



Managing Risk



Building Resilience

NEW YORK | VIENNA | MANAMA

2016 ANNUAL REPORT



The International Peace Institute (IPI) is an independent, international not-for-profit think tank dedicated to managing risk and building resilience to promote peace, security, and sustainable development. To achieve its purpose, IPI employs a mix of policy research, strategic analysis, publishing, and convening.

The Institute was founded in 1970 as the International Peace Academy (IPA), which focused on training military officers and diplomats for United Nations peacekeeping operations. In 2008 the organization changed its name to the International Peace Institute to reflect its current identity as a research institution that works with and supports multilateral institutions, governments, civil society, and the private sector on a range of regional and global peace and security challenges. IPI also carries out work in and on Africa, the Middle East, Europe, and Central Asia.

With staff from around the world and a broad range of academic fields, IPI has offices facing United Nations headquarters in New York, as well as offices in Vienna and Manama. IPI partners with regional organizations, think tanks, universities, and NGOs to conduct research, produce publications, and convene meetings in many parts of the world.

MANAGING RISK, BUILDING RESILIENCE

IPI's work is framed around the strategic goal of managing risk and building resilience for a more peaceful and secure world. This approach emphasizes the need for strategic anticipation, proactive response, and long-term engagement. It also provides a framework for cooperation across institutional silos and geographic boundaries. IPI's approach is informed by a commitment to the Four I's: innovate, implement, institutionalize, and impact. This conceptual framework guides the Institute's overall efforts to contribute to a more peaceful, stable, and prosperous world.



INNOVATE:

The world is changing quickly and dramatically, presenting a challenge to the international system. Innovative responses are required. IPI fosters innovation by providing analyses of global trends and contributing fresh ideas to policymakers.



IMPLEMENT:

To reach their full potential, innovative ideas need to be implemented. IPI works to strengthen the implementation of policy recommendations by producing tools for practitioners and convening timely discussions focused on pragmatic policy responses.



IMPACT:

As a research institution that provides practical advice and insightful analyses, IPI seeks to have a positive impact on peace, security, and development by shaping policies, providing up-to-date risk assessments, and offering constructive evaluations of current approaches.



INSTITUTIONALIZE:

To be most effective, innovation and implementation must be institutionalized. To assist in this endeavor, IPI seeks long-term partnerships with governments, civil society, and multilateral organizations to bring innovative ideas from concept to implementation to sustainability.

Letter from the Chair of the Board and President

The year 2016 was a pivotal moment in international affairs. Geopolitical and humanitarian crises deepened, the fight against the Islamic State progressed without an end in sight, and refugees and migrants continued to die in transit. Indeed, the world has been grappling with three major intersecting challenges: the spread of violent extremism, an unprecedented flow of displaced people, and regional instability in the Middle East and North Africa. The international community has struggled to provide adequate responses, while key member states have displayed deepening levels of skepticism and outright rejection of the value of multilateral cooperation.

At the same time, the multilateral system has achieved remarkable successes over the past two years. In 2015 these included the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change. In April 2016 the Security Council and General Assembly adopted identical resolutions defining a new agenda for prevention around the concept of “sustaining peace.” In September the General Assembly passed the New York Declaration, creating a path forward for global compacts on refugees and migration. And in October the Security Council came together to recommend a new secretary-general widely viewed as holding great promise.

IPI’s work in 2016 reflects a deep engagement with these processes and the search for multilateral solutions to transnational problems. IPI worked with the Office of the President of the General Assembly to help ensure that the campaign for secretary-general was the most transparent and competitive in history. We invited all thirteen nominees for secretary-general to speak at public events to answer questions about their vision for the UN system, and ten of them did so. These events were all live-streamed on the Internet, allowing people around the world to engage in the process.

Terje Rød-Larsen,
President



Michael W. Doyle,
Chair of the Board of Directors



The campaign for secretary-general offered an opportunity to reflect on the question: after more than seventy years, is the UN still fit for purpose? IPI’s Independent Commission on Multilateralism (ICM) has been working to address this question since 2014. After two years of research and consultations, the ICM launched a report from its chair in August and a final report in September. The response has been overwhelmingly positive. Secretary-general candidate Kristalina Georgieva referenced the report in her testimony before the General Assembly, and in a recent op-ed, former General Assembly President Srgjan Kerim urged the secretary-general to “implement its insights wherever possible.”

The UN’s three major peace and security reviews from 2015 provided an important backdrop to the ICM consultations. To move forward implementation of the recommendations in these reviews, IPI published a report on how to leverage connections among them. The president of the General Assembly distributed this report to help member states prepare for the high-level thematic debate on the UN, peace, and security in May. Another IPI report on how peace operations can confront terrorism and violent extremism was the subject of a Security Council briefing by the director of IPI’s Center for Peace Operations.

These are a small selection of the wide-ranging program of work IPI conducted in 2016. We are pleased to present further details on the Institute’s programs, events, publications, and financials in the pages that follow.

Terje Rød-Larsen, *President*

Michael W. Doyle, *Chair of the Board of Directors*



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1. Aurelia Frick, Foreign Minister of Liechtenstein; and Margot Wallström, Foreign Minister of Sweden
2. Ban Ki-moon, former UN Secretary-General; and Terje Rød-Larsen, President of IPI
3. David Miliband, President and CEO of the International Rescue Committee; and Reem Al Hashimy, Minister of State for International Cooperation of the United Arab Emirates
4. Terje Rød-Larsen, President of IPI; and Lilja Alfreðsdóttir, Minister for Foreign Affairs of Iceland
5. Crown Prince Haakon of Norway, Goodwill Ambassador for the UN Development Programme
6. Amr Moussa, former Secretary-General of the League of Arab States; Turki Al Faisal, Chairman of the King Faisal Center for Research and Islamic Studies; and Ismail Ould Cheikh Ahmed, Special Envoy of the UN Secretary-General for Yemen
7. António Guterres, UN Secretary-General and Honorary Chair of IPI
8. Kristalina Georgieva, Chief Executive Officer of the World Bank



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Multilateral Cooperation

Throughout 2016, IPI convened and contributed to policy debates on the future of the multilateral system, especially through public fora with the candidates for UN secretary-general and the work of the Independent Commission on Multilateralism (ICM). IPI's offices in Vienna and Manama took these debates beyond the UN by fostering discussions on regional cooperation.

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PUBLIC FORA

with candidates for
UN secretary-general

Giving the Public a Voice in Selecting the Secretary-General

IPI played a prominent role in making the 2016 campaign for UN secretary-general the most transparent and competitive in history. Working with the Office of the President of the General Assembly, IPI invited all thirteen candidates to speak at public events. All thirteen expressed interest, and ten attended live-streamed public fora at IPI where they answered questions about their vision for the UN system and took part in formal and informal interviews. Following the selection of António Guterres as secretary-general, IPI organized a consultation between him and civil society representatives, maintaining this spirit of consultation beyond the selection process.

Building Bridges within and between Europe and Asia

In the face of growing geopolitical tensions between Russia and the West, IPI's Vienna office sought to build bridges between the Euro-Atlantic and Eurasian halves of the Organization for Security and Co-operation in Europe (OSCE). As part of its Peace Incubator project, IPI published a paper examining the future prospects of OSCE peace operations in light of the organization's engagement in Ukraine ("Soft Security in Hard Environments"). The report argues that the OSCE has proven it is well-positioned and well-qualified, though not fully equipped, to deploy peace operations.

