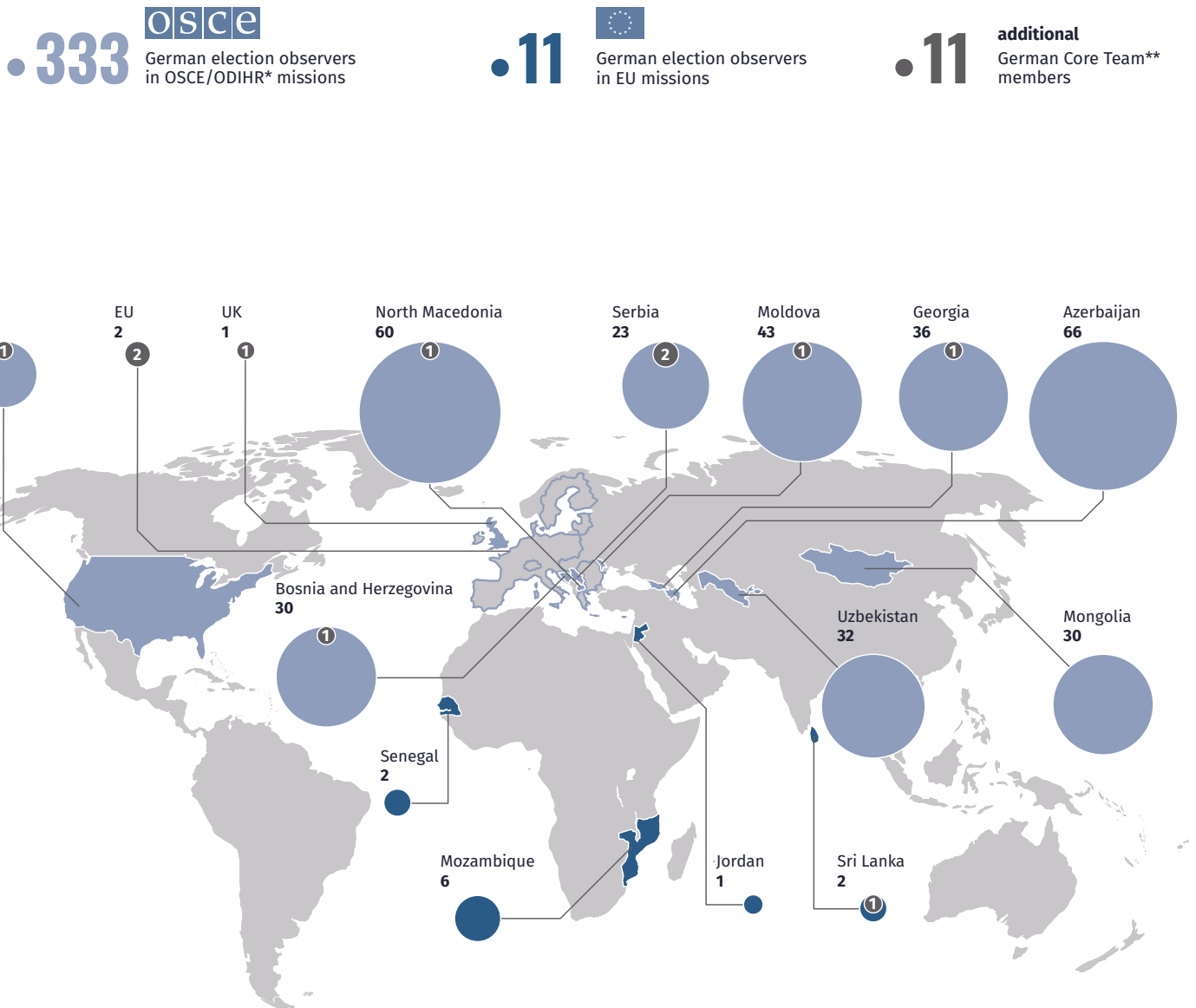
46



178
Total

3.2 Election Observation 2024

Election observation is one of the core instruments for promoting democracy, human rights and the rule of law. German election observers for OSCE and EU missions are selected, prepared and deployed by ZIF.



* The Office for Democratic Institutions and Human Rights (ODIHR) is responsible for OSCE election observations.

