

REPORT

Annual General Meeting Effectiveness of Peace Operations Network (EPON)

**5 December 2018, 0900-1230
New York University Midtown Center, New York City**

The first Annual General Meeting of the Effectiveness of Peace Operations Network (EPON) took place on 5th December 2018 in New York, at the New York University Midtown Center.

Twenty-one people from 18 institutions participated in the meeting (Annex 1).

The meeting was briefed on 2018 activities, membership and finances; considered lessons from the 2018 pilot research studies; discussed the need to further refine the network's shared methodology; and deliberated on the 2019 research and dissemination plans.

Membership:

- Fifty-one institutions (Annex 2) have expressed an interest in participating in the network, and approximately 30 have actively participated in 2018 EPON activities.
- It was agreed to keep membership arrangements informal and flexible. Only those institutions that choose to do so will be shown on the EPON website as partners in the network.

Research:

- The network undertook four research studies in 2018, namely to the UN missions in the Democratic Republic of the Congo, Mali and South Sudan, and the African Union mission in Somalia. The Somalia study has been published and the others will be published in the first quarter of 2019.

Dissemination:

- The network has agreed on a logo, established a website (effectivepeaceops.net) and twitter handle (@EffectivePOPs) (Annex 4).
- The network is in the process of considering developing an interactive web-based visualization tool (EPOT) for engaging with EPON's research reports (Annex 5).
- The network is also in the process of considering developing an EPON dataset, and a first exploratory meeting took place in Oslo on 26 November that brought together a number of people with experience in establishing similar databases or datasets.
- The initial findings of the 2018 pilot studies were shared at:
 - Geneva Peace Week on 6 November hosted by the Geneva Center for Security Policy (GCSP);
 - a public seminar in Oslo on 26 November hosted by NUPI, and

- a seminar at the United Nations in New York on 4 December hosted by the Division for Policy, Evaluation and Training (DPET) of DPKO.

Funding and expenses:

- The network is based on a self-funding model where each partner covers the cost of their participation in the network's activities, including especially the research studies.
- In 2018 the network spent approximately \$310,000 on research and dissemination, of which approximately one-third was expenditure by partners and the remaining two-thirds was expenditure by NUPI in its role as secretariat to the network.
- NUPI's support to the research studies undertaken by the network was arranged through the UN Peace Operations Programme and the Training for Peace Programme, both funded by the Norwegian Ministry of Foreign Affairs.
- NUPI has also received a network support grant from the Norwegian Research Council. This grant is not for research but to support the network by funding dissemination events (seminars in Africa/AU, Europe/EU, Norway and the USA/UN) and tools (website, dataset, newsletter). The grant is for 3 years from 1 November 2018 to 30 October 2020. Eighteen of the institutions involved in the EPON network are listed as partners in this grant agreement (Annex 2). The value of the total grant over 3 years is approximately USD 600,000.
- NUPI intends to apply for research funding for the network and all partners are encouraged to apply for funding to cover their participation in the network, including especially the research studies of the network.

Lessons from the 2018 pilot studies:

- It is necessary to invest more time in each of the studies, including in the preparatory phase, more time in the mission, and more time during the writing phase. This means that the partners and the secretariat need to seek more funding, including for compensating researchers for their time. One of the shortcomings in the 2018 pilot studies was the limited amount of time individual researchers were able devote to the EPON studies.
- A good practice that emerged from the Mali study was the value of undertaking a preparatory-visit to introduce the study to key stakeholders, and to plan on-site with the local partner. Ideally, some members of the research team should also return to the country to share the research findings. These preparatory- and post-report visits have time and resource implications, but should be included in funding applications.
- Obtaining data, including from the missions concerned is an important consideration. The 2018 pilot studies were supported by CIC and PRIO, with the collation of additional data, but more need to be done, especially in the preparatory phase, to obtain data, so that the field research phase can focus on covering gaps and generating supplementary data.
- Coordination and planning within the research teams was also highlighted, and it was suggested that the teams should meet in person before they start undertaking the field

research to do the final planning and coordination, and ideally, they should also meet at the end to agree on how to manage the writing phase.

- The composition of the research teams is also crucial. In addition to being representative and gender balanced, the teams also need to include country experts and people with expertise in the various dimensions that need to be covered. Team members should ideally be able to speak that national language and the importance of having one or more local partners was emphasized. In this regard the meeting also discussed the value of making use of existing survey data and focus groups.