IPI also sought to advance peaceful resolution of lingering conflicts within and between individual states. IPI worked with two NGOs to organize closed-door

meetings on the Nagorno-Karabakh conflict. These meetings brought together decision makers from the disputed region and from Armenia and Azerbaijan to discuss the process for settling the conflict. In further pursuit of this goal, IPI published a book evaluating the history of peacemaking efforts in Karabakh (*Chained to the Caucasus*).

The conflict in Georgia was another focus of IPI's work in 2016. Together with George Mason University, IPI organized a conference to review current efforts and discuss the potential of track II initiatives in the Georgian-South Ossetian conflict. Participants, including experts from the region and representatives from OSCE participating states, discussed the institutional, economic, and human costs of the conflict and called for reviving reconciliation and confidence-building processes in the region. Another round-table organized with LINKS focused on Georgia as "an island of stability" in a turbulent region.

IPI continued its partnership with Mongolia in 2016, assisting with preparations for hosting the twentieth annual Asia-Europe Meeting (ASEM). As part of an Asia-Europe Connectivity Vision Document, IPI prepared a paper setting the agenda for greater cooperation and connectivity between Asia and Europe.

Fostering Dialogue in the Middle East

In its Middle East and North Africa (MENA) office, IPI hosted four meetings with leaders of different faiths on "scriptural reasoning." Discussions focused on similarities in the interpretation of different religious texts, seeking to extract

joint messages fostering peace, mutual respect, and tolerance. IPI's MENA office also conducted outreach for its recently launched Task Force on Regional Cooperation in the Middle East, which will hold a series of thematic retreats in 2017 to consider regional solutions to regional problems. In addition, IPI convened diplomats, government officials, religious leaders, civil society representatives, and journalists in the region to discuss how the international community can better protect the world's cultural heritage during armed conflicts.

Supporting a New Generation of African Leaders

In 2016 IPI hosted seven African scholars (five women and two men) from Kenya, Lesotho, Nigeria, South Africa, and Uganda as part of its African Junior Professionals Fellowship program. Since 2008, IPI has worked in partnership with the African Leadership Centre of King's College London to bring a select group of African scholars to New York to study the evolving role of the United Nations in peace and security in Africa. IPI helped these scholars build networks with the UN and New York-based organizations and hone their research, writing, and analytical skills. To date, this program has graduated fifty-eight African scholars, all of whom have returned to study and work on the continent.



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1. Participants in IPI's 2016 African Junior Professionals Fellowship program
2. Seminar on the costs of the Georgian-South Ossetian conflict at the Palais Niederösterreich in Vienna
3. Nejjib Friji, Director of IPI MENA; and Lundeg Purevsuren, Foreign Policy Advisor to the President of Mongolia
4. Interreligious Alliance meeting at IPI MENA



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Conflict Prevention and Peace Operations

After contributing to all three of the UN's major peace and security reviews in 2015, IPI's focus in 2016 shifted to implementing their recommendations—from maintaining the momentum of peace operations reform to taking “sustaining peace” from concept to reality. With no end in sight for many of the world's most violent conflicts, IPI also identified lessons to be learned from recent UN mediation efforts.

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MEMBER STATES

brought together to discuss implementation of peace operations reform

Implementing the 2015 Peace and Security Reviews

IPI contributed to and had a direct impact on all three of the UN's major peace and security reviews of 2015: on peace operations, peacebuilding, and women, peace, and security. In 2016 IPI sought to build momentum for implementing their recommendations.

In partnership with the Norwegian Institute of International Affairs and the Dag Hammarskjöld Foundation, IPI published a report (“Working Together for Peace”) on how the UN can leverage connections between the three reviews. The president of the General Assembly distributed this report to member states in advance of the high-level thematic debate on the UN, peace, and security in May, and several member states have requested briefings. IPI's forty-sixth annual Vienna Seminar, organized with the government of Austria, also explored ways to implement the recommendations from these review processes.

IPI focused in particular on advancing implementation of the recommendations put forward by the High-Level Independent Panel on Peace Operations (HIPPO) and by the secretary-general in his follow-up report. Together with the government of the Republic of Korea, IPI organized a conference in New York bringing together more than sixty member states to develop and refine a practical, shared understanding of the reform agenda for peace operations and how to implement it. This project culminated in the publication of a peace operations reform “scorecard,” which takes stock of

implementation and offers recommendations for moving forward. This scorecard was presented to forty high-level officials, including the head of the UN Department of Peacekeeping Operations, at the fourth annual ministerial working dinner on UN peace operations, which IPI organized with the governments of Finland, Indonesia, Rwanda, and Uruguay. It also featured prominently at the first meeting between the “friends of HIPPO” group of member states and the transition team of Secretary-General Guterres.

IPI also organized two workshops, together with Security Council Report and the Stimson Center, to apply the HIPPO recommendations to specific countries (Mali and Libya). These workshops supported member states in translating honest conflict analysis into the design of realistic, effective, and achievable mission mandates. To further inform discussions around peace operations reform, IPI also managed an online knowledge platform (www.futurepeaceops.org) featuring analysis from members of HIPPO, peacekeeping practitioners, and local stakeholders.

Confronting New Challenges to Peace Operations

With peace operations increasingly deployed to places where there is little or no peace to keep, IPI continued exploring new threats that peace operations face and how best to confront them. Over the course of 2016 IPI published four papers on how UN peace operations can implement their mandates more safely and effectively by

using new technologies, generating better information and intelligence, contributing to the prevention of terrorism and violent extremism, and learning lessons from AU stabilization operations. These papers fed into a number of ongoing policy development processes, most notably when the director of IPI's Center for Peace Operations was invited to brief the Security Council on the report "Waging Peace: UN Peace Operations Confronting Terrorism and Violent Extremism."

Through its Providing for Peacekeeping project (www.providingforpeacekeeping.org), IPI continued to spread ideas on how to broaden and improve countries' contributions of troops and police to peace operations. IPI also regularly updated its Peacekeeping Database, the most detailed publicly available database of such contributions. This work fed directly into discussions of policy reform within the UN Secretariat and among member states and supported the work of the UN's new Strategic Force Generation and Capability Planning Cell.

Building on its *Management Handbook for UN Field Missions* from 2012, IPI developed a new scenario-based training exercise by upgrading the fictional country "Carana" to new contexts in which peace operations currently operate. This exercise was used at a course organized by the UN Department of Peacekeeping Operations and the Swedish Armed Forces, which taught personnel from UN missions how to confront real-world challenges such as terrorism and transnational organized



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1. Michèle Griffin, Director of the Policy Planning Unit in the Executive Office of the UN Secretary-General; and Stephen Jackson, Chief of Policy Planning and Guidance in the UN Department of Political Affairs
2. El Ghassim Wane, Assistant Secretary-General for UN Peacekeeping Operations
3. Panel discussion on strengthening the role of women in preventing conflict and securing and maintaining peace at IPI's 2016 Vienna Seminar
4. IPI's fourth annual ministerial working dinner on UN peace operations
5. Hardeep Singh Puri, former Permanent Representative of India to the UN and author of *Perilous Interventions: The Security Council and the Politics of Chaos*



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1. IPI panel discussion on participatory policymaking and the women, peace, and security agenda
2. Hervé Ladsous, former UN Under-Secretary-General for Peacekeeping Operations
3. Adam Lupel, IPI Vice President; and Naomi Kikoler, Deputy Director of the Simon-Skjold Center for the Prevention of Genocide at the US Holocaust Memorial Museum
4. IPI's 2016 New York Seminar on sustaining peace

BRIEFING TO THE SECURITY COUNCIL

"The deployment of peace operations in countries where there is not only little or no peace to keep, but where terrorist attacks are part of the threat landscape, adds to the complexity of the challenges facing the UN system, member states, and national and local partners."

