



International Forum for the Challenges of Peace Operations Partnership Framework

Reference: Framework for the International Forum for the Challenges of Peace Operations as agreed by Partners in Saltsjöbaden, 29 September 2006

Background

1. The establishment of the International Forum for the Challenges of Peace Operations (Challenges Forum) was discussed and a framework agreed at the Partners' Meeting held in Saltsjöbaden on the 29 September, 2006. The Saltsjöbaden framework, as discussed and hereby revised as agreed by Partners in Sharm El-Sheikh on 17 February, 2012, outlines and details further key principles, which have guided the Challenges Partnership in its cooperation since its inception in 1996.

Objective

2. The aim of the Challenges Forum is to contribute to the global dialogue on the analysis, preparation, implementation and evaluation of multidimensional peace operations, to raise awareness and generate practical recommendations and to encourage action for their effective implementation. The Challenges Forum also seeks to broaden and strengthen the international network of actors involved in multidimensional peace operations.

3. The Challenges Forum is a working Partnership intended to provide the international community with a strategic, broad-based, and dynamic platform for deliberations on peace operations¹ among leading policy makers, practitioners and academics. To this effect, the Challenges Forum is committed to holding an Annual Forum, as well as undertaking various cooperative undertakings, such as concept and doctrine development, and to produce an Annual Report.

¹The Challenges Partnership decided in 2001, for its focus and activities, to use the term Peace Operations as defined in the Panel on United Nations Peace Operations, the Brahimi Report in August 2000, which includes conflict prevention and peacemaking; peacekeeping; and peace-building. The Partnership also deliberates on challenges related to robust peacekeeping, peace enforcement, crisis management and other peace operations related efforts undertaken by UN and regional organizations and arrangements.

Expected Outcomes

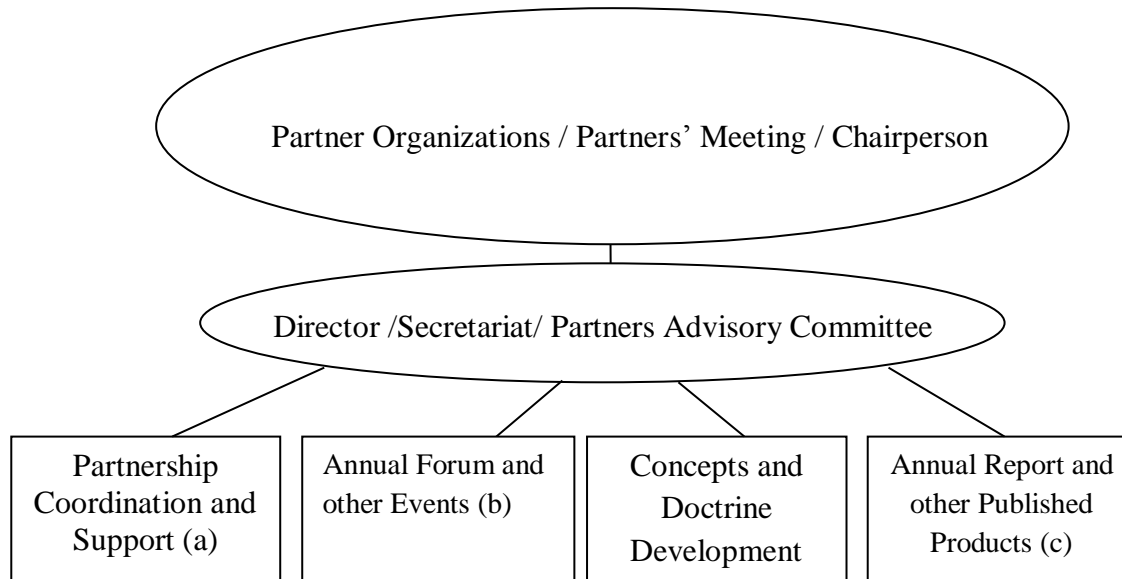
4. The expected outcomes of the Challenges Forum are:
 - a. an established, effective, regular and inclusive sharing of best practices among relevant actors in the international and national peace operations community;
 - b. the provision of practical recommendations and the encouragement for their effective implementation by relevant actors in the international and national peace operations community; and
 - c. an enhanced and widened international network of cooperating and emerging actors involved in peace operations.

