REPORT OF THE CHIEF EXECUTIVE OFFICER

he Institute is an unusual, hybrid organization, shaped by its multi-faceted mandate from Parliament to increase knowledge and understanding of issues of international peace and security from a Canadian perspective. It is simultaneously required to be a centre of substantive expertise and policy proposals in its own right, a catalyst and funder of research, scholarship and public

discussion by others, and a central collector of information in these fields for Canada.

Over the seven years of the Institute's life, its Boards have worked to execute each part of the parliamentary mandate, with the relative emphasis among these activities being set according to evolving needs and opportunities. Moving from a period of Cold War confrontation, into one of lessened East-West tension and proliferating peace and security challenges on other fronts, the Institute's work on arms control and disarmament, defence, and conflict resolution has been changing rapidly, both responding and helping to shape the Canadian foreign policy agenda.

The Persian Gulf crisis, which erupted in August 1990 and extended through many months in various phases, was a major focus for the Institute's activities over the past year. By January 1990, our work had been predicting a shift of concern from East-West to other areas of conflict, and special attention had been directed to the issues of arms transfers and the need for new regional security arrangements. The Iraqi invasion of Kuwait, of course, had not been predicted, but it immediately raised major issues in central areas of the Institute's mandate, including collective security and the role of the UN, arms control, defence, and conflict resolution.

A first Working Paper, entitled *The Gulf Crisis: the Debates and the Stakes* was published on 21 September, timed to offer relevant background and interpretation for the recalling of Parliament to debate these questions. The vital importance of these issue-areas was

rapidly reflected in all areas of the Institute's work. Our own personnel, and others to whom we helped provide platforms and outlets, were able to inject relevant research into public, policy and academic debates on the initial aggression and the evolving response. The results of this research were made available, information was provided, and informed public discussion was encouraged through publications, testimony before parliamentary committees, speaking engagements, media briefings and selected media interviews. A special study on possibilities for economic reconstruction and cooperation in the region was completed in March 1991.

The Institute's charge from Parliament to "study and propose ideas and policies" has been pursued with vigour in the fluid peace and security environment emerging after the Cold War. Many such contributions are detailed in different sections of this report, including proposals emerging from specific studies, such as those on ballistic missile proliferation and on aerospace surveillance, to parliamentary testimony and special assignments, such as the coordination of the Commons study group on NORAD renewal, to ideas emerging from other, more general fora, such as those organized for Peace & Security magazine on security policy and on the future of the United Nations, and through dozens of specialized seminars.

"Canada has supported the United Nations through thick and thin ... the UN is an important institution and can be improved, but it must be supported as one of the few things that stands between humanity and the law of the jungle," said Bernard Wood in Calgary last night.

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