

**Thematic Debate**  
**“Toward a Common Understanding**  
**on Management Reform”**

**Tuesday 8<sup>th</sup> of April (Trusteeship Council Chamber)**

**10:00 am - Opening of the Thematic Debate**

- Statement by H.E. Mr. Srgjan Kerim, President of the General Assembly
- Statement by H.E. Mr. Ban Ki-moon, Secretary-General of the United Nations

**10:30 a.m. and 3 p.m. - Informal debate**

- Intervention by Member States

**Wednesday 9th of April (Trusteeship Council Chamber)**

**3:00pm - Interactive Dialogue\***

- Moderator: H.E. Mr. Srgjan Kerim, President of the General Assembly
- Statement by H.E. Ms. Asha-Rose Migiro, Deputy Secretary-General
- Introductory remark by special guest Mr. Even Fontaine Ortiz, Chairperson of the Joint Inspection Unit.

- Areas of focus: the way mandates are formulated, implemented and evaluated; the planning and budgetary process of the Organization; and management of human resources.

- Participants:

Member States

Secretariat representatives:

Ms. Inga-Britt Ahlenius, Under-Secretary-General for Internal Oversight services

Ms. Alicia Bárcena, Under Secretary-General for Management

Ms. Jane Holl Lute, Officer-in-Charge Department for Field Support

Special guest:

Mr. Even Fontaine Ortiz, Chairperson of the Joint Inspection Unit

**5:45pm Concluding remarks**

Concluding remarks by the President of the General Assembly

---

\* The interactive dialogue session on 9 April afternoon will be closed. Attendance is restricted to representatives of Member States, and invited Secretariat representatives and special guest.

**Informal Thematic Debate of the General Assembly  
“Toward a Common Understanding on Management Reform”  
8-9 April 2008**

**INFORMAL CHAIR’S SUMMARY**

**1. Introduction**

An informal thematic debate on the theme “*Toward a Common Understanding on Management Reform*” was organized on 8 and 9 April by the President of the 62<sup>nd</sup> General Assembly, H.E. Srgjan Kerim. The goal of the debate was to provide Member States with the opportunity to discuss, in an informal setting, central concepts of management reform and to relate them to a strategic vision of the future of the United Nations.

The President of the General Assembly invited Member States to present their views on relevant issues related to management reform, and, in particular, on three areas of crucial importance to the process of transforming decisions into delivered activities: *the way mandates are formulated, implemented and evaluated; the planning and budgetary process of the Organization; and, the management of human resources.*

The thematic debate was divided in two parts. On the first day, 8 April, the session was opened by the President of the General Assembly and the Secretary-General. Thirty-three delegations participated in the informal debate that followed: on behalf of groups were Antigua and Barbuda (G-77/China), Slovenia (EU), Mexico (Rio Group), New Zealand (CANZ), Iceland (Nordic Countries), Chile (Four Nations Initiative) and Argentina (MERCOSUR); and speaking in their national capacity were Cuba, Japan, United States, Egypt, Philippines, Belarus, China, Algeria, Pakistan, Singapore, United Kingdom, Switzerland, Republic of Korea, Kazakhstan, Liechtenstein, Sudan, Israel, Malaysia, Bangladesh, Indonesia, Russian Federation, India, Morocco, France, Iran and Brazil.

In the afternoon of the second day, 9 April, an interactive dialogue took place between the Secretariat and Member States. The Deputy Secretary-General, the Under-Secretary-General for Management, the Under-Secretary-General for Internal Oversight Services, and the Officer-in-Charge of the Department of Field Support presented initial remarks and answered to Member States’ questions. The Chairman of the Joint Inspection Unit also participated in the dialogue as a special guest.

**2. Opening Session**

The President of the General Assembly highlighted the crucial importance of management reform as a way to renew and retool the Organization in the face of evolving challenges. He reiterated the need for the Organization to become more effective, transparent and accountable to Member States. He said that for more than a decade the membership has discussed and agreed on many management reform initiatives. He listed decisions that have been made since the 2005 World Summit and stressed that much still needed to be done, including on the implementation side by the Secretariat. He emphasized the responsibility of every Member State to ensure



progress in the reform agenda, and called for greater coherence to past reform initiatives and for a common understanding of the future role of the Organization. He mentioned the work of the Four Nations Initiative as an example of Member States demonstrating leadership on the issue.