Themes and Issues

5. The Challenges Forum shall address important new developments, trends and challenges arising from the analysis, planning, conduct and evaluation of multinational and multidimensional peace operations, including:
 - a. issues of interest to the Challenges Forum Partnership;
 - b. issues raised in sessions of the UN Special Committee for Peacekeeping Operations;
 - c. issues raised as areas of concern or need of attention by the UN Secretariat; and
 - d. issues of concern to Regional Organizations and other major international actors.

Challenges Forum Organizational Structure

6. The structure of the Challenges Forum is outlined in the diagram below.



- (a) This involves, but is not limited to, ongoing communication with Partners and the coordination of partnership issues as well as the Partners' website and knowledge network.

- (b) Principally, the Annual Challenges Forum hosted by a Partner and the Annual New York International Seminar.
- (c) This includes Reports, Studies and Translations by Partners emerging from Challenges Forum work.

Partner Organizations and the Partners' Meeting

7. Building on the achievements of the Challenges of Peacekeeping: Into the 21st Century Projects Phase I and Phase,² and the Challenges unique network of Partner Organizations, the International Forum for the Challenges of Peace Operations was established on 20 January 2006. The Partners' Meeting represents the Steering Committee of the Challenges Forum, consists of the Partner Organizations and forms the overarching governing body of the Challenges Forum. The Challenges Partnership is a balanced and inclusive group of members that reflects a global and representative background and spectrum of expertise, all focused on peace operations. The Partners' Meetings are chaired by the Folke Bernadotte Academy, Host of the International Secretariat.

8. Decisions of the Partners' Meeting are taken through consensus. The door to new Partners should remain open, normally to allow for one new Partner per year to qualify for Partnership. There will be a natural size limit beyond which Partners may feel the organization should not grow in order to retain its effectiveness. To qualify for membership a new Partner should either host an Annual Forum or contribute with the equivalent amount of funding to a Challenges Forum concepts and doctrine development or other undertaking.

Partner Organizations Advisory Committee

9. Given the evolving number of Partners involved in the Challenges Forum, in order to ensure the organization's effectiveness, inclusiveness and transparency, an Advisory Committee of the Partner Organizations shall consist of five members, including four Partners representing different regional and professional cultures, and the Director of the International Secretariat, who will lead the work. The purpose of the Advisory Committee, which shall be a rotating responsibility for two years, will be to contribute to the quality, relevance, efficiency and effectiveness of the Challenges Forum. The responsibility of the Advisory Committee would be to advise and contribute to the development and preparation of proposals to be presented for discussion and decision by the Partner's Meeting.

International Secretariat / Coordination

10. On behalf of the Partners' Meeting, a central International Secretariat is provided by the Folke Bernadotte Academy and located in Sweden. The Secretariat is headed by a Director, who plans, prepares and coordinates the work of the Partnership on a daily basis. Partners are invited to contribute to the work of the Secretariat in Stockholm, either by attaching personnel to the Secretariat or by working with the Secretariat electronically.

11. Part of the Partnership Coordination function of the Secretariat is to raise international and national awareness of the Partnership and its contribution to effective peace operations. In support of this, an effective and user-friendly website and knowledge network will be provided for the Partnership and its business. Its purpose is to encourage and facilitate a rapid

² Challenges of Peacekeeping: Into the 21st Century Project Phase I (1996-2002), and Challenges of Peacekeeping: Into the 21st Century Phase II (2003-2006).

and effective sharing of experience and expertise amongst Partners and between the Partners and the broader international community.

Challenges Annual Forum

12. Central to the Challenges Forum founding concept is the hosting of an annual international forum. Known as the Challenges Annual Forum, this major international event is intended to serve as a launching platform for forward-looking research, concepts, and policy initiatives in the area of peace operations. Partners are encouraged to raise themes and issues of interest and concern for this event. The Challenges Annual Forum is a brand and central activity of the Partnership and wherever hosted, this brand should be prominent and take precedence.

