
³² Cited in the briefing summary of WKGR8708 - Friends of Rapid Reaction Meeting, December 4, 1995 prepared by Canadian MILAD, Col. Michael Snell.

³³ Lloyd Axworthy, Hans van Mierlo, and Niels Helveg Petersen, "Let's Team Up to Make UN Peacekeeping Work," *International Herald Tribune*, 22 Oct. 1996. Available @ (<http://www.undp.org/missions/denmarkpolicy/article.htm>)

³⁴ Briefing summary of WKGR8708 - Friends Meeting, 4 Dec. 1995.

³⁵ Kofi Annan, "The Peacekeeping Prescription," in Cahill, *Preventive Diplomacy*, p. 186.

³⁶ Among the other participants attending this meeting were Ministers of Australia, Denmark, New Zealand, Senegal, Nicaragua, Ukraine and Jamaica.

³⁷ See, Canada, DFAIT, "An Update on the Canadian Study, Towards a Rapid Reaction Capability for the United Nations", Prepared by Daniel Livermore, Director of Regional Security and Peacekeeping, Summer, 1996, p.4.

³⁸ Ibid

³⁹ Opinion on the future of the vanguard concept varies with some suggesting it had been replaced and others arguing that it is still being pursued through related arrangements such as the SHIRBRIG.

⁴⁰ Cited in Canada, DFAIT, IDC1286, "Report of the meeting of Foreign Ministers on a Rapid Reaction Capability for the UN", September 27, 1995.

⁴¹ The emphasis for 1997 was initially to be on developing a mechanism to co-ordinate the activities of peacekeepers, UN police forces, NGOs and other UN agencies, but the need to arrange clear guidelines for logistics emerged as a more urgent priority.

⁴² Many acknowledge that the Committee of 34 is an exceptionally slow vehicle that does not lend itself to quick action. This was a determining factor in the establishment of the 'Friends' as some member states wanted an informal body to act as a catalyst for change and to stimulate the work of the Committee of 34.

⁴³ See, United Nations, General Assembly, Report of the Special Committee on Peacekeeping Operations, "Comprehensive Review Of The Whole Question Of Peace-keeping Operations In All Their Aspects", A/50/230, June 22, 1995, Section 3, p.12. Also see, A/51/130, May 7, 1996, Section 5, p.13.

⁴⁴ Regrettably, some initiatives were deliberately stymied. For example, despite the Secretary-General's authorisation to establish the RDMHQ, Pakistan succeeded in mobilising wider resistance to this development. In 1998, Cuba denied approval of the necessary funding for RDMHQ staff in the accounts and budgetary committee (ACABQ). Attempts to secure funding and wider political support for the RDMHQ's eight core positions were insufficient and repeatedly stymied. Several nations agreed to supply personnel, as well as a percentage of start-up costs in a specific trust fund. However, gratis personnel raised concerns over equitable opportunity for personnel of developing nations and the trust funds did not attract sufficient money. Some officials remain confident the required resources will eventually clear the committee approval process.

⁴⁵ Cited in "Daily Highlights", October 25, 1996, Central News Section, Department of Public Information, United Nations.

⁴⁶ See, for example, "Concerns Over High Readiness Brigade Expressed At Special Committee On Peacekeeping Operations", United Nations, GA/PK/152, March 31, 1998.

⁴⁷ See, Canada, Department of Foreign Affairs and International Trade, "Canada and Norway To Promote Increased Capacity For Rapid Reaction For UN Peacekeeping Missions", New Release no. 102, May 12, 2000.

⁴⁸ For a useful review of the related changes in DPKO see Brigadier General Mono Bhagat, "Trends In UN Capabilities: Standby Arrangements, Rapidly Deployable Mission Headquarters, Regional Arrangements", available @ <http://www.iss.co.za/Pubs/MONOGRAPHS/No.%2021/Bhagat.html>

For a more critical perspective on DPKO, see Trevor Findley, "Armed conflict prevention, management and resolution", *SIPRI Yearbook 1996: Armaments. Disarmament and International Security*, (London: Oxford University Press, 1996), pp. 53-60.

⁴⁹ DPKO's Training Unit has written training guidelines, manuals and other materials to assist Member States in preparing military, civilian and police personnel for UN assignments. Aside from its numerous publications, the Training Unit has also helped to improve and standardise peacekeeping training through seminars, workshops and training assistance teams.

⁵⁰ The Mission Planning Service is the focal point for all peacekeeping planning. Its activities include: generic guidelines and procedures to streamline the process of mission planning; generic guidelines for troop-contributing countries, from which mission-specific guidelines are formulated; the preparation of standard operating procedures for essential functions; and in-house studies pertaining to important issues such as command and control, rules of engagement, structure of mission headquarters, etc. See "General Framework", *United Nations Peacekeeping*, (<http://hwww.un.org:80/Depts/dpko/MP.HTM>)