Managing Risk

Building Resilience

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Building Resilience

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 more than twenty countries 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.
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.

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.

Impact
By analyzing current approaches to global challenges and convening discussions to identify solutions, IPI seeks to shape multilateral, national, and local policies with the goal of making the world more peaceful and secure.
In 2020, the United Nations celebrates its 75th anniversary. For nearly 50 of those 75 years, the International Peace Institute (previously, the International Peace Academy) has been a continuing partner of the United Nations family to support its mission and its member states, and to be a source of ideas in support of the continuing multilateral project.

We have been in existence so long because the UN, regional organizations, member states, and civil society have all found IPI to be a useful, independent platform. There have been times during our half-century-long history when certain topics or issues may have been too sensitive to address directly within formal mechanisms but where the informality of IPI has provided a useful place to address them. In that spirit, IPI has been commissioned to conduct two comprehensive reviews of the multilateral system over the last decade.

IPI made its mark in 2018 with more than 110 events and 30 publications, both in areas such as peacekeeping and peacebuilding and through growing work on humanitarian affairs, sustainable development, and women, peace, and security. To a greater extent than ever before, this work transcended IPI’s offices in New York, Vienna, and Manama, with field research in 17 countries seeking to understand the impact of international decisions on people’s work and lives.

IPI remained an independent hub for debate on the future of the multilateral system. IPI provided support to the president of the UN General Assembly and UN Secretariat, hosted monthly meetings between the Security Council and the secretary-general, and convened 35 foreign ministers during the General Assembly’s high-level week.

IPI also strengthened and expanded partnerships with governments in Europe, Africa, the Middle East, Asia, and the Americas and furthered its engagement with regional organizations, civil society, and the private sector.

Such cooperation is increasingly vital. As the president of the 72nd UN General Assembly commented at IPI in September, “It is no longer a question. Multilateralism is under threat.” This threat is visible in a variety of contexts as a rising nationalism has inspired a turn to populist leaders skeptical of the very idea of a global common good.

Nonetheless, the multilateral system has shown its resilience, and IPI was at the forefront of both defending multilateralism and shoring up its resilience.

IPI’s Brian Urquhart Center for Peace Operations remained at the core of IPI’s research agenda, driving discussions on UN reform, advancing an ambitious new program on peace operations’
mandate to protect civilians, and traveling to Côte d’Ivoire, Haiti, Liberia, and Mali. IPI also continued promoting the concept of sustaining peace. In addition to publishing a landmark report on what sustaining peace looks like in practice, IPI organized the president of the General Assembly’s retreat on sustaining peace and highlighted sustaining peace at the annual High-Level Forum on the Culture of Peace.

IPI’s work on sustainable development focused on implementation of the 2030 Agenda by building multi-sector partnerships and looking at concrete challenges to achieving the Sustainable Development Goals in the Gambia, Lebanon, and Myanmar. Healthcare was at the center of IPI’s rapidly growing body of research on humanitarian affairs, with IPI researchers traveling to Mali, Myanmar, and Nigeria to assess challenges to reaching those in need. It was also a groundbreaking year for IPI’s dedicated program on women, peace, and security, which hosted more than ten events assessing progress toward implementing the agenda and showcasing and connecting women leaders.

As the UN system continues to meet new challenges, it will be critical for the UN, member states, regional organizations, civil society, and the private sector to work together to build upon the countervailing trends that point toward a recommitment to multilateral cooperation and a more resilient future. This pursuit animates all of IPI’s work as we strive for a more peaceful and prosperous world.

Terje Rød-Larsen, President
Kevin Rudd, Chair of the Board of Directors
**Multilateral Cooperation**

IPI has remained a go-to place in New York for frank discussions on how to protect and revitalize the multilateral system, with delegates from more than 100 countries’ permanent missions to the UN participating in IPI policy fora and closed-door meetings in 2018.

**Standing Up for Multilateralism**

IPI has continued to partner with champions of multilateralism in the General Assembly and Security Council to reaffirm the centrality of the UN in addressing global challenges. In the lead-up to the 73rd session of the UN General Assembly, IPI hosted the assembly’s outgoing president, Miroslav Lajčák, to lay out his vision for “the UN of today and tomorrow”—a discussion also featuring members of his high-level advisory board like Jean-Marie Guéhenno, Amina Mohamed, and Jeffrey Sachs. That same week, the assembly’s incoming president, María Fernanda Espinosa, spoke at IPI, calling multilateralism “the only tried and trusted means by which peace and prosperity can be secured.”

Small states are among the strongest advocates for the rules-based multilateral order, which can serve them as a form of protection on the international stage. This was reflected in IPI’s partnership with Estonia to examine the experience of small states on the UN Security Council. IPI brought together former, current, and future members of the council to reflect on how small states can leverage their membership to promote respect for international law. The findings from these consultations will be published in 2019.

**Building Support for UN Reforms**

After presenting his reform agenda in 2017, UN Secretary-General António Guterres faced the challenge of translating this vision into concrete, coherent action. To support this process, IPI conducted research and convened both high-level and working-level discussions on how these reforms can make the UN more efficient and effective. This work addressed all four streams of reform: a renewed focus on prevention and sustaining peace, reform of the UN development system, restructuring of the UN peace and security architecture, and management reform. Participants emphasized how the discussions “cut across the silos” on UN reform, bringing together people who might not otherwise interact. According to one ambassador, discussions at IPI on the peace and security architecture contributed to a more

“The active participation of United Nations partners in our political world is vital to connect the discussions to stakeholders outside of the organization and people on the ground.”

—Miroslav Lajčák, President of the 72nd UN General Assembly, remarks at IPI, September 2018
Even in the face of headwinds, I believe [multilateralism] remains the only tried and trusted means by which peace and prosperity can be secured.... Multilateralism is not an option, but a necessity for survival.... Only multilateral action brings sustainable results.”

—Maria Fernanda Espinosa, President of the 73rd UN General Assembly, remarks at IPI, September 2018

IPI also served as a bridge between UN headquarters and the field in discussions on how to make the UN’s work more effective. The reach and impact of the UN’s development, humanitarian, human rights, and peace and security work depends on more than 500 field presences across more than 130 countries. In both a closed-door workshop and a public forum, IPI brought together UN officials from New York and the field to call attention to the many unremarked upon but necessary functions required for the UN to work effectively in high-risk contexts—many of which even UN staff don’t understand. IPI also organized two conversations in Mali on the protection of civilians to link policy discussions in New York with practice in the field.

