



the UN and also cost-effective in terms of their eventual benefits. In contrast to initiatives offered by others in this anniversary year of the UN, most of the short to medium-term recommendations of this report can be implemented by the Organization at no additional cost. In some cases, modest reallocations from other budgets are all that is needed for implementation. In other cases, interested Member States will continue to be instrumental in helping the UN put initiatives into effect. By accepting recommendations which call for new ways of doing business within the Secretariat, especially through an emphasis on contingency planning and new financial rules, it is likely that some of these recommendations will lead over time to substantial reductions in peacekeeping costs for the Organization through greater efficiencies in operations.

Most of the short to medium-term recommendations of this report can be implemented by the Organization at no additional cost

The report also seeks to balance what is possible both in the short to medium term and also over the long term. The vanguard concept is at the heart of short to medium term recommendations, linking a new operational-level headquarters to forces provided by Member States through the Standby Arrangements System. With a greater emphasis on early warning, contingency planning, more timely decision-making and units which are fully trained and adequately equipped, the vanguard concept might well provide the UN with a reliable, effective force into the foreseeable future. But this should not foreclose alternative visions. If, for any reason, the vanguard concept should prove inadequate to future purposes, the report calls for continued study of alternative arrangements, including the uses of new technologies, building standing capabilities in the area of civilian police, the creation of a permanent UN Standing Emergency Group, and independent financing for the UN system, which could provide alternatives over the long term. While these more visionary alternatives are controversial in current circumstances, they may well become the reality of the next century, should Member States determine that peace operations need to be done in a fundamentally new way.

Recommendations

This report has arrived at the following recommendations, spanning the short, medium and long terms, which we have described more fully in chapters five and six:

1. In order to build upon current practice and institutionalize a formal consultative process involving nations contributing to an operation, the UN Secretariat and Security Council members, Member States should establish a Troop Contributors Committee for each peace operation.

Member States should also establish a Troop Contributors Forum, comprised of leading or major troop-contributing nations, which would meet periodically to review general peacekeeping issues of an operational nature and provide a formal voice to troop contributors. (Page 38)

2. Member States of the UN should build on the already established practices of convening informal groups of "friends" to address specific geographic situations and as one way of providing advice to the Security Council or the Secretary-General. (Page 39)