—Arthur Boutellis, Director of IPI's Center for Peace Operations, excerpt from remarks to Security Council, November 2016

crime and how to effectively use social media in the field.

Shifting from Containing Conflict to Sustaining Peace

In support of the joint resolution in 2016 placing "sustaining peace" at the center of the UN peacebuilding architecture, IPI has focused on identifying and strengthening the factors associated with peaceful and resilient societies—not just those underlying fragility and violence. IPI is working to identify what sustaining peace would look like in practice through a series of monthly conversations among ambassadors from member states and other stakeholders. The first conversation, in 2016, focused on how the sustainable development goals (SDGs), in particular the goal on gender equality, can contribute to sustaining peace.

IPI's 2016 New York Seminar also focused on implementing the resolution on sustaining peace. This seminar brought together representatives from member-state missions in New York to explore new avenues for collaboration, funding, and support. Participants called on the incoming secretary-general to make sustaining peace one of his top priorities.

Making Mediation More Effective

With the UN involved in peace efforts from Latin America to the Middle East, IPI has continued to extract and broadly disseminate lessons for ongoing and future UN efforts. In 2016 IPI published

a paper on lessons learned from UN mediation in Syria (following previous papers on Yemen and Libya), as well as a paper identifying cross-cutting lessons from all three conflicts (“Lost in Transition”). This analysis of lessons learned is continuing into 2017 with a new focus on mediation processes where the UN did not play a lead role but was called on to support specific aspects of negotiations or implementation of agreements, including in Colombia, Mali, and at the local level in Syria.

Expanding the Participation of Women in Peace Processes

Following previous research on women in conflict mediation, IPI sought to extend the policy debate into women’s participation in political transitions more broadly. IPI convened a policy forum bringing together leading researchers and practitioners to discuss how to improve gender representation in peace agreements, power-sharing arrangements, and political transitions. This forum launched a new IPI project examining the role of and giving a voice to women engaged beyond the peace table. IPI held four additional events focused on women, peace, and security, including a discussion on how to strengthen the participation of girls and young women in peace processes.

Building Networks for Building Peace

Considering the integral role of local-level initiatives in building peace, IPI launched a project examining the role of nation-wide, community-led peacebuilding networks. In 2016 IPI created a new network among authors from nine conflict-affected countries to critically examine how peacebuilders can collaborate. IPI brought these authors together in a workshop in South Africa, organized with the Center for the Study of Violence and Reconciliation, and created a web platform for them to exchange ideas. This project is continuing into 2017 with the publication of papers by each of the authors.

IPI also continued bringing together peacebuilders through the International Expert Forum, a series of seminars seeking to propose new strategies for peacebuilding. Organized together with the Folke Bernadotte Academy, the SecDev Foundation, and the Center for International Peace Operations, the fourth seminar, in 2016, focused on the impacts of climate change on peacebuilding efforts.



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Transnational Challenges to Peace and Security

IPI has continued fostering transnational conversations on transnational challenges—from discussions in Dakar to develop new strategies to prevent violent extremism, to a seminar in Vienna on how to defend open societies, to a summit in Reykjavik promoting cooperation on nuclear non-proliferation.

Preventing Violent Extremism in Africa

Throughout 2016 IPI convened conversations around the idea that a comprehensive approach going beyond securitized responses is needed to prevent violent extremism, as highlighted in the secretary-general's 2016 Plan of Action. Drawing on the conclusions of a seminar organized in Tunisia in 2015, IPI contributed to the international Francophonie conference in Paris working toward the development of a new “Global Action Plan for Francophone Countries to Fight Terrorism.”

IPI also organized, together with the UN Office for West Africa and the Sahel (UNOWAS) and the Swiss Federal Department of Foreign Affairs, a regional seminar in Senegal to explore alternative ways to address violent extremism in the Sahel-Sahara. The seminar's sixty participants, from a range of sectors in fourteen countries, agreed on a number of recommendations for how the UN and its partners could better support national governments and local authorities and involve citizens in preventing violent extremism.

Defending Open Societies

With many democracies facing growing extremism—both from outside and from within their borders—IPI's second annual Salzburg Forum focused on “Open Societies under Attack.” With support from the Open Society Foundations and the King Abdullah bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID), this seminar explored how to maintain security without restricting rights and freedoms. The participation of Nobel Peace Prize laureate Abdessattar Ben Moussa brought particular attention to Tunisia's challenges in achieving not just strong governance but good governance.

Promoting Nuclear Non-proliferation

Thirty years after Ronald Reagan and Mikhail Gorbachev met in Reykjavik, Iceland, to discuss moving toward a nuclear-weapons-free world, IPI organized another meeting in the same building. At a time of renewed tensions between Russia and the West, this meeting allowed diplomats, politicians,



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arms control experts, and representatives of civil society to examine ways to improve cooperation and promote nuclear non-proliferation. The event, which received extensive media coverage, featured video messages from two central figures at the 1986 Reykjavik meeting: former US Secretary of State George Schultz and Gorbachev. Despite the current geopolitical instability, participants stressed the importance of keeping alive the “spirit of Reykjavik” and the dream of a nuclear-weapons-free world.

Measuring the Impact of World Drug Policies

As the General Assembly convened its special session on the world drug problem (UNGASS) in 2016, IPI brought together a network of researchers, practitioners, and member states on the sidelines of the discussions. This network, which is continuing its work into 2017, is using cutting-edge metrics to study the effects of global drug policy on peace, security, and sustainable development.



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REYKJAVIK SEMINAR ON NUCLEAR NON-PROLIFERATION

“We need to renew dialogue. Stopping it was the biggest mistake.”

—Mikhail Gorbachev, video address to seminar participants

1. Panel discussion on investing in peace and the prevention of violence in West Africa and the Sahel
2. Regional seminar in Dakar on investing in peace and the prevention of violence in West Africa and the Sahel
3. Participants in IPI's 2016 Salzburg Forum on “Open Society under Attack: The Return of Ideology”
4. Participants in an event on the legacy of the Reykjavik Summit at the historic Höfði House
5. ICM retreat on weapons of mass destruction, non-proliferation, and disarmament
6. Peter Sutherland, Special Representative of the UN Secretary-General for International Migration

Governance and Sustainable Development

In the spirit of the sustainable development goals (SDGs), IPI's research in 2016 highlighted links between sustainable development and peace—from the migration crisis to the Ebola outbreak to urban governance. Leveraging these links will be essential to implementing the SDGs over the coming years.

