Institution- and Capacity-building for Peace: Implications of the UN's Review Panels' Recommendations for Future Missions

Introduction Session

As a new United Nations (UN) Troop Contributing Country (TCC), Armenia through its Institute for National Strategic Studies (INSS) of the Ministry of Defence in cooperation with the Ministry of Foreign Affairs hosted the Challenges Annual Forum 2015 in Yerevan on 5-6 October. Armenia's commitment to UN peace operations was highlighted by its pledges made at the 2015 Leaders' Peacekeeping Summit in New York, as well as by the participation of both the Minister of Defence and Minister of Foreign Affairs of Armenia in the opening session of the Challenges Annual Forum 2015.

Introductory speakers, also including the UN Assistant Secretary-General for Peacekeeping Operations and a Member of the UN Secretary-General's (UNSG) High-Level Independent Panel on Peace Operations (HIPPO), agreed that the Challenges Annual Forum 2015 could not have been held at a better time. It was underlined how the ongoing review processes clearly have generated a political momentum for UN peace operations to move forward in important ways, not only in terms of generating more capacities and capabilities, but also for helping decision makers to think anew and crystallise what the role and activities of UN peace operations should be in order to address current and future threats as effectively as possible. Moreover, the discussions took place only days after the 2015 Leaders' Peacekeeping Summit where pledges had been made by UN Member States that exceeded all expectations; thus creating a new and much more vibrant environment for developing solutions to the challenges of peace operations. The Challenges Forum's key role as an inclusive and collective effort to contribute to the opening of a new chapter in UN peace operations, with new dynamics and new possibilities, was underlined.

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It was emphasised that as the world is changing and facing new threats and challenges, the role of UN peace operations is becoming more important than ever. Not only is the number of peacekeepers increasing, but the mandates that they are sent out to implement are becoming ever more complex, and the environments that they operate in have never been more difficult. Over 90 percent of the current peace operation mandates include the protection of civilians (PoC) and are to be implemented in extremely fragile political contexts with major logistical challenges. Threats posed by armed groups to the local populations and UN peacekeepers alike are significant and the international community is struggling to meet the needs of millions of people around the globe. Yet, Forum panellists agreed that the ongoing review and reform efforts indicate that the support for UN peace operations is both widespread and strong.

Since last year, the international community has engaged in a collective and inclusive effort to take stock and reflect on UN peace operations as a concept and a practice, searching for new and better ways to meet current and future challenges. A key aspect to tying the many ongoing overview processes together—peace operations, peacebuilding, the implementation of UN Security Council Resolution 1325, Sustainable Development Goal 16 and the 2015 Leaders' Peacekeeping Summit—is the consolidation of the peacekeeping-peacebuilding nexus with prevention at the centre.[1] Forum speakers underlined the need for the UN to rethink its approaches and overcome many of the silos that the organization is currently working and functioning in. What the UN needs is modern, responsive, flexible and accountable tools that can be tailored to the specific needs of the people on the ground. This is especially true for institution- and capacity-building, for which three main elements were identified that should be considered. First, the UN has to become better at working through sequenced and integrated responses that can preserve political space and regain a more flexible and proactive posture. Second, the overarching aim should be to build inclusive and representative institutions even if this involves using local informal mechanisms rather than predefined models that risk overlooking important internal processes. Third, the UN needs to remember that all of its tools are transitory by nature and that the ultimate goal is to exit leaving behind self-sustainable peace.

[1] United Nations, *Uniting our Strengths for Peace: Politics, Partnerships and People,* Report of the High-Level Independent Panel on United Nations Peace Operations, 16 June 2015; United Nations, *The Challenges of Sustaining Peace,* The Report of the Advisory Group of Experts for the 2015 Review of the United Nations Peacebuilding Architecture, 29 June 2015; UN Women, *Preventing Conflict Transforming Justice Securing the Peace,* A Global Study on the Implementation of United Nations Security Council resolution 1325, 14 October 2015; *United Nations, Transforming our world: The 2030 Agenda for Sustainable Development,* Draft outcome document of the United Nations summit for the adoption of the post-2015 development agenda, A/69/L.85, 12 August 2015; and The White House, *Declaration of Leaders' Summit on Peacekeeping,* 28 September 2015.

