

Geneva Peace Week 2020: Rebuilding Trust After Disruption
Adaptive Leadership in Support of Sustaining Peace in a Pandemic Environment
Thursday 5 November, 2020,

The Geneva Center for Security Policy and the Norwegian Institute of International Affairs in collaboration with the Effectiveness of Peace Operations Network (EPON) are pleased to host a virtual live session during the 2020 Geneva Peace Week.

Aim of Session: through an interactive panel conversation explore and confirm essential adaptive leadership principles that are required to steer peacebuilding and peace operations through a major disruptive event like the COVID-19 experience.

Objectives: (a) to identify lessons and useful leadership practices from the current peacebuilding and peace operations experience; (b) to use these to generate adaptive leadership principles for managing major disruptions, like COVID19; (c) to codify and share these principles with policy makers, practitioners and educational and training institutions.

Description: This panel conversation is part of a two-step process with two consecutive sessions, the present one at the Geneva Peace Week on 5 November, and a second session at the International Leadership Associations Annual Conference on 8 November. The Geneva Peace Week session will draw on evidence-based research generated by the EPON Network to identify emerging lessons and useful practices for leading peace operations and peacebuilding through a major disruption like COVID-19. A number of aspects will be considered, including but not limited to, the role of strategic communications and digital technology, of consultations and other means to shape both the global and local stakeholder environment, of strengthening the resilience of the mission organization and staff. By using case studies and evidence based research from relevant missions, as well as having a practical output (identifying principles of adaptive leadership that will be validated and later codified), it is envisioned that the two sessions will be general enough to be able to draw broader conclusions and generate larger interest, while also being specific enough to provide evidence-based and concrete findings.

Moderator: Ms Annika Hilding Norberg, Head Peace Operations and Peacebuilding, Geneva Centre for Security Policy

Panel: Dr Cedric de Coning, Research Professor, Research Group on Peace, Conflict and Development, Norwegian Institute of International Affairs

Dr Lise M Howard, Professor of Government, Georgetown University; and Team Leader EPON Research Project MINUSCA (Central African Republic)

Mr Ralph Mamiya, Executive-in-Residence Fellow, GCSP; and Team Leader EPON Research Project UNAMID (Darfur), and former Team Leader: Protection of Civilians, Department of Peace Operations, United Nations

Mr Mike Hardy, Chair, International Leadership Association; and Founding Director, Centre for Trust, Peace, and Social Relations, Coventry University, UK

Speakers (in alphabetical order)



Dr Cedric de Coning is a Research Professor with the Norwegian Institute of International Affairs (NUPI) Center on United Nations and Global Governance. He also manages the Training for Peace programme at NUPI and coordinates the Effectiveness of Peace Operations Network (EPON). He is a senior advisor for ACCORD where he serves as the Chief Editor of the ACCORD COVID-19 Conflict and Resilience Monitor. Cedric has 30 years of experience in research, policy advise, training and education in the areas of conflict resolution, peacekeeping, peacebuilding and peace and conflict studies. He has a Ph.D. from the Department of Philosophy of the University of Stellenbosch and a M.A. (cum laude) in Conflict Management and Peace Studies from the University of KwaZulu-Natal. He has published extensively covering topics like peacekeeping, coherence and coordination, complexity theory and adaptive peacebuilding. He has led a number of research projects, funded by, among others, the Research Council of Norway, the Ministries of Foreign Affairs of Finland and Norway and the Carnegie Corporation of New York. He has served on the UN Secretary-General's Advisory Board for the Peacebuilding Fund and in various other advisory capacities for the African Union and United Nations. He is currently serving on the advisory boards of SWEDINT and Conducive Spaces for Peace, and on the editorial boards of Global Governance, Peacebuilding and Frontier's Peace and Democracy journal.



Professor Mike Hardy CMG OBE FRSA (PhD) is Professor of Intercultural Relations and founding Director of the Centre for Trust, Peace, and Social Relations at Coventry University. Following overseas diplomatic postings in the Arab world and Asia (Egypt, East Jerusalem and Indonesia), Professor Hardy led British Council's work in intercultural Dialogue. His international work with schools and skills, networks of young global citizens and capacity development within civil societies worldwide as well as supporting partnerships focused on conflict and post-conflict contexts and people and communities in fragile states. Professor Hardy is lead advisor to the World Forum for Intercultural Dialogue in Baku with a consortium of international organisations including five UN agencies (UNESCO, UNAO, FAO, IOM and UNWTO) and Council of Europe, ISESCO for OIC. He played a leading role in persuading and encouraging these to work together; he directs the RISING Global Peace Forum at Coventry. Professor Hardy led the UNESCO delegation at the LUANDA Peace Biennale in 2019. He designed the conceptual frame for the International Humanitarian Forum for 2018, and was appointed special adviser to the Chair of the UNESCO World Heritage Committee. Professor Hardy has been twice honoured, awarded the UK OBE in 2001 for his peace-building work in the Middle East, and appointed a Companion of Honour of St Michael and St George (CMG) in the Queen's Birthday Honours June 2010 for his work internationally in Intercultural Dialogue. Professor Hardy is a trustee of The Faith and Belief Forum and is Board Chair of the US-based International Leadership Association Professor Hardy's published work reflects his interest in the behavioural aspects of building safe and resilient communities - in innovation and vulnerability: *Inclusive Innovation for Sustainable Development* (2016). London: Palgrave, in *protective security: Decision-Theoretic Behavioural Analytics: Risk Management and Terrorist Intensity* (2018), *New Understandings and Methods for Counter Terrorism (RIRT 2018)*; *Protecting Crowded Places from Terrorism, (Behavioural Sciences of Terrorism and Political Aggression (RIRT) (2018)*; and in intercultural. Professor Hardy completed a major review of literature on *Cohesive Societies for the British Academy* (2019). His prize winning co-edited volume *Muslim Identity in a Turbulent Age: Islamic Extremism and Western Islamophobia* was published in 2017. His latest work based on extended interviews with global influencers 'Leaders, dialogue and disconnection' will be published in 2021.



