



REPORT

Annual General Meeting
Effectiveness of Peace Operations Network (EPON)
13 November 2019, 1430-1700
Security Council Report, New York City

The second Annual General Meeting of the Effectiveness of Peace Operations Network (EPON) took place on 13th November 2019 in New York, at the Security Council Report. 32 people from 26 institutions participated in the meeting (Annex 1).

The EPON members were briefed on 2019 activities, membership status and finances. The meeting considered lessons from the 2019 research studies; discussed the need to further refine the network's shared methodology; and considered different possibilities for upcoming 2020 research studies.

Research:

- 2018 was the pilot year of EPON, and since then the research network has been growing and getting increased attention.
- The four pilot studies of the network were of the peace operations in Somalia (AMISOM), the DRC (MONUSCO), Mali (MINUSMA) and South Sudan (UNMISS). The reports from these studies can all be found on the EPON [website](#).
- In 2019, the network planned to conduct studies of the peace operations in the Central African Republic, Darfur, Ukraine and Colombia.
- Regarding the mission in the Central African Republic (MINUSCA), the research team is led by Lise Morjé Howard (Georgetown University) and includes Gino Vlavourou (University of Montreal), Yvan Yenda Ilunga (James Madison University, Virginia), Aditi Gorur (Stimson Center), and Nina Steinitz (German Police University). They conducted their fieldwork in July 2019, and the report is scheduled to be published in March/April 2020.
- The team studying the EU and OSCE monitoring mission in Ukraine is led by Joachim Koops (GGI) and consists of Giulia Tercovich (GGI), Jyrki Ruohomäki (CMC), and Steffen Eckhard (University of Konstanz). They are planning to undertake their fieldwork to Ukraine in January 2020, and the report will be published around May/June 2020.

- The team studying the peace operation in Darfur (UNAMID) is led by Ralph Mamiya (GCSP) and includes Daniel Gebreegziabher Kebede (IPSS), Andrews Atta-Asamoah (ISS), Wibke Hansen (ZIF), Tore Listou (Norwegian Defence University College), Seba Issa (Cairo International Center for Conflict Resolution), Per Skoglund (Swedish Defence University College), Thomas Mandrup (The Security Institute for Governance and Leadership in Africa). They are getting ready to conduct their fieldwork in Darfur in January 2020. The fieldwork was originally planned for July 2019, but due to visa issues the trip had to be re-scheduled. The UNAMID report will be published in the middle of 2020.
- The Colombia team is headed by Håvard Mokleiv Nygård (PRIO) and Borja Paladini Adell (Krock/PRIO), and may include Bård Drange (PRIO), Giovanna Kuele (Igarape Institute), Sladjana Lazic (UiT), Adriana E. Abdenur (Igarape Institute), Kwesi Aning (Kofi Annan International Center for Peacekeeping Training), and Francesca Grandi (IISS). They are preparing their study and upcoming field research scheduled for April 2020.

Partners:

- The network currently has 65 partners (annex 2). 21 partners have participated actively in the 2019 network studies, and 14 partners have participated in external reference groups.
- 17 partners are included in the funding from the NORGLOBAL grant from the Norwegian Research Council (annex 2).
- The network is informal and flexible, and those interested can participate. If any partners would like their partnership reflected on the EPON website, please provide a logo to the EPON Secretariat.

Dissemination:

- The network has established a Twitter and Facebook page (@EffectivePeaceOps) with 188 followers on Facebook and 680 on Twitter.
- The outreach of the network website is growing (<https://effectivepeaceops.net/>). The website will in the future develop into a dataset of knowledge from both network reports and other relevant studies from the field.
- Four newsletters have been distributed in 2019.
- Blog posts about the different studies and general trends across the studies have been published at the EPON [website](#).
- Kindle and e-reader versions of the reports are being developed.
- The findings of the research studies to date were in 2019 shared at:
 - The Stockholm Forum on Peace and Development on 14-16 May 2019, hosted by SIPRI;
 - Public seminar in Oslo on 29 May 2019, hosted by NUPI;
 - EPON seminar at the United Nations Association of China in Beijing on 16 September 2019;
 - EPON briefing to the Chinese Peoples Police University on 17 September 2019,

- EPON briefing at the National Institute for Defense Studies (NIDS) in Tokyo on 24 September 2019,
- Two public seminars at the Geneva Peace Week on 4 November 2019, hosted by the Geneva Center for Security Policy (GCSP);
- Seminar in Washington D.C. on 12 November 2019, in cooperation with the Division for Policy, Evaluation and Training (DPET) of the Department of Peace Operations and hosted by the Stimson Center;
- Seminar in New York on 14 November 2019 in cooperation with DPET and hosted by the International Peace Institute (IPI);
- Upcoming EPON seminar in Addis Ababa on 4 December 2019.