The Secretary-General said that management reform was essential to enable the United Nations to keep pace with growing demands. He mentioned that sound management was crucial to accomplish all the activities tasked, and warned about the growing gap between the number of mandated activities and the amount of resources available. He recalled that his reform proposals rested on three pillars: transparency, efficiency, and accountability. He emphasized the need for an integrated, multi-skilled and mobile global workforce, and regretted that the membership did not reach agreement on crucial items related to human resources in March 2008. He highlighted that information and communication systems have to be more integrated to respond to the needs of a global Organization. He referred to recent developments on accountability, such as the compact process and the new system of administration of justice. He stressed that Member States should also be accountable to the Organization by providing political, financial and human resources, and by ensuring the security of United Nations personnel.

### **3. Informal Discussions**

Member States expressed their views on management reform in the informal debate of 8 April and in the interactive dialogue of 9 April. These included views on the three topics suggested by the President of the General Assembly. The key messages emerging from the two-day discussion were the following:

#### **a. The way mandates are formulated, implemented and evaluated**

Different views were expressed on the responsibilities of Member States and of the Secretariat in improving the mandate cycle.

As responsibilities of the membership, the formulation of clearer mandates was suggested as a way to improve accountability by defining more precisely the results that are expected from the Organization. Proposals were also made to include timeframes and criteria for completion of mandates; although some recognized that precision with regards to mandate formulation is not always possible. Some delegations also highlighted that the membership should exercise discipline in regards to mandate formation, bearing in mind the quantity of mandates adopted, the number of reports requested, and possible duplication and overlaps.

As responsibilities of the Secretariat, many delegations considered it essential that better quality information on the implementation of mandates be provided. Proper monitoring and evaluation mechanisms should be in place to ensure implementation and performance. It was also suggested that responsibility for implementation should be clearly assigned, and that information on the implementation of related mandates should be provided in order to avoid overlap and duplication.

A clearer link between mandates and resources was also pointed out as a way to enable the membership to make more informed decisions.

The efforts of the Co-Chairs on Mandate Review was recognized by many delegations. Some reiterated the need for the Secretariat to provide more information on resources. A suggestion was made to use the mandate registry as a tool to improve the mandate cycle.

#### **b. The planning and budgetary process of the Organization**

While some delegations felt that the budget process could be improved, others stressed that more could be done by the Secretariat to implement existing budget rules and regulations.

Some delegations stressed that the complicated budget rules and regulations undermine the main objectives of the budgetary process. They highlighted that the budget process should be simple, understandable and coherent, and that dialogue with the Secretariat should be improved. Although it was considered the responsibility of the Secretariat to ensure the efficient allocation of resources, it was recognized that the imbalance between resources and mandates have a negative effect on the budget process.

Other delegations emphasized the need for the Secretariat to implement existing budget rules and regulation. Ensuring full implementation of results-based budgeting, including through increased training of staff and delegates, was considered a priority. More information from the Secretariat on resources and results would assist the membership to decide on the adequate level of resources to implement mandates. The submission of documentation in time and translated in all languages was also considered critical.

Zero nominal growth in the budget was also criticized, as many considered that the Organization required increased resources to implement mandates agreed by intergovernmental organs, including on reforms.

The need for budget discipline and concern over the piecemeal approach to the budget was mentioned by some delegations. They also highlighted the importance of keeping the integrity of the budgetary process by anticipating resource needs, although others recognized the need for adjustments due to unexpected events. A suggestion was made that the Secretariat should find offsets to cover expanded activities on areas not related to peace and security.

Concerns were also raised that the recent increase in the regular budget did not give due priority to development activities. Some noted that a substantial part of the increase in the budget level resulted from decisions of the Security Council, in particular on Special Political Missions. A suggestion was made for the creation of a support account for these missions.

Many delegations reiterated the role of the General Assembly and other relevant subsidiary organs in the review and approval of all aspects related to the resources provided to the Organization. Some delegations suggested that the planning and budgetary process should focus more on strategic objectives and that Member States should acknowledge the different roles of the membership and the Secretariat in the process.



Delegations also noted that funding for core activities currently rely on extra-budgetary resources and should be made more predictable. Suggestions were made to further discuss the rules governing such resources, in order to increase transparency and trust. In this regard, it was felt that extra-budgetary resources should be used to support and not reorient priorities agreed by intergovernmental bodies.