Session 1. Outcomes of the UNSG's High-Level Independent Panel on Peace Operations: Current Trends, Challenges and Opportunities

One of the HIPPO Members noted that institution- and capacity-building for peace is a key focus in the HIPPO Report chapter on Sustaining Peace and therein significant suggestions for reform are made. But in order for any of those to deliver results, the way in which the UN system operates and functions has to change. Currently, the UN's aspirations and mandates are ahead of its capacity, they are 'over-stretched', partly caused by, but also a result of, 'a crisis of administration'.

Concerns were raised about resistance among Member States to certain reforms, in particular issues related to accountability and regulations around deployment and not least rapid deployment. Comments were made about how the continued reform process to a large extent relies on the UN Member States and their commitment to change. Some of the necessary overarching shifts that were mentioned include: putting politics at the centre of operational design; ensuring flexibility across operations; forming more inclusive partnerships; and achieving a more field-oriented and people-centred approach. To this end, calls were made for enhanced triangular cooperation between the Security Council, the Secretariat and Troop and Police Contributing Countries (T/PCCs) on mandate formulation, mission planning and mandate renewal; and for Member States to begin the reforms at home in order to achieve substantial progress internationally.

Several speakers underlined how the strengthening of institutions is key to preventing conflict, but that this is very difficult to achieve in practice. Politics is at the centre of the process and in a post-conflict or a conflict situation—which is often the context in which peace operations function—this to a large extent amounts to 'conflict management'. The question was also raised of how the UN and the international community should address institution- and capacity-building for peace in partially or unrecognised states. The case study of Nagorno-Karabakh was mentioned by one speaker. Among the main success-factors of any given peace operation are participation and inclusion, for which communication is a key means. The UN has to work closer with the host government on a range of aspects relevant to institution- and capacity-building, and it has to do so from the very outset. Accountability coupled with transparency are of the essence. There is also room for more focus on creating regional synergies to render the process more effective and relevant to the ground, and for using more modern tools for training, such as tailored eLearning packages. Training partnerships should be encouraged to further support rapid deployment, which could include joint exercises involving the full spectrum of actors from civilian to police to military and also humanitarian actors where relevant. It was noted that perhaps the most important thing is to ensure a robust deterrent posture at deployment, accompanied by a clear entry- and exit-strategy to guide the operation throughout its existence.

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Police is one of the central institutions in both prevention and the protection of civilians and here, discussions revealed that there is ample room for improvement. Several speakers noted that the UN is not good at systematically strengthening these institutions and support reforms. The focus lies too much on individual skills and the approach is supply rather than demand driven. Rarely is the process tailored to fit the particular circumstances on the ground. More civilian expertise is needed as well as more direct experience from reforming the police and not just from policing as such. Appropriate training on the protection of civilians has to be provided to all peacekeepers—police, military and civilian—as well as to the host government, from the very outset. Moreover, police have to be more systematically deployed. Six month rotation is not conducive to the holistic and comprehensive approach that is needed to reform a system. The same recruitment procedures that are applied to headquarters cannot be applied to the field. Similarly, systematic obstacles cannot continue to delay the delivering of the necessary equipment to the field.

A closely related, and equally important area, is security sector reform (SSR), which was identified as potentially both the most opportune but also most complex area for the UN to engage in. The sector has to be addressed as one overarching sector that includes police, but which excludes defence sector reform (DSR). Better coordination has to be achieved, supported by a more functional system in relation to the specific needs and developments on the ground. This also relates to calls made in the review processes for clarity of mandates and the need to, in an inclusive and continuous dialogue, ensure that all stakeholders share a common interpretation of not only its specific tasks, but also of the overall process within which these fit.

All HIPPO Members on the Panel session emphasised the benefit and necessity of women's participation in all areas of peace and security, as well as the importance of gender-responsive processes and having a strong gender equality architecture. The encouragement was made for all Member States to address these issues and inculcate a gender perspective in every aspects of peace, security and development policies, including in their own national contexts. The need for systematic establishment by all Member States of national action plans based on wide consultative processes was emphasised. The implementation of such plans has to be continuous and long-term and involve a multitude of institutions and recurring training.