Fostering “Water Diplomacy” in the Middle East and North Africa

While water can be a source of conflict, it can also be a catalyst for regional cooperation—a focus of high-level IPI events across three continents in 2018. As part of the second phase of the Taskforce on Regional Cooperation in the Middle East and North Africa, IPI’s Middle East and North Africa (MENA) office organized a conference in Manama, Bahrain, on how countries in the region could address tensions over water resources through “water diplomacy.” In New York, IPI hosted Danilo Türk, chair of the Global High-Level Panel on Water and Peace, who advocated for water cooperation as an “instrument for peace.” These discussions continued at IPI’s fifth annual Salzburg Forum, a two-day gathering of former prime ministers and foreign ministers, diplomats, journalists, academics, and experts focused on the geopolitics of energy and water resources in the MENA region.
Enriching Debates on Peacekeeping Reform

Throughout 2018, IPI echoed growing global calls for collective action to address the core challenges facing peacekeeping. At its annual ministerial dinner on peacekeeping, IPI presented a report on the secretary-general’s Action for Peacekeeping initiative (A4P), which was launched in March 2018 to galvanize member states to commit to UN peace operations. Under-Secretary-General for Peacekeeping Jean-Pierre Lacroix also invited Jake Sherman, Director of IPI’s Center for Peace Operations, to participate in an interactive lunch to discuss peacekeeping reform. Additionally, the Department of Peacekeeping Operations asked IPI to organize two meetings with civil society organizations to solicit feedback on A4P and the “Cruz report” on peacekeeper fatalities and injuries. This convening played a crucial role building support for reforms to the UN peace and security architecture.

IPI’s Global Observatory website emerged as the go-to online forum for analysis of and debate on peacekeeping reform in 2018. The Global Observatory featured a series of eleven articles on the Cruz report, culminating in an interview with the report’s author, Carlos Alberto dos Santos Cruz. A ten-article series on A4P was featured on the website of the UN Department of Peacekeeping Operations. Many interlocutors praised the Global Observatory as a unique platform for sharing different perspectives on these topics all in one place.

As part of its Providing for Peacekeeping series, IPI published a paper guiding readers through the processes for making peacekeeping policy at the UN, which was IPI’s most read publication of the year. The paper has become a valuable resource for staff at permanent missions trying to navigate the organization’s complex policymaking channels. Another report in this series looked at how UN peacekeepers can reduce their environmental footprint. Finally, the trove of data hosted on IPI’s Providing for Peacekeeping website fed into a paper exploring how more and more peacekeeping troops and police are being contributed by countries neighboring the country of deployment. IPI’s annual Vienna Seminar also looked at how to improve the performance of UN peace operations, focusing on the role of European countries.

Making Peacekeeping Mandates More Strategic

Continuing to follow up on the recommendations of the High-Level Independent Panel on UN Peace Operations (HIPPO) and A4P initiative, IPI, together with the Stimson Center and Security Council Report, organized two workshops on how to better prioritize and sequence UN peacekeeping mandates in a way that reflects security conditions on the ground. Following seven workshops over the previous two years, the 2018 workshops focused on the UN missions in Mali and the Central African Republic, helping member states link the recent strategic reviews of these missions with their mandates. According to several participants, the quality of debate in the Security Council improved noticeably after these workshops, with member states making more informed inputs into the mandate renewal process.
Helping UN Missions Better Protect Civilians

Most UN peacekeeping operations are mandated to protect civilians, and a “culture of protection” has percolated throughout the UN system over the last two decades. However, this has not translated into widespread consensus on what the protection of civilians (POC) entails in practice or how to overcome the challenges and dilemmas faced in implementing a POC mandate. In 2018, IPI emerged as a leader on this issue—a role recognized in invitations for IPI Research Fellow Namie Di Razza to present at conferences and meetings in Bamako, Dakar, Dublin, Rabat, and Stockholm and to help develop a POC course for the School of Peacekeeping in Mali.

To reconcile POC mandates with the inherently political nature of UN peacekeeping, IPI published an issue brief and held a policy forum in New York on how to develop political strategies for POC. IPI also held a day-long seminar presenting findings from two policy papers on the difficulties peace operations face in complex environments. These papers, drawing on three research trips to Mali and extensive consultations in New York, focused on how to protect civilians in the context of violent extremism and how to engage with non-state armed groups as part of a POC strategy. Responding to requests from member states, IPI held three briefings to present findings from this research and to support the UN Secretariat in disseminating and discussing changes to POC policy, including the new POC accountability framework.

Conceptualizing New Approaches to Peacekeeping Transitions

Peacekeeping transitions were high on the agenda of the Security Council in 2018, with UN missions recently closed or about to do so in Côte d’Ivoire, Haiti, and Liberia. These transitions offered an opportunity to get an on-the-ground look at the potential implications of reforms to the UN peace and security architecture and UN development system, including the “new generation” of UN country teams. IPI researchers went to all three countries, interviewing more than 100 UN staff, government officials, and representatives of international and local NGOs. The policy papers emerging from this field research analyze the planning of transitions, the role of various actors, and the capacity of governments and UN country teams to sustain peace after UN peacekeepers leave. This research directly informed the work of the UN Secretariat as it conceptualized a new approach to peacekeeping transitions, drawdowns, and exit strategies.

Building Better Leadership Teams in UN Field Missions

Scenario-based learning can help senior leaders in UN field missions think more strategically, make better decisions, and manage crises more effectively by using real-world examples. It can also foster cohesion and collaboration within mission leadership teams. Since 2017, IPI has developed scenarios on eight topics—from sexual exploitation and abuse to budgeting—to complement and support the UN’s work on leadership training.

“The A4P political declaration is an important symbol of commitment by member states and the Secretariat to address the most urgent challenges facing peacekeeping today. To succeed in making missions more effective at supporting political solutions, protecting civilians, and sustaining peace, these political commitments will need to be translated into action.”

— Jake Sherman, Director of IPI’s Center for Peace Operations, remarks at IPI, September 2018
Spotlighting Sustaining Peace, from the Multilateral to the Local

Through partnerships with other peacebuilding organizations and think tanks, IPI organized nine events in 2018 where local peacebuilders and experts shared their experiences with and findings on sustaining peace. In both policy fora and interactive roundtables, participants discussed the importance of nonviolent grassroots movements, resilient social contracts, and gender equality to sustaining peace. Several events also looked at the evidence on what factors contribute to making a society peaceful. IPI broadened this conversation beyond New York by hosting several events at Geneva Peace Week and presenting on the UN’s sustaining peace agenda in Tokyo, Japan.

IPI completed two multi-year projects on peacebuilding and sustaining peace in 2018, both culminating in multi-author volumes that were among IPI’s most widely read publications of the year. Drawing on over a year of conversations and research, “Sustaining Peace in Practice” aims to build a shared understanding of what sustaining peace and prevention look like at the local, national, and international levels. After exploring the concept of sustaining peace, the report applies this concept to entrepreneurship, human rights, local governance, preventing violent extremism, the Sustainable Development Goal on gender equality, UN peace operations, and UN regional political offices.

A two-year research project on the role of network-based organizations in peacebuilding culminated in a second volume: “Local Networks for Peace.” This project brought together peacebuilders from Burundi, the Central African Republic, Colombia, Kenya, Liberia, South Africa, Sri Lanka, and Zimbabwe to explore and share the experiences of fifteen local peacebuilding networks in their countries. The case studies they wrote look at the challenges these networks face in terms of organizational and financial capacity and political dynamics, as well as the benefits of working through networks. The project helped enhance international practitioners and policymakers’ understanding of these networks’ comparative advantages and challenges.