Delegations also emphasized that the timely payment of the assessed dues by the Member States would contribute to improving the budget process.

#### **c. The management of human resources**

Many delegations consider it a high priority to improve the management of the human resources of the Organization, because of its direct impact on the delivery of mandates.

The need to provide adequate conditions for attracting and retaining high quality staff was stressed by many. In this regard, a decision by the General Assembly to streamline contractual arrangements and harmonize conditions of service was considered a pressing issue.

The membership also stressed the need to improve the gender balance and geographical representation of staff. Some proposals were made on: reforming the Galaxy system; increasing the number of National Competitive Examinations; reviewing the system of desirable ranges; subjecting extra-budgetary funded posts to geographical distribution; and applying the principle of equitable geographical representation to each department.

It was pointed out that a sound human resources policy requires an effective incentive system related to performance. Some also considered it important that the high level management be actively involved in human resources decisions and that the role of programme managers should be limited.

Many delegations highlighted the importance of ensuring greater transparency in the selection process of senior management, as this would improve trust and accountability. Suggestions were made to increase the involvement of the General Assembly in their appointment.

#### **d. Other issues**

Many delegations pointed out that questions of **trust and credibility** are at the core of current management shortcomings. While many emphasized the problems stemming from the mistrust between the Secretariat and Member States, citing recent decisions taken without sufficient consultation, others stressed the negative impact of divisions within the membership.

Many delegations considered it to be of utmost importance to enhance the **accountability and transparency** of the Organization as means to improve trust and credibility between the Secretariat and the membership. Clear lines of responsibility must be established, particularly with respect to high level officials, and information should be made available to Member States. The ability of the Organization to prevent corruption and mismanagement must also be improved.

Many delegations underlined that the **procurement** process should be more efficient, transparent and cost-effective and should include more opportunities for vendors from developing countries and economies in transition.

The need to strengthen the Organization's **development pillar** and its capacity on **preventive diplomacy** was also mentioned by delegations.

Advancements in **information and communication technology**, in particular the new Enterprise Resource Planning system, are expected to increase staff productivity and also to enhance accountability, by improving the quality of information provided to Member States.

Many delegations agreed that **management reform** is an important aspect of the overall reform, and that reform should lead to a more democratic, effective and representative United Nations. Reform was understood to be an on-going and long term process; and the need to find ways to fund it and to monitor its implementation was underlined. Delegations called for a holistic and strategic approach to management reform, although some pointed out that implementation could be incremental.

The membership clearly demonstrated a renewed commitment to move forward on management reform. Many mentioned the contribution of the "**Four Nations Initiative**" for stimulating the debate on the issue, although some reservations to their specific recommendations were also pointed out.

Some delegations expressed their willingness for a **follow-up**, and different ideas were presented in this regard, including having informal high-level meetings or continuing discussions in the 5<sup>th</sup> Committee. Part of the membership stressed its unwillingness to engage in parallel tracks to negotiate issues that are in the agenda of the 5<sup>th</sup> Committee. The role of the 5<sup>th</sup> Committee as the Main Committee of the General Assembly entrusted with the responsibilities on administrative and budgetary matters was highlighted by many.

#### 4. Remarks by the Secretariat and Special Guest

The Deputy Secretary-General stressed the importance of holding senior management accountable for achieving management objectives through the compact process, and suggested its extension to other levels. She mentioned other initiatives taken under the purview of the Secretary-General such as the Human Resources Management Task Force. She requested support for the report on accountability framework, and, in particular, for the proposal of dedicated monitoring capacity. She deemed decisions in the near future on the new system of administration of justice and on the proposals for one contract and harmonized conditions of service to be crucial. She noted the concern of the membership with the senior management selection process, and mentioned that a manual on this issue will be published in September. She emphasized the importance of the new Enterprise Resource Planning system for increasing overall efficiency. She urged Member States to address the mismatch between mandates and resources in the development area.