Ms Annika Hilding Norberg leads the Geneva Center for Security Policy's work on peace operations and peacebuilding through dialogue, research and policy development, education and training. Her focus is on strengthening leadership for peace at all levels (with emphasis on UN and EU missions and operations, but also leadership more broadly). She serves on the Geneva Peacebuilding Platform. Prior to joining the GCSP, she was the Founder and Director of the International Forum for the Challenges of Peace Operations (Challenges Forum), a joint platform of then 22 countries, incl. the five Permanent Members of the UN Security Council, aimed at strengthening the planning and conduct of UN peace operations. Originating from when Ms Hilding Norberg served as President of the London School of Economics (LSE) International Relations Society, the Challenges Forum was founded in 1996 as part of her research studies on comparative approaches to peace operations at the LSE. Ms Hilding Norberg coordinated the Challenges Forum based at the LSE (1996-

2000), the Swedish National Defence College (1997-2002) and the Folke Bernadotte Academy, an agency of the Swedish Ministry of Foreign Affairs (2003-2017). She served on the Board of Directors for the Peace Operations Training Institute (2010-2013). Ms Hilding Norberg holds a BSc of International Relations from the LSE, an MA in International Politics from the Free University of Brussels, and studied languages at the Moscow State University (1991) and Universidad del Pais Vasco (1992). She is main editor of some 80 Challenges Forum and other reports and policy briefs. In 2008, Ms Hilding Norberg was awarded the Silver Medal of the Swedish Royal Academy of Military Science for her contributions to strengthening UN peacekeeping.



Dr Lise M Howards is Professor of Government at Georgetown University. Her research and teaching interests span the fields of international relations, comparative politics, and conflict resolution. She has published articles about civil war termination, peacekeeping, and American foreign policy, in such journals as *International Organization*, *International Security*, *International Studies Quarterly*, *International Peacekeeping*, *Foreign Affairs*, *Global Governance*, and the *Journal of Democracy*. Prof Howards book on *UN Peacekeeping in Civil Wars* (Cambridge University Press 2008) won the 2010 Book Award from the Academic Council on the UN System for the best book on the UN system published in the previous three years. Her recent book entitled *Power in Peacekeeping*, was published by Cambridge University Press in 2019. She earned an M.A. and Ph.D. in Political Science from the University of California, Berkeley, and A.B. in Soviet Studies from Barnard College, Columbia University. Prof Howard has held fellowships at Stanford (CISAC), Harvard (Belfer Center), the

University of Maryland (CIDCM), and the U.S. Institute of Peace. She previously served as founding director of the Master of Arts Program in Conflict Resolution at Georgetown; Assistant Professor of Government at Wesleyan University; and Acting Director of UN Affairs for the New York City Commission for the United Nations. Prof Howard speaks fluent French, formerly-fluent Russian, and a little Spanish, German, and Bosnian/Serbian/Croatian.



Mr Ralph Mamiya is a Non-Resident Fellow in the Peace and Security Section of the Global Governance Institute, a Non-Resident Adviser of the International Peace Institute (IPI) in New York, and an Executive-in-Residence at the Geneva Centre for Security Policy. He has extensive experience in working for the United Nations in protection of civilian matters, including serving in the UN Mission in Sudan and the UN Mission in South Sudan, as well as Team Leader of the Protection of Civilians Team of the United Nations Department of Peacekeeping Operations (DPKO). Most recently, Mr Mamiya conducted a Joint Assessment of Conflict and Stability for the German government on the situation in Darfur (October 2018-April 2019). Key publications include: *Protection of Civilians* (co-edited with Willmot, Sheeran and Weller), Oxford University Press, 2016; *Engaging with Non-State Armed Groups to Protect Civilians: A Pragmatic Approach for UN Peace Operations*, International

Peace Institute (October 2018), *The Primacy of Politics and the Protection of Civilians in UN Peacekeeping Operations*, International Peace Institute (May 2018), "The Protection of Civilians in Security Council Practice", in

The Oxford Handbook on the Use of Force in International Law, Oxford Univ. Press (with H. Wilmot, edited by Marc Weller, March, 2015).