Shared Methodology:

- The meeting also considered the need to revise the shared methodology that was developed for the 2018 pilot phase. It was agreed that the research question need to be improved and that the methodology needs to be more precise in its definition of effectiveness. Although all the studies used the same eight dimensions as an analytical tool, they each did so in slightly different ways.
- The eight dimensions were discussed and it was suggested that they can be further unpacked and refined. It was acknowledged that the dimensions were informed by the HIPPO panel recommendations, and therefore by the UN peace operations experience, and concern was raised about the value of these criteria for non-UN missions.
- Another issue was the need to be clearer about the outer-limits of a broad approach to defining “peace operations.”
- **It was agreed that the EPON secretariat should convene a small working group consisting of network members with a special interest and expertise in research methodology to refine the shared methodology ahead of the 2019 research studies.**

2019 Plans

- The meeting discussed the potential missions to study in 2019 and settled on the following list of potential missions:
 - The UN mission in Columbia (Igarapé, FBA, UiT...)
 - The AU-UN joint hybrid mission in Darfur (CCCPA, ACCORD, ...)
 - The UN mission in the Central African Republic (Lise M. Howard, ...)
 - The UN mission in Somalia
 - An EU mission, e.g. the EUAM in Ukraine (CMC-Finland, ZIF, FBA, NUPI...)

Any Other Business:

- The meeting discussed the role of research institutes and think tanks in support of the Action for Peacekeeping (A4P) initiative, including a proposal to track progress. CIVIC and IPI will arrange a telephone conference on the topic on 17 December, and a meeting in New York at IPI in mid-January. It was agreed to consider developing a synthesis report from the 2018 studies that can be submitted as a written input from EPON to the A4P

ministerial meeting scheduled for March 2019, and to consider a side-meeting of the network or of research institutes, think tanks and NGOs.

Annex 1: Participants at the EPON Annual General Meeting, 5 December 2018

1. Alison Giffen, Center for Civilians in Conflict (CIVIC)
2. Aaron Pangburn, Social Science Research Council (SSRC)
3. Björn Holmberg, International Secretariat of the Challenges Forum (CFIS)
4. Abhijit Guha, United Services Institution – India (USI-India)
5. Pamela Mbabazi, Institute for Peace and Security Studies (IPSS)
6. Payton Knopf, United States Institute of Peace (USIP)
7. Susan Stigant, United States Institute of Peace (USIP)
8. Lise Morjé Howard, Georgetown University
9. Ashraf Swelam, Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA)
10. Jyrki Ruohomaki, Crisis Management Centre – Finland (CMC-Finland)
11. Eli Holmøy Rønnaug, Norwegian Defence University College (NDUC)
12. Paige Arthur, Center for International Cooperation (CIC)
13. Céline Monnier, Center for International Cooperation (CIC)
14. Sladjana Lazic, Center for Peace Studies, Arctic University of Norway (UiT)
15. Paul Williams, George Washington University
16. Jake Sherman, International Peace Institute (IPI)
17. Alexandra Novosseloff, International Peace Institute (IPI)
18. Fiifi Edu-Afful, Kofi Anan International Peacekeeping Training Center (KAIPTC) & Geneva Center for Security Policy (GCSP)
19. Giovanna Kuele, Igarapé Institute
20. Maurício Vieira, Norwegian Institute of International Affairs (NUPI)
21. Cedric de Coning, ACCORD & Norwegian Institute of International Affairs (NUPI)

Annex 2: Institutions that have expressed an interest in participating in the EPON network

