

view to providing field missions with much greater flexibility in the management of their budgets;

(f) The Secretariat should increase the level of procurement authority delegated to the field missions (from \$200,000 to as high as \$1 million, depending on mission size and needs) for all goods and services that are available locally and are not covered under systems contracts or standing commercial services contracts.

14. Funding Headquarters support for peacekeeping operations:

(a) The Panel recommends a substantial increase in resources for Headquarters support of peacekeeping operations, and urges the Secretary-General to submit a proposal to the General Assembly outlining his requirements in full;

(b) Headquarters support for peacekeeping should be treated as a core activity of the United Nations, and as such the majority of its resource requirements for this purpose should be funded through the mechanism of the regular biennial programme budget of the Organization;

(c) Pending the preparation of the next regular budget submission, the Panel recommends that the Secretary-General approach the General Assembly with a request for an emergency supplemental increase to the Support Account to allow immediate recruitment of additional personnel, particularly in DPKO.

15. Integrated mission planning and support:

Integrated Mission Task Forces (IMTFs), with members seconded from throughout the United Nations system, as necessary, should be the standard vehicle for mission-specific planning and support. IMTFs should serve as the first point of contact for all such support, and IMTF leaders should have temporary line authority over seconded personnel, in accordance with agreements between DPKO, DPA and other contributing departments, programmes, funds and agencies.

16. Other structural adjustments in DPKO:

(a) The current Military and Civilian Police Division should be restructured, moving the Civilian Police Unit out of the military reporting chain. Consideration should be given to upgrading the rank and level of the Civilian Police Adviser;

(b) The Military Adviser's Office in DPKO should be restructured to correspond more closely to the way in which the military field headquarters in United Nations peacekeeping operations are structured;

(c) A new unit should be established in DPKO and staffed with the relevant expertise for the provision of advice on criminal law issues that are critical to the effective use of civilian police in the United Nations peace operations;

(d) The Under-Secretary-General for Management should delegate authority and responsibility for peacekeeping-related budgeting and procurement functions to the Under-Secretary-General for Peacekeeping Operations for a two-year trial period;

(e) The Lessons Learned Unit should be substantially enhanced and moved into a revamped DPKO Office of Operations;

(f) Consideration should be given to increasing the number of Assistant Secretaries-General in DPKO from two to three, with one of the three designated as the "Principal Assistant Secretary-General" and functioning as the deputy to the Under-Secretary-General.