

# IPOA QUARTERLY

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INTERNATIONAL PEACE OPERATIONS ASSOCIATION

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## DID YOU KNOW?

- The UN's first mission to the Congo from 1960 to 1964 deployed almost 20,000 civilian and military personnel and cost \$100 million per year.
- Today's MONUC mission in the DRC was recently increased to 17,000 personnel and includes an annual budget of around \$1 billion.

## MESSAGE FROM THE PRESIDENT

Welcome to the first edition of the much anticipated IQ!

The IQ will be a quarterly publication of IPOA aimed not just at the industry, but also towards everyone who works in the field of conflict and post-conflict alleviation. The IQ will include items of interest to policymakers, members of the NGO and humanitarian communities, academics, and anyone interested in more effective peace and stability operations and the role of the private sector.

This publication comes at a critical time for peace and stability operations worldwide. In Iraq and Afghanistan, international security efforts are trying to keep a lid on the violence in order to ensure reasonably free elections

critical to the long-term viability of these countries.

In the Darfur region of Sudan, the African Union struggles to respond to a politically-induced humanitarian crisis that has killed tens of thousands and put millions more civilians at risk.

And in the Democratic Republic of Congo, the United Nations is looking for countries willing to contribute personnel to a significantly enlarged mission. This peacekeeping mission is now entering its 6th year, and already more than 3.5 million people have died as a result of that single, multifarious conflict.

One of the primary goals of

the IQ will be to highlight how the private sector can enhance the synergies of NGOs, governments, and humanitarian organizations to better address conflicts and more effectively foster peace and stability in the world's pockets of chaos and violence.

With this in mind, we will be spotlighting the roles of those extraordinary individuals, organizations and companies that work in zones of conflict. And in doing so, we hope that we will foster a better understanding of the issues and encourage greater cooperation among the many important actors involved with peace and stability operations.

-Doug Brooks, IPOA President

## UN PEACEKEEPING AND THE PRIVATE SECTOR

By Garrett Mason  
Director of Operations, IPOA

The utilization of the private sector to support military operations has long been controversial. But with the rapid growth of the private military service sector in response to the conflict in Iraq, there has been a renewed interest in the role which this sector plays in peace and stability operations.

But while the US, UK, and other countries examine legislation and regulations for utilizing the private sector, a key UN reform panel – the High Level Panel on Threats, Challenges and Change – has chosen to ignore the issue altogether.

In a recent meeting regarding the UN High Level Panel,

Gareth Evans – High Level Panel member and President of the International Crisis Group – acknowledged that the panel would not be considering the use of the private sector for UN peace operations.

Despite the panel's omitted examination of private sector resources, the use of the private sector in peace and stability operations has proven to be critical.

For example, the Economic Community of West African States (ECOWAS) used private contractors to support their successful Liberian intervention in 2003. Not only were West African troops trained by private companies, they were also transported and supported logistically by private companies.

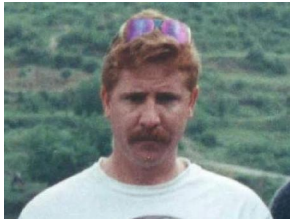
And currently, in the Darfur region of Sudan, African Union troops are transported and based by private companies.

To be fair, the UN already utilizes the private sector for logistics, transportation and demining support. The UN also relies on the private sector for security to protect their field offices, warehouses, convoys and personnel.

But with the West refusing to contribute substantial numbers of their own well-trained and well-equipped forces, the world's poorest countries are forced to shoulder the burden of the actual peacekeeping missions.

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## AN INTERVIEW ON IRAQ WITH JOE DONAHUE



A 1984 West Point graduate, Joe Donahue spent four years in the US infantry and five in the US Special Forces. Shortly after leaving the military in 1993, Donahue started working with US Foreign Disaster Assistance of USAID's humanitarian program in Northern Iraq.

Following his 1994-95 stint in Iraq, he spent a year in the Balkans working first with AICF USA, then with Dyncorp, where he was the regional manager of the American contingent of the International Police Task Force. For the last six years, he has worked at the Vietnam Veterans of America Foundation (VVAFA), as their Director of Information Management and Mine Action Programs.