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.
- NUPI has received a network support grant from the Norwegian Research Council for three years from 1 November 2018 to 30 October 2020. 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 Norwegian Institute of International Affairs (NUPI) has contributed with funding through the Training for Peace programme (TfP), which is funded by the Norwegian Ministry of Foreign Affairs. This project is about supporting the African Union's peace and security work, and the EPON research supported by TfP have been either African-led peace operations, on UN peace operations in Africa that typically have significant African TCC contributions, special African brigades like the FIB or close working relationships with African peace initiatives.
- Several partners have contributed to the research studies by offering their time as an in-kind contribution, or they have generated their own funding to cover their research expenses. The partners are encouraged to share what costs and time they have spent on a specific EPON research projects, or to participate in Network events. This is valuable for us in order to plan the upcoming studies and to get an overview of the financial value of the effort devoted to the network.
- The partners are encouraged to apply for funding to cover their participation in the network, including especially the research studies.

Lessons from the 2019 studies:

- The meeting discussed how the development of EPON studies should proceed. In the long run, the network can broaden its scope and include new missions, or it can reevaluate the existing reports with new field visits to build depth over time. The network will consider both new mission studies and evaluate existing studies when needed. The question of when reevaluation should be undertaken depends on the context of the mission.

- The meeting reflected on the composition of the research teams. The importance of not having too large teams was emphasized. Team members should also ideally be able to speak that national language and the teams should have one or more local partners.
- The meeting discussed the importance of all researchers participating and contributing to the teamwork and the final report.
- The use of more quantitative data has been a positive element in some studies and could be an element to consider in the future, for example a greater engagement with perception surveys.
- Emerging study areas of interest are technology, logistics, protection of civilians, Women Peace and Security and the police.

Shared reflections on methodology:

- The meeting considered the need to revise the shared methodology. For 2019 the studies used six explanatory factors:
 - Political primacy
 - Realistic mandates and matching resources
 - People-centred
 - Legitimacy and credibility
 - Coordination and coherence
 - Women, Peace & Security
- The methodology was initially inspired by the HIPPO panel recommendations, and therefore by the UN peace operations experience. The meeting discussed how the methodology need to be adapted for studying other types of peace operations, such as UN Special Political Missions, EU and OSCE monitoring missions, train and assist, and enforcement or counter terror type operations.
- Political economy and climate related security risks was two additional factors that was proposed to be considered in a future methodology.
- It was decided to not revise the methodology in early 2020, and to learn first from the Colombia and Ukraine studies, before revising and updating the methodology in late 2020 or early 2021.

Studies to be undertaken in 2020:

- The meeting discussed the potential missions to study in 2020. The following missions were mentioned:
 - G5 Sahel
 - EU in Sahel
 - AU, IGAD and UN in South Sudan
 - UNSOM and UNSOS in Somalia
 - UNFICYP
 - UNIOGBIS
 - AU and ECOWAS in the Gambia

- EU in CAR
- NATO Operations
- NATO, EU and UN in Kosovo
- Possible thematic studies were also discussed, for example how the agenda of Women, Peace and Security is being implemented across peace operations.
- Follow-up studies of the existing EPON studies were considered, to fill the gaps and update the recommendations based on new developments within the same operation.
- The meeting discussed broadening the “peace operations” definition to include regional offices and special envoys in order to be able to study efforts in Libya, Yemen or Syria.
- Going forward, the EPON Secretariat proposes four studies per year. EPON has the capability to support two studies of operations in Africa through the Training for Peace programme. One or two studies could focus on UN operations, while further studies could include other types of missions (political, hybrid, EU, OSCE, NATO, etc.).

Any other business:

- The report on the Effectiveness of MINUSMA is now published and available on the EPON website.
- The question of a possible summer course or other type of educational program organized by EPON partners was raised.
- The idea of sharing the contact information of the researchers from EPON member institutes was also discussed and welcomed.

Annex 1: Participants at the EPON Annual General Meeting, 13 November 2019

1. Aaron Pangburn, Social Science Research Council (SSRC)
2. Adam Day, United Nations University, Centre for Policy Research
3. Lauren Spink, Center for Civilians in Conflict (CIVIC)
4. Brigadier General Md Rafiqul Islam, BIPSOT Bangladesh
5. Benjamin Zyla, Harvard University/University of Ottawa
6. Borja Adell, Krock Institute/Peace Research Institute Oslo (PRIO)
7. Bård Drange, Peace Research Institute Oslo (PRIO)
8. Major General Shashi Bhushan Asthana, United Services Institution – India (USI-India)
9. Jair van der Lijn, Stockholm International Peace Research Institute (SIPRI)
10. Lise Morjé Howard, Georgetown University
11. Major General Ofori, Kofi Annan International Peacekeeping Training Centre (KAIPTC)
12. Kwesi Aning, Kofi Annan International Peacekeeping Training Centre (KAIPTC)
13. Fiifi Edu-Afful, Kofi Annan International Peacekeeping Training Centre (KAIPTC)
14. Linda Darkwa, Training for Peace Secretariat (TfP), Addis Ababa
15. Tore Listou, Norwegian Defence University College
16. Merete Norum, Norwegian Defence University College
17. Paige Arthur, Center for International Cooperation (CIC)
18. Sladjana Lazic, Center for Peace Studies, Arctic University of Norway (UiT)
19. Police Brigadier General Lars Wagner, German Police University
20. Jake Sherman, International Peace Institute (IPI)
21. Joe Koops, Leiden University/ Global Governance Institute (GGI)
22. Alexandra Alerius, Swedish Armed Forces International Centre (SWEDINT)
23. MAJ Peter Sterner, Swedish Armed Forces International Centre (SWEDINT)
24. MAJ Roger Pettersson, Swedish Armed Forces International Centre (SWEDINT)
25. Giovanna Kuele, Igarapé Institute
26. Charles Hunt, RMIT University, Australia
27. Thomas Mandrup, Royal Danish Defence College/Stellenbosch University
28. Timothy Donais, Balsille School, University of Waterloo
29. Sarah-Myriam Martin-Brûlé, University of Montreal
30. Yvan Ilunga, James Madison University, Virginia
31. Cedric de Coning, ACCORD & Norwegian Institute of International Affairs (NUPI)
32. Jenny Nortvedt, Norwegian Institute of International Affairs (NUPI)

