

election organization and monitoring. In other situations, there may be a need for professional police, experts on infrastructure and municipal administration, or human rights observers.

That is where the notion of peacebuilding comes in. The fact is that what is often required today is not just to restore peace, but to restore communities, to rebuild roads and schools, water and sewage systems, hospitals and basic public services.

Obviously, military operations will continue to be crucial to UN intervention in matters of peace and security. But, here again, there is plenty of room for improvement, especially in the areas of planning, training, command and logistical support. When you consider the fact that there has been a sixfold increase in the number of people serving in UN forces in the last three years, it is obvious that UN Headquarters must be better equipped to plan and manage its operations around the world.

The time for reform is now:

- Let's give the United Nations a permanent general staff to plan and conduct its peacekeeping operations.
- Let's establish a UN military college to train a corps of officers who can work effectively together.
- Let's ensure that the UN has the ability to stockpile equipment and to airlift material and personnel quickly to a theatre of operations.
- Let's develop a code of conduct and common operating procedures for all personnel under the UN flag. The UN suffers from the same problems of interoperability that have plagued NATO over the years. And finally,
- Let's pledge our countries to commit troops on a stand-by basis for use by the Secretary-General on short notice as crises develop.

Other reforms are necessary as well to improve the UN's capacity to act effectively in matters of peace and security, as well as in matters of humanitarian assistance and relief.

First, there is the matter of finances. It is simply unacceptable that the UN Secretary-General must go around the world, cap in hand, urging member countries, large and small, to pay their dues.

The United Nations cannot operate properly if it is constantly facing a financial crisis. Every country that believes in the value of the UN should pay its dues in full and on time. For its part, the UN itself has an obligation to the taxpayers of the