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Session 2. Outcomes of the Review of the UN Peacebuilding Architecture: Current Trends, Challenges and Opportunities

The introductory speaker defined peacebuilding as the process that starts with the negotiation of a peace agreement, which traditionally involves the elites, but then widens in order to address and resolve the root causes of conflict and prevent relapse. Success is dependent on the building of trust between the many actors involved and this normally takes at least one generation. Equally important is development, including the strength and accountability of institutions, something which is confirmed by the new Sustainable Development Goals framework based on the most consultative process that the UN has ever seen. Research was quoted, which shows that the world's poorest people who live in fragile and conflict-affected situations could be reduced from 1.5 billion to 350 million by 2030, if progress is made on Goal 16 to promote peaceful and inclusive societies for sustainable development.[2]

The presentations brought to the fore three trends in the parallel reviews of particular relevance to peacebuilding, namely: i) the changing nature and spike in conflict; ii) the complex geopolitical nature of ongoing conflicts that is rarely resolved; and iii) the multiplicity of actors involved in what has become a very complex peacebuilding landscape. It is clear that the UN needs to step up its game if it is to sustain peace more effectively. Prevention has to be a shared responsibility across the UN family with a focus on new ways of planning and strengthening of partnerships. The reviews have shown that all of the relevant processes do not necessarily cohere around a single comprehensive agenda, and that much remains to be done in terms of coordination of actors. This is to a certain extent a technical and systematic problem, but it is also explained by the fact that the discourse is not always matched by concrete and practical political commitments. This often leaves the UN to be deployed without a political solution or even without a shared political vision, which further disconnects the different efforts and at times results in the UN working at cross purposes. There is a need for change in attitudes to overcome fragmentation through better incorporating security, peace, development and human rights, not just on paper, but in truly multidisciplinary practices. It was pointed out that available tools have to be reviewed in light of the current international climate, where there are rarely peace agreements in place, and therefore, where the political conditions for reform are either weak or completely absent.

National ownership, participation and inclusivity are processes which all speakers agreed are of central importance to the success of any peacebuilding effort. However, the discussions showed that in conflict affected states these

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[2] Hearn Sarah, 'Outcomes of the Review of the UN Peacebuilding Architecture: Current Trends, Challenges and Opportunities', in Challenges Forum, *Institution- and Capacity-Building for Peace: Implications of the UN's Review Panels' Recommendations for Future Missions,* Challenges Annual Forum (Yerevan, 2015).

are highly complex notions that need to be considered prior to deployment. When there is no national consensus and those in power lack legitimacy and authority how can the UN work with national ownership? The outcome of institution- and capacity-building efforts is dependent on what not only the host state, but perhaps more importantly host societies, politically accept as well as what capacities and capabilities are available to that end. One answer to these challenges is to increasingly work across society and societies, but this comes with its own dilemmas. It was suggested that the UN more systematically convenes with relevant actors, which may include regional organizations, civil society, the private sector and regional leaders. The UN should also be open to consider new partnerships, including social media communities, and go beyond just counting numbers of representatives to ensure real participation and inclusivity. One step in this direction that was highlighted is community liaison assistance whereby the UN deploys local staff who has local expertise and language skills together with troops, to remote areas to act as the civilian interface between the military and host communities. Initial findings indicate that this is a very powerful tool.

To address these and some of the other challenges raised with regards to peacebuilding, several strategic opportunities and priorities were suggested. At the global level, actors at UN headquarters can work closer together with each other, but also with other key actors, such as international and regional financial institutions; and more can be invested in monitoring and thereby also preventing risks to development as a means of preventing conflict. At the national level, the UN can strengthen its efforts of bringing security, peace and development actors together, helping to pool also resources within a larger comprehensive development framework and making the UN a champion of addressing root causes, while seeking to manage expectations and setting realistic timeframes. The centrality of the African Union (AU) was emphasised, including the need for the UN to strengthen and further institutionalise partnerships with other regional actors, including the European Union (EU), the Organization for Security and Cooperation in Europe (OSCE), the Collective Security Treaty Organization (CSTO) and the North Atlantic Treaty Organization (NATO). At the local level, the UN has to work closer with humanitarian actors when it comes to peace, security and development. Finally, calls were made for a reassessment or refinement of the definition of the extension of state authority, as well as for systematic tools for civilian staff deployed to advise on this issue within complex missions.