** Core Team members are selected directly by the respective organizations and are not nominated through ZIF.

Data/Source: Center for International Peace Operations (as of 11/2024)

3.3 Trainings and Coachings

Workshop on
**Self and Others:
Exploring Identity,
Bias, and Power in
Peace Operations**

15

participants

3x **Short Term
Election Observer
Training**

50

participants

Workshop on
Desinformation

12

participants

4x **Comprehensive
Core Course with the
Training Partner Platform**

78

participants

2x **Humanitarian
Aid Briefing**

25

participants

2x newly developed
HEAT Refresher

29

participants

**Long Term
Election Observers
Training**

16

participants

**Youth, Peace
and Security
Training**

11

participants

4x **Hostile Environment
Awareness Training**

87

participants

2x **HDP-Nexus
Training**

29

participants

Workshop on
Resilience

8

participants

Leadership Course
with the **Training**
Partner Plattform

10
participants

Workshop on
Masculinity in Crisis

9
participants

4x In-mission Training:
Team and Conflict
Management

54
participants

Workshop on
Conflict-Related
Sexual Violence

12
participants

3x Stress Management
Training for
EUAM Ukraine

34
participants

Pre-Deployment
Training

17
participants

2x Women, Peace and
Security (WPS) and Gender in
Peace Operations – Reflecting
Leadership Roles

32
participants

Conflict Analysis
Training

18
participants

3x
Psychological
First Aid

35
participants

The in-mission training for EULEX Kosovo was conducted within the framework of the German Training Partner Platform and in cooperation with the European Security and Defence College (ESDC). In December 2024, Predrag Tapavicki, Head of Team Training, and Markus Feilke from the German Federal Police Academy in Lübeck led a workshop on Team and Conflict Management in Pristina.



4

Policy, Partnerships and Innovation



4.1 Events, Dialogues and Briefings

ZIF Events and Side Events (selection)

- **Eight Parliamentary Breakfasts/Briefings** in the **German Bundestag** with senior leadership from headquarters and missions, including on EUMA Armenia, EUAM Ukraine, OSCE, EUSR Horn of Africa, disinformation, reconciliation work in Bougainville, and a virtual format on OSCE field operations in the Western Balkans
- Five **ZIF Xchanges**, including on peacebuilding, transitions, women and youth in peace processes, and UN-EU cooperation in the field of peace and security
- Side event with the Stockholm International Peace Research Institute (SIPRI) at the **Munich Security Conference**: 'Breakfast Discussion: Redouble or Retreat? Rethinking Peace Operations in Africa', and moderation of the session 'Peace Operations'
- **Challenges Annual Forum 2024**: 'Shaping the Next Generation of Peace Operations'
- Breakfast event 'Aspiring to Agility – New Models for UN Peace Operations' for UN mission leaders (SRSGs)
- **DSRSG Dialogue**: 'Unpacking the Pact' with 14 Deputy Special Representatives of the UN Secretary-General on current challenges and developments in UN peace operations
- Side Event at the **Berlin Climate Security Conference** on 'Impact through partnership: How international and regional organisations can advance the Climate, Peace and Security agenda', in cooperation with SIPRI, FBA, and CMC



At the 2024 Munich Security Conference, ZIF hosted a breakfast discussion titled 'Redouble or Retreat? Rethinking Peace Operations in Africa', in collaboration with the Swedish partner institute SIPRI.

- German **HDP Nexus Community of Practice** in collaboration with the Center for Humanitarian Action (CHA)
- **Election Observation Day**, laudatory speech by Minister of State Dr. Anna Lührmann
- Co-hosting of three panels at the **Stockholm Forum** on Climate Security, CSDP, and the New Agenda for Peace
- Training for alumni of the **International Diplomatic Training** (1-DA)
- **Expert Dialogue** on the role of Türkiye role in the extended Black Sea region
- **SWP-ZIF Round Table** on Transnational Organised Crime
- Peer Coaching for the **Deputy Heads of Mission of OSCE field presences** in the Western Balkans and Moldova
- **Security Quad** Meeting with CMC and FCDO
- **ZIF Learning Day** with a focus on Social Engineering, Disinformation and Fake News
- Cooperation with Dr. Hannah Strohmeier (**Charité Berlin**) on the effects of racism in humanitarian aid on mental health. Screening of the documentary film 'Colour' at ZIF



ZIF co-hosted the Challenges Annual Forum 2024. Under the title 'Shaping the Next Generation of Peace Operations', high-level representatives from government agencies, training centres, think tanks, and research institutions met in Berlin in December 2024 to discuss the future of peace operations.