Linking Sustainable Development and Peace

Seizing on the historic 2030 Agenda for Sustainable Development—the first ever UN agenda explicitly linking sustainable development to peace—IPI launched a project to examine these links more closely. Together with the Quaker UN Office and the permanent missions of Finland, Mexico, and Morocco to the UN, IPI organized a high-level meeting in 2016 to connect the dots between the 2030 Agenda and the General Assembly's high-level meeting on refugees and migrants. A second meeting explored how the business community and the public sector can work together in turning the inspiration behind the SDGs into reality on the ground. This work will continue into 2017 with the publication of five case studies on implementation of the SDGs in specific countries.

Bolstering Responses to Public Health Emergencies

While the Ebola outbreak in West Africa has ended and the UN Mission for Ebola Emergency Response (UNMEER) closed in 2015, IPI continued working over the course of 2016 to make sure the lessons

from this crisis are not forgotten. IPI partnered with the Executive Office of the Secretary-General in conducting a lessons-learned exercise to review the performance of UNMEER in 2015. In reporting the results of this review to the General Assembly in 2016, the secretary-general officially acknowledged the involvement of IPI. IPI's complementary independent report will be published in 2017. IPI also published a report in 2016 featuring case studies by authors from Liberia and Sierra Leone, which demonstrate the importance of good governance for effectively responding to health crises.

Beyond Ebola, IPI continued advising the Bill and Melinda Gates Foundation on the relationship between health and security, including in terms of the response to polio in Pakistan. In response to the shockingly high number of people killed, injured, or disabled every year due to traffic accidents, IPI also hosted a meeting of the High-Level Panel for Road Safety, which the Fédération Internationale de l'Automobile launched in 2015. In support of the UN Decade of Action for Road

ASSESSMENT OF GLOBAL RESPONSE TO EBOLA

The Office of the UN Secretary-General conducted the assessment "in close collaboration with the International Peace Institute, leveraging [its] policy research, strategic analysis and convening capabilities."

—Secretary-general's report on lessons learned from UNMEER

Safety, IPI sought to mainstream this issue into the UN's work on the SDGs and in other areas.

Building Resilience in Cities

IPI's research on urban fragility culminated in a report, published in 2016, presenting ideas for how cities can become more resilient by better managing, adapting to, and recovering from internal and external pressures ("Building Resilience in Cities under Stress"). The report features case studies on Bangkok, Dhaka, Lagos, Medellín, and Mumbai by urban security or development experts living in each of those cities. It also offers crosscutting recommendations for policymakers on how to strengthen urban resilience by adopting dynamic urban planning, optimizing urban governance, adding voices to decision making, and focusing on spatial segregation.

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1. David Nabarro, Special Adviser for the UN Secretary-General on the 2030 Agenda for Sustainable Development

2. Sima Sami Bahous, Assistant Secretary-General, Assistant Administrator, and Director of the UN Development Programme's Regional Bureau for Arab States

3. ICM public consultation on global pandemics and global public health

4. Joanne Liu, International President of Médecins Sans Frontières

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Humanitarian Affairs

With the gap between humanitarian needs and responses continuing to grow in 2016, IPI focused the international community's attention on how to address this problem. IPI's work in this area fed into the General Assembly's high-level meeting on refugees and migrants and the World Humanitarian Summit.

Forging Collective Responses to Migration Crises

In light of the largest movement of people since the end of the Second World War, IPI has continued seeking more effective multilateral approaches to refugees and migrants. To help member states prepare for the General Assembly's high-level meeting on addressing large movements of refugees and migrants, IPI convened two meetings: one in Vienna on how to simultaneously protect borders and refugees, and one in New York on how to adapt institutional and legal frameworks to the challenges at hand. Another high-level dialogue focused on links between migration and the SDGs.

To broaden dialogue on the migration crisis to young professionals and students, the inaugural Peace Café in IPI's Vienna office focused on "people on the move." After presentations from migration experts, participants divided into two groups to discuss in depth the challenges and implications of mixed

migration. IPI also published two reports in 2016 exploring what lessons could be learned from earlier migration crises: in the Canary Islands in 2006 and in Southeast Asia in the 1980s.

Building Consensus on Humanitarian Policy

To confront the serious gap between humanitarian needs and the international community's capacity to respond, IPI has been spreading information on the challenges and opportunities for effective delivery of aid and building consensus on policies that could address these. As part of its Humanitarian Affairs Series, IPI hosted three events focused on the situation of refugees in Ethiopia and Palestine and on how to engage young people in transforming humanitarian action. Policy ideas generated from this work contributed to the 2016 Security Council resolution on health-care in armed conflict and the World Humanitarian Summit.



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1. Clementine Awu Nkweta-Salami, Representative of the UN Refugee Agency in Ethiopia; and Els Debuf, IPI Senior Adviser for Humanitarian Affairs
2. Pierre Krähenbühl, Commissioner-General of the UN Relief and Works Agency for Palestine Refugees in the Near East

Peace and Technology

IPI maintains several web platforms to make data on peacekeeping and a wide range of other topics more widely available. These platforms have been widely recognized as important tools that facilitate data-driven decision making on today's global challenges.

Keeping a Pulse on Global Trends

In 2016 IPI created a Global Trends Unit to provide information on changes in the global context that affect risk and resilience. This research has informed work across IPI, including the final report of the Independent Commission on Multilateralism. IPI's Data Lab also expanded its Catalogue of Indices (<https://theglobalobservatory.org/2016/09/catalogue-indices/>), the first repository of open-source, country-level indices. In 2016 the catalogue increased the number of indices covered from 60 to 200, including 25 indicators related to the status of women, and incorporated a thematic focus on the sustainable development goals.

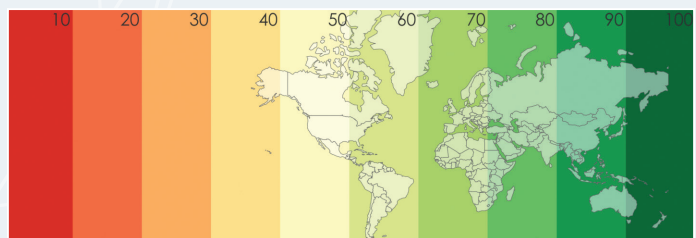
Sharing Data on Peacekeeping

IPI used data mining and automated programming to continue updating its Peacekeeping Database on a monthly basis throughout 2016. The database includes information on member states' contributions of troops, police, experts, and funding to UN peace operations. UN peacekeeping staff have consistently reached out to IPI about using the database, and its host site, Providing for Peacekeeping, has received more than 60,000 visitors.

PEACEKEEPING DATABASE

"Datasets [like IPI's Peacekeeping Database] have facilitated more detailed research on trends in the provision of UN peacekeepers and analysis of mission success."