UN Police (UNPOL) is often the first point of contact between the missions and local communities. Through advising on capacity-building and reform, UNPOL contributes to resilience, the protection of civilians and the restoration or extension of state authority. Currently engaged in 13 out of the 16 ongoing peace operations, they grapple with a wide range of challenges ranging from collapsed institutions, stalled reform and corrupt processes to addressing serious organized crime, terrorism, public emergencies, providing
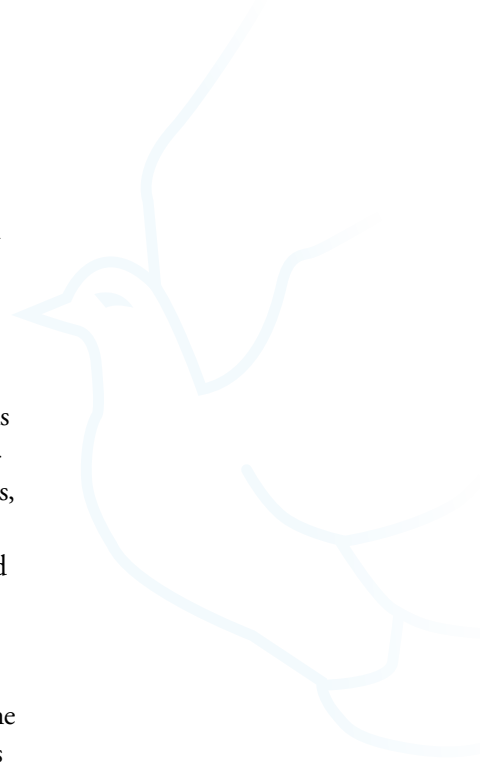
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support to the establishment of effective, representative and accountable host state police. A few particularly critical challenges were noted in this regard. First, to bring about change in rule of law institutions is a lengthy process that necessarily has to outlive a UN peace operation. Second, the process is always political and closely intertwined with many central aspects of state sovereignty. Third, success is to a large extent dependent on expertise and the ability of knowledge transfer, qualities and competencies that are often scarce. Fourth, coherence throughout actions, and cooperation between actors involved, have to be upheld. Fifth, whilst reform efforts have to be tailored to the local contexts, it is also essential they adhere to international human rights, humanitarian law and other norms. Sixth and finally, UN Police has to become better at assessing the impact of its work.

What is the UN already doing to address these challenges? Part of its efforts to adjust to the new and much more demanding environments and circumstances, the entry point for UNPOL is increasingly the Global Focal Point as a way to ensure capitalising on comparative advantages of the different actors involved. The UN hopes to work more through so called Compacts between the host state and the international community as a platform for addressing and mediating differences.[3] But their results are essentially dependent on predictable funding schemes that enable comprehensive long-term programmes. The UN Departments for Peacekeeping Operations (DPKO) and Field Support (DFS) recently authorised the first thematic strategic guidelines for UN Policing on Police Capacity-Building and Development. Now, wide awareness-raising and advocacy efforts are required to ensure their swift and effective implementation.[4] Moreover, Guidelines on Command, on Operations and on Administration will be finalised in 2015, which in effect constitute the second layer document of the UN Strategic Guidance Framework.[5] UNPOL is looking to develop substantial operational guidance for capacity-building in 2016. Furthermore, an independent panel is due to be appointed in December 2015 to carry out an extensive review of UN Policing in peace operations. It was stressed that key throughout these processes is to remain humble and realistic about what UNPOL can achieve with regards to national institution- and capacity-building.