The Chairman of the JIU, speaking in his personal capacity, highlighted that the management reform process started in 1986, with the report of the "Group of 18". He criticized the fragmented approach to reform and affirmed that the debate has not evolved much since then. He found fault with the lack of transparency and accountability and stated that new reform proposals must be analyzed in light of implementation of other initiatives in the same area. He also pointed out that reform is not necessarily costly, and that results-based management could lead to savings to be used on priority areas. In that regard, the JIU published three reports in 2005 that together could be considered to be a manual on how to implement results-based management. In his opinion, the recent report on accountability framework does not present new proposals. He emphasized that mandates must be precise, action oriented, and have a commensurate budgetary basis. Ambiguous language has led to the selective implementation of mandates by the Secretariat.

The Under-Secretary-General for Internal Oversight Services (OIOS) emphasized the importance of improving the budget dialogue between the Secretariat and the General Assembly. Budget is the key process in any organization and should be a vehicle to prioritize activities. She considered the current budget dialogue highly dysfunctional. Budget documents are based on old information, the focus is at an irrelevant level in substance, there is no strategic discussion, and there is no time to consider documents. The current system is well devised in theory and has all the necessary aspects (planning, budgeting, monitoring and evaluation), but its parts are disconnected. The budget is being used only for compliance, with resources being allocated before results are reported. She suggested that a project group should draw up a project on improved budget dialogue to ensure its relevance, efficiency and effectiveness and to monitor its implementation.

The Under-Secretary-General for Management underlined the close link between mandate cycle, accountability, and results-based management. The disconnect between mandates and the output-based budget has resulted in a proliferation of mandates without corresponding resources. She also thought that excess reporting is a problem because reports are often requested when Member States fail to reach an agreement. She noted the dissatisfaction with the piecemeal approach to the budget, but considered that budgetary discipline starts with mandate formation. She stressed that the add-ons are the result of decisions taken by the membership, including in the Security Council. Member States should decide on a budget level and prioritize activities in order to maintain it. She mentioned initiatives of the Secretariat on human resources management and on procurement activities. She also referred to the strengthening of internal controls, enhanced ethical procedures, measures to increase participation of developing countries and countries in transition, and the forthcoming report on procurement governance.

The Officer-in-Charge of the Department of Field Support stressed that management reform must improve the ability of the Organization to effectively run field operations. She underlined the challenge to recruit and maintain qualified personal on the ground, and the importance of streamlining contractual arrangements and harmonizing conditions of service. She also stressed that the increase in the size and number of missions placed a premium on strategic planning capacity. The Secretariat must be able to assemble missions and to fulfill budgetary and accountability requirements, accurately reflecting needs on the ground. It must be borne in mind, however, that planning should not prejudge political decisions. She also pointed out that the

Secretariat is responsible for rapidly deploying material and equipment, and observed that current rules and regulations are not well suited for this. She noted the dissatisfaction with the special measures and flexibility used by the Secretariat, and called for a special set of rules and regulations for mission start up.

## 5. Concluding remarks

The President of the General Assembly stated that the constructive engagement of Member States in the debate confirmed the crucial importance of management reform for the overall reform of the United Nations. He highlighted that this was the first thematic debate on the topic of management reform, and that he was encouraged to see that Member States were willing to engage the Secretariat to move the process forward. The President noted from the discussions the need for greater transparency and enhanced accountability as a means to promote trust and greater credibility; the importance to continue discussions on the areas of mandate cycle, budgetary process and human resources, as appropriate; and the need for a more strategic debate on how to set the overall policy objectives of the Organization. He emphasized that only through further open and transparent dialogue would Member States be able to reach a common understanding on how to improve the effectiveness of the Organization.

## 6. Proposals by Member States

A list containing some of the specific proposals presented by Member States during the informal discussions follows below. This list is for reference purposes and it does not reflect the level of support that each of the proposals received.

- Member States should attempt to formulate clearer mandates by defining more precisely expected results, and also by including information on timeframes and criteria for completion of mandates.
- Member States should also exercise discipline in regard to mandate formation, bearing in mind the quantity of mandates adopted, the number of reports requested, and possible duplication and overlaps.
- The Secretariat should provide better quality information on the implementation of mandates by improving monitoring and evaluation mechanisms, clearly assigning responsibility for implementation, providing information on related mandates, and establishing a clearer link between mandates and resources.
- Member States could use the mandate registry as a tool to improve the mandate cycle.
- The planning and budget process should be made simple, understandable and coherent, and should focus more on strategic objectives.
- The Secretariat must ensure the implementation of existing budget rules and regulations.