IPI supported the UN in preparing for two high-level events related to sustaining peace. In advance of the UN High-Level Meeting on Peacebuilding and Sustaining Peace, IPI hosted the official launch of the secretary-general’s report on this topic. In collaboration with the president of the General Assembly, IPI also convened an ambassador-level retreat to examine the next steps for implementing the sustaining peace agenda. The weeks leading up to the high-level meeting saw the publication of a series of seven Global Observatory articles highlighting various aspects of sustaining peace.

During the High-Level Forum on the Culture of Peace, IPI hosted a side event on the “culture of sustaining peace.” IPI’s efforts to link these two...
concepts—the culture of peace and sustaining peace—led to the inclusion of language on sustaining peace in the Follow-Up to the Declaration and Programme of Action on a Culture of Peace, adopted by the General Assembly in January 2018.

IPI also continued its support to the Peacebuilding Commission by organizing a half-day, expert-level workshop with its organizational committee. Participants shared best practices for developing peacebuilding policy, strategies for building upon the commission’s previous progress, and ways to strengthen the commission’s capacity.

Preventing Violent Extremism in the Sahel-Sahara

Following events in Dakar and N’Djamena in 2016 and 2017, IPI’s 2018 regional seminar on the prevention of violent extremism in the Sahel-Sahara took place in Algiers. Organized in partnership with the governments of Switzerland and Algeria, the UN Office for West Africa and the Sahel (UNOWAS), and the African Center for the Study and Research on Terrorism, the seminar brought together more than 60 participants from across the region, including political leaders, members of civil society, religious and traditional authorities, and journalists. Participants explored how to make their societies more resilient to violent extremism, offering recommendations that were captured in a report published in English, French, and Arabic.

The meeting was praised as “a rare opportunity for frank interaction and dialogue between actors who rarely get the chance to meet,” and the conversations inspired UNOWAS to launch an initiative on “Living Together in Peace.” The conversations extended to New York, where several participants joined an IPI panel discussion on the margins of the UN General Assembly’s high-level week, and to Dakar, on the margins of the Dakar Forum for Peace and Security.

Learning from UN-Supported Mediation Processes

IPI continued exploring lessons that can be learned from recent mediation and peace processes, focusing on locally or regionally led processes where the UN is playing a supporting role. In 2018, IPI published policy papers on the peace process in South Sudan led by the Intergovernmental Authority on Development (IGAD), a regional organization in East Africa, and on local mediation efforts in Libya. A shorter issue brief looked at a novel mechanism for including civil society in the Syrian peace process. Mediation was also the focus of several IPI events, including on the dilemmas of negotiating peace after wars of atrocity and the role of women mediators.

"Peace is like a tree; it grows from the bottom up, and community-initiated peacebuilding programs are usually more effective, and allow for more genuine inclusion of traditionally marginalized groups."
—Youssef Mahmoud, IPI Senior Adviser, IPI policy forum on peacebuilding and sustaining peace, February 2018

“What we really focus on at IPI is having approaches that are locally driven, regionally anchored, and internationally supported.”
—Lesley Connolly, IPI Senior Policy Analyst, FriEnt Peacebuilding Forum in Berlin, June 2018
Sustainable Development and Peace

IPI was the place to be during the third annual High-Level Political Forum on Sustainable Development, hosting five well-attended events. Conversations focused on how to understand the link between peace and sustainable development and how to advance sustainable development through entrepreneurship and public-private partnerships.

Connecting Sustainable Development to Peace

The 2030 Agenda for Sustainable Development affirmed that “there can be no sustainable development without peace, and no peace without development.” To look at what this means in practice, IPI convened more than ten events in 2018 exploring the link between the Sustainable Development Goals (SDGs) and peace, many on the sidelines of the High-Level Political Forum on Sustainable Development. These events explored the links between the SDGs and a wide range of issues, including humanitarian action, maritime security, migration, justice, and inclusion, as well as the implications of the reform of the UN development system.

As part of its SDGs4Peace project, IPI published three papers in 2018 on how the Gambia, Lebanon, and Myanmar are operationalizing the link between the SDGs and peace. These papers were grounded in field research, including interviews with people from governments, international organizations, NGOs, and the private sector engaged in fostering sustainable development in their countries.

Partnering for Development

Both the 2030 Agenda and the UN’s dual resolutions on sustaining peace recognize the role of the private sector in sustainable development, and governments increasingly see businesses—both small and large—as valuable partners. In 2018, IPI emerged as a hub for collaboration on sustainable development between the private and public sectors. IPI hosted events looking at how to encourage investment in countries under stress, where funding is needed most, as well as the contributions of innovation and entrepreneurship to the 2030 Agenda. Recognizing IPI’s growing engagement in this area, IPI President Terje Rød-Larsen was invited to participate in a private sector lunch hosted by the UN Global Compact, featuring opening remarks by the secretary-general.

IPI also worked with more than 50 partners, including UN agencies, civil society organizations, businesses, foundations, and local governments, to promote a strategy—Local2030—for localizing the 2030 Agenda. This strategy will work toward developing “local 2030 hubs” around the world to accelerate local-level implementation of the 2030 Agenda and facilitate collaboration between diverse stakeholders.

Aligning Drug Policy with Sustainable Development

Current drug policy remains disjointed from the SDGs; in fact, it often has a negative impact on communities, running counter to efforts to ameliorate poverty. To help make this link, IPI launched a report in 2018 based on over a year of work by
the International Expert Group on Drug Policy Metrics, convened by IPI and the Conflict Prevention and Peace Forum. This report analyzes how to measure the impact of drug policies using more precise, more complete, and better-conceived metrics that are aligned with the SDGs. The goal is not only to make drug policies more effective but also to make sure they enhance, rather than hinder, efforts to achieve the SDGs.

Ensuring the Internally Displaced Are Not Left Behind
Meeting the needs of internally displaced persons (IDPs) is essential to the achievement of the SDGs and to fulfill the 2030 Agenda’s commitment to “leave no one behind.” To recognize the 20th anniversary of the Guiding Principles on Internal Displacement, IPI organized a high-level policy forum on how to leverage the agenda to address the plight of IDPs. Following this discussion, IPI published a report outlining the link between the SDGs and IDPs, underscoring the mix of short- and long-term needs that places displaced populations squarely at the center of the “humanitarian-development nexus.”

“If drug policy and the 2030 agenda are not aligned, the SDGs are really at risk of not being achieved.”
—Adam Lapel, IPI Vice President, remarks at IPI event, February 2018

“The UN has strongly endorsed entrepreneurship as an important means of accelerating the SDGs. Entrepreneurship plays an important role in creating jobs, driving economic growth, addressing environmental challenges, and enabling youth to turn that creative energy into ideas.”
—Youssef Mahmoud, IPI Senior Adviser, remarks at IPI event, July 2018
Improving the Delivery of Healthcare in Armed Conflicts

Armed conflict is a global health issue, with consequences not just for the war-wounded but for the overall health of entire communities. IPI convened discussions and undertook research across four continents to understand the challenges facing healthcare providers operating in the midst of armed conflict. Together with the Global Health Centre of the Graduate Institute in Geneva, IPI co-hosted a full-day workshop to rethink and redefine collaboration models, governance structures, and accountability mechanisms for health and humanitarian actors in conflict-affected settings. Drawing on this workshop and more than 70 expert interviews, IPI published a report recommending both incremental improvements and a radical shift in mindsets to ensure those affected by conflict receive the healthcare they need. Based on extensive field research, IPI also published briefings on the humanitarian health responses in Mali, Nigeria, and Yemen, with additional reports on Myanmar and Sudan planned for 2019.