Donahue recently sat down for an interview with IPOA in which he spoke about his current project in Iraq. In his interview, Donahue shares some lessons from the past, and gives practical advice for the future of operating in Iraq.

IPOA: As the VVAFA's Director of Information Management and Mine Action Programs, what projects are you currently working on?

JD: We are creating a database of landmine and unexploded ordnance (UXO) contamination and its impact on Iraq through a national survey. We're also to some degree looking at the munitions that were scattered by strikes on ammunition depots. We are also conducting several other projects in Iraq.

IPOA: And who has access to this database?

JD: The landmine impact data is going to be open to everybody: security contractors, NGOs, the military, or anybody who's doing field work in Iraq. If they're going to do a reconstruction project in a particular

area, they should check to see if there's contamination at the site where they'll be working.

Eventually, I hope that the National Mine Action Authority (NMAA), or their superior entity, the Ministry of Planning, will get into the business of certifying that sites are clear of contamination. Once we know what the state of contamination is in Iraq, then the NMAA will be able to inform more of the actual actors on the ground.

IPOA: And how can these organizations access the database?

JD: They can visit our offices in Baghdad, Erbil or Basra. They can also reach us on the web at [www.iraqmineaction.org](http://www.iraqmineaction.org).

"I think there's been a tendency to talk over the Iraqis. They're talking up what their expectations are, and we're saying in a separate discussion, 'This is what we're doing for you. You should be happy with this.' And the two aren't meeting."

IPOA: Have many organizations been using your resources?

JD: From my observation, it doesn't look to me like a lot of organizations there have an automatic behavior to go to the Iraq Mine Action Center (IMAC) and gather data on the areas that they're operating in. That's something they should do, even if it's just sitting down for an hour to get a briefing.

If we got enough requests, I would recommend that we do a monthly or bi-monthly briefing for interested organizations, and organize their queries.

IPOA: Do you do training in basic skills on how to recognize and deal with UXOs?

JD: We will do land mine and UXO safety training. In my organization, we have several folks who are UN certified to provide this training.

IPOA: So when did you first start working in Iraq?

JD: I did the first UN security assessment across the border on April 1, 2003. I did five more security assessments in southern Iraq for the UN. Those were to determine when humanitarians would be able to re-enter Iraq. The first one into Umm Qasr determined that they could come in. It was early May when I finally hit Baghdad. That was a couple months before the bombing of the Canal Hotel, so it was a different environment. People didn't all hate us at that stage.

IPOA: What went wrong?

JD: Failure to deliver on the basics. The Iraqis had high expectations. To be fair, some of those were unreasonably high. I think collectively the entire responding community could've done a much better job focusing on the important expectations that the Iraqis had. I think that would've been part of the formula for stabilizing the situation.

There were issues that aren't often mentioned: the failure to continue "play nice" payments to the various Iraqi tribal leaders, the failure to keep electricity and water flowing.

I think there's been a tendency to talk over the Iraqis. They're talking up what their expectations are, and we're saying in a separate discussion, "This is what we're doing for you. You should be happy with this." And the two aren't meeting.

IPOA: So how do you actually collect the data for your mine and UXO survey?

JD: We send teams out into the field who are trained in locating mines and UXO, and they slowly work their way through an area.

*Continued on next page*

## AN INTERVIEW ON IRAQ WITH JOE DONAHUE

IPOA: Do you coordinate with the local governance as well?

JD: We coordinate with local authorities. They're so happy at having us come and pay attention to their problems, that they go out of their way to make sure we're secure. We go to whoever the headman is for a particular region, village or governorate, and explain what we're doing, and give whatever information support we can. They try to make sure we don't have problems in their areas of responsibility. For us, this has worked so far.

IPOA: One of the issues that you brought up in a previous discussion was the issue of high-visibility security versus low-visibility security, and you seemed to prefer the low-visibility.