—Laura Bosco, International Peacekeeping 24, no. 1 (2017)



1. 2016 IPI Catalogue of Indices




2. Thong Nguyen, Program Administrator of IPI's Data Lab

Where We Work

- **NEW YORK**
Headquarters
- **VIENNA**
Europe & Central Asia
- **MANAMA**
Middle East & North Africa



- Held ten public fora with candidates for UN secretary-general
- Presented to the Security Council on how peace operations can better counter terrorism and prevent violent extremism
- Brought together a wide range of stakeholders in New York to brainstorm how best to implement the three 2015 peace and security reviews
- Highlighted links between the SDGs and peace, as well as the gap between humanitarian needs and capacity, at a series of events in New York

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- Facilitated dialogue to advance peace in the Caucasus
 - Examined the role of the OSCE in building confidence and resolving conflicts
 - Explored how to protect open societies at the second annual Salzburg Seminar
 - Developed a new scenario-based exercise used to train UN peacekeepers in Sweden
 - Refocused attention on the dream of a nuclear-weapons-free world at a high-level seminar in Reykjavik

VIENNA

Europe & Central Asia

- Identified and broadly disseminated lessons learned from UN mediation efforts in Libya, Syria, and Yemen
- Convened a task force to explore regional solutions to regional problems in the Middle East and North Africa
- Held four interreligious dialogues between faith leaders in Bahrain

MANAMA

Middle East & North Africa

- Organized a seminar in Senegal to explore alternative ways to address violent extremism in the Sahel-Sahara
- Assembled experts from nine conflict-affected countries in South Africa to examine the potential of nationwide, community-led peacebuilding networks
- Hosted future leaders from Kenya, Lesotho, Nigeria, South Africa, and Uganda through the African Junior Professionals Fellowship program



Independent Commission on Multilateralism

IPI created the Independent Commission on Multilateralism (ICM) in September 2014 to ask the question: How can the UN-based multilateral system be made more “fit for purpose”? After two years of consultations and research, this project culminated in 2016 with the launch of a final report: “Pulling Together: The Multilateral System and Its Future.” The report was launched in New York in September during the UN General Assembly’s high-level week, as well as in Geneva and Vienna in December. The ICM final report complements another report authored by the ICM’s chair, Kevin Rudd, and published by IPI.

The ICM’s report came as a new secretary-general was preparing to take office and the wider public was

contemplating how to sustain our fragile global order in the face of the turbulence confronting it. The report suggests ten general principles to guide a revitalized multilateral system and makes recommendations for confronting specific challenges across fifteen topics, each of which will be the focus of an issue-specific paper released over the course of 2017.

These recommendations emerged from an open, transparent, and consultative process. The ICM briefed each of the UN’s geographical groupings on its proposed work in early 2015 to take into account the views of member states and invite them to participate in the ICM’s program. For each of its topics, the ICM then organized a retreat bringing together thirty or more experts for a day and

a half of deliberations. The ICM drew upon these deliberations to produce “discussion papers,” which were broadly circulated for a formal period of public comment. This was followed by a series of issue-specific public consultations, which were webcast to the wider world.

Altogether, 342 diplomats, academics, UN officials, and civil society actors attended the ICM retreats, and 612 people participated in the public consultations. The public consultation on youth, which was held online through Facebook Live, reached more than 56,000 people connected to IPI on Facebook, as well as over 117,000 additional Facebook users.



ICM website
(www.ICM2016.org)

173,000
PEOPLE

*reached by Facebook Live
consultation on youth*

953
PARTICIPANTS

*in ICM retreats and public
consultations*

PUBLICATION OF ICM FINAL REPORT

"This is true groundwork that deserves the full attention of UN Member States, their capitals, and the UN Secretariat's international civil service. The UN Secretary-General should embrace this extremely valuable work and implement its insights wherever possible."

—Srgjan Kerim, former President of the General Assembly, Huffington Post



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1. ICM Final Report: "Pulling Together: The Multilateral System and Its Future"
2. José Ramos-Horta, former Prime Minister and President of Timor-Leste and Co-Chair of the ICM; Alaa Murabit, Founder of "The Voice of Libyan Women"; Kevin Rudd, former Prime Minister of Australia and Chair of the ICM; Terje Rød-Larsen, President of IPI; Hanna Tetteh, Foreign Minister of Ghana and Co-chair of the ICM; and Mark Gwozdecky, Assistant Deputy Minister of International Security & Political Affairs at Global Affairs Canada
3. Ministerial-level breakfast discussion of the report and recommendations of the ICM
4. Launch of the ICM final report at the Graduate Institute of International and Development Studies in Geneva

Publications

63%
INCREASE

in online readership
of IPI publications
from 2015 to 2016

1,200
ACADEMIC CITATIONS

of IPI research
published since 2008

Books

Chained to the Caucasus: Peacemaking in Karabakh, 1987–2012, Philip Remler

Policy Papers

UN Mediation in the Syrian Crisis: From Kofi Annan to Lakhdar Brahimi, I. William Zartman and Raymond Hinnebusch

Working Together for Peace: Synergies and Connectors for Implementing the 2015 UN Reviews, Arthur Boutellis and Andrea Ó Súilleabháin

The Surge to Stabilize: Lessons for the UN from the AU's Experience in Somalia, Walter Lotze and Paul D. Williams

Learning from the Canaries: Lessons from the "Cayucos" Crisis, Walter Kemp

Governance and Health in Post-Conflict Countries: The Ebola Outbreak in Liberia and Sierra Leone, Maureen Quinn, ed.

OSCE Peace Operations: Soft Security in Hard Environments, Walter Kemp

Building Resilience in Cities under Stress, Francesco Mancini and Andrea Ó Súilleabháin, eds.

Smart Peacekeeping: Toward Tech-Enabled UN Operations, A. Walter Dorn

Demystifying Intelligence in UN Peace Operations: Toward an Organizational Doctrine, Olga Abilova and Alexandra Novosseloff

Waging Peace: UN Peace Operations Confronting Terrorism and Violent Extremism, Arthur Boutellis and Naureen Chowdhury Fink

Managing the "Boat People" Crisis: The Comprehensive Plan of Action for Indochinese Refugees, Alexander Casella

The State of UN Peace Operations Reform: An Implementation Scorecard, Arthur Boutellis and Lesley Connolly

Lost in Transition: UN Mediation in Libya, Syria, and Yemen, Francesco Mancini and Jose Vericat

Has UN Peacekeeping Become More Deadly? Analyzing Trends in UN Fatalities, Marina E. Henke

Issue Briefs

The Battle at El Adde: The Kenya Defence Forces, al-Shabaab, and Unanswered Questions, Paul D. Williams

The SDGs and Prevention for Sustaining Peace: Exploring the Transformative Potential of the Goal on Gender Equality, Youssef Mahmoud, Delphine Mechoulan, Andrea Ó Súilleabháin, and Jimena Leiva Roesch

Meeting Notes

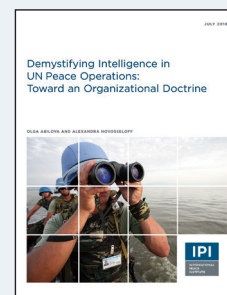
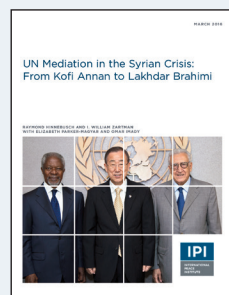
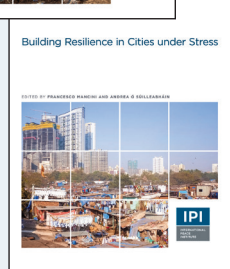
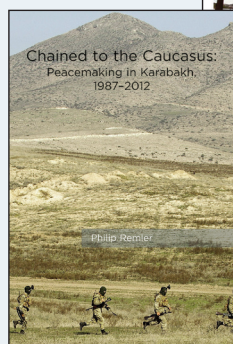
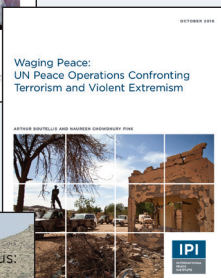
Violent Extremism: Toward a Strategy of Prevention in the Francophone Space, Olga Abilova and Arthur Boutellis

