

coordinated approach to global problems."¹ The position of Secretary-General would be filled on the basis of extensive search procedures designed to replace the existing political approach to the selection of the Secretary-General.

Although new procedures were not used in the appointment of Boutros Boutros-Ghali, the new Secretary-General, who assumed the office on 1 January 1992, almost immediately announced changes in the structure of the UN Secretariat and its senior officials. In regard to political affairs, two departments were created with functions previously distributed amongst five different agencies. One of the new departments of political affairs, headed by Under Secretary-General James Jonah, was to cover Africa and the Middle East; the other, under the direction of former Soviet deputy foreign minister Vladimir Petrofsky, was to cover, *inter alia*, Security Council and General Assembly affairs, and so most of the issues relating to peacekeeping. In a further move, in April 1992, it was announced that a major New York consulting firm would undertake a broadly based assessment of the UN organization. Headed by Richard Burt, former US ambassador to Germany, the study was expected to propose stringent measures to improve the efficiency and effectiveness of the United Nations.

At the end of January 1992, a special Security Council summit was convened by the current chairing country, the United Kingdom. In their concluding statement, the members of the Council stressed "the importance of strengthening and improving the United Nations to increase its effectiveness." In regard to peacekeeping, they requested the Secretary-General to submit, by 1 July 1992, proposals to improve the capacity of the United Nations for "preventive diplomacy, for peacemaking, and for peacekeeping."²

The Secretary-General's report, entitled *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*, contained over thirty recommendations and ideas for discussion.³ Amongst many other recommendations, Boutros Boutros-Ghali proposed the creation of "peace enforcement units" which, "in clearly defined circumstances and with their terms of reference specified in advance," would be available for rapid deployment to ensure, and perhaps enforce, compliance with a previously agreed cease-fire. In related

¹ Brian Urquhart and Erskine Childers. *A World Need of Leadership: Tomorrow's United Nations*. Uppsala, Sweden: Dag Hammarskjöld Foundation, 1990: 40.

² "High-Level Meeting of the Security Council: Note by the President of the Security Council on Behalf of the Members," S/23500, 31 July 1992.

³ United Nations, Office of the Secretary-General. *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peacekeeping*. Report of the Secretary-General pursuant to the statement adopted by the Summit Meeting of the Security Council on 31 January 1992. A/47/277, 13 June 1992.