

peacebuilding task. Things like de-mining, reintegration, institutional reform do not take place over night or even in a matter of weeks or months. A realistic mandate will provide both the mission participants and the recipients with the confidence that the task will be seen through to the end. Because funding of long-term mandates is often problematic, we need to be sure that all the agencies, departments and organizations who might be responsible for funding at different phases, are consulted at the planning stage so that an agreed framework for transition is developed at the outset of the mission. This will better help determine both the required length of the mandate and its realism and hopefully reconcile the tension between short-term mandates and long-term peacebuilding.

Challenge 4: Regional organizations will be a permanent and prominent feature of future PSOs and will take the lead in many circumstances. The challenge is to ensure that they are fit and equipped to perform the task in accordance with UN principles.

In many ways this is a welcome development, but in practice the record is mixed.⁴² Regional organizations usually lack both operational and financial resource and experience in conducting PSOs. The motives of some troop-participating countries in regional interventions are sometimes questionable. It also creates problems of coordination and authority if the UN comes to the operation late.

While Canada can do little to address the resource problems of regional organizations (we have our own), it can act on a number of fronts. First, Canada's Military and Assistance Training

See: Herbert Howe, *supra* note 15; Carolyn M. Shaw, "Regional Peacekeeping: An Alternative to United Nations Operations?" *The Journal of Conflict Studies*, Vol. 15 No.2 (Fall 1995), pp. 59-81; and Case Study: Cooperation Between the United Nations and the Economic Community of West African States (ECOWAS): UNOMIL/ECOMOG. New York: Lessons Learned Unit. Department of Peacekeeping Operations. Lessons Learned from Cooperation with Regional Organizations in Peacekeeping and Peace Support. *Working Paper* No. 147 pp.