UN Peace Operations in Violent and Asymmetric Threat Environments, Olga Abilova and Arthur Boutellis

IPI Salzburg Forum 2015: The Rule of Law and the Laws of War, Maximilian Meduna

Applying the HIPPO Recommendations to Mali: Toward Strategic, Prioritized, and Sequenced Mandates, IPI, the Stimson Center, and Security Council Report

Assessing UN Peace Operations One Year after the HIPPO Report, Arthur Boutellis and Delphine Mechoulan



IPI Online

IPI's social media presence on Twitter, Facebook, Instagram, Snapchat, and YouTube connects the Institute to more than 120,000 followers and plays a crucial role in showcasing its work. IPI's social media following increased by 67 percent in 2016, and viewership of both the IPI and the *Global Observatory* Facebook pages steadily increased throughout the year.

Since IPI began webcasting in September 2011, its events have been seen more than 11,500 times live and more than 385,000 times via recorded video. In 2016 IPI also began streaming some events on Facebook Live, directly broadcasting them to IPI's Facebook network. IPI's public consultations with candidates for secretary-general were all streamed on Facebook Live, and the ICM public consultation on youth, conducted as an online-only interactive question-and-answer session, garnered more than 12,000 views.

The opening of the UN General Assembly in September was a high point for IPI's social media engagement in 2016. To celebrate the International Day of Peace on September 21st, IPI led a social media campaign, #InstitutePeace, asking people how they would build a more peaceful world. IPI also partnered with Snapchat to produce a "World Peace Day Story" available to 150 million users.

Investing in Peace and the Prevention of Violence in West Africa and the Sahel-Sahara: Conversations on the Secretary-General's Plan of Action, Arthur Boutellis, Olga Abilova, Delphine Mechoulam, and Lesley Connolly
Economic Connectivity: A Basis for Rebuilding Stability and Confidence in Europe?, Indira Abeldinova and Walter Kemp
IPI Salzburg Forum 2016: Open Societies under Attack, Maximilian Meduna

Independent Commission on Multilateralism (ICM) Final Reports

UN 2030: The ICM Chair's Report, Kevin Rudd
Pulling Together: The Multilateral System and Its Future

ICM Policy Papers

Women, Peace, and Security

ICM Discussion Papers

Forced Displacement, Refugees, and Migration

The Relationship Between the UN and Regional

Organizations, Civil Society, NGOs, and the Private Sector

The 2030 Agenda for Sustainable Development and

Addressing Climate Change

The Impact of New Technologies on Peace, Security, and Development

Engaging, Supporting, and Empowering Global Youth

Armed Conflict: Mediation, Conciliation, and Peacekeeping

Humanitarian Engagements

Global Pandemics and Global Public Health

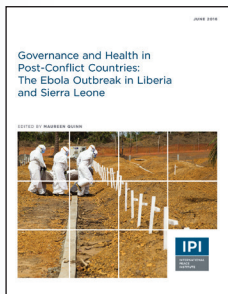
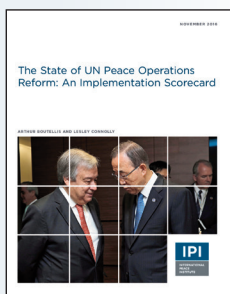
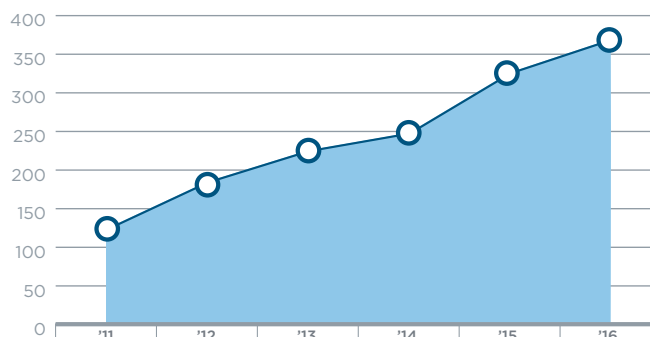
Weapons of Mass Destruction, Non-proliferation, and Disarmament

Justice, Human Rights, and the International

Legal System

Visits to IPI's websites have tripled since 2011

(in thousands)



36%

increase in followers on Facebook from 2015 to 2016 (32,779 total)

90%

increase in views of IPI videos on Facebook from 2015 to 2016 (43,744 total)

784

social media posts using IPI campaign hashtag #InstitutePeace

Events

The past eight years have seen a significant increase in the number of events organized by IPI, from 54 events in 2006 to 129 in 2016. IPI's events in New York alone brought together more than 4,000 participants in 2016. In 2016 IPI organized its events in New York in collaboration with 56 unique partners, including member states, NGOs, and UN agencies.

Ministerial Meetings

Strengthening Global-Regional Peace and Security Partnerships: The Centrality of the AU-UN Relationship

Co-organized with the Permanent Mission of Sweden to the United Nations

Reframing Prevention, Investing in Peace: Moving from Rhetoric to Action

Co-organized with the Permanent Missions of Argentina, Ethiopia, Norway, and the Republic of Korea to the United Nations

Eleventh annual informal ministerial working dinner on the Middle East

Co-organized with the foreign ministers of Luxembourg and the United Arab Emirates

Pulling Together: The Multilateral System and its Future

Taking Stock, Looking to the Future: A High-Level Dialogue on United Nations Peace Operations

Co-organized with the governments of Finland, Indonesia, Rwanda, and Uruguay

Ninth annual Trygve Lie Symposium—UN70: A New Agenda for the Next Secretary-General

Co-organized with the Ministry of Foreign Affairs of Norway

Policy Fora

Youth, Peace, and Security

Co-organized with the Permanent Missions of Jordan and Sweden to the United Nations, the UN Peacebuilding Support Office, and the Working Group on Youth and Peacebuilding

Attacks on Health Care in Armed Conflict: A Role for the Security Council

Co-organized with the Permanent Missions of Egypt, Japan, New Zealand, Spain, and Uruguay to the United Nations

Addressing the Security Threat of Climate Change on Small Island Developing States

Co-organized with the Permanent Mission of Italy to the United Nations and Security Council Report

Working Together for Peace and Security: Moving from Silos to Synergies

Co-organized with the Permanent Mission of Italy to the United Nations

How Mass Atrocities End: What Are the Lessons from the Past for Today?

