

Annual Operational Report 2022

Shaping the Debate for more
Effective Peace Operations



**Challenges
Forum**

Reflections from the Director



2022 was a challenging year. While parts of the world could put the corona pandemic crises behind, the **number of armed conflicts continued to increase**. Despite that several UN

field missions' experienced challenges and obstacles, international peace operations continued to run and achieved results in many countries. Violent extremism, mis- and disinformation as well as climate-related conflict drivers, *et cetera*, have, however, put the local populations and UN personnel at greater risk. I strongly believe that despite mounting challenges and reoccurring setbacks there is **no viable alternative to responsible multilateral action, through peace operations**.

The Challenges Annual Forum 2022 (CAF22) gave the partnership a chance to finally meet again and to come-up with a set of key takeaways and concrete proposals: on how to enhance the effectiveness of future peace operations. I consider CAF22 a true example of **multilateralism in action**, and on behalf of the partnership, I would like to warmly thank the United Service Institution (USI) of India for hosting such a productive event in New Delhi. I take this opportunity to note that USI has been a steady partner to the Challenges Forum since the onset. I humbly hope that their example will inspire other partners to follow suit in hosting Challenges Forum events.

The **outcome of CAF22 forms the basis** – together with the consultation of our new Partner Organizations' Advisory

Committee (POAC), the partnership and previous collective achievements – for our future work, including Challenges Forum's contribution to the UN Secretary-General's ***New Agenda for Peace***.

In short, the CAF22 conclude that peace operations need to continuously adapt their *modus operandi*. They further need to **alter the toolbox** and develop more specialised, modular, and flexible, but also integrated, approaches. Mission's **mandate must be realistic** as to what can be achieved, as well as be based on the extent of the threat. The future of international peace operations must also build on stronger and **viable partnerships**. Finally, there is a direct correlation between responsible allocation of resources and the likeliness to succeed.

The Challenges Forum stands strong and provides an inclusive and impartial platform that allows us to unite behind the UN Charter and the fundamental principles of peace operations. In an era when multilateral cooperation seems more important than ever, our partnership has a chance to make a difference. I believe in our “uniqueness” and our ability to push forward!

In 2023, I and the whole Challenges Forum International Secretariat (CFIS) are looking forward to continuing cultivating and deepening our fruitful collaboration with all of you, our valuable partners. We hope to meet more of you in person, while at the same making good use of the enhanced abilities for hybrid interaction. See you all soon in different fora!

Pernilla Rydén, Director

Challenges Forum International Secretariat

Highlights: Key Results in 2022

The Challenges Forum managed to deliver tangible results, despite a year that was marked by a changed geopolitical landscape and the persisting challenges that international peace operations are currently facing. Below are some of the key highlights from 2022:

- The Challenges Annual Forum was hosted by the United Service Institution (USI) of India and gathered over 140 partners as well as stakeholders for discussions on the future of peace operations. The event generated concrete outputs that will be used for our strategic work in 2023.
- Challenges Forum, through CFIS, spoke in a UN Security Council meeting convened by the non-permanent member Ghana, on equitable burden sharing of regional arrangements. The event allowed Challenges Forum to highlight several recommendations and the work carried out by the partnership, to the members of the Council.
- CFIS has continued the work with digital dialogue platforms, as the height of the pandemic wore off. These have enabled us to carry out hybrid events, such as the Stockholm Forum for Peace and Development and the Aswan Forum, gathering a broad circle of partners and stakeholders.
- The Challenges Forum, through CFIS, finalized the technical development of the Mission Leadership Digital Tool. Building on the *Considerations handbook*, it aims at providing support to senior mission leaders in the field, both during training and deployment.



Participants at the Challenges Annual Forum 2022 in New Delhi.

Results-based Framework

This report summarises the results of the work carried out by the CFIS in supporting the Challenges Forum partnership in 2022. The work has consisted of delivering outputs and achieving strategic outcomes based on the Challenged Forum Strategy for 2019–2023¹. CFIS uses a results-based management (RBM) framework, linking activities and deliverables to our overarching goals, and evaluating the implementation of them.

These are the definitions used for the RBM framework:



At the beginning of each section below, the overarching (i) strategic outcome, (ii) immediate outcome, and (iii) outputs for 2022 are presented followed by a more detailed account of the key results from the year.