Briefings and Contributions for Third Parties (selection)

- Expert at the public hearing of the **Parliamentary Commission of Inquiry on Afghanistan**
- Expert in the **Subcommittee on United Nations, International Organisations, and Civilian Crisis Prevention**
- Briefing for the **Committee on Foreign Affairs** on the 'Use of Private Military Contractors in Armed Conflicts'
- Parliamentary Breakfast Briefing on '**Disinformation in West Africa** – Root Causes and Preventive Measures'
- Briefing for the **UN Working Group** of the Federal Association 'Peace and International Affairs' of Alliance 90/The Greens on peace mediation
- Input at the Development Policy Lunchtime Discussion of **CSU's Foreign and Security Policy Working Group**
- Lecture on Climate Security and Peace Operations at the Executive Seminar on Climate, Peace and Security of the **GFFO Diplomats College**
- Lecture at the **Annual Senior Officers' Seminar** in Geneva: 'Trends, Challenges and Opportunities: Strengthening Capacities for Future Peace and Security Interventions – Spotlight Focus: New Technologies in a Digital Age'
- Speaker at the evening event of **Women in International Security**
- **Input at the workshop on strategic communication** organised by the Platform for Civil Conflict Resolution



The civilian laureates in conversation with Foreign Minister Annalena Baerbock and the Chairman of the Bundestag's Foreign Affairs Committee, MP Michael Roth, on Peacekeeping Day 2024.

- Panel discussion at the annual conference of the International Working Group of the **Federal Association of German Foundations**
- Keynote speech on the HDP nexus at the **GFFO conference** 'Let's NEXUS Together – Impulses for Networked Approaches in Foreign Policy'
- Input at the panel discussion on 'No Security Without Women – New Impulses through Feminist Security Policy', **Friedrich Ebert Foundation** and Young GSP (Junge GSP)
- Input at the International Advisory Board of the **Austrian Center for Peace**, and participation in the Austrian Forum for Peace 2024
- Lecture on the CSDP at the Panel 'Germany's Role in Promoting Peace in the EU's External Action' organised by the European Peacebuilding Liaison Office (EPLO) and the Berghof Foundation
- Lecture at the annual conference of the **Platform for Civil Conflict Resolution**
- Input on UN missions at the expert exchange on the situation in Haiti at the GFFO
- Input at the interdepartmental seminar 'Integrated Crisis Engagement in Fragile States' at the Federal Academy for Security Policy

Governing Bodies

- Meeting of the ZIF Supervisory Board 02 July 2024
- Shareholders' Meeting 15 July 2024
- Meeting of the International Advisory Board 06–07 June 2024

ZIF and the Integrated Approach (selection)

- Hosting four **civil-military forums**
- **Peacekeeping Day**
- Meetings of the **FMOD Advisory Council on Leadership Development and Civic Education**, including a background discussion with Federal President Steinmeier
- Meetings of the **Working Group for International Police Missions** (AG IPM)
- Meeting of the national **Training Partners Platform** (TPP)
- Visitor groups and seminars with **youth officers** of the Bundeswehr and **military attachés** from the Federal Academy for Security Policy (BAKS)
- Lecture at the European Police Congress 2024
- Lecture for the German Police University of Applied Sciences
- Events of the Bundeswehr, including the Diversity Conference, Parliamentary Evening of the German Bundeswehr Association
- Participation at the **GFFO-GMOD** workshop on evaluating ongoing Bundeswehr missions
- Laudatory speech for book presentation 'German Blue Helmets in Africa' at the **Bundeswehr Centre for Military History and Social Sciences**

Contingent Meetings and Exchange with Secondees

- Expert exchange and interviews on Feminist Foreign Policy in the field
- Townhall on Social Engineering and Election Observation with the Federal Office for the Protection of the Constitution
- Ten contingent meetings on security topics: Africa and South America, the Balkans, Central Asia, the Near and Middle East
- Contingent meetings at the headquarters of host organisations: Brussels, Vienna, and New York
- Contingent meetings in the context of field visits to EUAM Ukraine, EUMA Armenia, EUAM and NATO Iraq, EULEX Kosovo, ICC and KSC/SPO The Hague, EUSR/Horn of Africa Ethiopia
- Virtual contingent meetings with EUAM Ukraine, MAPP Colombia, EUPM Moldova, missions in the Balkans, Central Asia and Somalia, as well as with ODIHR Warsaw
- Virtual contingent meeting on Climate and Security
- Virtual contingent meeting on Humanitarian Aid
- Meeting of the Berlin Election Observation Network
- Three virtual networking events 'Women's Circle' for female secondees