JD: Correct, and I still do. Now we're using sedans, tinted windows where we can. When encountering convoys of either military vehicles or combinations of military vehicles and U.S. manufactured SUV's, I'd just turn down the side streets, because they're the RPG magnets.

IPOA: Turning now to a more general assessment of the situation in Iraq, what are the top three or four mistakes that companies going into Iraq make, that they should think about before they go in?

JD: One big one is not listening to reliable local contacts, and relying too much on the intelligence and security assessments that come out of the embassy or CPA. You can look at it this way: the local guys that work for you, to some degree depend on you. If their life isn't substantially threatened (because of their work with you), they've got a vested interest in your survival, and in the survival of the program that is funding them.

I've got a guy I rely on. When he calls, he may be over cautious, but he's never under cautious. I trust him over what's coming out in the threat update.

Another mistake I think was very well illuminated by the *Esquire* article about the takedown of the gas station in the midst of a gasoline shortage is the arrogance issue. It's the mono-focus on mission: "I'm

here to provide security." And in some cases it's the failure to recognize that a little bit of hearts and minds is part of providing that security. It's common sense what that does to people's views.

"[T]here have to be efforts at hearts and minds, and it has to be meeting their [Iraqi] expectations, not just meeting the goals we've set for ourselves."

IPOA: Do you think there has been any improvement on that end?

JD: It seems that many of the companies have gotten smarter about it, but it's hard to tell because so few people are able to move freely anymore. Who knows what's going on outside the green zone? Very few folks are regularly operating out there.

I think this lesson has probably been learned too, but being a humanitarian does not inoculate you from the ravages currently going on in Iraq. Early on there were many NGOs who didn't think they needed security, and many of those organizations are now out of Iraq.

This is certainly a new level of threat to the humanitarian community. We're in a brave new world where NGOs need to be much more cautious than they've ever been. On the up-side, a group of NGOs in Afghanistan have developed ANSO, the Afghanistan NGO Security Office. It spreads security information to the NGOs.

IPOA: Have you seen attitudes change, or improvements in how security's done, coordination improvements?

JD: I've seen improvements in how security

is done. I haven't seen necessarily attitude improvements. I know companies are contracted to do these specific tasks, but you've got to add in the motivations, the perceptions, the viewpoints that the Iraqi population has into your calculations.

I still hear a lot of negative, nasty talk about the Iraqis. If we're taking that simplistic a viewpoint on this, then improvement's not possible. If the situation's going to stabilize, and we're still going to be there, then there have to be efforts at hearts and minds, and it has to be meeting their expectations, not just meeting the goals we've set for ourselves.

Iraqi faith in what we're doing is just shot, and I don't know if it's retrievable. I really think that much of this is a self-inflicted wound.

IPOA: Given the many challenges ahead, are you seeing anything positive, politically in Iraq?

JD: That same contact of mine said when I was there in June and July that some factions in the insurgency were talking to the government. I don't know how much the solution involves significant cooperation with the U.S. or other coalition members, but it has turned the corner on what solution is going to work over there: an Iraqi one. Allawi seems to have a pretty firm grip on things, so I think he's the right guy for the job.

IPOA: Has the private sector been a relatively positive development in Iraq? Could the military have done this without the private sector at this point?

JD: The military could've done the military mission without the private sector; however, we don't have enough boots on the ground now to do the military mission, nevermind provide security for all the reconstruction and humanitarian missions going on.

In that regard, the private military companies, and private security companies have been a necessity. Otherwise, these other activities, I just can't see them.

For the full interview, please visit [www.IPOAonline.org](http://www.IPOAonline.org). ■

## BASIC REPORT ANALYZES CONTRACTORS IN IRAQ

By Doug Brooks, President, IPOA

Recently the British American Security Information Council (BASIC) released a comprehensive 138-page report by David Isenberg titled "Fistful of Contractors: The Case for a Pragmatic Assessment of Private Military Companies in Iraq."

Mr. Isenberg is one of less than a half-dozen industry experts who have been following military service companies since the early 1990s. He is a tireless researcher and was a pioneer in discerning the fledgling military services industry while others were ignoring or disparaging the trend. Almost uniquely, he has not been caught up in the sensationalism found in much of the academic analysis published on the topic.