¹ [The Challenges Forum Strategy 2019 – 2023](#)

Results in 2022

Strategic Objective 1: Effective reform of peace operations



Overview of outputs and outcome result

After two years of virtual annual forums, the partnership was finally able to gather again in October in New Delhi for its flagship event. The Challenges Annual Forum 2022 (CAF22) was co-hosted by the United Service Institution of India (USI) and gathered over 140 partners and key stakeholders for fruitful discussions on the future of peace operations. Two days of interactive discussions generated useful insights and concrete takeaways on the future of peace operations and the UN Secretary-General’s New Agenda for Peace Initiative. The Challenges Annual Forum concept proved its strength and usefulness of in-person interaction and meetings, and it was much appreciated by participants. It generated the CAF22 report that is [available here](#).

Following the CAF22, on behalf of the partnership CFIS joined the *Berlin Expert Dialogue on Configuring Peace Operations for Emerging Challenges*, organised by Challenges Forum partner the Center for International Peace Operations (ZIF).

Participants explored the choices and changes that peace operations face, and how national and international partners can reinforce the foundations of crisis management and refine its tools. The Berlin Expert Dialogue provided an opportunity to share and discuss the CAF22 key takeaways.



Participants at the Berlin Expert Dialogue.

Climate security remained a topic high on the agenda of the partnership. In May, CFIS participated in the Effectiveness of Peace Operations Network (EPON) week in New York City, to present and discuss the findings of the CAF21 recommendations on

Climate and Environmental Security, including on how peace operations can more effectively address climate security risks and opportunities. This provided us an opportunity to engage with leading experts on the topic and raise awareness of our work.

Also in May, CFIS hosted a roundtable discussion on harnessing climate security opportunities in conflict-affected contexts at the annual *Stockholm Forum on Peace and Development*. The roundtable explored how UN peace operations and UN country teams can support regional, national, and local partners in addressing the climate-security nexus and play a catalytic role for managing risks and building resilience. It was a successful opportunity for partners, UN field representatives, civil society groups and other stakeholders to exchange experiences. Participants highlighted that climate adaptation and peacebuilding require better cross-fertilization and that leadership and partnerships are key to overcome remaining gaps in the climate-security nexus. Moving from policy discussions and research towards operationalization and implementation was also highlighted, as being a key in leveraging the potential of climate adaptation.

CFIS was invited to speak on climate security at the annual *European Association of Peace Operations Training Centres (EAPTC)* conference, hosted by the *Austrian Study Centre for Peace and Conflict Resolution (ASPR)*. It provided an opportunity to highlight the key takeaways from CAF21.

In June, as part of the third *Aswan Forum*, CFIS and the Challenges Forum partner the Cairo International Center for Conflict Resolution, Peacekeeping and

Peacebuilding (CCCPA) co-hosted a hybrid roundtable discussion on the UN-AU Partnerships in Peace Operations. The event took stock of the Joint UN-AU Framework and reflected on how to support and complement an evolving AU peace and security architecture. Participants deemed the AU-UN relationship strong but underlined that more resources and coherence was needed to make it more effective. The Aswan Forum also provided CFIS an opportunity to engage with the AU and other key stakeholders.



Panel led by Director Pernilla Rydén at the Aswan Forum.

In July, CFIS participated in an *Arria-formula meeting in the UN Security Council* convened by Ghana, titled “Collective security through equitable burden sharing: strengthening regional arrangements for the maintenance of international peace and security”. CFIS highlighted the need for partnerships that build on the principles of equality, complementarity, and comparative advantages to address threats to peace and security on the African continent. CFIS also emphasized the importance to continue reflecting on the changing nature of conflicts as well as on how best to support and complement an evolving AU Peace & Security Architecture, within the framework of multilateralism and global solidarity.



Photos of partners and key stakeholders at CAF22, hosted by the United Service Institution of India in New Delhi.

Strategic Objective 2: More effective mission leadership and management



Overview of outputs and outcome result

In 2022, the Challenges Forum finalized the technical development of the Mission Leadership Digital Tool. The digital tool builds on the handbook, *Considerations for Mission Leadership in United Nations Peace Operations (Considerations)*. It aims to contribute to the conceptual thinking

and give a wider understanding of the core functions of multidimensional peace operations. It offers an accumulated resource of experiences, insights, and best practices to help guide current and future leaders in navigating complex peace operations environments.



To further highlight the usefulness of the tool and the Considerations handbook, CFIS encouraged key stakeholders to integrate the Mission Leadership toolkit into their activities. The Considerations handbook was introduced to the UN members that participated in the Viking 2022 exercise, which is a large civil-military exercise comprising a fictional UN mission and an operation with NATO forces.