Fairs and Public Relations (selection)

- Career fair of the Federal Foreign Office in Berlin
- Career fair 'herCareer' in Munich
- 'Courage for the Future' congress organised by Alliance 90/The Greens
- Four network meetings on crisis communication
- Humanitarian Congress 2024 in Berlin
- 'Security Policy Marketplace' at BAKS
- 14 visitor groups at ZIF
- 328 postings on LinkedIn

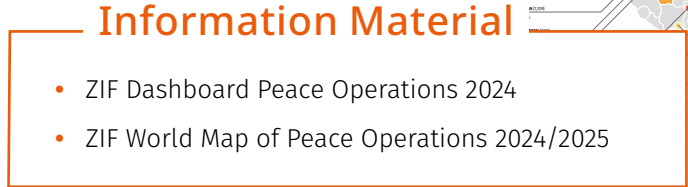
ZIF on Advisory Boards and Committees

- Advisory Council on Leadership Development and Civic Education of the German Federal Ministry of Defence
- UN Political Advisory Board of the German Federal Foreign Office
- International Advisory Board of the Austrian Centre for Peace
- Board of the German Foundation for Peace Research

ZIF kompakt (German)

- ## ZIF Briefing (German)

- ENGLISH
VERSION**



51

weekly ZIF Peace Operations Update

Interviews and Opinion Pieces (selection)

- Geneva Center for Security Policy: Ideas Notes 2030: Implications and Opportunities for United Nations Police. Harmful Information in the Context of Peace Operations
- UN DPPA: Workshop Report Multilateral Partnerships on Climate, Peace and Security
- Internationale Politik: Einsatz mit Zukunft
(*Deployment for the Future*)
- Tagesspiegel: Der vergessene Krieg im Sudan: Es ist mehr als humanitäre Hilfe nötig
(*The Forgotten War in Sudan: More than Humanitarian Aid*)
- FAZ: Sudan: Milliarden aus dem Goldhandel finanzieren den Krieg
(*Sudan: Gold Trade Billions Finance the War*)
- 55 Countries – der Afrika-Podcast: Beitrag zur Lage im Sudan
(*On the Situation in Sudan*)
- Heinrich-Böll-Stiftung: Podcast-Beitrag 'Grüner Sicherheitsbegriff: Das Konzept der menschlichen Sicherheit'
(*Green Security and the Concept of Human Security*)
- Caritas Dortmund: Podcast-Interview 'Einsatz für den Frieden – das ZIF in Berlin'
(*Deployment for Peace – ZIF in Berlin*)
- Polskie Radio: Interview on Disinformation in Peace Operations
- Bruchstücke: '2024, ein Schlüsseljahr für uns und die Ukraine'
(*2024, A Decisive Year for Us and for Ukraine*)
- Bruchstücke: 'Moskau mobilisiert deutsche Ängste'
(*Moscow Mobilises German Fears*)

5

Spotlight: Challenges Annual Forum 2024



5. Spotlight: Challenges Annual Forum 2024

In December 2024, ZIF co-hosted the 2024 Challenges Annual Forum (CAF24) in Berlin. The Challenges Forum is a global network of around 50 government agencies, training centres, think tanks and research institutions from 24 countries, all focused on peace operations. The annual conference brings together experts and policymakers to discuss current issues in the field of peace and security. CAF24 focused on the future of peace operations. Building on the momentum of the UN Pact for the Future, the forum aimed to contribute to the upcoming UN Peacekeeping Ministerial, the Review on the Future of All Forms of Peace Operations, and the Peacebuilding Architecture Review.



ZIF co-hosted the Challenges Annual Forum under the title 'Shaping the Next Generation of Peace Operations'. During the high-level panel, Benoît Pylser, Director of the Challenges Forum International Secretariat, Assistant Secretary-General Elizabeth Spehar, Per Olsson Fridh, Director General of the Folke Bernadotte Academy, and State Secretary Susanne Baumann engaged in a dynamic discussion on the future of peace operations.

There was broad consensus on the indispensable role of the United Nations in establishing and maintaining international peace and security. At the same time, it was widely acknowledged that multilateral conflict resolution tools must continually adapt to evolving contexts and political realities. Through expert panels, interactive sessions, and a future simulation, the 120 high-level participants developed key recommendations across three thematic areas:

1.

