



Sound military advice is fundamental if the UN is to launch peace operations quickly and effectively in response to crisis

evolution, particularly those involving Charter reform or seen to be infringing on the prerogatives of the permanent five members of the Security Council. Instead, the most practical way of ensuring the presentation and consideration of comprehensive military advice to the Council is to continue to reinforce the military capabilities and professionalism of the Secretariat, especially bolstering the role of the Military Adviser to the Under-Secretary-General for Peace-keeping Operations. A substantially strengthened DPKO, with integral links to the humanitarian and other agencies and possibly the non-governmental sector, and with an enhanced military presence largely provided by Member States, would increase the prospects that military considerations would be given due consideration in Council deliberations. Sound military advice is fundamental if the UN is to launch peace operations quickly and effectively in response to crisis.

Current initiatives head in the right direction. The Standing Task Force on UN Operations provides a potentially sound basis for a much more structured approach to crisis management. The Secretary-General is also encouraging a more collegial approach among all key Secretariat departments, and these efforts have reduced the departmental rivalries which once bedeviled some operations. The Secretary-General should be encouraged to build on this success by establishing a cross-departmental civil policy unit involving DPKO, DPA, DHA and the Centre for Human Rights which would fulfil two functions. At the level of policy planning and analysis, it would coordinate the human rights and civil affairs aspects of peace operations, and at the level of operations, it would ensure logistic support and coordination for human rights monitors, election observers and other civilian activities in the field. Such a unit could assess the elements necessary for civilian field work, so that the lessons learned in operations such as Cambodia, Rwanda, El Salvador and Haiti are not lost.

DPKO has undergone steady improvements since its establishment in 1992. The strength of its military elements has increased through personnel on loan from Member States and the creation of fully-funded positions.²⁹ The Office of Military Adviser has also become the recognized focal point for advice on all military matters in the UN. The Secretary-General has also bolstered the policy planning and operational analysis capabilities of the Secretariat. To help ensure the "unity of effort" which is the key to responding to multidimensional crisis situations, he has sought the cooperation of key humanitarian agencies and non-governmental organizations. Much more can be done, however, to consolidate planning and reduce the lead time prior to Security Council decisions or budget preparations. The Secretariat should move towards what Lieutenant-General (ret'd) J. K. Dangerfield has called an "iterative process", where there is a high degree of cooperation between the political and strategic levels.³⁰

These are important steps for all peace operations, but are most crucial to those requiring a rapid response. The current directions of the Secretary-General should be encouraged. The military capabilities and professionalism of the UN Secretariat should continue to be reinforced, in the short to medium term mainly through national contributions. The lead role of DPKO in peace operations should be acknowledged, but contingency planning should continue to be based on a team approach involving all of the Secretariat and interested agencies. Moreover, the Office of Military Adviser should be strengthened, to ensure that he is able to provide timely, comprehensive