



resources under provisions for unforeseen and extraordinary expenses with which to provide for pre-mandate activities. Once the Security Council approves a mission, a mission budget prepared by the Secretariat is submitted to the ACABQ. At this point, once the ACABQ has approved the budget, the Secretary-General is authorized to spend up to \$50 million on preparatory work for each peace operation, and the budget is forwarded to the Fifth Committee for review and transmission to the General Assembly. Once approved by the General Assembly, the Secretariat is authorized to send assessment letters requesting Member States to pay their assessed contributions. Payment is formally required within 30 days of receipt of assessment notices.

The Secretary-General needs greater flexibility and discretion in preparing and mounting peace operations. The current authorization levels for planning in advance of a Security Council decision on a mission are woefully inadequate. The amounts allowed for preparation prior to a decision by the ACABQ or the General Assembly are equally unrealistic. These need to be changed in the interest of getting peace operations off the ground more quickly and, in the medium term, of producing missions which can meet their objectives in a timely, effective fashion.

Some of the current budgetary rules also require reconsideration. Although the Secretary-General can now expend up to US\$50 million with the concurrence of the ACABQ, the approval of the ACABQ should be based on budgetary estimates provided to the Security Council rather than on the additional documentation normally required by the ACABQ. This would save time and a great deal of administrative effort. Moreover, once the mandate has been approved by the Security Council and the ACABQ, which currently permits the authorization of expenditures of up to US\$50 million, assessment notices should be issued to Member States, thereby speeding up the receipt of funds for each operation.

- 5. The Secretary-General should be given financial authority to expend funds at various phases of an operation:**
 - (i) authority should be provided to expend from the Peacekeeping Reserve Fund up to US\$10 million per mission for contingency planning and preparatory activities at the pre-implementation and pre-mandate phases, under provisions for unforeseen and extraordinary expenses, where the Secretary-General attests to a potential threat to international peace and security;**
 - (ii) authority to expend funds should be increased to US\$50 million once the Security Council has authorized a mission but prior to consideration by the Advisory Committee on Administrative and Budgetary Questions (ACABQ);**
 - (iii) in urgent situations, authority should be granted to expend out of the Peacekeeping Reserve Fund a certain percentage of a mission budget, possibly in the order of 50 per cent, upon budgetary approval of the ACABQ but prior to authorization by the Fifth Committee and the General Assembly;**
 - (iv) following approval of a mandate by the Security Council and the budget by the ACABQ, which permits the expenditures of up to US\$50 million, assessment notices for this peace operation should be issued immediately to Member States to facilitate prompt payment.**