13. Commissioned background papers reflecting different perspectives shall provide the framework for discussion at the Challenges Annual Forum. These should be sent to the Secretariat in the timeframe specified by the Secretariat. The Challenges Annual Forum will involve a mixture of traditional presentations, such as key interventions by senior officials, practitioners and academics, with innovative ways of engaging participants on the issues. Structured working groups will elaborate further on the issues to be addressed. Effort should be made to actively engage in the program as many leading experts as possible from the Partnership countries, with up to 20 % of the speakers/chairs reserved for the Host country. The program will be developed cooperatively and agreed to by both the Secretariat and the Hosting Partner.

14. The hosting of the Challenges Annual Forum will be a shared responsibility amongst the existing Partners or as a qualifying introduction for new Partners. In principle, the hosting of the Challenges Annual Forum should alternate between the “Global South” and the “Global North”.

15. The Challenges Annual Forum shall be open to some 250 interested and relevant actors from different professional, organizational, geographical and thematic categories in the field of peace operations and peace building. The principles of invitation are that all Partners shall be invited, as well as relevant officials and experts from the international, regional and national peace operations and peace-building communities. In addition, an invitation to send a national expert to the Forum should be extended to the members of the United Nations Special Committee on Peacekeeping. In particular Hosts of peace operations or peace-building missions should be encouraged to participate. The invitation format and list should be agreed between the Secretariat and the Hosting Partner, but the Hosting Partner should send out the invitations. In principle, plenary sessions should be open to the media whose representatives may be invited to share their perspectives on themes related to peace operations. However, the Hosting Partner and Secretariat may choose to apply Chatham House rules to certain closed sessions.

16. To optimize the benefit of the event, every effort should be made by the Hosting Partner to run the Challenges Annual Forum in an environment that allows meetings and networking to take place outside the programmed activities. The Hosting Partner will be responsible for funding the Challenges Annual Forum costs and meals (including two official dinners), and to cover the participation expenses, including international travel and accommodation, for speakers and a limited number of participants who may require assistance. Participants who are not programmed speakers will be sponsored for meals and the Annual Forum attendance costs by the Hosting Partner, but will cover their own international and local travel and accommodation.

17. In principle, the Challenges Annual Forum shall be held in October and be disengaged from any major UN HQ activities. The main programme shall include at least two days of Challenges Annual Forum activities as well as a minimum of one day for the Partners' Meeting and project work. More meeting time for Partners' business, as identified by the Secretariat, should be made available when necessary.

18. An Executive Summary of the Challenges Annual Forum shall be ready for distribution two weeks following the event. Its production and distribution is the responsibility of the Hosting Partner advised by the Secretariat.

19. Separate to the Challenges Annual Forum, an annual Challenges International Seminar will be arranged in New York prior to the commencement of the United Nations Special Committee for Peacekeeping. The focus, format and attendance at this event will depend on variable factors, including funding.

Concepts and Doctrine Development

20. The Partnership has since its inception been involved with efforts to improve and develop the concepts and inform policy development that underpin the preparation for and delivery of effective peace operations. The Partnership is committed to continue this process and engagement. To this end, projects, seminars, workshops and fieldwork will be undertaken, as required and when funding permits, in support of external partners such as the UN and regional organizations. This work may well generate stand-alone published reports, several of which will be translated into the official languages of the UN.

21. The results of the work of the Challenges Forum will be presented in the Challenges Annual Report. This report will provide the international community with analyses, policy options and possibly recommendations on a selection of current challenges and issues concerning peace operations. The Challenges Annual Report will be ready for presentation and distribution prior to the commencement of the subsequent United Nations Special Committee on Peacekeeping Operations. The production and associated costs of the Challenges Annual Report are the responsibilities of the Secretariat.

Funding

22. Separate to the specific hosting costs of the Challenges Annual Forum (see Paragraph 16) for the Hosting Partner, the costs of membership and participation in the work and activities of the Challenges Forum will be the responsibility of the Partnership Organizations. This will be on the basis of costs lying where they fall. On certain occasions a Partner may sponsor activities, participation or events on an ad hoc basis or when assistance is needed. More strategically, running costs of the Challenges Forum to sustain the level of activity and engagement identified in this Partnership Framework will require further external funding sources. The costs of the International Secretariat and its basic coordinating function are met by Sweden.