Co-organized with Tufts University

Book Launch: *Thabo Mbeki: The Rise and Fall of Africa's Philosopher-King*, edited by Adekeye Adebajo

Consolidating the AU-UN Strategic Partnership for an Effective International Peace and Security Architecture

Co-organized with the Norwegian Institute of International Affairs and Nordiska Afrikainstitutet

Political Obstacles to Rule of Law and Human Rights

How the Global South Shaped the International Human Rights System

Demystifying Intelligence in UN Peace Operations

Ensuring No One Is Left Behind: A High-Level Dialogue on Migration and Refugees

The Road to Peace: Why the SDGs Are Good for Business

Investing in Peace and the Prevention of Violence in West Africa and the Sahel

Co-organized with the UN Office for West Africa and the Sahel and the Permanent Mission of Switzerland to the UN

South Sudan: The Untold Story from Independence to Civil War

Preventing Mass Atrocities in an Era of Global Transition

Co-organized with the US Holocaust Memorial Museum

From Global Promise to National Action: States and Civil Societies Advancing Women, Peace, and Security

Co-organized with One Earth Future and the Institute for Inclusive Security

A Discussion on the United Nations Security Council and Military

Interventions with Hardeep Singh Puri, author of *Perilous Interventions: The Security Council and the Politics of Chaos*

Peace Agreements, Power-Sharing, and Political Transitions: Women's Roles in Colombia, Syria, Yemen, and beyond

Co-organized with UN Women

Reaching the Furthest Behind First: Implementing the 2030 Agenda

Co-organized with the Permanent Missions of Norway and Somalia to the United Nations and the UN Development Programme

Preventing Violent Extremism: The Challenges Ahead

Co-organized with the Prevention Project and the Institute for Economics and Peace

129

EVENTS

organized by IPI in 2016



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1. Jill Stoddard, IPI Director of Web & Multimedia and Web Editor; and Mary Anne Feeney, IPI Director of External Relations
2. World Café discussion on women, peace, and security
3. IPI film screening, *The Destruction of Memory*

Expert Roundtable Discussions, Workshops, and Conferences

UN Peace Operations in Violent and Asymmetric Threat Environments

UN Peace Operations Review: Taking Stock, Leveraging Opportunities, and Charting the Way Forward

Co-organized with the Permanent Missions of Ethiopia, Norway, and the Republic of Korea to the United Nations in partnership with the Office of the President of the General Assembly

Applying the Recommendations of the High-Level Independent Panel on Peace Operations (HIPPO) and the UN Secretary-General in Mali

The Role of Small States on the UN Security Council

État des lieux des opérations de paix de l'ONU un an après la sortie du rapport du Panel indépendant de haut niveau (HIPPO)

People on the Move: How to Address Large Movements of Refugees and Migrants?

Investing in Peace and the Prevention of Violence in West Africa and the Sahel: Conversation on the Secretary-General's Plan of Action to Prevent Violent Extremism

Local Networks for Peace in Africa: Drawing Lessons from Community-Led Peacebuilding

Applying the HIPPO and UNSG Recommendations to Libya: Toward Strategic, Prioritized, and Sequenced Mandates

Co-organized with Security Council Report and the Stimson Center

The Challenges and Opportunities for Civil Society Contributions to the Malian Peace Accord and Its Implementation

Co-organized with the Global Partnership for the Prevention of Armed Conflicts

Sustaining Peace in an Urban World

Co-organized with the Center on International Cooperation, the Permanent Missions of Australia and the Kingdom of the Netherlands to the United Nations, the Global Alliance for Urban Crises, Terreform, the Foundation for Achieving Seamless Territory, UN Habitat, and the UN Peacebuilding Support Office

Global Leaders

Secretary-General Candidates at IPI: Vesna Pusić of Croatia

Secretary-General Candidates at IPI: Natalia Gherman of Moldova

Preventing in Practice
Featuring Astrid Thors, OSCE High Commissioner on National Minorities

Digital Estonia: Harnessing the Power of Information Technology for Improved Governance

Featuring Taavi Rõivas, Prime Minister of the Republic of Estonia

Secretary-General Candidates at IPI: Vuk Jeremić of Serbia

Security Challenges in Europe: Perspectives from the OSCE

Featuring Ambassador Lamberto Zannier, OSCE Secretary General

Secretary-General Candidates at IPI: António Guterres of Portugal

Secretary-General Candidates at IPI: Srgjan Kerim of Macedonia

Secretary-General Candidates at IPI: Irina Bokova of Bulgaria

Secretary-General Candidates at IPI: Igor Lukšić of Montenegro

Secretary-General Candidates at IPI: Miroslav Lajčák of Slovakia

Secretary-General Candidates at IPI: Susana Malcorra of Argentina

Secretary-General Candidates at IPI: Christiana Figueres of Costa Rica

UN 2030: Rebuilding Order in a Fragmenting World
Featuring Kevin Rudd, Chair of the Independent Commission on Multilateralism

A Changing World: Can Institutions Cope?
Featuring Kristalina Georgieva, Vice President of the European Commission

Humanitarian Affairs Series

Addressing the Refugee Situation in Ethiopia: A Conversation with Clementine Awu Nkweta-Salami
Co-organized with the UN High Commissioner for Refugees

Transforming Humanitarian Action with and for Young People: The New York Launch of the Compact for Young People in Humanitarian Action

Co-organized with the UN Population Fund
Addressing the Refugee Situation in Palestine



1. Adekeye Adebajo, Executive Director of the Centre for Conflict Resolution in Cape Town
2. Hillary Saviello, IPI Social Media Officer
3. Ahmad Alhendawi, former UN Secretary-General's Envoy on Youth



SRSR Series

How to Keep Lebanon Stable in an Unstable Region
Featuring Sigrid Kaag, UN Special Coordinator for Lebanon

Distinguished Author Series

Scott Shane, author of *Objective Troy: A Terrorist, a President, and the Rise of the Drone*

Tarek Osman, author of *Islamism: What It Means for the Middle East and the World*

Agnia Grigas, author of *Beyond Crimea: The New Russian Empire*

Shadi Hamid, author of *Islamic Exceptionalism: How the Struggle over Islam Is Reshaping the World*

Women, Peace, and Security Series

Generating Inclusive National Strategies to Prevent Violent Extremism and Counter Terrorism
Co-organized with the Institute for Inclusive Security and the UN Counter-Terrorism Committee

Examining the Complementarities between the Women, Peace, and Security and the Youth, Peace, and Security Agendas: Strengthening the Participation of Girls and Young Women through UNSCR 2250
Co-organized with the Permanent Mission of Italy to the United Nations and the UN Peacebuilding Support Office

Women, Peace, and Security: Are We There Yet? A World Café Discussion
Co-organized with One Earth Future and Friedrich-Ebert-Stiftung New York

Toward Peaceful, Just, and Inclusive Societies: Applying a Gender Perspective
Co-organized with Saferworld and the Permanent Mission of Estonia to the United Nations

Applying the Global Study on Women, Peace, and Security
Co-organized with UN Women and the Permanent Mission of Estonia to the United Nations

Training

Annual IPI New York Seminar—Sustaining Peace: Implementing United Nations Security Council Resolution 2282 and General Assembly Resolution 70/262
Co-sponsored by the Permanent Missions of Italy and Mexico to the United Nations

Special Events

Film Screening: *The Destruction of Memory*
Co-organized with the Permanent Missions of Italy and the Netherlands to the United Nations