His report accepts that Iraq is not an outlier, and that future military operations will continue to utilize private contractors for support services. It effectively challenges much of the conventional wisdom found in the media on the topic.

The report states that "although [contractors] have not been error-free, they have generally performed better than they have been given credit for." Among their positive contributions in Iraq, contractors have:

- performed difficult missions under trying circumstances. Generally, their personnel have conducted themselves professionally and are more in tune with the local culture than are regular U.S. Military forces.
- managed to field dozens or hundreds of personnel, in far less time that it would take to field comparable regular military units.
- in several, little noted cases . . . performed above and beyond the call of duty, coming to the aid of regular Coalition forces, when they did not have to do so.

The report questions the oft repeated canard that private security contractors are the 'second largest army in Iraq.' In fact, actual numbers of armed expatriates account for less than a third of the total

20,000 contractors. Furthermore, it clarifies that even this number represents numerous unrelated companies all of which are limited to protective roles.

The report blames many of the problems faced by the industry on the U.S. government's rapidly escalating requirements once the war had begun. The industry had to scramble to scale up to meet the demands.

The conclusions and recommendations are the most interesting part. The report calls for improved regulatory oversight (something strongly supported by IPOA and high-end companies in general) and, optimistically, enhancements in international law as well.

The report suggests that the government needs to be a smarter client, providing better coordination of the private firms and finding ways to improve oversight capabilities. This includes establishing mechanisms to quickly increase oversight staff. Such efforts should focus on firms that have been problematic and allow more leeway to those with good records.

It suggests that contracts may have to be more flexible, allowing rapid changes as the security situation evolves, but avoiding fixed-price contracts that encourage underbidding by 'less reputable' companies.

It calls for reasonable legislation to enhance existing regulations, such as closing the loopholes in the Military Extraterritorial Jurisdiction Act (MEJA) – something also called for by IPOA. It also suggests that the International Court of Justice should be extended to cover the operations of military service contractors.

For companies, the report suggests that they need to do a better job of pre-vetting and briefing potential employees, including 'third-country' employees. Moreover, it argues that companies can facilitate operational expansion by enhancing a ready database of qualified and vetted people, even at the expense of added overhead.

The report points out that requiring the Pentagon to do all contractor employee screening without the sufficient lead time of up to a year makes little sense and effectively undermines the companies' ability to respond to its needs quickly.

While it calls for a legal convention to clarify international law as well as the harmonization of national laws, it suggests there should at the least be industry-wide standards such as IPOA's code of conduct. It is an idea that companies should take the lead on, in light of the inevitably slow pace of international law.

The report also highlights a problem where companies become too mission-focused, ignoring the larger 'hearts and minds' goals and sometimes alienating the Iraqi population while operating. It suggests that the government might include contractual clauses to minimize this issue.

Finally, it asserts that too many security companies are 'traded on the military backgrounds of their founders and directors,' which lack the proper business and management skills to run their firms efficiently. This clearly was a problem for many companies that rapidly expanded to address the huge demand in Iraq.

The full report can be found at: [www.basicint.org/pubs/Research/2004/PMC.htm](http://www.basicint.org/pubs/Research/2004/PMC.htm). ■



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## THE FUTURE OF AFRICAN PEACEKEEPING

By Natasha Chhiba  
Lecturer of International Relations,  
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Developments on the African continent over the past two years reflect in many ways just how incredibly complex that part of the world truly is. Characterised by intractable conflicts such as those witnessed in the Democratic Republic of Congo, Liberia, and Sudan to name a few, the continent's landscape has been re-defined by newly established frameworks designed to address these very conflicts.

The formal inception of the African Union (AU) in 2002, raised high hopes for the continent's future. Quite significant has been the realized vision for the establishment of a Peace and Security Council (PSC). Launched in May 2004, it is widely expected that the PSC will take the lead in conflict resolution efforts through the authorization and deployment of an African-wide peacekeeping force to respond to complex emergencies.