In Afghanistan and Pakistan, IPI continued conducting on-the-ground research on the security situation in polio-affected regions as part of a long-term project now in its fifth year. IPI used the information gathered from health actors on the ground to advise the Bill and Melinda Gates Foundation on how to reduce risks and improve the effectiveness of the polio-eradication campaign.

Preventing and Responding to Attacks on Healthcare

IPI continued supporting implementation of Security Council Resolution 2286, adopted in 2016 to condemn attacks on the sick or wounded, health and humanitarian personnel, their means of transport and equipment, and medical facilities. IPI formally launched a web platform hosting a suite of tools for investigating attacks on healthcare, including a mapping of existing mechanisms. Recognizing IPI’s growing expertise on this topic, the Security Council invited IPI Policy Analyst Alice Debarre to address an Arria Formula meeting on protecting medical care in armed conflict.

Another challenge to the implementation of Resolution 2286 is that counterterrorism measures sometimes impede or prevent the provision of lifesaving aid, often in violation of international...
humanitarian law. IPI convened an expert-level workshop bringing together both counterterrorism and humanitarian experts, hosted a policy forum, and published a report on how to reconcile this tension and safeguard space for principled humanitarian action.

**Supporting Local Responses to Migration**

In July 2018, the vast majority of UN member states agreed on a Global Compact for Safe, Orderly and Regular Migration—the first comprehensive agreement on this topic at the UN. In the months leading up to the adoption of the Global Compact, IPI co-organized a meeting bringing these deliberations to the level of cities, which often bear the brunt of providing services and facilitating integration. This event brought together municipal leaders from around the world—from New York to Milan to Jinja to São Paulo—to discuss how they could help put the Global Compact into practice.

IPI also shined a spotlight on the challenges facing countries that host large numbers of refugees. Speaking at public events at IPI, one of the top UN officials in Lebanon described the difficulties of hosting 1.5 million Syrian refugees in a country of just 6 million people, while the foreign secretary of Bangladesh underscored the formidable challenges of accommodating 1.1 million Rohingya. Another top official at the UN Refugee Agency urged the audience at an IPI policy forum to “listen to what the refugees are telling us.”

“Listen to what the refugees are telling us. It’s very important to actually see and hear them and listen to what their stories are. Refugees are the embodiment that something has gone awry in a country—that something has gone terribly wrong.... They don’t leave for the sake of leaving; they leave for a very good reason.”

—Volker Türk, Assistant High Commissioner for Protection at the UN Refugee Agency, remarks at IPI event, November 2018

“We have a robust, longstanding normative framework and clear principles [on protection of healthcare]. We have knowledgeable actors willing to guide and support their implementation.... We need states to take concrete action to uphold the fundamental norm that those who are wounded and sick have access to the medical care they need.”

—Alice Debarre, IPI Policy Analyst, remarks at Security Council Arria Formula meeting, December 2018
Realizing the Promise of Resolution 1325
With 2020 marking the 20th anniversary of UN Security Council Resolution 1325 on women, peace, and security, IPI began evaluating its implementation—both the successes and the challenges. IPI’s 23rd annual New York Seminar brought together experts, diplomats, and civil society representatives to reflect on the state of the WPS agenda. Participants called on the UN to fully implement its gender parity strategy and lead by example, while urging member states to concretely back the WPS agenda across all international fora. IPI also participated in the 2018 World Forum for Democracy in Strasbourg—the theme of which was gender equality—with IPI Vice President Adam Lupel delivering remarks on women, peace, and democratization.

Women’s roles in mediation were another area of focus of IPI’s work in 2018. During the UN General Assembly’s high-level week, IPI facilitated a dynamic discussion among women mediators from Yemen and Afghanistan. During the UN Security Council’s annual assessment of progress on women, peace, and security, IPI hosted 60 women mediators from around the globe for a two-day workshop.

In addition to these high-profile events, IPI participated in discussions on women, peace, and security behind the scenes. IPI Research Fellow Sarah Taylor took part in UN Women’s Standing Committee on Women, Peace, and Security and the Civil Society Advisory Board of the special representative of the secretary-general on sexual violence in conflict. IPI also advised member states in the Group of Friends on Women, Peace, and Security on their statements for the Security Council’s open debate on mediation.

Connecting Women Leaders
One of the areas where implementation of Resolution 1325 lags is women’s participation in “all levels of decision-making.” Efforts to build and sustain peace often neglect the expertise of local-level women peacebuilders, and formal peacemaking efforts continue to resist women’s meaningful participation and efforts to address women’s rights. To help overcome these barriers, IPI supported and coordinated government- and UN-led efforts to promote women’s leadership. IPI helped develop strategies to garner political will and got a clear picture of the research and support needed to elevate and connect women leaders. To help foster these connections, IPI
Research Fellow Sarah Taylor also served on the steering committee of the Women in Leadership Development initiative, which brings together women leaders with women in the early stages of their careers.

Throughout the year, IPI showcased the work of women leaders at all levels, including during the annual session of the Commission on the Status of Women, the UN Security Council’s annual assessment of progress on women, peace, and security, and the UN General Assembly’s high-level week. Women leaders featured at IPI events included Margot Wallström, Sweden’s Minister of Foreign Affairs and the force behind the world’s first “feminist foreign policy”; Cathérine Samba-Panza, the Central African Republic’s first female head of state; Kristin Lund, the first female force commander of a UN peacekeeping mission; and women ministers from countries ranging from Afghanistan to Norway to Somalia.

“Women’s status, respect for their rights, and their ability to freely participate in public life is not only a good in and of itself but is also an indicator of a community’s resilience and strength.”
—Sarah Taylor, IPI Research Fellow, remarks at IPI event, October 2018

“It’s evident to all of us that women, peace, and security is an issue—not just a women’s issue, a peace and security issue, and an issue that holds the keys to sustainable peace.”
—Margot Wallström, Swedish Minister of Foreign Affairs, remarks at IPI, September 2018
Where We Work

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

- **USA**
  More than 4,500 people attended more than 100 events at IPI’s New York headquarters in 2018. Once again, IPI was a hub of activity during UN General Assembly week, hosting both high-level UN and government officials and local civil society activists from around the world.

- **Haiti**
  As the UN peacekeeping mission in Haiti drew to a close, IPI field research looked into the transition process. Along with parallel research on the missions in Côte d’Ivoire and Liberia, all published in 2018, this directly informed the work of the UN Secretariat.

- **Mali**
  Mali was a focus of IPI field research on peacekeeping, humanitarian action, and mediation in 2018. IPI researchers looked at how peacekeepers can protect civilians in the face of violent extremism, how to deliver healthcare during armed conflict, and how the UN can support implementation of Mali’s 2015 peace accord.