777 Club: Four informal receptions for members of the UN community and the wider diplomatic community in New York featuring guests of honor including UN Envoy on Youth Ahmad Alhendawi and incoming President of the General Assembly Peter Thomson

UN Security Council Lunches with the Secretary-General

UN Security Council lunch hosted for Angola

UN Security Council lunch hosted for France

External Events for Donors or Partners

Reception for Catholic Medical Mission Board

Policy Forum for the Norway Ad Hoc Liaison Committee Meeting

Meeting of the Fédération Internationale de l'Automobile High-Level Panel for Road Safety

UN Effectiveness, Efficiency, Coherence, and Impact in Helping Developing Countries Meet Their Sustainable Development Needs

Organized for the Government of Sweden

Lost in Transition: UN Mediation in Libya, Syria, and Yemen

Organized for the Permanent Mission of Germany to the United Nations

A Conversation with United Nations Secretary-General-Designate António Guterres

Organized for the UN Foundation

4. Peter Thomson, President of the General Assembly's 71st Session

5. Hilde F. Johnson, former Special Representative of the Secretary-General and Head of the UN Mission in the Republic of South Sudan

6. Taavi Rõivas, Prime Minister of the Republic of Estonia



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Vienna Office Events

Peace Café—People on the Move: Coping with Mixed Migration and Integration
The Cost of Conflict: Research and Analysis of the Georgian–South Ossetian Conflict
Forty-sixth annual IPI Vienna Seminar—Prepared for the Future? Adapting Peace Operations to a Changing World
Co-organized with the Austrian Federal Ministry for Europe, Integration and Foreign Affairs and the Austrian Federal Ministry of Defence and Sports
Protecting Borders and Refugees: Is It Possible?

Book Launch: *Chained to the Caucasus: Peacemaking in Karabakh, 1987–2012*, by Philip Remler

Northeast Asia Peace and Cooperation Initiative

Co-organized with the Ministry of Foreign Affairs of the Republic of Korea

Salzburg Forum—Open Societies under Attack: The Return of Ideology

Georgia's Quest for Stability amidst Regional Upheaval

Desperate Migration and Health: Impact and Remedies

The Legacy of the Reykjavik Summit: An Inspiration for Arms Control and Reducing Tensions Today?

Regional Office for the Middle East and North Africa Events

Opportunities and Challenges in the Middle East

Featuring Tony Blair, former Prime Minister of the United Kingdom

Partnerships and Foreign Policy
Featuring Lundeg Purevsuren, Foreign Minister of Mongolia

Future Global Leaders

Featuring Adam Jade Kadia, young peace writer from Bahrain

Inter-Religious Alliance Meeting

Mohammed bin Rashid Al Maktoum

Award for World Peace (MRAWP)

Fast for Peace

Peace Readers Forum

Social Peace in Countries in Transition

Launches of ICM Final Report

Launch of the ICM Final Report in New York

Launch of the ICM Final Report in Geneva
Co-organized with the Graduate Institute of International and Development Studies

Launch of the ICM Final Report in Vienna

ICM Retreats

Humanitarian Engagements

Weapons of Mass Destruction, Non-proliferation, and Disarmament

Global Pandemics and Global Public Health

Engaging, Supporting, and Empowering Global Youth

Communication Strategy for the UN Multilateral System

Armed Conflict: Mediation, Conciliation, and Peacekeeping

ICM Public Consultations

2030 Agenda for Sustainable Development and Addressing Climate Change/UN and Regional Organizations, Civil Society, NGOs, and the Private Sector

Impact of New Technologies on Peace, Security, and Development

Engaging, Supporting, and Empowering Global Youth

Armed Conflict: Mediation, Conciliation, and Peacekeeping

Humanitarian Engagements

Global Pandemics and Global Public Health

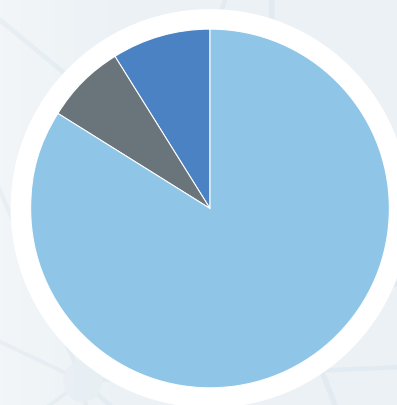
Weapons of Mass Destruction
Justice, Human Rights, and the International Legal System

Statements of Financial Position

December 31, 2016 and 2015

	2016	2015
ASSETS		
Cash and cash equivalents	\$ 3,089,642	\$ 1,429,138
Unconditional promises to give		
Unrestricted	892,933	2,532,449
Restricted to future programs and periods	4,745,371	6,484,652
Accounts and other receivables	8,213	17,557
Prepaid expenses and other current assets	126,586	136,949
Investments	1,852,600	1,701,565
Property and equipment, at cost, net of accumulated depreciation and amortization	2,830,171	3,227,047
Security deposits	138,428	130,441
Total Assets	\$13,683,944	\$15,659,798
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued liabilities	\$ 581,247	\$ 670,762
Commitments		
Net Assets		
Unrestricted	6,857,558	7,101,025
Temporarily restricted	5,387,472	7,030,344
Permanently restricted	857,667	857,667
Total Net Assets	13,102,697	14,989,036
Total Liabilities and Net Assets	\$13,683,944	\$15,659,798

2016 EXPENSE RATIOS



- **83.8%** Program Services
- **7.3%** General & Administrative
- **8.9%** Fundraising

Statements of Activities

Years Ended December 31, 2016 and 2015

	2016	2015
CHANGES IN UNRESTRICTED NET ASSETS		
Revenue, gains, and support		
Contributions	\$ 8,180,395	\$ 6,244,680
Donated services and materials	489,464	233,908
Investment income (loss)	152,788	(7,467)
Loss on foreign currency exchange	(12,776)	(79,184)
Miscellaneous income	5,676	19,955
	<u>8,815,547</u>	<u>6,411,892</u>
Net assets released from restrictions		
Satisfaction of time and program restrictions	<u>1,884,127</u>	<u>3,650,098</u>
Total revenue, gains, and support	<u>10,699,674</u>	<u>10,061,990</u>
Expenses		
Program services	<u>9,179,935</u>	<u>9,788,200</u>
Supporting services		
General and administrative	794,156	887,218
Fundraising	969,050	724,685
Total supporting services	<u>1,763,206</u>	<u>1,611,903</u>
Total expenses	<u>10,943,141</u>	<u>11,400,103</u>
Decrease in unrestricted net assets	<u>(243,467)</u>	<u>(1,338,113)</u>
CHANGES IN TEMPORARILY RESTRICTED NET ASSETS		
Contributions	266,804	4,098,166
Net assets released from restrictions	(1,884,127)	(3,650,098)
Reduction for unexpected project funding	(25,549)	—
Increase (decrease) in temporarily restricted net assets	<u>(1,642,872)</u>	<u>448,068</u>
Decrease in net assets	<u>(1,886,339)</u>	<u>(890,045)</u>
Net assets, beginning of year	<u>14,989,036</u>	<u>15,879,081</u>
Net Assets, End of Year	\$13,102,697	\$14,989,036

Audited financial statements prepared on accrual basis; complete statements and notes available at www.ipinst.org.

Who We Are

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