Closely modelled on the UN Security Council, several questions beg to be asked: how can this initiative safeguard itself from the stresses and strains so evident in UN and existing African regional

peacekeeping processes? And can this process be aided by the private military sector?

Recent strategy regarding the African-wide peacekeeping force reveals concerted efforts directed towards establishing an African Standby Force (ASF) capable of deploying rapidly to crisis situations. It is currently envisioned that the ASF would be comprised of brigades located in each of five regions. It is estimated that an African-wide peacekeeping force is likely to be fully operational by the year 2010.

However, while the AU visionaries continue to architect grand designs for bringing peace to the continent, thousands continue to die as conflicts become more varied and complex.

The problems faced by current global peacekeeping efforts are the very same problems that the AU PSC members need to address, though perhaps with more creative and innovative solutions.

To date African experiences with peacekeeping have been limited in both their scope and operational capacity. The development of the ASF's capacity that will enable it to effectively carry out its man-

date will undoubtedly require the input of outside actors. Herein lies the importance of the private military sector.

It is widely believed that the relative infancy of developments within the African peacekeeping process could provide a window of opportunity for the private sector to assist in various ways including training peacekeepers, police and military units, improving rapid response capabilities, and providing operational and logistical support.

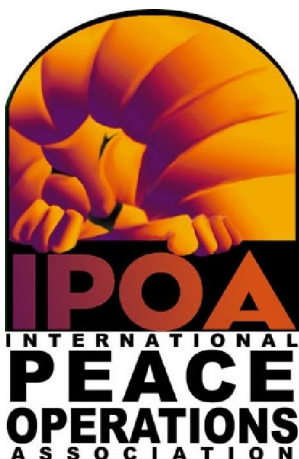
Exploring this sector could provide the AU PSC with an effective capacity to respond to such crises as the one evident in Sudan's war-torn Darfur region.

The delayed AU response to deploy peacekeeping troops was largely a product of debates within the institution on whether to transform the 300-strong protection force into a peacekeeping force. Thus far, the conflict in Darfur has claimed 50,000 lives and displaced over 1 million people.

Though the political foundation for safeguarding peace and security on the continent has been put in place, sorely lacking is the operational capacity necessary to ensure the effective functioning of constructs such as the ASF.

Thus far, the AU has elicited support for the ASF from G8 members at the Evian Summit in June 2003. The G8 pledged support for the initiative by agreeing in principle to provide funding and training. The grouping, however, stressed the need for the process to evolve gradually. Given that complex emergencies on the continent require immediate attention, tapping into the private military sector could prove to be invaluable.

*Continued on page 7*



### JOIN IPOA TODAY!

The International Peace Operations Association is the world's only advocacy organization for private sector service companies engaged in international peace and stability operations.

IPOA works to institute industry-wide standards and codes of conduct, maintain sound professional and military practices, educate the public and policy-makers on the industry's activities and potential, and ensure the humanitarian use of private peacekeeping services for the benefit of international peace and human security.

For information on membership, please contact Garrett Mason, Director of Operations at [GMason@IPOAonline.org](mailto:GMason@IPOAonline.org) or visit us online at [www.IPOAonline.org](http://www.IPOAonline.org).

## TECHNOLOGY: FORWARD-OSMOSIS PURIFICATION

By Nathan Jones

With the U.S.-led efforts in Iraq and Afghanistan, there is little doubt that the personnel on the ground have the newest and best weapons, vehicles, and communications equipment money can buy.

Yet the most important technology to recently be employed by U.S. forces may not be one that increases a soldier's lethality, maneuverability, or communications capability, but one that satisfies his thirst.

Captain Eaton's six-man team from the 820th Security Forces Group out of Moody Air Force Base, with the help of an Army unit, had just secured an airfield in Western Iraq. With the airfield secure, the Army unit was called out for its next mission, leaving behind Captain Eaton's Air Force team to maintain security. And after re-supply flights failed to show at the dusty airfield, alternate plans for survival had to quickly be made.

