



in the preparatory phases, such as the *Field Administration Manual*, the *Operational Support Manual* and the *Procurement Manual*. These need to be reviewed in order to incorporate the recommendations of the Logistics Working Group and the High Level Expert Procurement Group, with a view to issuing revised manuals within the next year. In addition, the recent work of a trilateral working group (Canada, United Kingdom and the United States) on peacekeeping services agreements, transportation, procurement and field mission organization is generating important conclusions for possible incorporation into the UN's procedures.

Despite these advances, the product of two years of reform efforts, there is considerable scope for improvement. An internal report on the UN's procurement practices stated in 1994 that, "without radical changes in the culture, procedures and practices of procurement, efficient and cost effective support to Headquarters and Field Missions will become unsustainable in the near future." To enhance rapid reaction, essential supplies and equipment must be available immediately. There is a need, therefore, to explore the idea of "standing contracts" with commercial firms, based on contingency plans, to augment support provided by Member States under the standby arrangements system.

In order to ensure responsive strategic transportation and early logistics support, a number of other planning mechanisms need evaluation, including the use of "brokerage" systems to lease transportation on short notice, backed up by the greater use of standing contracts between the UN and commercial suppliers for frequently-used items. Logistical data also needs to be identified more clearly in the standby arrangements system, in order to facilitate rapid deployment of operational units with full equipment. In view of the likelihood over the medium term that the UN will be required to lease or acquire much of its own equipment, especially for complex peace operations, the UN needs to look at the most cost-effective ways of ensuring the availability of appropriate types of equipment, and explore the issues of regional stocks and pre-positioning. These are measures which could substantially improve support to rapid-reaction missions, while proving highly cost-effective for the UN.

- 12. The United Nations, as it develops generic and mission-specific contingency plans, should work on standing contractual arrangements with suppliers, either Member States or the non-governmental sector, for the provision of strategic movement and work as well to flesh out the "peacekeeping services agreement" concept with UN Member States.**

**The UN should also develop packages of equipment for generic missions, including equipment necessary for support of humanitarian assistance and disaster relief, and work toward the acquisition/lease and pre-positioning of appropriate types and quantities of such equipment, or enter into a supply agreement with Member States for the provision of this equipment from National Reserves.**

### ***Standby Arrangements***

As a fundamental requirement of rapid reaction is the availability of well-trained, adequately-equipped personnel, the standby arrangements system is indispensable.

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