Sustainable Political Solutions for Successful Peace Operations

Successful peace operations require a sound political strategy and sustained support. This includes strong backing from the UN Security Council through clear, prioritised, and realistic mandates as well as reliable, long-term, and flexible funding. Diplomatic support at the local, national, regional and international levels, especially through broad coalitions of member states, is also vital for achieving lasting peace.

Participants at CAF argued for a more balanced distribution of responsibility for peace operations among the Security Council, host countries, and the missions themselves. The authority of the Security Council could be strengthened through expanded consultations with member states, a great number of penholders, and enhanced regional cooperation in line with Chapter VIII of the UN Charter. In addition, both the UN General Assembly and the Peacebuilding Commission should be more systematically involved in the mandate-setting process.

2.

Operationalising Adaptable and Effective Peace Operations

Peace operations must be flexible enough to navigate increasingly complex environments. This requires modular approaches that enable the United Nations to leverage the full spectrum of capabilities within the UN system, including short-term deployments and partnerships with regional organisations and international financial institutions. Structural and operational coherence between UN peacekeeping missions and Special Political Missions must be strengthened. The upcoming Review on the Future of All Forms of Peace Operations and the Peacebuilding Architecture Review present a unique opportunity to advance this agenda.



The Challenges Annual Forum also provides space for local perspectives: Asmao Benzies Leo, women's rights activist and founder of the Centre for Nonviolence and Gender Advocacy in Nigeria (CENGAIN), shared her insights.

3.

Enhanced Integration and Strategic Coherence in Peacebuilding

Peace operations are increasingly confronted with complex threats stemming from rapidly evolving conflict situations. Renewed investment in diplomacy, prevention, and sustainable peace is therefore essential. Stronger alignment between peace operations, the UN's prevention agenda and the 2030 Agenda, as described in the Pact for the Future, is crucial. At the same time, the involvement of a wide range of actors poses a challenge to strategic integration. The key lies in recognizing that sustainable peace is a shared responsibility across all UN entities. This includes anchoring peacebuilding efforts at the local level and promoting a shared strategic vision that reflects national priorities. Flexible, predictable, and multi-year funding is critical. Pooling resources and aligning them with national prevention strategies will further enhance the effectiveness of peacebuilding approaches.

Ultimately, UN leadership must be creative, propose bold ideas, and be willing to take risks. The participants of CAF24 demonstrated a unique dedication to contribute to this process with courage and innovation.

6

Opportunities, Risks and Prospects



6. Opportunities, Risks and Prospects

We anticipate that the trends and disparities outlined above will intensify further in 2025 – particularly in light of growing geopolitical polarisation and significant cuts to funding for humanitarian aid, development, and peace efforts as a result of the policy direction of the new U.S. administration.

As Europe's largest economy, Germany bears a unique responsibility. In Paris, Warsaw, Kyjiw, and Brussels, there is a clear expectation that Germany will act with courage, strategic foresight, and a creative European commitment to joint action.

With ZIF, the German government has its own globally renowned instrument. As a centre of expertise and seconding organisation for multilateral peace operations, ZIF should be expanded in the coming years – and strengthened with adequate funding and political backing.



Civilian experts deployed with the EU Monitoring Mission (EUMM) in Georgia contribute to security and confidence-building, through patrols and their presence even in remote mountain regions. Their reports provide political decision makers in Brussels with critical insights into regional developments.



Germany supports the EUMM by providing both civilian experts and police officers.

The costs of maintaining this civilian expertise and capacity are relatively modest – especially in comparison to military deployments – while the value of well-trained, seconded personnel is immediate and tangible.

ZIF's secondees contribute to ensuring that international organisations remain operational and effective. They create spaces for engagement and open access through their presence, professionalism, and reliability.

Looking ahead to 2025, we are driven above all by determination to continue working with full commitment, together with our secondees and partners, towards our mission: 'To strengthen civilian international crisis prevention, conflict resolution, and peacebuilding as a contribution to peaceful coexistence within the international community.'