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[3] UN, *Uniting our Strengths for Peace: Politics, Partnerships and People*, 2015, para. 146.
[4] United Nations, *Police Capacity-Building and Development,* Guidelines, (New York, 1 April 2015). The Guidelines were produced based on the results of a Member States consultation at a UN DPKO Police Division workshop on the same theme hosted in cooperation with the Challenges Forum and the Norwegian Institute for International Affairs (NUPI), Oslo, March 2014. For more information, see http://www.challengesforum.org/en/Events/Seminars/SGF-Framing-the-Framework---Oslo (accessed 24 November 2015).
[5] The DPKO Police Division Workshop on UN Police Command was hosted in November 2014 by the Challenges Forum Partner Institute for Security Studies in Pretoria and the Swedish National Police, and was supported and sponsored by the Challenges Forum and government of Sweden respectively.
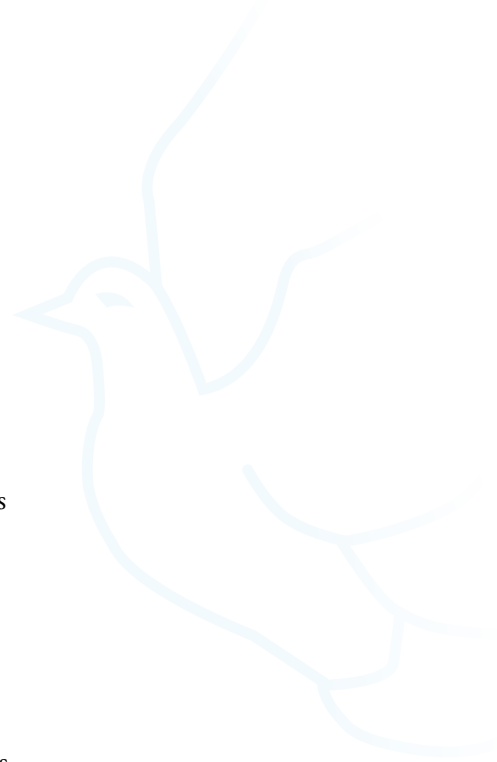
Session 3. Institution-building as a Bridge between Peacekeeping and Peacebuilding: Connecting the Security and Peace Nexus

Currently 64 mandated institution-building tasks can be identified across the 16 ongoing peace operations. The outcomes of the review processes are encouraging yet yield caution when it comes to these tasks and activities.

Participants raised that the UN has to strengthen its ability to engage with its national counterparts, finding ways in which to involve civil society, traditional leaders and other key actors beyond the state. While holding wide consultations is a prerequisite for success, it is far from sufficient to create ownership. This does not mean that the UN should not carry out wide consultations. It simply means that it has to be done strategically, systematically and with a certain degree of caution. It amounts to a complex process that has to be based on a thorough assessment of the political dynamics that helps predefine the actors who are to be consulted. The UN has to identify key leaders in processes of reconciliation and mediation and engage with them effectively. But it is not only a question of who represents who, but also the more you engage with local communities, the more you raise expectations. Another challenge is that the necessary skills and suitable profiles might not be available within the local communities.

As long as the UN holds consultations, it assumes itself to be the main designer and manager of the process, and the one who defines the solution. There is a need for a fundamental shift in order to involve people in assessments teams that engage open-ended inputs related to anything from conflict analysis, to implementation, to measuring impact and ensuring accountability. Failing to do so, takes the decision out of the hands of the people who are to implement them, and thereby interrupts the learning as well as the ownership processes. Institutional goals of international organizations and donors cannot be given higher priority than those of the local needs. For this to become reality, the UN has to become more open to informal systems that already exist. It was suggested that rather than thinking about the extension of state authority, mandates could speak of strengthening state-society relations. This could help to make the UN more aware of its limitations from the outset and move away from 'shortism' towards longer-term planning. It was emphasised that the UN has to become better at avoiding to 'over-reach', setting parameters without prescribing path dependent models and resource mechanisms.

There is also ample room for the strengthening of other partnerships, systematising and at times even institutionalising already existing, but also new partnerships. Based on the Liberian experience, the suggestion was made to further include peace operations activities within the 'One UN' effort. Including the UN Country Teams into a broader framework can help ensure a smooth transition from peacekeeping to peacebuilding and incorporate

institution- and capacity-building activities within for example the police with the potentially more long-term development efforts. Experiences show that for example the UN Office of the High Commissioner for Human Rights (OHCHR) can play a central role in supporting the screening and vetting of national police officers. Moreover, regional organizations that are involved in peace operations have to be further engaged with, strengthening and extending the institutional infrastructure through which the UN cooperates with organizations from all regions of the world. A speaker made a detailed assessment of the CSTO in this regard. In sum, whilst regional organizations are likely to be more familiar with the conditions and circumstances on the ground and have better situational awareness, they may not be trained for carrying out all mandated tasks of a UN peace operation.