CFIS also ensured the inclusion of the *Considerations* handbook in the learning material for the 2022 Senior Mission Leaders' Course, organised by the UN Integrated Training Services, and hosted by the Folke Bernadotte Academy, the Swedish Armed Forces and the Swedish Police. The

tool was used during the course to further enhance the learning of the participants and promote the use of the handbook after the course.



Susanna Ahlfors presenting the tool at the Stockholm Forum.

To further raise awareness of the Mission Leadership Digital Tool, it was presented and demonstrated to the attendants at the Stockholm Forum for Peace and Development. It was further available at the CAF22, where the participants could try the tool. Throughout the year, promotion material was produced and shared with relevant stakeholders to increase awareness of the tool.

One of the advantages of the digital tool is that it is easy to update and expand. During the year, CFIS also continued to produce complimentary visual material, consisting of testimonials from current and former senior mission leaders. This supports keeping the tool relevant and more interactive to the users.



SRSG Bintou Keita in a recorded testimonial.

During the CAF22, statements by senior leaders in UN peace operations made it evident that they are faced with significant challenges, at times amplified by lack of consensus in the Security Council. The current geopolitical situation has placed greater demands on mission leadership, requiring UN Mission Leadership Teams to be better prepared, resourced, integrated and accountable for their actions. Following this, CFIS began to explore ways to further support senior mission leaders and their effective leadership in peace operations.



USG of Peace Operations Jean-Pierre Lacroix and Director-General of FBA Per Olsson Fridh.

On behalf of the Challenges Forum, CFIS initiated a process to develop a concept for a dialogue series for former and current senior mission leaders, to be organized together with researchers, think-tanks, peacekeeping training institutes and interested Challenges Forum partners.

To ensure the relevance, interest, and ownership of the Leadership Dialogue Series, CFIS held discussions with key stakeholders at the United Nations Headquarters, who are responsible for leadership development and training of senior mission staff. The Department of Political and Peacebuilding Affairs, the Department of Peace Operations and the Executive Office of the Secretary-General were all positive to creating a dialogue platform to discuss the current challenges for senior leaders, to strengthen their leaders.

Strategic Objective 3: The Challenges Forum partnership engaging in collaborative action



Overview of outputs and outcome result

A digital Partners' meeting was held in the beginning of the year. Challenges Forum partners shared their respective priorities on a short- to mid-term basis. They further discussed areas of common interest and cooperation. The outcome of that deliberations has informed and guided the CFIS's planning and work. In addition, the *Nordic Consulting Group* was invited to present their independent Mid-Term Evaluation of the Challenges Forum Strategy 2019-2023, with a particular focus on the report's recommendations.

CFIS has made an effort to implement the recommendations deemed most relevant by the Partnership (from a Mentimeter exercise). The inclusion of more field-level practitioners in regular activities has proven to be useful for the understanding and work of the Forum. Further attention has been given to gender integration, geographical balance and climate security-related issues. The focus on the regional dimension of peace operations and regional

arrangements was and will remain high on the Challenges Forum's agenda.



Chair Per Olsson Fridh at CAF22.

In April, the Folke Bernadotte Academy welcomed a new Director-General, Per Olsson Fridh, and thus the Challenges Forum was provided with a new Chair of forthcoming Partners' Meetings. Mr. Olsson Fridh was previously Swedish Minister for International Development Cooperation and brings with him significant political, international and civil society experience. Our new Chair has

already participated in several key Challenges Forum activities, including the CAF22 in India. He has on several occasions emphasised the importance of effective multilateral cooperation and peace operations, and the crucial role of the Challenges Forum and its qualified and inclusive partnership.

In accordance with established procedures, a new *Partner Organizations' Advisory Committee* (POAC) was formed during the year. The 2022–2023 POAC is composed of the Cabinet Office of the Government of Japan; the Cairo International Centre for Conflict Resolution, Peacekeeping and Peacebuilding (Egypt), the Institute for Security Studies (South Africa); and the U.S. Department of State. The POAC been a valuable support for CFIS, both as a group and as individual members. The Challenges Forum's patron, Mr. Jean-Marie Guéhenno, continues to be an important resource to the Challenges Forum.



Ambassador Basheer Zoubi, Director of JID and Pernilla Rydén, Director of CFIS.

In 2022, CFIS has engaged with various partners through visits, digital meetings and thematic cooperation. In March, CFIS met with The *Jordan Institute of Diplomacy* (JID). During the visit, discussions centred on how to strengthen collaboration bringing in a valuable Middle East perspective. The meeting resulted in a joint ambition to work closer in the near future.