7

Funding



7. Funding

2024 budget in EUR

7,116,000

Institutional

26,426,000

Secondments

329,000

Third-party funds

Donor: Federal Foreign Office

8

Third-Party Funded Project



8. Third-Party Funded Project

Strengthening Mediation and Dialogue Capacities

Funding amount:

During the funding period (01 August 2023 – 30 June 2025):
1,149,420.00 EUR

Donor:

Federal Foreign Office

Goals (until 31.12.2024)

Increasing the effectiveness of (international) mediation and dialogue processes, including through:

- Strengthening **expertise in the field of peace mediation**;
- Promoting **knowledge exchange** among actors engaged in mediation;
- Establishing **strategic partnerships** with national and international stakeholders for **training initiatives, expert exchange formats**, and **operational support of selected mediation, negotiation and dialogue processes**.

Activities 2024

• **Strengthening and Expanding Capacity-Building Activities:**

In close collaboration with the Mediterranean Academy of Diplomatic Studies (MEDAC) in Malta and as part of the Foreign Office's Attaché program, ZIF provided foundational training in peace mediation. Additionally, together with ETH Zurich, ZIF conducted a mediation training for German, Swiss and Finnish mid-career diplomats. New partnerships were also strategically built, and innovative, practice-oriented formats were introduced, such as the ZIF Mediated Peace Agreement Lab, in collaboration with the international diplomats training program of the Foreign Office, and the Parliamentary Mediation and Negotiation Training with a focus on Women, Peace and Security, in partnership with the Parliamentary Centre of Asia (PCAsia).

• **Development and Internationalisation of Peer Formats:**

Proven peer formats with long-standing partners, such as PCAsia and the European External Action Service, were successfully continued. A major milestone was the inaugural implementation of a peer coaching format with leaders of CSDP missions and deputy heads of OSCE missions in the Western Balkans and Moldova. Moreover, the network was expanded through new partnerships in the ASEAN region. In collaboration with ASEAN-IPR and members of the ASEAN Women for Peace Registry (AWPR), ZIF organized a peer exchange on Peace Facilitation and Dialogue.

• **Knowledge Transfer at the Intersection of Foreign Policy and Peace Mediation:**

In 2024, ZIF concluded its dialogue series on unresolved conflicts in the extended Black Sea region with a parliamentary evening in the German Bundestag. This event brought together members of parliament, academic staff, and experts to discuss the various topics of the series. Additionally, a new format on the climate change-mediation nexus was established, taking into account foreign policy priorities. The results of the expert exchange were summarized in a ZIF briefing which includes policy recommendations.

• **Tailored Process Support in Sensitive Conflict Contexts:**

In close collaboration with civil society representatives and regional government officials, ZIF developed and implemented a series of workshops to support the transition process following the independence referendum in Bougainville, Papua New Guinea.

- **Continuous Enhancement of Strategic Partnerships:**

Various capacity-building measures and expert exchange formats were carried out in close cooperation with national and international partners. In light of the growing political importance of the ASEAN region, the expansion of the network through the signing of MoUs with ASEAN-IPR and PCAsia has proven to be a significant added value.

Together with its Australian partner organisation PaCSIA, ZIF held a series of workshops on Bougainville to support the transition process following the 2019 independence referendum. Bougainville, a former German colony, is of particular interest to the German government due to its geopolitical location and the ongoing process of addressing the legacy of colonialism.



The design of Truth and Reconciliation Commissions, drawing on international examples, was a key focus of the work on the ground. The perspective of local women was an integral part of the workshop.