Eaton, the unit's medical officer, broke the news to his team that they would have to ration their meager water reserves and, to the unit's amazement, supplement their water with their own urine. What the unit did not know was that Eaton had brought with him a revolutionary forward-osmosis water filter which allows almost any water source—even urine—to be turned into safe, life-sustaining drink.

The water filter designed by Hydration Technologies, Inc. (HTI) is essentially a porous "membrane" bag which when deposited in a contaminated water source "sucks" the contaminants out, leaving behind drinkable water. In the case of Captain Eaton's unit, the technology extracted water while filtering the salts and poisons contained in the urine.

"I'd estimate that we got a 50% to 60% return on volume, which was a key to our survival," said Capt. Eaton. With the filter, the unit had enough water for a full

two weeks before supplies and the main follow-on forces arrived.

Although Captain Eaton's situation was dire, Keith Lampi—HTI's Chief Operating Officer—cautions that the company's filters are not designed to purify urine.

"Clearly, Capt. Eaton's situation was desperate and they did what they had to do, but we don't recommend using urine with our products. Our strength is in the fact that we can work with the widest possible variety of source waters while delivering fluids meeting EPA purity standards," says Lampi, who's company motto is "Any water, anywhere."

Lampi says that the forward-osmosis membrane blocks all of the biological contaminants such as bacteria, viruses and cysts in the water, as well as a majority of other contaminants such as heavy metals and chemical poisons.

And according to SFC Jeff Myhre of PEO Soldier, the ability to use any water source will have a big impact on mission planning, especially in remote operations, as well as in emergency or survival situations.

"The ability for soldier's to filter or purify water into a usable drinking source, especially in an environment like Afghanistan or Iraq, could mean the difference between life and death or mission accomplishment," says Myhre.

Lampi says the extremely tight membrane filter has a pore size of just 5 angstroms and is tight enough to reject 95% of sodium chloride, so he is not surprised that Capt. Eaton was able to use the system on urine where salts are the primary consumption hazard.

The forward-osmosis technology utilizes an osmotic agent similar to those found in many sports drinks to draw water across the membrane filter. There are no moving parts and no need for power input or chemical additives. Because hydraulic pressure is not required, the systems are essentially clog-proof.

"We deliver to the individual soldier EPA level purity from nearly any water they can find...this translates to real tactical advantage because prime water sources are no longer required, and your logistics footprint is drastically reduced. Our X-Packs, for example, deliver 20 times their weight in hydrating fluid." Lampi explains.

Although HTI's initial focus has been on supplying the US military with the advanced technology, company officials believe there is enormous application for the technology in the world of disaster relief.

"Water is one of the most dangerous substances in the world if you consider the toll of water-borne disease," says Bob Satler, company CEO.

"People die after natural disasters from cholera and other water-borne disease while they wait for broken water systems to be restored. What if during that period...they were able to make their own clean fluid from any surface water?" asks Salter.

The company plans to release an inexpensive version of the military product designed specifically for disaster relief applications. Initial proof-of-concept trials have been conducted at a Sudanese refugee camp using the technology, and cultural acceptance and ease of use ratings were very high.

At the camp, the product was distributed by ten camp residents who were given a 15 minute training session. The Sudanese trainers in turn trained the 100 households who participated in the project.

"Forward osmosis is so simple to use even a child could do it," says Salter. "Put the bag in dirty water, wait awhile, and pour out clean fluids. It's that easy to save a life." ■

## THE FUTURE OF AFRICAN PEACEKEEPING

*Continued from page 5*

It is widely known that the private industry provides a wealth of expertise that could be utilized to enhance the capacity of the ASF in particular. This sector already has a history of cooperation with multilateral peacekeeping initiatives on the continent. And furthermore, it is most likely to be the most financially viable option for the AU PSC already plagued by

funding concerns.

In many ways, the private sector affords the AU in general an opportunity to further develop its peace and security sector without the constraints and delays that are likely to be attached with increased dependence on outside global powers.

In essence, the dynamics of the African continent are so varied and complex

that for decision makers to find solutions to critical problems necessitates 'new thinking for new solutions.' Exploring the private sector could be one way to achieve this.