1. **ACCORD, Durban, South Africa¹**
2. **Arctic University of Norway (UiT), Tromsø, Norway**
3. Army War College, Abuja, Nigeria
4. Australian Strategic Policy Institute (ASPI), Canberra, Australia
5. Bangladesh Institute of Peace Support Operation (BIPSOT), Dhaka, Bangladesh
6. Beijing Foreign Studies University (BFSU), Beijing, China
7. **Cairo International Center for Conflict Resolution, Peacekeeping and Peacebuilding (CCCPA), Cairo, Egypt**
8. Center for Civilians in Conflict (CIVIC), Washington D.C. USA
9. Global Centre for the Responsibility to Protect (GCR2P), New York, USA
10. Center on International Cooperation (CIC), New York, USA
11. **Center for International Peace Operations (ZIF), Berlin, Germany**
12. **Centre for Strategic and International Studies (CSIS), Jakarta, Indonesia**
13. China Peacekeeping Police Training Center/Police University, Langfang, China
14. Crisis Management Center (CMC-Finland), Helsinki, Finland
15. Danish Institute for International Studies (DIIS), Copenhagen, Denmark
16. Geneva Centre for Democratic Control of Armed Forces (DCAF), Geneva, Switzerland
17. European Centre for Development Policy Management (ECDPM), Maastricht, Netherlands
18. Finnish Defence Forces International Centre (FINCENT), Helsinki, Finland
19. Center for UN Studies, Fudan University, Shanghai, China
20. **Folke Bernadotte Academy (FBA), Stockholm, Sweden**
21. Geneva Centre for Security Policy (GCSP), Geneva, Switzerland
22. Global Governance Institute (GGI), Brussels, Belgium
23. Global Public Policy Institute (GPPi), Berlin, Germany
24. Igarapé Institute, Rio de Janeiro, Brazil
25. **Institute for Peace and Security Studies (IPSS), Addis Ababa, Ethiopia**
26. Institute for Security Studies (ISS), Pretoria, South Africa
27. **International Peace Institute (IPI), New York, USA**
28. Istanbul Policy Centre (IPC), Istanbul, Turkey
29. Kofi Annan International Peacekeeping Training centre (KAIPTC), Accra, Ghana
30. **Laurea University of Applied Sciences, Vantaa, Finland**
31. National Institute for Defense Studies (NIDS), Tokyo, Japan
32. **Norwegian Defence International Centre (NODEFIC), Oslo, Norway**
33. **Norwegian Defence University College (NDUC/FHS), Oslo, Norway**
34. **Norwegian Institute of International Affairs (NUPI), Oslo, Norway**

¹ Institutions in bold are partners in the Norwegian Research Council funded EPON network support project

