

- **develop a permanent, operational-level headquarters at the UN base.**

Experienced officers, civilian experts, and qualified planners can be seconded to the base and co-assigned responsibility to expand the operational and tactical foundation for future efforts. To manage a variety of complex tasks effectively, it is in the interests of all parties to shift from a skeletal RDMHQ within UNHQ, to a static, expanded operational-level headquarters at a UN base. It would also be prudent for cost-effectiveness, as well as for the obvious benefits from a military, doctrinal, and administrative perspective, to co-locate two field-deployable tactical (mission) headquarters at this base. Each of the two headquarters would include military and civilian staff, political and legal advisors, a translation cell, an NGO liaison team, a communications and signals unit and, a defence and security platoon. A multinational, multidimensional headquarters of this nature would be quite large with approximately 275 personnel assigned for limited durations as a vanguard HQ, a sector HQ, or a mission HQ.

- **launch an ongoing process of doctrine development for the range of diverse elements.**

New organizational practices, new methods and new skills will be required in future multidimensional peace support operations. Doctrine provides the guidance and fundamental principles for the organization, planning and training of units, as well as the conduct of operations. It will be essential to synchronize diverse elements into a cohesive capability. As such, an emphasis must be accorded to integrating and coordinating assigned personnel to achieve the necessary unity of purpose and effort for advancing UN objectives.

### *Stage Three: Co-locate National Contingents*

- **assign the national elements of a SHIRBRIG group to the UN base for a one- to two-year period of duty;**

The general reluctance to move quickly can be partially overcome by stationing multinational elements in a sound operational and tactical structure. Response times of standing multinational elements should be considerably quicker than the projected thirty-day response from home-based national SHIRBRIG elements. At this stage, tactical units and civilians would still remain under national political control and operational command. Locating these elements under the operational control of the permanent headquarters would improve multinational training, exercises, lift, and logistics co-ordination. Standing, co-located national units would enhance overall effectiveness, increase the prospect of timely national approval and lead to faster responses. Several multinational SHIRBRIGs might also fill a large void in the current system of conflict prevention and management.

As projected in **Figure 1**, the deployable military elements assigned to each mission headquarters at the base would include: high-readiness, technical reconnaissance units; a light armoured reconnaissance squadron; motorized infantry battalions; light-armoured (wheeled) infantry battalions; a helicopter squadron; an engineer unit; a logistics battalion and a medical unit. The deployable civilian police support elements recommended include: civilian police, a peacebuilding advisory team, a conflict resolution team, medical teams, a disaster relief and humanitarian response team, a public affairs team, an environmental crisis response team and a transport team.