- **Algeria**
  In 2018, IPI co-organized a third round of regional conversations on preventing violent extremism in the Sahel-Sahara, this time in Algeria (following previous conversations in Chad and Senegal). This meeting brought together more than 70 experts and practitioners from 13 countries in the region.

- **Switzerland**
  For the second year in a row, IPI featured prominently at Geneva Peace Week, co-hosting three panels highlighting local peacebuilding efforts. IPI also co-organized an international retreat in Geneva looking at the challenges of delivering healthcare in conflict-affected settings.
IPI’s Vienna office organized two major seminars in 2018. The 48th annual Vienna Seminar focused on the prospects for sustainable European participation in UN peace operations, while the 5th annual Salzburg Forum looked at how to improve cooperation on oil and water in the Middle East.

As part of a project to draw lessons from UN-led or UN-supported mediation efforts, IPI published a report in 2018 on the regionally led mediation effort in South Sudan. IPI also published a paper on UN support to local mediation in Libya.

Peacebuilders from eight countries—Burundi, the Central African Republic, Colombia, Kenya, Liberia, South Africa, Sri Lanka, and Zimbabwe—shared their on-the-ground research in a series of case studies, which IPI published in 2018 in a volume on lessons from community-led peacebuilding.

IPI researchers traveled throughout the Middle East to assess two of the world’s worst humanitarian crises—in Yemen and Syria. IPI presented findings from the research in Yemen in a 2018 policy report exploring challenges and opportunities for humanitarian actors.

As part of its SDGs4Peace project, IPI researchers traveled to Myanmar to interview government, UN, NGO, and private sector actors engaged in sustainable development in Naypyidaw, Yangon, and Kayin state. IPI published this research and similar research from Lebanon in 2018 policy papers.
Field conversations have been extremely impactful in building momentum around the protection of civilians debate in UN missions by raising attention on the topic among UN staff, informing policies and strategies, and directly providing recommendations to decision makers on the ground. Field conversations also enable analysts to better grasp the human dimension of the research, such as peacekeepers who lost colleagues and face threats from violent extremism and civilians who report the concerns of their communities.”

—Namie Di Razza, IPI Research Fellow
In the last two years, IPI has significantly increased its field research. In 2018, IPI analysts traveled to 24 countries for fieldwork and published 18 reports that drew on field research focused on 17 case studies.

Incorporating field research into the institute’s methods has manifold advantages. Sending analysts to the field contributes to a holistic research process and ensures that recommendations IPI is making for policymakers not only align with goals at headquarters, but also have real and measurable impact for stakeholders at every level. When researchers move beyond desk research, they better understand the context of their work and build in-house expertise in both methodology and substance. Travel to missions and their environs creates a channel for honest and direct data collection, facilitates personal relationships with respondents that can benefit future work, and connects IPI to operational realities. In this spirit, IPI published a thematic policy paper by Policy Analyst Alice Debarre exploring the myriad challenges of delivering healthcare in armed conflict, which the author supplemented with two detailed, case-specific issue briefs reflecting her 2018 fieldwork in Nigeria and Mali.

IPI analysts have found that respondents are more open when interviews take place in person, and that they are better able to gather more information and opinions from a wider range of actors than if they were to conduct interviews remotely. Connecting with peacekeepers, members of civil society, local healthcare providers, mission leaders, and other field actors can bring information to light that would not be discovered through desk research. Direct contact with a situation gives researchers a sense of its dynamism and an up-close look at what is and is not working at every level of the UN system. When desk research is supplemented with time in the field, IPI’s analysts are able to hone policy recommendations and either reinforce or improve upon initial findings. Field research is especially effective when used to investigate sensitive or emerging issues that have not yet been adequately written about in reports, policies, or resolutions.

At the institutional level, increased visits to the field increase IPI’s credibility and visibility, both in high-level discourse and in local contexts. For example, IPI Research Fellow Namie Di Razza traveled to Mali three times in 2018; she followed up initial interviews and focus groups with “field conversations,” for which she returned to Mali and presented her preliminary findings. This repeated interfacing with the mission offered an opportunity to refine her analysis to fit the needs of the stakeholders most directly affected by her policy recommendations. Reinforcing connections with field partners will allow for future development of joint activities.

IPI’s increased focus on fieldwork makes the research process more holistic and ensures that recommendations align not only with goals at headquarters, but also reflect and address on-the-ground realities. Especially as IPI continues to analyze UN reforms, tracking those reforms at the field level will emphasize the human dimension of the institute’s work in spaces where reform matters most in terms of mandate delivery. By establishing common vocabulary and matching narratives between New York and people on the ground, IPI will continue to set itself and its work apart and build a rich body of field-informed policy research.

“The diverse issues we consider and evaluate on a daily basis are not focused on New York, even if that’s where they are talked about most. For IPI to remain a credible, informed, and respected institution, it is imperative that our work is guided and supported by our direct engagement with affected stakeholders.”

—Daniel Forti, IPI Policy Analyst
IPI published 30 policy papers, issue briefs, and meeting notes in 2018—the majority based on original research in more than 20 countries in sub-Saharan Africa, the Middle East and North Africa, Latin America and the Caribbean, and South Asia. IPI authors were unprecedentedly diverse: more than half were women, and more than a third came from outside of North America and Western Europe. These publications also reflect the thematic diversity of IPI’s work, covering peacekeeping, mediation, peacebuilding and sustaining peace, protection of civilians, women, peace, and security, prevention of violent extremism, sustainable development, and humanitarian affairs.

**Policy Papers**

*Un processus en quête de paix: Les enseignements tirés de l’accord intermalien*, Arthur Boutellis and Marie-Joëlle Zahar

*The Humanitarian Crisis in Yemen: Beyond the Man-Made Disaster*, by Giulio Coppi

*Aligning Agendas: Drugs, Sustainable Development, and Policy Coherence*, by the International Expert Group on Drug Policy Metrics

*Sustaining Peace in Practice: Building on What Works*, edited by Youssef Mahmoud, Lesley Connolly, and Delphine Mechoulan

*French translation: Construire à partir du positif: Vers une logique de pérennisation de la paix*

*Pursuing Sustainable Development under Sectarianism in Lebanon*, by Mona Christophersen

*Advancing Sustainable Development between Conflict and Peace in Myanmar*, by Mona Christophersen and Svein Erik Stave


*Greening Peacekeeping: The Environmental Impact of UN Peace Operations*, by Malkit Shoshan and Lucille Maertens

*A Poisoned Well: Lessons in Mediation from South Sudan’s Troubled Peace Process*, by Zach Vertin

*How Peacekeeping Policy Gets Made: Navigating Intergovernmental Processes at the UN*, by Lisa Sharland

*From the Ground Up: UN Support to Local Mediation in Libya*, by José S. Vericat and Mosadek Hobrara


*Local Networks for Peace: Lessons from Community-Led Peacebuilding*, edited by Lesley Connolly and Laura Powers

*Safeguarding Medical Care and Humanitarian Action in the UN Counterterrorism Framework*, by Alice Debarre

*Engaging with Non-state Armed Groups to Protect Civilians: A Pragmatic Approach for UN Peace Operations*, by Ralph Mamiya

*Protecting Civilians in the Context of Violent Extremism: The Dilemmas of UN Peacekeeping in Mali*, by Namie Di Razza

*Hard to Reach: Providing Healthcare in Armed Conflict*, by Alice Debarre

*The Mission Is Gone, but the UN Is Staying: Liberia’s Peacekeeping Transition*, by Daniel Forti and Lesley Connolly

*Lessons Learned from the UN’s Transition in Côte d’Ivoire*, by Alexandra Novosseloff

*Mission in Transition: Planning for the End of UN Peacekeeping in Haiti*, by Namie Di Razza
Traffic to both IPI’s flagship website and the Global Observatory increased for the tenth straight year, with 417,426 visits by 281,886 users. Over the course of the year, IPI broadcast more than 50 events, which more than 28,000 people viewed live—an increase over 2017. Since 2011, IPI has livestreamed more than 380 events, which have been viewed more than 800,000 times.