List of Abbreviations



List of Abbreviations

ACLED	Armed Conflict Location and Event Data	EU NAVFOR	EU Naval Force
AG IPM	Working Group for International Police Missions	EUAM	EU Advisory Mission
ASEAN	Association of Southeast Asian Nations	EUBAM	EU Border Assistance Mission in Rafah
ASEAN-IPR	ASEAN Institute for Peace and Reconciliation	EUCAP Sahel Mali	EU Capacity Building Mission in Mali
ATMIS	African Transition Mission in Somalia	EULEX	EU Rule of Law Mission in Kosovo
AU	African Union	EUMA	EU Mission in Armenia
AUSSOM	African Union Support and Stabilization Mission in Somalia	EUMM	EU Monitoring Mission in Georgia
AWPR	ASEAN Women for Peace Registry	EUPM	EU Partnership Mission in Moldova
BMI	German Federal Ministry of the Interior and Community	EUPOL COPPS	EU Police Mission in the Palestinian Territories
BMZ	German Federal Ministry for Economic Cooperation and Development	EUSDI	EU Security and Defence Initiative in support of West African countries of the Gulf of Guinea
CAF24	Challenges Annual Forum 2024	EUSR	EU Special Representative
CCC	Comprehensive Core Course	EUTM	EU Training Mission
CENGAIN	Centre for Nonviolence and Gender Advocacy in Nigeria	FBA	Folke Bernadotte Academy
CMC	Crisis Management Centre	FCDO	Foreign, Commonwealth and Development Office
CPCC	Civilian Planning and Conduct Capability (EU)	FES	Friedrich Ebert Foundation
CRSV	Conflict-Related Sexual Violence	FFP	Feminist Foreign Policy
CSDP	EU Common Security and Defence Policy	FMOD	German Federal Ministry of Defence
CSU	Christian Social Union	FRG	Federal Republic of Germany
DCB	Defence and Related Security Capacity Building	GCSP	Geneva Centre for Security Policy
DG NEAR	Directorate-General for Neighbourhood and Enlargement Negotiations	GFFO	German Federal Foreign Office
DGAP	German Council on Foreign Relations	GSP	German Society for Security Policy
DHoM	Deputy Head of Mission	HBS	Heinrich Böll Foundation
DIBS	NATO Defence Institution Building School	HCNM	High Commissioner on National Minorities
DSRSG	Deputy Special Representative of the UN Secretary-General	HDP Nexus	Humanitarian Development Peace Nexus
EEAS	European External Action Service	HEAT	Hostile Environment Awareness Training
EP	European Parliament	HoM	Head of Mission
EPLO	European Peacebuilding Liaison Office	HQ	Headquarter
ESDC	European Security and Defence College	ICC	International Criminal Court
EU	European Union		

KFOR	Kosovo Force
LTO	Long-Term Election Observation
MEDAC	Mediterranean Academy of Diplomatic Studies
MINUSMA	UN Multidimensional Integrated Stabilization Mission in Mali
MONUSCO	UN Organization Stabilization Mission in the Democratic Republic of Congo
MoU	Memorandum of Understanding
MP	Member of Parliament (German Bundestag)
NATO	North Atlantic Treaty Organization
NMI	NATO Mission Iraq
ODIHR	Office for Democratic Institutions and Human Rights (OSCE)
OSCE	Organisation for Security and Co-operation in Europe
PaCSIA	Peace & Conflict Studies Institute Australia
PCAsia	Parliamentary Centre of Asia
PDT	Pre-Deployment Training
PFA	Psychological First Aid
PPI	Policy, Partnerships & Innovation
PRIO	Peace Research Institute Oslo
PWC	PricewaterhouseCoopers
SRSG	Special Representative of the UN Secretary-General
STO	Short-Term Election Observation
SWP	German Institute for International and Security Affairs

TPP	Training Partner Platform
UN	United Nations
UN OCHA	UN Office for the Coordination of Humanitarian Affairs
UN PBSO	United Nations Peacebuilding Support Office
UNAMI	UN Assistance Mission in Iraq
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	UN High Commissioner for Refugees
UNICEF	UN International Children's Emergency Fund
UNIFIL	United Nations Interim Force in Lebanon
UNITAMS	UN Integrated Transition Assistance Mission in Sudan
UNMISS	UN Mission in South Sudan
UNSOM	UN Assistance Mission in Somalia
UNTMIS	UN Transitional Assistance Mission in Somalia
UNU-CPR	United Nations University Centre for Policy Research
WFP	World Food Programme
WG-MOT	Working Group on CSDP Missions and Operations Training
WPS	Women, Peace and Security
YPS	Youth, Peace and Security
ZIF	Center for International Peace Operations



The three civilian laureates on Peacekeeping Day 2024: Dr Ntagahoraho Burihabwa (UNIFIL, Lebanon), Michelle Dörlemann (UNSOM, Somalia), Dr. Ousman Njikam (Special Criminal Court, Central African Republic).

Impressum

Publisher: Center for International Peace Operations
Zentrum für Internationale Friedenseinsätze (ZIF) gGmbH
Ludwigkirchplatz 3–4
10719 Berlin
+49 (0)30 52 00 56 50

Executive Director: Dr. Astrid Irrgang
Chairperson of the Supervisory Board: Dr. Anna Lührmann

www.zif-berlin.org



Graphics & Layout: finedesign, Berlin

Infographic P.30: Infografik Pro GmbH, Berlin

Cover image: The future of peace operations? A UN simulation.
UN DPPA, Ronan Le Fur, Benjamin Løzninger, Martin Wählich