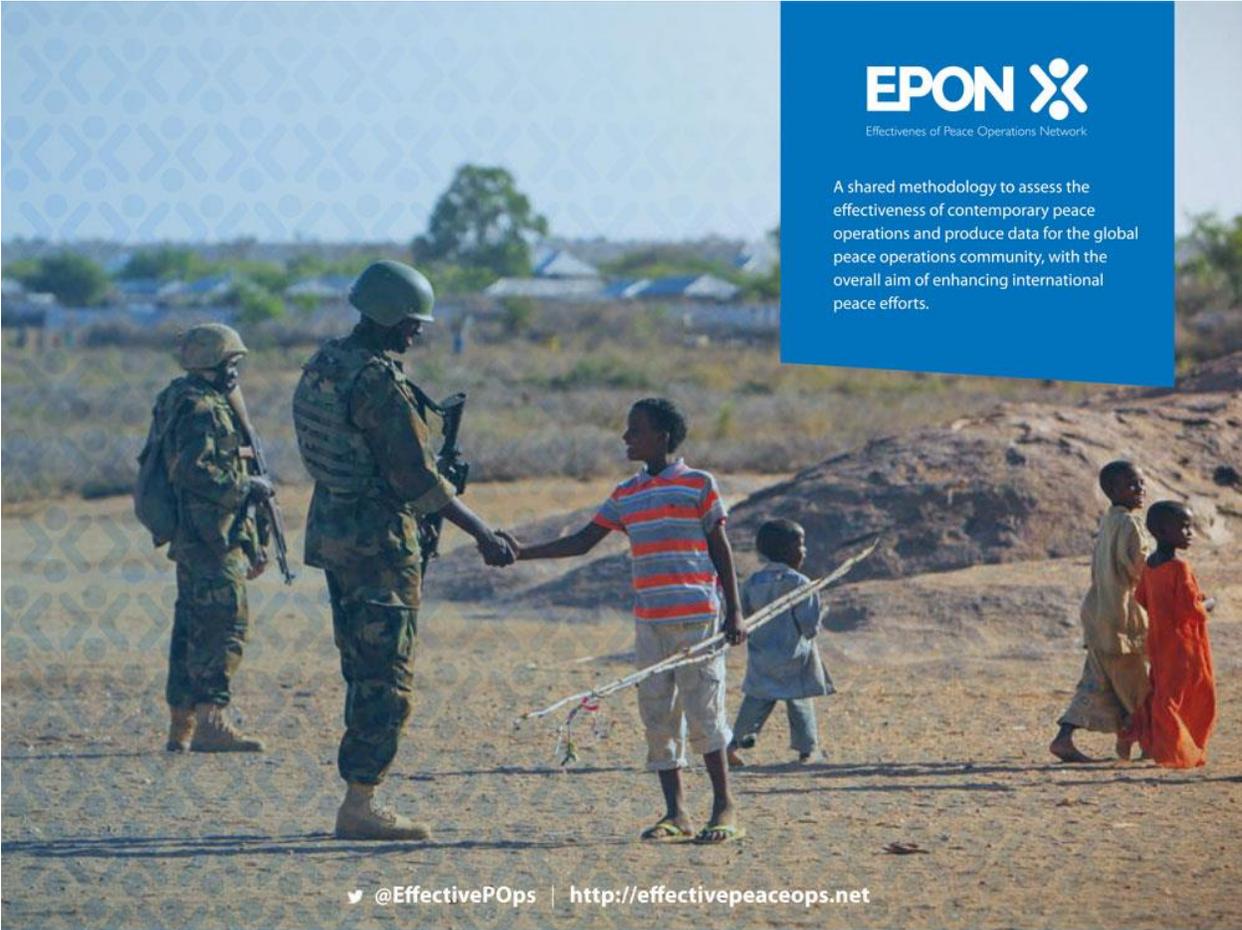
- 35. **Norwegian Police University College (PHS), Oslo, Norway**
- 36. NUST Institute of Peace and Conflict Studies (NIPCONS), Islamabad, Pakistan
- 37. **Peace Research Institute Oslo (PRIO), Oslo, Norway**
- 38. US Army Peacekeeping & Stability Operations Institute (PKSOI), Carlisle, USA
- 39. RMIT University, Melbourne, Australia
- 40. The Security Institute for Governance and Leadership in Africa (SICGLA),
Stellenbosch, South Africa
- 41. **SaferGlobe, Helsinki, Finland**
- 42. Social Terrain, London, UK
- 43. Social Science Research Council, New York, USA
- 44. **Stockholm International Peace Research Institute (SIPRI), Stockholm,
Sweden**
- 45. The George Washington University, Washington D.C. USA
- 46. The Stimson Center, Washington D.C. USA
- 47. Training for Peace Secretariat, Addis Ababa, Ethiopia
- 48. United Nations University Centre for Policy Research, New York, USA
- 49. **United Service Institution - India (USI-India), New Delhi, India**
- 50. University of Trento, Trento, Italy
- 51. United States Institute for Peace (USIP), Washington D.C. USA

Annex 3: EPON 2018 Expenditure

ACCORD	\$ 6,000.00
CCCPA	\$ 9,000.00
GWU	\$ 4,300.00
NUPI	\$ 208,775.00
PRIO	\$ 4,100.00
SaferGlobe	\$ 7,500.00
SICGLA	\$ 14,500.00
RMIT Univ	\$ 30,000.00
UNU	\$ 13,000.00
ZIF	\$ 21,000.00

Total	\$ 318,175.00

Annex 4: EPON logo



Annex 5: Effectiveness of Peace Operations Visualization Tool (EPOT)

Effectiveness of Peace Operations Visualization Tool (EPOT) - PILOT

What? This tool visualizes the impact of peace operations. It provides a clear and concise overview of the impact of peace operations. It is a qualitative and quantitative tool.

To what end? This tool is designed to help peace operations to be more effective. It provides a clear and concise overview of the impact of peace operations. It is a qualitative and quantitative tool.

- It is a qualitative and quantitative tool.
- It provides a clear and concise overview of the impact of peace operations.
- It is designed to help peace operations to be more effective.

How? This tool is designed to help peace operations to be more effective. It provides a clear and concise overview of the impact of peace operations. It is a qualitative and quantitative tool.

- Learning: This tool is designed to help peace operations to be more effective.
- Tailoring: This tool is designed to help peace operations to be more effective.

For whom? This tool is designed to help peace operations to be more effective. It provides a clear and concise overview of the impact of peace operations. It is a qualitative and quantitative tool.

Possible development

- This tool is designed to help peace operations to be more effective.
- It provides a clear and concise overview of the impact of peace operations.
- It is a qualitative and quantitative tool.

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EPON is a visualization tool for peace operations. It provides a clear and concise overview of the impact of peace operations. It is a qualitative and quantitative tool.