The multilateral process will always be crucial when dealing with complex emergencies. Exploring the private sector should not be seen as undermining that process but should be viewed as a possible means to enhancing it. ■

## UN PEACEKEEPING AND THE PRIVATE SECTOR

*Continued from page 1*

In this respect, the private sector can add enormous force multiplication capabilities to vastly enhance their effectiveness even without Western support.

In fact, the U.S. Senate released an appropriations bill in September of this year in which it called for exactly this. The bill reads, "At a minimum, such [private] companies should be utilized to supplement the number of blue berets and blue helmets which, in these turbulent times, the United Nations is having a difficult time recruiting."

Few would doubt the need for more UN peacekeepers. As of July 31, the UN was stretching only 58,741 military and police personnel over 16 missions around the globe.

In a recent statement by the Secretary General referring to the UN's mission in the Democratic Republic of Congo (DRC), Kofi Annan expressed that a force of 23,900 was the "minimum required to meet the current challenges in the DRC." An agreement by key UN Security Council members in late September agreed to only an additional 5,900 soldiers – well short of the 13,100 increase requested by Annan.

While the number of peacekeepers has come up short in the DRC, the country has remained on the edge of collapse. In

May of this year, the UN failed to prevent the capture of the eastern town of Bukavu by rebels, ignited a flurry of anti-UN protests across the country. Worse yet, the UN arms embargo is failing due to unpatrolled borders and airspace, allowing armed factions to raid with impunity.

Without the robust services of private companies in logistical support, training, demining, and private security, peace operations might simply not function at all.

One of the greatest (and well-founded) concerns regarding the use of private companies to supplement traditional peacekeeping forces is ensuring sufficient regulation and oversight.

Because these companies often times operate in countries where the rule of law is weak or non-existent, a basic

template of recognized guidelines, procedures, codes of conduct and policies needs to be created so that the capabilities of the private sector are ensured to be safe and effective.

This basic template can come from a few places, but the organization which *should* take the lead on this is the UN. This is an international issue, and it should be the international community which addresses this and other concerns.

Whether or not the UN will seek to raise peacekeeping from its current dilapidated state through greater utilization of the private sector remains to be seen. But the UN High Level Panel is certainly missing an important opportunity to examine one of the most critical issues in peacekeeping today. ■

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## UPCOMING EVENTS

U.S. House of Rep. Subcommittee Hearing - "Peacekeeping in Africa: Challenges and Opportunities" (October 8, 2004)

Chairman Edward R. Royce (Calif.) will be presiding over the hearing, which will be held in Room 2172, Rayburn House Office Building, Washington D.C. at 10 am. Panelists include: **Mr. Doug Brooks** (President, International Peace Operations Association), **Mr. James W. Swigert** (Principal Deputy Assistant Secretary, Bureau of International Organization Affairs, U.S. Department of State), and **The Honorable Vivian Lowery Derryck** (Senior Vice President and Director, Academy for Educational Development & Former Assistant Administrator, USAID).

If you have an upcoming event that you would like to post in our next newsletter, please contact Garrett Mason, Director of Operations at [GMason@IPOAonline.org](mailto:GMason@IPOAonline.org).

IPOA Annual Conference and Dinner (January 27-28, 2005)

IPOA's annual conference, hosted in conjunction with George Washington University, will be held in Washington, D.C. The conference theme will be on corporate accountability.

All enquires should be directed to Garrett Mason, Director of Operations:

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Private Military Companies and Global Civil Society: Ethics, Theory and Practice (July 14-16, 2005)

This interdisciplinary conference will be hosted from the 14 - 16 July 2005 in KwaZulu-Natal, South Africa. The conference is being coordinated by Mr. Deane-Peter Baker (University of KwaZulu-Natal) and Ms. Natasha Chhiba (University of the Witwatersrand).

All enquiries should be forwarded to Deane-Peter Baker:

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## ACKNOWLEDGEMENTS AND ADDITIONAL INFORMATION

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