IPI’s social media audience also grew, with a 13 percent increase over 2017 across all platforms. For the second year, IPI’s hashtag during the UN General Assembly’s high-level week trended on social media in the city of New York and was used by people in 65 countries. IPI also continued its social media initiative “Sustaining Peace Stories,” through which 20 people have contributed videos describing how they would like to see sustainable peace built.

IPI’s Global Observatory website launched two series of articles that were among its most read of the year. A series of 11 articles on the “Cruz report,” a UN-commissioned report that presented controversial views on the use of force in peacekeeping, prompted the UN Department of Peacekeeping Operations to write an article for the series—a first for the Global Observatory. A second series on the UN secretary-general’s Action for Peacekeeping (A4P) initiative also received high-level attention and is listed as a resource on the UN’s A4P website.

![Graph showing visits to IPI’s websites](image)

<table>
<thead>
<tr>
<th>Metric</th>
<th>Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live views of IPI events in 2018</td>
<td>13,793</td>
</tr>
<tr>
<td>Increase in followers on social media from 2017 to 2018</td>
<td>24%</td>
</tr>
<tr>
<td>Views of the Global Observatory series on the Cruz report and A4P</td>
<td>28,000+</td>
</tr>
</tbody>
</table>
Events

IPI organized 117 events in 2018, with events in New York alone attracting more than 4,500 attendees. More than 50 of these were broadcast online, capturing nearly 14,000 live views. IPI partnered with 102 organizations, UN agencies, and governments in organizing these events.

Ministerial-Level Events
Thirteenth annual ministerial-level working dinner on the Middle East
Co-organized with the Governments of Luxembourg and the United Arab Emirates and the World Economic Forum

Co-organized with the Permanent Missions of Finland, Indonesia, Rwanda, and Uruguay to the UN

Trygve Lie Symposium: Human Rights Defenders: A Global Movement for Peace
Co-organized with the Ministry of Foreign Affairs of Norway

Policy Fora
Water and Peace: A Matter of Survival
Co-organized with Geneva Water Hub
Let’s Talk About Drugs: Policy Coherence and the Sustainable Development Goals
Co-organized with the Social Science Research Council

A Discussion on the UN Secretary-General’s Report on Peacebuilding and Sustaining Peace
Co-organized with the Permanent Missions of Australia and Peru to the UN

Gender Equality and Women’s Empowerment in Fragile and Conflict-Affected Situations
Co-organized with the Swedish International Development Cooperation Agency

Pax Africana: Peacebuilding in Africa
Advancing the Measurement of Women’s Inclusion, Justice, and Security: Linking the Women, Peace and Security Index to WPS in Practice
Co-organized with the Permanent Mission of Norway to the UN and Georgetown University

Inclusive Constitution Making on the Path to Peace
Sustaining Peace in Practice: Evidence, Measurement, and Indicators
Co-organized with the Stanley Foundation
Combating Sexual Harassment in the United Nations
Co-organized with the Permanent Missions of Israel, Colombia, and Kenya to the UN

People, Power, and Sustaining Peace: The Role of Grassroots Nonviolent Movements in Building a Just Peace
Co-organized with Peace Direct

The Environmental Impact of UN Peace Operations
Negotiating Peace after Wars of Atrocity
Co-organized with the Permanent Mission of Liechtenstein to the UN

A Poisoned Well: Lessons in Mediation from South Sudan’s Troubled Peace Process
Keeping Peace from Above: Air Assets in UN Peace Operations
Co-organized with the Permanent Missions of Bangladesh and Norway to the UN

Resilient Social Contracts and Sustaining Peace
Co-organized with the Permanent Mission of Japan to the UN, the Friedrich Ebert Stiftung Foundation, and the UN Development Programme

How Peacekeeping Policy Gets Made: Navigating Intergovernmental Processes at the UN
Co-organized with the Australian Strategic Policy Institute

Tackling Barriers to Women’s Meaningful Participation in Negotiating Peace: A Moderated Evening Dialogue among Peacebuilders on Inclusive and Gender-Sensitive Peace Processes
Co-organized with UN Women

Bridging the Emergency Gap: What Will It Take? The Protection of Civilians in Counterterrorism Contexts: Safeguarding the Space for Principled Humanitarian Action
Co-organized with the Permanent Mission of Switzerland to the UN

The Primacy of Politics and the Protection of Civilians in UN Peacekeeping Operations
Co-organized with the Permanent Mission of the Netherlands to the UN

The Importance of Inclusivity for Peacebuilding and Sustaining Peace
Co-organized with Sophia University, One Earth Future Foundation, and the Permanent Mission of Japan to the UN

Operationalizing Sustaining Peace: Reflections on the 2018 Global Peace Index
Co-organized with the Institute for Economics and Peace

Governing Artificial Intelligence
Co-organized with United Nations University

Fostering Entrepreneurship and Innovation to Achieve the SDGs
Co-organized with the Kingdom of Bahrain, Tamkeen, the Global Entrepreneurship Network, the Kauffman Foundation, and the World Bank

Affordable Housing for All
Co-organized with the Kingdom of Bahrain and the Governments of Angola, Bulgaria, Malaysia, and Paraguay

Reaching Internally Displaced Persons to Achieve the 2030 Agenda for Sustainable Development
Co-organized with the Permanent Mission of Norway to the UN, UN Office for the Coordination of Humanitarian Affairs, and UN Development Programme

The Culture of Sustaining Peace
Co-organized with the Al-Babtain Foundation

Broader Perspectives on the UN of Today and Tomorrow: An Interactive Discussion with the Team of External Advisors to the President of the General Assembly
Co-organized with the Office of the President of the 72nd Session of the General Assembly

Women Mediators: Connecting Local and Global Peacebuilders
Co-organized with the Ministry of Foreign Affairs of Afghanistan, the International Civil Society Action Network, and the Ministry of Foreign Affairs of Norway
Investing in Peace and the Prevention of Violence in the Sahel-Sahara  
Co-organized with the Federal Department of Foreign Affairs of Switzerland

Negotiating Peace: A Guide to the Practice, Politics, and Law of International Mediation  
Co-organized with United Nations University

