



Because of the deficiencies of both the above alternatives, the idea of a permanent operational-level headquarters is the most effective way of filling the vacuum at the UN's operational level.

**16. The Secretary-General, in conjunction with interested Member States, should establish a permanent UN operational-level headquarters, which would be a standing, fully-deployable, integrated, multinational group of approximately 30 to 50 personnel, augmented in times of crisis, to conduct contingency planning and rapid deployment as authorized by the Security Council.**

**To ensure multidimensionality, the headquarters should contain a significant civil affairs branch with linkages to the key humanitarian and other agencies and the non-governmental sectors.**

One of the key duties of the operational-level headquarters, when not deployed, would be to develop a series of "contingency packages", whereby "type" operations would be planned, utilizing information based on the standby arrangements system. These contingency packages would be derived from the experiences of a variety of operations. They would include detailed information concerning the numbers and types of personnel and equipment to be moved, which would then be coordinated by DPKO. Such contingency planning would allow participating Member States to prepare for specified degrees of self-sufficiency upon deployment. The headquarters, in association with DPKO, would also be able to develop detailed "matching" arrangements between Member States willing to provide troops and those willing to provide equipment for deployment. Such matching arrangements would also extend to training, not exclusively on designated equipment, but also for a broad spectrum of contingencies that a rapid-reaction mission might be expected to execute.

**17. The operational-level headquarters should be tasked to undertake generic contingency planning when early-warning mechanisms are triggered as well as liaison with regional organizations and agencies, and a wide variety of training objectives.**

### ***The Vanguard Concept***

The most crucial innovation in the UN's peace operations over the next few years would be the full development of what this report calls the vanguard concept. Under this concept, Member States would link their national units to the operational-level headquarters by way of the standby arrangements system, and according to generic contingency plans and a range of force structures which would depend on the nature of the operation. Such national forces would remain in their home countries under the command of national authorities until requested by the Secretary-General and approved for deployment by national authorities. Following authorization to deploy, these forces would formally be placed under the operational control of the Secretary-General. Strategic movement of these forces would be the responsibility of the Secretariat, in conjunction with participating states. Logistic support for these forces would be planned in advance in coordination with the Secretariat and executed by the operational-level headquarters, using pre-stocking and whatever support can be obtained through regional arrangements.

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