CFIS also supported partners' initiatives and activities during the year. Among other things, we participated in a webinar on *Evolution of Peace Operations in increasingly complex conflicts around the world*, organised by the Challenges Forum partner the International Peace Cooperation Headquarters in the Cabinet Office of Japan. CFIS also spoke at the first Beijing International Peacekeeping Forum, organised by our partner the Peacekeeping Affairs Center, Ministry of National Defense of China.

In addition, the close cooperation with key UN interlocutors has continued. During the year CFIS conducted two visits to the UN Headquarters which were valuable occasions to bring the key takeaways from our Annual Forum 2021 and 2022 forward as well as facilitating our work on UN senior mission leadership.

CFIS is also actively working together with and supporting the International Association of Peacekeeping Training Centres (IAPTC) and the regional branches European Association of Peace Operations Training Centres (EAPTC) as well as Latin-American Association of Peace Operations Training Centres (ALCOPAZ).

Strategic Objective 4: The Challenges Forum Partnership has increased its influence



Overview of outputs and outcome result

CFIS continued to pursue effective communication during the year, in line with the partnership’s communication strategy. We increased our presence in social media, with a focus on Twitter. Our more proactive approach included producing more videos and visual content, as well as more engagement with partners and key stakeholders, including sharing of material. The increased efforts resulted in higher engagement rates, with the number of followers on Twitter increasing by a one third and the number of followers on LinkedIn increasing by nearly 50 percent.



Director Pernilla Rydén participating in a hybrid event.

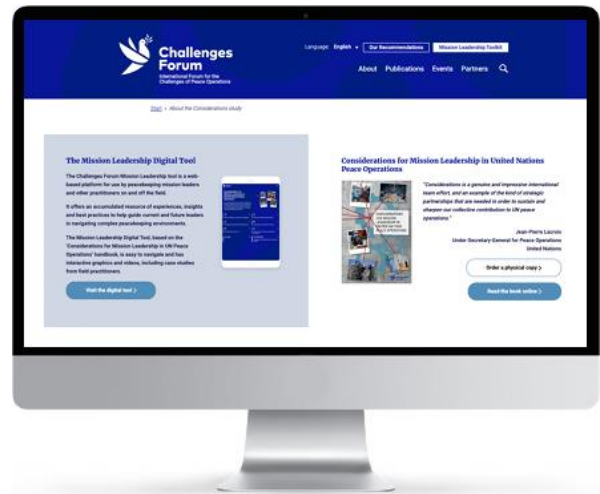
As previously stated, 2022 offered an opportunity to meet in person once again. Despite the focus on in-person meetings, we also offered platforms for virtual participation during many of our events, thus providing an extended opportunity for dialogue and exchange of innovative ideas between the participants. In addition, the open sessions of the Annual Forum were live-streamed, enabling reaching out to a larger audience interested in the topic. For example, one of the sessions, “High-level Panel: Future Peace Operations and Regional Peace and Security Arrangements”, had almost 200 views during 2022.



Interview conducted by CFIS for our social media.

The Challenges Forum website is the main platform for providing the partners and key stakeholders with relevant material and timely information on our work, events, and services. During the year, CFIS improved some of the functions and visual aspects of the website to make it more user-friendly and better represent the diversity of the partnership. One of the new features was to highlight two of the partnership's main features on the start page: the senior mission leadership guidance, and the partnership's recommendations.

CFIS also made the decision to migrate the website to a more robust web platform with better service agreement, to ensure the security and maintenance of the website.



Behind the scenes from our hybrid Challenges Annual Forum.

Lesson Learned and Ways Forward

2022 gave the Challenges Forum the opportunity to gradually transfer back to in person and more fit-for-purpose working approaches, after the height of the corona pandemic previous years. In 2023, CFIS will continue and intensify its engaging with partners, to further strengthen the forum.

The Challenges Forum will, however, make good use of relevant experiences in relation to digital communication and interaction, ensuring wide participation. Already before the pandemic, digital meetings was a complementary way of upholding relations and ensuring intra-partnership coordination. With new and user-friendly applications, this has become an even more important means of conducting our everyday work.

CFIS will continue to make efforts to advance its communication activities and further improve the website and digital platforms, while dealing with the constant challenge of limited resources.

The theme of CAF22, 'The future of Peace Operations', was relevant and timely. Connecting the theme to the ongoing policy reform processes at the UN proved to be useful. It provided us with the key takeaways needed to initiate a process of the Challenges Forum's collective input to the Secretary General's New Agenda for Peace initiative leading up to the Summit of the Future in 2024.