Addressing the Humanitarian Situation in Lebanon

Safeguarding Medical Care and Humanitarian Action in the UN Counterterrorism Framework

Examining the Role of Conventional Arms Control in Preventing Conflicts and Building Peace  
Co-organized with the Permanent Mission of Japan to the UN

Protecting Civilians and Managing Threats: Non-state Armed Groups, Violent Extremism, and the Role of UN Peace Operations  
Co-organized with the Directorate General for International Relations and Strategy of the French Ministry of Defense and the Government of the Netherlands

Nonviolent Action vs. Violent Extremism: The Strategic and Appealing Choice for Addressing Grievances  
Co-organized with the United States Institute of Peace

Beyond 2019: The Future of Drug Policies and the Lessons Learned  
Co-organized with International Drug Policy Consortium and the Social Science Research Council

The Roots of Restraint in War: Engaging with Armed Forces and Armed Groups  
Co-organized with the International Committee of the Red Cross

Delivery amid Complexity: Examining the Dynamics and Tradeoffs for Delivering on UN Mandates in High-Risk Contexts  
Co-organized with the Permanent Mission of Sweden to the UN

Locally Driven Indicators: Developing a Participatory Approach for Measuring Peace  
Co-organized with the Carnegie Corporation of New York

Expert Roundtable Discussions, Workshops, and Conferences

A Discussion around the International Peace Institute’s Upcoming Report on the United Nations and Local Mediation in Libya  
Co-organized with the Permanent Mission of Germany to the UN

Informal Drug Policy Briefing  
Co-organized with the Social Science Research Council

A Brownbag Discussion on the Role of UN Peacekeeping Operations in Addressing Local Conflicts  
Co-organized with the UN Department of Peacekeeping Operations

Fit for Purpose: A Roundtable Discussion on Peace Operations Reviews

How Can Maritime Governance Advance the SDGs?  
Co-organized with One Earth Future Foundation and the Permanent Mission of Indonesia to the UN

Addressing “the Local” in International Peace Mediation  
Co-organized with the Permanent Missions of Belgium and Finland to the UN

The Cost of Mandate Delivery  
Co-organized with the Permanent Mission of Germany to the UN

CSW 62: Empowering Rural Women and Girls  
Co-organized with the Permanent Mission of Norway to the UN

Workshop on the Peacebuilding Commission  
Co-organized with the Quaker United Nations Office

An Informal Dialogue on the Secretary-General’s Peace and Security Reforms

Co-organized with the Permanent Missions of Egypt, Ethiopia, Norway, and the Republic of Korea to the UN

Reflection on the Open Debate on Improving UN Peacekeeping Operations and Next Steps  
Co-organized with the Permanent Missions of Bangladesh and the Netherlands to the UN

The UN Counterterrorism Framework and Its Impact on Impartial Medical Care and Humanitarian Action

Co-organized with the Center for International Peace Operations and the European Union Institute for Security Studies

How City Leadership Views the Global Compact: An Informal Dialogue on the UN Global Compact for Safe, Orderly and Regular Migration  
Co-organized with Columbia University’s Global Policy Initiative

Prioritizing and Sequencing Peacekeeping Mandates: The Case of MINUSMA  
Co-organized with the Stimson Center and Security Council Report

An Informal Dialogue on the Secretary-General’s Peace and Security Reform  
Co-organized with the Permanent Missions of Egypt, Ethiopia, Norway, and the Republic of Korea to the UN

Finalizing the Global Compact for Migration  
Co-organized with Columbia University

Massive Displacements in Ongoing Conflicts: Myanmar and South Sudan  
Co-organized with the World Refugee Council of the Centre for International Governance Innovation

Roundtable on Considerations for Police Leadership in UN Peace Operations  
Co-organized with Global Affairs Canada, the Geneva Centre for the Democratic Control of Armed Forces, and the International Forum for the Challenges of Peace Operations

Gender in Emergencies  
Co-organized with CARE International
Humanitarian Affairs Series
Addressing the Humanitarian Situation in Lebanon: A Conversation with Philippe Lazzarini
Addressing Contemporary Protection Challenges in Complex Crises: A Conversation with Volker Türk, Assistant High Commissioner for Protection at the UN Refugee Agency

Distinguished Author Series
Featuring William Drozdiak, author of Fractured Continent: Europe’s Crises and the Fate of the West
Featuring Elizabeth Economy, author of The Third Revolution: Xi Jinping and the New Chinese State
Featuring David Sanger, author of The Perfect Weapon: War, Sabotage and Fear in the Cyber Age

Special Events
Launch of the New York Group of Friends of the African Women Leaders Network
Co-organized with the Office of the Permanent Observer for the African Union to the UN, the Permanent Missions of Ghana and Germany to the UN, and UN Women

Video-Conference Briefing with the Departments of Peacekeeping Operations and Field Support on Recent Peacekeeping Reform Initiatives
Bringing Words to Life: How Are the SDGs Supporting Peace, Justice, and Inclusion?
Co-organized with Saferworld

Local2030 Rooftop Reception: Celebrating Innovative Solutions for Localizing the SDGs
Co-organized with the UN Capital Development Fund and the UN Global Compact Cities Programme

Leave No One Behind: Accelerating Action for People Caught in Crisis
Co-organized with the International Rescue Committee and the Overseas Development Institute

Inaugural Meeting of the Women, Peace, and Leadership Council

Seminars and Retreats
Retreat on Sustaining Peace
Co-organized with the Office of the President of the General Assembly and the Dag Hammarskjöld Foundation

UN Security Council Reform: The Way Forward
An In-Mission Senior Leadership Retreat: Planning Workshop
The 23rd Annual New York Seminar: Women, Peace, and Security
Co-organized with the Permanent Mission of Canada to the UN

Global Leaders Series
Addressing the Rohingya Humanitarian Crisis, featuring Shahidul Haque, Foreign Secretary of Bangladesh
Co-organized with the Permanent Mission of Bangladesh to the UN

A Conversation with Gbezhohngar M. Findley, Minister of Foreign Affairs of the Republic of Liberia
Co-organized with the UN Development Programme and the Government of Liberia

Women and International Peace: A Discussion on Rights, Representation, Resources, and the Way Forward, featuring Margot Wallström, Minister for Foreign Affairs of Sweden
Co-organized with the Government of Sweden

European Security in the 21st Century, featuring Jüri Luik, Minister of Defense of Estonia
Co-organized with the Permanent Mission of Estonia to the UN

The Nobel Peace Prize: Past, Present, and Future, featuring Asle Toje, Former Research Director at the Norwegian Nobel Institute and Member of the Nobel Peace Prize Committee
A Conversation with Prince Turki bin Faisal Al Saud, Chairman of the King Faisal Center for Research and Islamic Studies
Co-organized with Seton Hall University

Panel discussion on the environmental impact of UN peacekeeping operations
Elizabeth C. Economy, author of The Third Revolution: Xi Jinping and the New Chinese State
Women, Peace, and Security: The Potential for Transformation
*Co-organized with the Permanent Mission of Norway to the UN and the Inclusive Peace and Transition Initiative*