- The role of the General Assembly to review and approve all aspects related to the resources provided to the Organization must be respected.
- The budget documentation must be submitted on time and in all official languages.
- The Secretariat must fully implement results-based budgeting and training should be provided to staff and delegates involved in the budget process.
- The Secretariat should anticipate, to the extent possible, resource needs in order to ensure the integrity of the budgetary process.
- The timely payment of assessed contributions by Member States is a fundamental part of the budget process.
- Member States should provide resources commensurate to the mandates approved, as zero nominal growth in the budget has led to an imbalance between resource and mandates with a negative effect on the budget process.
- The amount of resources from regular budget to development activities should be augmented, so as to maintain the balance between the three pillars of the Organization.
- Management reform must be adequately funded and its implementation must be monitored.
- The Secretariat should find offsets to cover expanded activities in areas not related to peace and security.
- A support account for Special Political Missions could be created.
- Core activities of the Organization should not rely on extra-budgetary resources.
- Member States should further discuss the rules and regulations governing trust funds, in order to increase their transparency and to ensure that extra-budgetary resources are used to support, and not reorient, priorities agreed by intergovernmental bodies.
- Member States should reach an early agreement on the streamlining of contractual arrangements and the harmonization of conditions of service so as to ensure that high quality staff is attracted and retained.
- Gender balance and geographical representation of staff must be improved, and suggested measures included:
  - reforming the Galaxy system;
  - increasing the number of National Competitive Examinations;
  - reviewing the system of desirable ranges;
  - subjecting extra-budgetary funded posts to geographical distribution;
  - applying the principle of equitable geographical representation to each department.

- An effective incentive system related to performance should be part of the human resources policies of the Organization.
- The high level management of the Organization should be actively involved in human resources decisions and the role of programme managers should be limited.
- The selection of senior management should be more transparent and the General Assembly should increase its involvement in the process.
- The procurement process should be more efficient, transparent and cost-effective, and should include more opportunities for vendors from developing countries and economies in transition.
- The Organization needs to strengthen its development pillar and to improve its capacity on preventive diplomacy.
- Advancements in information and communication technology should focus on improving staff productivity and the quality of information available to Member States.



8 April 2008

**Statement of H.E. Mr. Srgjan Kerim,  
President of the 62nd Session of the General Assembly,  
at the Thematic Debate “Towards a common Understanding of  
Management Reform”**

Excellencies,  
Distinguished Delegates,

Firstly, I would like to thank Member States for their active role and valuable suggestions during the consultation process that laid the ground and elaborated the concepts and format for this debate.

I would also like to express my appreciation to Secretary-General Ban Ki-moon for his leadership in making management reform one of his top priorities for the organization as well as for his invaluable cooperation and support during the preparations for this event.

I would like to thank the Under Secretary-General for Management, Alicia Bárcena, the Officer-in-Charge of the Department of Field Support, Jane Lute, the Under-Secretary-General for Internal Oversight Services, Inga-Britt Ahlenius; and, our special guest, the Chairman of the Joint Inspection Unit, Even Fontaine Ortiz for participating in this Thematic Debate.

Excellencies,

There is no doubt that Secretariat and Management reform is of crucial importance to the overall reform agenda of the United Nations.

Over the last sixty years the world has changed considerably and had a huge impact on the role of this Organization. Throughout this period the United Nations made tremendous efforts to balance and maintain the integrity of the multilateral system. However, we now need to renew and retool this Organization so that it can rise to the challenges and evolving needs of the 21st century. A more effective United Nations is an essential part of bridging the gap between the global public's high expectations and our ability to deliver. All our reform efforts are fundamentally about improving the image, authority and relevance of the United Nations.

Just as the Capital Master Plan will renovate and transform the windows, offices and conference rooms – the UN's hardware - we also have to reboot our minds and human processes – the software of the United Nations.

It is imperative that the whole of the Organization becomes more efficient, effective, transparent, and accountable to Member States, and ultimately to the peoples of the world.

This understanding is shared by all Member States, but there are a variety of views on how we should get there. On strategic issues such as this, Member States must demonstrate leadership by reaching agreement and fulfilling their broader responsibility to the effectiveness of the Organization.

Bearing in mind our unique intergovernmental nature, allow me to draw an analogy from the business world; if, for example, Member States relationship to the Organization was more like that of shareholders to a company, ensuring effective governance and management would always be prerequisite for promoting national interests and multilateral relations.

