

*Challenge 1: Intra-state wars will continue to plague the international system and the call for PSOs to address these situations will grow not shrink.*

Canada needs to recognize this challenge and understand that it cannot be everywhere at once. We need to play to our strengths and deploy our resources strategically. This means paying careful attention to the mandate of each operation, reassuring ourselves that it is realistic, doable and flexible enough to allow peacebuilding improvisation (and with discretionary funds provided to the SRSG to make that improvisation possible).

Canada should press to ensure that any operation it gets involved in has an effective and proven SRSG at the helm and that he/she is supported by a deputy(s) who serves as both the humanitarian and development coordinator.<sup>37</sup> Along with a Military Force Commander that reports to the SRSG this arrangement will ensure that at the very least all aspects of the operation, including how they interact, are duly considered at the top in the field. Information sharing and coordination will also be encouraged. In this regard, a transitional coordinator should be appointed to each operation to ensure a smooth handover to humanitarian or development responsibilities when the PSO leaves. Alternatively, responsibility for transitional coordination could be made an explicit task of the SRSG's deputy. To avoid turf wars, the terms of reference of the SRSG should be clearly defined and developed in consultation with other agencies in the field.

*Challenge 2: Peacebuilding will continue to be a primary feature of PSOs.*

Canada has made peacebuilding a prominent aspect of its foreign policy. At the same time it is and has always been closely identified with the institution of peacekeeping. It will be

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For more information on the role of the SRSG in PSOs see: Fafo Programme for International Cooperation and Conflict Resolution, *Recommendations Report of the Forum on the Special Representative of the Secretary-General: Shaping the UN's role in Peace Implementation*, New York 8-9 July 1998.