

increasing Canada's ability to influence the course of the Council's actions) there must be short, tight decision-making lines within the Canadian policy-making apparatus. Third, Canada must be able to gauge the mood of the international community, in order to promote a politically viable approach to the problem at hand. Finally, Canada is most likely to prove effective when it is viewed as a credible actor with regard to the issue under consideration.

4. An agenda for reform

a) Proposals for administrative reform

- Participants stressed that proposals for institutional reform are likely to meet with a lukewarm reception from UN members who are weary of such initiatives and loath to commit the funding required to make them work. The P-5, in particular, are unlikely to support initiatives which would impose codified limits on their influence over sanctions policy. Therefore, Canada should concentrate on process-oriented reforms which do not threaten the autonomy of the P-5.
- The Council should be reminded that its sanctions resolutions, while necessarily political in nature, must nevertheless be amenable to rapid and consistent implementation by member states. These resolutions must clearly specify the conditions for lifting, easing, and reimposing sanctions, as well as indicating who is responsible for carrying out various administration and enforcement duties.
- The UN must promote efforts to harmonize and rationalize national-level legal and administrative procedures for the implementation of sanctions. As a first step in this process, the UN secretariat must insist on detailed reports from member states regarding their existing sanctions procedures.
- Enforcement efforts would be greatly assisted by the presence of sanctions assistance missions (SAMs) in states adjacent to the target, and a sanctions communications centre (SAMCOMM) coordinating the overall effort. However, these missions require states to commit large amounts of material and human resources.
- When charging a regional organization with the task of implementing mandatory UN sanctions, the Council must ensure that the organization in question possesses the political will, the material resources, and the administrative competence to do so effectively.

b) Addressing the humanitarian impact of sanctions

- Council members must recognize that most forms of sanctions will cause humanitarian suffering, and that this suffering is very unlikely to be fully ameliorated by international relief efforts. Talk of the "unintended consequences" of sanctions is therefore somewhat disingenuous.