Moreover, whilst institution- and capacity-building requires specialised skills, this cannot be the sole criterion for deployment. What ultimately has to drive recruitment is the ability to transfer skills to others. Equally important is to ensure that the skills transferred are those that are needed, and that they can make a difference in the field given the particular circumstances. Calls for increased professionalization were made. This could mean recruiting non-uniformed staff within a police component for example to support donor coordination, legislative reform, gender-responsiveness and monitoring and evaluation, as was the case in Liberia. Progress and success at all times, has to be measured by how peace operations impact people's everyday life. Timeframes and demands for results have to be grounded in the local context and interventions have to be designed based on demand, not supply. The UN is ultimately accountable to the people.

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Another important part of connecting peacekeeping and peacebuilding is the carrying out of institution- and capacity-building as a means for improving the organizational performance and service delivery of national police. Looking at the experience of Liberia and East Timor, the UN's efforts to train, mentor and advice have resulted in the development of policing skills from criminal investigations through to public order management. Liberia now has the national capacity to conduct its own training from recruitment to specialised courses. But in both cases this was a long process that had its set-backs due to, among other things, managing expectations in relation to broad mandates with limited timeframes and resources. This tends to give rise to what was referred to as 'activity-focused implementation' rather than a results-based focus, and disconnect between the immediate demands and long-term sustainability.

The lack of a strategy and a coherent framework is key to address, within the overall aim of creating efficient structures. A project management approach to in particular institution-and capacity building was suggested, focusing on strategic and 'results-driven' planning and, underpinned by a robust monitoring and evaluation framework. Again, key success-factors include management of expectations, results-driven approaches and partnerships. It was raised that within the development community there are many lessons

learned and best practices with regards to institution- and capacity-building that peace operations are currently not drawing upon, in particular with regards to national ownership, participation and inclusion.

Session 4. Working Groups: South Sudan, the Central African Republic and Liberia

The need for the UN to become better at integrating peace, security and development aspects in practice, ensuring that they are addressed in a coherent manner, was at the centre of the working group sessions as well. Institution- and capacity-building was underlined as key to any peace operation given its importance to the making, keeping and sustaining of peace. Based on three case-studies (discussed in smaller groups), South Sudan, the Central African Republic (CAR) and Liberia, recommendations were made on how to address some of the main challenges highlighted and discussed during the Forum's Panel sessions. These are outlined in more detail in the Annual Forum Report 2015, but are briefly referenced here for an indication of the general direction of the deliberations.

The peace operation in CAR is the UN's newest mission. Much time was dedicated to discuss the ongoing peace operation's efforts to involve civil society in the peacebuilding process including the Bangui Forum, which gathered over 700 participants, and the work of the Compact. The importance of being able to adapt to changes was underlined and the difficulties of building institutions and capacities in a conflict context was discussed at length. The group agreed that little has been achieved in terms of addressing the root causes of the conflict in CAR and that this has wide consequences for the mission and the stabilisation of the country. It was suggested that perhaps the mission should at this stage focus on building trust before it can invest more heavily in institution- and capacity-building. Continued engagement and communication with all groups were recommended based on the Bangui Forum modality, as well as the Compact, but here the discussion revealed that a better and shared understanding of who should be included is needed. Coordination was seen as key to further progress, in particular with regards to sustainability.