As identified in 2022, mission leaders are facing complex challenges, which highlighted the need for the Challenges Forum to amplify its work on leadership in peace operations. For the coming years, the Challenges Forum will aim to bring the situation for Mission Leadership Teams to the attention of member states and policy makers.



The Challenges Forum International Secretariat at CAF22.



Photos of partners and key stakeholders at CAF22, hosted by the United Service Institution of India in New Delhi.

CFIS Financial Report 2022

CFIS was financed by FBA through funds from the Swedish Foreign Ministry in 2022. The table below specifies the budget and the budget outcome.

In addition to Swedish contributions, it is important to highlight that Challenges Forum partners provided in-kind contributions and assumed costs during different events and projects. We specially want to highlight the contribution made by USI to this year's annual forum.

Costs for travel and in-person events went up compared to previous years, marked by a pandemic.

Due to the global recession, the estimated budget for 2023 will be set a little lower than in previous years. In 2023, it is foreseen that the costs related to travel and in-person events will increase. The need to further provide technical solutions for virtual and hybrid meetings will remain, which will be balanced in the budget for 2023.

Table 1: Challenges Forum International Secretariat budget and financial results

1. Income 2022

| | Budget SEK | Outcome SEK | Outcome EUR* |
|---|------------------|------------------|----------------|
| Folke Bernadotte Academy | 5 600 000 | 5 675 153 | 533 795 |
| Swedish Foreign Ministry | 2 610 000 | 1 827 024 | 171 847 |
| Sum income and expenses per contributor 2022 | 9 210 000 | 7 502 178 | 705 642 |

2. Expenses 2022

| | Budget SEK | Outcome SEK | Outcome EUR * |
|--|------------------|------------------|----------------|
| 2.1 CFIS Staff | 5 600 000 | 5 675 153 | 533 795 |
| 2.2 Administrative overhead | 110 000 | 128 046 | 12 044 |
| 2.3 Support to the reform of Peace Operations | 1 500 000 | 572 534 | 53 852 |
| 2.4 Support to UN Mission Leaders | 1 300 000 | 768 398 | 72 274 |
| 2.5 Strengthening Challenges Forum Partnership | 300 000 | 36 600 | 3 443 |
| 2.8 Strengthening CF influence | 300 000 | 289 926 | 27 270 |
| 2.9 Strengthening and development of CFIS | 100 000 | 31 520 | 2 965 |
| Sum of expenses per budget line 2022 | 9 210 000 | 7 502 178 | 705 642 |

*1 EUR = 10,632 SEK

ABOUT CHALLENGES FORUM

Established in 1996, International Forum for the Challenges of Peace Operations (Challenges Forum), is a global partnership of about 50 peace operations organizations and departments in 24 countries. Our partner organizations come from major troop- and, police- contributing countries to peace operations, including the five permanent members of the United Nations Security Council. We continually strive to strengthen the international network of actors contributing to and supporting the development and reform of peaceoperations.

Challenges Forum is governed by the Partner Meeting consisting of all its partners. Daily operations are led by the Challenges Forum International Secretariat (CFIS).

The Challenges Forum provides an impartial and informal platform for dialogue on the enhancement of multilateral peace operations. A thought-provoking, innovative, inclusive and results-oriented network for sharing knowledge and experiences, we convene key actors in deliberation on different dimensions and approaches to peace operations at our events and workshops, and in our publications.

Through recommendations and guidance on effective policy reform of peace operations, we contribute to the strengthening of international capability and capacities so as to plan, conduct and evaluate peace operations. Central to our objective is to bridge the divide between policy and operational levels; and create a shared understanding among UN and regional organizations, Member States, T/PCCs and host countries.



Challenges Forum is a global partnership that uses its convening power to generate innovative ideas and promote results for more effective peace operations.



Challenges Forum International Secretariat is hosted by FBA – the Swedish Agency for Peace, Security and Development – on behalf of the Challenges Forum Partnership.

Visiting Address:

Drottning Kristinas väg 37,
Stockholm, Sweden

Postal Address:

Sandövägen 1,
SE-872 64 Sandöverken, Sweden

E-mail: info@challengesforum.org

www.challengesforum.org

Phone: +46 (0)10 456 23 00



Challenges Forum consists of Partners from:

| | | |
|-----------|--------------|---|
| Argentina | India | Sweden |
| Armenia | Indonesia | Switzerland |
| Australia | Japan | Turkey |
| Canada | Jordan | United Kingdom |
| China | Nigeria | United States of America |
| Egypt | Norway | Uruguay |
| Ethiopia | Pakistan | World Federation of United Nations Associations |
| France | Russia | |
| Germany | South Africa | |