Annex 2: Institutions participating in the EPON network

1. **Norwegian Institute of International Affairs (NUPI) – PI***
2. **African Center for the Constructive Resolution of Disputes (ACCORD), South Africa**
3. Army War College, Abuja, Nigeria
4. Army War College, USA
5. Austrian Study Centre for Peace and Conflict Resolution (ASPR), Vienna
6. Australian Strategic Policy Institute
7. Aoyama Gakuin University, Japan
8. Balsille School, University of Waterloo
9. Bangladesh Institute of Peace Support Operation (BIPSOT), Dhaka, Bangladesh
10. Beijing Foreign Studies University (BFSU), Beijing, China
11. **Cairo International Centre for Conflict Resolution, Peacekeeping & Peacebuilding (CCCPA), Egypt**
12. Center for Civilians in Conflict (CIVIC), Washington D.C. USA
13. **Center for Strategic and International Studies (CSIS-Jakarta), Indonesia**
14. Centre Thucydide of the University of Paris-Panthéon-Assas
15. Center on International Cooperation (CIC), New York, USA
16. China Peacekeeping Police Training Center/Police University, Langfang, China
17. Crisis Management Center (CMC-Finland), Helsinki, Finland
18. Danish Institute for International Studies (DIIS), Copenhagen, Denmark
19. Geneva Centre for Democratic Control of Armed Forces (DCAF), Geneva, Switzerland
20. **German Peace Operations Centre (ZIF), Germany**
21. European Institute for Peace
22. European Union Institute for Security Studies (EUISS), Paris
23. Finnish Defence Forces International Centre (FINCENT), Helsinki, Finland
24. **Folke Bernadotte Academy (FBA), Sweden**
25. Center for UN Studies, Fudan University, Shanghai, China
26. Geneva Centre for Security Policy (GCSP), Geneva, Switzerland
27. German Police University
28. George Washington University
29. Georgetown University
30. Global Centre for the Responsibility to Protect (GCR2P), New York, USA
31. Global Governance Institute (GGI), Brussels, Belgium
32. Global Public Policy Institute (GPPi), Berlin, Germany
33. Helmut Schmidt University, Hamburg
34. Igarapé Institute, Rio de Janeiro, Brazil
35. **International Peace Institute (IPI), USA**
36. **Institute for Peace and Security Studies (IPSS), Ethiopia**
37. Institute for Security Studies (ISS), Pretoria, South Africa

38. Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra, Ghana
39. Krock Institute
- 40. Laurea University of Applied Sciences, Finland**
41. Maastricht University
42. National Institute for Defense Studies (NIDS), Tokyo, Japan
- 43. Norwegian Defence International Centre (NODEFIC), Norway**
- 44. Norwegian Defence University College (NDUC/FHS), Norway**
- 45. Norwegian Police University College (PHS), Norway**
46. NUST, Center for International Peace and Stability (CIPS), Pakistan
47. NUST Institute of Peace and Conflict Studies (NIPCONS), Islamabad, Pakistan
- 48. Peace Research Institute Oslo (PRIO), Norway**
49. Royal Danish Defence College/Stellenbosch University
50. RMIT University, Melbourne, Australia
- 51. SaferGlobe, Finland**
52. The Security Institute for Governance and Leadership in Africa (SICGLA), Stellenbosch, South Africa
53. Social Terrain, London, UK
54. Social Science Research Council, New York, USA
- 55. Stockholm International Peace Research Institute (SIPRI), Sweden**
56. Swedish Armed Forces International Centre (SWEDINT)
57. The Stimson Center, Washington D.C. USA
58. Training for Peace Secretariat, Addis Ababa, Ethiopia
59. United Nations University Centre for Policy Research, New York, USA
60. University of Kiel
61. University of Konstanz
62. University of Montreal
- 63. UiT The Arctic University of Norway, Norway**
- 64. United Services Institute – India (USI-India), India**
65. United States Institute for Peace (USIP), Washington D.C. USA

*Partners in bold are part of the NRC NORGLOBAL grant.