South Sudan has tried to fight a relapse into civil war since December 2013, when a political crisis between the incumbent President and his predecessor prompted fighting. A peace agreement has recently been signed under pressure from the UN to impose sanctions on the country, but with both signing parties expressing deep reservations against its content. The UN does not figure prominently in this agreement and there are no clear lines of separation within the country. The mission's mandate is a Chapter VII mandate including a requirement to protect civilians. The major challenge for the UN is to keep the current, albeit somewhat weak, momentum alive and to engage in meaningful confidence-building. The group considered what the UN's role should be in this context and agreed that with regards to institution-building,

at this time, the mission should engage in SSR, Disarmament Demobilization and Reintegration (DDR) and police and justice sector reform, as well as in governance and the delivery of basic services. Joint monitoring is key as is support to transition to a new mandate and the ability of the UN to clarify its role and relations from and to the parties of the conflict.

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In Liberia, the UN peace operation has been in the process of drawing down since 2012. A roadmap has been outlined, developed in cooperation with the Liberian government, for which it will receive full responsibility at the end of July 2016. The roadmap includes a long list of critical institutional reforms and estimated timelines and benchmarks. However, focus tends to be on where funding is available and where immediate results can be achieved. The mission is facing a dilemma where a premature closing down risks the collapsing of institutions, whilst further postponement of the exit of the mission might lead to increased complaisance. The role and format of the UN's standing police capacity was questioned considering whether a return to a roster of experts that could deploy for longer periods of times was not a preferred option. The group recommended that reporting lines should be rationalised and existing assessment tools further socialised and utilised to track progress as well as support planning throughout the mission cycle. It was emphasised that successful transition is dependent on the availability of funding and the 'right' set of skills.

Conclusions and Looking to the Future

The Challenges Annual Forum was concluded with reflections on how the two-day deliberations had demonstrated that there is a broad consensus on the need for change and development to achieve more effective peace operations. The machinery has to be reshaped and reformed. Peace, security and development have to be closer integrated in better coordinated approaches. Emphasis has to be put on planning, leadership and strategic communication. The Reports that are coming out of the review process are only the beginning of a long reform process that will require time and investment, both financial and political. The UN Member States need to agree on what in the Reports should be prioritised for action and a first stage of implementation. As the Forum deliberations demonstrated a field-oriented and people-centred approach is urgently required, and the number of strategic, operational and tactical suggestions made by speakers and participants alike, is hoped can contribute to moving this set of overarching Reports' recommendations forward.

The Forum Hosts, Armenia and the Institute for National Strategic Studies of the Ministry of Defence thanked Partners and participants. The importance of lessons learned, best practices and capacity- and confidence-building were underlined, as well as clear rules of engagement. The Hosts together with the organizers expressed their hope that the outcomes and recommendations to be presented in the Challenges Annual Forum Report 2015 will help inform

the ongoing follow-up processes to the review Reports' and generate further support to UN peace operations at this important point in time for international peace and security in general, and for the planning and conduct of peace operations in particular. As part of the very first informal deliberations among Member States, practitioners and academics after the all-important 2015 Leaders' Peacekeeping Summit, the discussions and recommendations were aimed to contribute to the preparation for the formal governmental consultations that will take place in the UN General Assembly, including the Special Committee on Peacekeeping Operations (C34), during 2015 and early 2016.

The Forum gave the leadership of the UN DPKO and HIPPO Members the opportunity to reflect on key insights to the peace operations overview process, together with some of the main T/PCCs and independent experts. It was also an occasion to discuss some of the main outcomes of the 2015 Leaders' Peacekeeping Summit and explore avenues for how to ensure that this process continues and bears fruit to the benefit of future peace operations. The timing of the Annual Forum, combined with the format and the dynamic group of speakers and participants, allowed for constructive discussions that went beyond some of the commonly discussed challenges, to explore new and realistic solutions. A common wish was expressed for these deliberations to contribute to the generation of new capacities for peace operations and the solving of some of the recurring as well as new problems.

INTERNATIONAL FORUM FOR THE CHALLENGES OF PEACE OPERATIONS

The Challenges Forum is a strategic and dynamic platform for constructive dialogue among leading policymakers, practitioners and academics on key issues and developments in peace operations. The Forum contributes to shaping the debate by identifying critical challenges facing military, police and civilan peace operations, by promoting awareness of emerging issues and by generating recommendations for solutions for the consideration of the broader international peace operations community. It is a global network of Partners representing 47 peace operations departments and organizations from 22 countries. www.challengesforum.org