

## **RECOMMENDATION**

*Canada must ensure that the results of its imminent study on enhancing the UN's responsiveness and rapid reaction capability are broadly disseminated, and that follow up action takes place within the UN and amongst TCN's to engender substantive changes or improvements.*

During the ongoing debates about the Rwandan peacekeeping option, there were the traditional efforts by the better informed and more powerful countries to manipulate the system behind the scenes. At one point, a US government team of about 50 quietly descended upon the Secretariat to impart the official US stance and pressure the Secretariat to back off on efforts to enhance UNAMIR. This is but one example of the behind the scenes bilateral debate and pressures that other countries are often not fully, if at all, aware of. The P5 are especially happy with this state of affairs as they can get to the SG and his people any time they want. This however tends to limit the contribution of even middle powers, and certainly reduces the capacity of the vast majority of UN countries to have any impact on policy and decision making. It appears that the present SG is also comfortable with this method of operating. Inter alia it probably facilitates his manoeuvring since the dynamics are far fewer and thus more manageable. Undoubtedly such jockeying and manipulation is antithetical to the principles of the UN. More to the point however, this lack of transparency and consultation has not proven to be especially effective either in the long term as it engenders cynicism and distrust, nor in the short term as evidenced by Rwanda.

During the Rwandan crisis, there was one minor and one major development in this regard. On the minor side, during the debate on whether Chapter VI operations automatically implied the right to self defense by peacekeepers, MGen Baril sat down with the SC to discuss the issue. Such multilateral meetings with senior UN policy and operational staff allows open debate and limits the ability of a few with easy access to manipulate decision making. In the first instance, this serves to better inform all those countries that are faced with taking decisions in UN political forum. It also facilitates the contribution of all concerned countries on a particular issue, for UN secretariat staff are effectively setting Secretariat policy by the way in which they interpret or create administrative or operational procedures.

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*Canada should encourage the UN to develop more opportunities for open multilateral consultations with senior UN policy and operational staff, in order to balance off the preferential access provided to the Permanent Five and other major UN powers.*

A more major initiative occurred when the NZ president of the SC insisted on calling briefing sessions for the TCNs. This was strongly opposed by both France and the UK, with France actually walking out when a meeting moved beyond the TCNs being briefed, to a discussion about what the Security Council should be doing. Both countries relented on their opposition when it