

mission specific contingency planning requires an in-depth needs analysis of what troops and equipment might be necessary.

In a similar vein, the High Level Expert Procurement Group in its report commented strongly on the relationship of contingency planning to procurement. "Good planning reduces crises, reduced crises in procurement reduces the amount of waste and possibility of malpractice. It is therefore imperative that some priority be afforded to contingency planning to break the current cycle of crisis management. One of the elements in this planning is logistic support and the production of a material requirement plan."<sup>10</sup> Such improvements will have an indirect but discernable impact on rapid reaction if only through the provision of the right logistics at the right place at the right time.

Within DPKO, there have been giant steps taken in logistics planning such as the Trilateral Working Group to Improve UN Logistics, and the use of civilian contracting arrangements with discussion about doing so on a contingency basis. These developments and the continuing gaps will be discussed at greater length in Chapter 7 Standby Arrangements and Chapter 11 Mission Deployment.

As with generic planning, contingency planning efforts by DPKO have not as yet drawn upon expertise that exists elsewhere in the UN system such as UNHCR. What is far more problematic is the source of much of the raw intelligence data that needs to be accumulated to put together contingencies plans. This is particularly so for those which will require in-depth "military" intelligence. A number of nations, both their military and civilian agencies, have relevant information. What is extremely problematic is the ability of the UN to draw upon such information in an informal way much less through formalised links. Only slightly less politically sensitive is the question of receiving information from non governmental organizations and institutes.

The political sensitivity of both intelligence gathering and country specific contingency planning appears certain to remain a serious impediment despite the best efforts of DPKO. DPKO's location in New York alongside the Security Council, the General Assembly and the assorted world press is part of the problem. An ability to house such functions in less immediate parts of the organization's structure, including some geographical distance, would help. It will lessen the political profile of contingency planning and further political deniability. The less politicians are forced to acknowledge an activity, the more likely they will be prepared to turn a blind eye.

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<sup>10</sup> para 25, High-Level Expert Procurement Group, **PROCUREMENT STUDY**, Report December 1994.