Turtle Bay Reception Series
Ine Marie Eriksen Søreide, Minister of Foreign Affairs of Norway
Maria Fernanda Espinosa Garcés, President-Elect of the UN General Assembly

UN Security Council Lunch with the Secretary-General
UN Security Council lunch hosted for Kuwait
UN Security Council lunch hosted for Sweden

External Events for Donors or Partners
Human Rights Readiness: Enhancing Cooperation between Uniformed Personnel and Human Rights Components of UN Peacekeeping Operations
*Co-organized with the Office of the UN High Commissioner for Human Rights*
Progress Study on Youth, Peace, and Security: Charting the Way for the Implementation of Resolution 2250
*Co-organized with the Dag Hammarskjöld Foundation, the UN Population Fund, and the UN Peacebuilding Support Office*
Sustaining Peace: African Women Mediators in Focus
*Co-organized with the African Union Commission and the Permanent Mission of Belgium to the UN*
Roundtable Lunch featuring Andrzej Duda, the President of Poland
*Organized by the Permanent Mission of Poland to the UN*
Atlantic Council International Advisory Board Meeting
The Accountability Framework for the Protection of Civilians by UN Peace Operations: A Presentation of the Addendum to the DPKO/DFS Protection of Civilians Policy
*Co-organized with the Permanent Missions of Rwanda and the Netherlands to the UN*

Vienna Office Events
Vienna Seminar—European Contributions to UN Peacekeeping Operations: Lessons Learned and the Way Forward
*Co-organized with the Austrian Federal Ministry of Defense and the Austrian Federal Ministry for Europe, Integration and Foreign Affairs*
The Annual Salzburg Forum—Beyond Oil and Water: A New Mix of Cooperation in the Middle East?

Regional Office for the Middle East and North Africa Events
Future Prospects, Sustainable Development and Peace
*Co-organized with the Parliament of Bahrain*
Meeting on Savings and Pensions
Water Preventive Diplomacy Conference
Ramadan “Iftar for Peace” Event
*Co-organized with Al Bayareq Al Baydhaa (The White Flags) in cooperation with the Labour Market Regulatory Authority*
Book Launch: The Arabs at the Crossroad

Other International Events
Doctors in War Zones: International Policy and Healthcare during Armed Conflict
*Co-organized with the Graduate Institute of International and Development Studies Geneva, Switzerland*
Investing in Peace and the Prevention of Violence in the Sahel-Sahara
*Co-organized with the Ministry of Foreign Affairs of Switzerland Algiers, Algeria*

In cooperation with King’s College London and the African Leadership Centre in Nairobi, the African Junior Professionals Program, which began in 2008, has the objective of training a new generation of African men and women to work in Africa’s leading continental and regional organizations and universities for the continent’s political, social, and economic development. In 2018, IPI welcomed five fellows from the Gambia, Mauritius, Morocco, and South Africa.
### Statements of Financial Position
December 31, 2018 and 2017

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$744,299</td>
<td>$4,793,592</td>
</tr>
<tr>
<td>Unconditional promises to give</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>5,271,541</td>
<td>1,493,986</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td>2,840,165</td>
<td>3,551,749</td>
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<tr>
<td>Accounts and other receivables</td>
<td>28,559</td>
<td>15,761</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>129,805</td>
<td>192,549</td>
</tr>
<tr>
<td>Investments</td>
<td>1,895,779</td>
<td>1,873,193</td>
</tr>
<tr>
<td>Property and equipment, at cost, net of accumulated depreciation and amortization</td>
<td>427,933</td>
<td>633,835</td>
</tr>
<tr>
<td>Security deposits</td>
<td>138,428</td>
<td>138,428</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$11,476,509</strong></td>
<td><strong>$12,693,093</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$515,457</td>
<td>$480,250</td>
</tr>
<tr>
<td>Commitments and contingency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>7,152,563</td>
<td>7,314,142</td>
</tr>
<tr>
<td>With donor restrictions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subject to time and purpose</td>
<td>2,950,822</td>
<td>4,041,034</td>
</tr>
<tr>
<td>Perpetual in nature</td>
<td>857,667</td>
<td>857,667</td>
</tr>
<tr>
<td><strong>Total with donor restrictions</strong></td>
<td>3,808,489</td>
<td>4,898,701</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>10,961,052</td>
<td>12,212,843</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$11,476,509</strong></td>
<td><strong>$12,693,093</strong></td>
</tr>
</tbody>
</table>

#### Expense Ratios

- **2018**
  - Program Services: 83%
  - General & Administrative: 8%
  - Fundraising: 9%
## Statements of Activities

**Years Ended December 31, 2018 and 2017**

### Changes in Unrestricted Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue, gains, and support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$8,156,206</td>
<td>$7,968,065</td>
</tr>
<tr>
<td>Donated services and materials</td>
<td>67,782</td>
<td>294,550</td>
</tr>
<tr>
<td>Investment income</td>
<td>23,726</td>
<td>23,657</td>
</tr>
<tr>
<td>Gain on sale of apartment</td>
<td></td>
<td>469,145</td>
</tr>
<tr>
<td>Loss on foreign currency exchange</td>
<td>(30,362)</td>
<td>(18,702)</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>6,772</td>
<td>20,495</td>
</tr>
<tr>
<td><strong>Total revenue, gains, and support</strong></td>
<td><strong>8,224,124</strong></td>
<td><strong>8,757,210</strong></td>
</tr>
</tbody>
</table>

| Satisfaction of time and program restrictions          | 1,281,274  | 1,583,120  |
| **Total revenue, gains, and support**                  | **9,505,398** | **10,340,330** |

| Expenses                                              |            |            |
| Program services                                      | 8,030,179  | 8,387,977  |
| Supporting services                                   |            |            |
| General and administrative                            | 744,762    | 632,337    |
| Fundraising                                           | 892,036    | 863,432    |
| **Total supporting services**                         | **1,636,798** | **1,495,769** |
| **Total expenses**                                    | **9,666,977** | **9,883,746** |
| Increase (decrease) in unrestricted net assets        | (161,579)  | 456,584    |

### Changes in Temporarily Restricted Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>235,835</td>
<td>261,368</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(1,281,274)</td>
<td>(1,583,120)</td>
</tr>
<tr>
<td>Write-off of prior year grant</td>
<td>(44,773)</td>
<td>—</td>
</tr>
<tr>
<td>Reduction for unexpected project funding</td>
<td></td>
<td>(24,686)</td>
</tr>
<tr>
<td><strong>Decrease in net assets with donor restrictions</strong></td>
<td>(1,090,212)</td>
<td>(1,346,438)</td>
</tr>
<tr>
<td><strong>Decrease in net assets</strong></td>
<td>(1,251,791)</td>
<td>(886,854)</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>12,212,843</td>
<td>13,102,697</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td><strong>$10,961,052</strong></td>
<td><strong>$12,212,843</strong></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS
António Guterres, Honorary Chair
Secretary-General, United Nations
Kevin Rudd, Chair
Former Prime Minister and Labor Party Leader, Australia
Mort Zuckerman
Chairman Emeritus, Boston Properties
Lord Levy
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