We should remind ourselves of the specific responsibilities that members of the General Assembly have under the Charter for the overall management and governance of the United Nations system, including the Specialized Agencies, in Articles 17, 57 and 63.

For the United Nations, this set of issues raises a difficult but nonetheless important tension that every organization must recognize in order to build an effective working relationship, based on mutual trust, between operational functions and stakeholder rights.

Excellencies,

Recognizing the urgency to act, for more than a decade, the General Assembly has discussed and agreed a variety of Secretariat and Management reform initiatives.

In the 2005 World Summit Outcome Document, the membership reiterated its commitment for comprehensive Management reform. Since then a number of resolutions have been adopted by the Assembly establishing the Ethics Office; the Independent Audit Advisory Committee, the post of Chief Information Technology Officer; upgraded accounting standards, strengthened procurement practices, improved human resource management, providing the Secretary-General with limited budgetary discretion, and, most recently a new system to administer justice in the Secretariat - an important step toward a more comprehensive accountability framework.

I would like to commend the Fifth Committee of the General Assembly entrusted with responsibility for administrative and budgetary matters, whose work helped us to realize these important reforms.

In many areas, we have moved towards the implementation phase of these reforms, though more could be done by the Secretariat to speed up implementation and to keep Member States better informed of progress.

The 5th Committee works tirelessly to hold the Secretariat to account on behalf of the General Assembly, to whom it along with all other Committees is in turn accountable.

While we have made progress, much still needs to be done.



We need to advance further on human resources, procurement, information and communication technology, accountability and oversight to improve the efficiency and effectiveness of the Organization.

Given the high ideals and public purpose the United Nations was founded upon, we should not only match up to, but set the lead for others to follow in international management practice.

Broadly speaking, Member States should now agree to give greater coherence to all past management reform initiatives, and, reach a common understanding of the future role that they envisage for the Organization.

Excellencies,  
Distinguished delegates,

I convened this meeting to invite Member States to express their views on three interrelated issues that are of crucial importance to the effectiveness of the organization;

the way mandates are formulated, implemented and evaluated;  
the planning and budgetary process;  
and, the management of human resources.

I recognize that there are many other related issues; that reform has to be done in a comprehensive manner; and, that there are several outstanding reports from the Secretariat, which once submitted, will enable Member States to move forward more rapidly with the process of Secretariat and Management reform.

However, by reaching a common understanding on these important topics we can prepare the ground for intergovernmental agreement in the future.

These three aspects of Secretariat and Management reform are of crucial importance because;

The way mandates are formulated, implemented, and evaluated lies at the heart of the credibility of General Assembly's decision making process and the outcomes that this organization delivers on behalf of Member States.

It is in all our interests that legislative mandates are effectively and efficiently discharged and that the Secretariat is held to account for results delivered and resources used. I therefore appreciate the Secretary-General's commitment to make accountability a priority issue during his administration.

Member States also need reliable and quality information to inform their decision-making; to accurately assess implementation; to judge the relationship between mandates and resources; and, to evaluate the performance of the Secretariat.

The budgetary process is critical to this process too. In 2000, the General Assembly introduced results-based budgeting. In 2006, it decided to align budgetary and the planning cycles. It is important to strengthen the implementation of these decisions in order to build a fully results-oriented Organization.

Last year, Member States approved the highest level of resources ever for the regular budget.

The membership, however, expressed its concern with the piecemeal approach to the budget process.

Member States would be more informed in their debates about the organization's spending priorities, its budgetary discipline and requests for additional resources if a more complete, timely and coherent analysis of spending, outputs, and outcomes were available.

This point has a direct bearing upon the trust, competency and image of the United Nations, not only in its relationship with Member States, but also its broader perceived competence in the global media.

It is clear that the Secretariat can do better to allocate scarce resources more efficiently. But prudence must also be accompanied with appropriate resources to effectively implement mandates, particularly in light of the growing expectations on the Organization.

Excellencies,

As the Secretary-General has noted, the staff of this organization are its most valuable resources. Modern human resources management is essential to unleash the untapped potential of the Secretariat.

Human resources policies should encourage better career advancement opportunities and conditions of service, training, mobility, and retention of the best staff.

While promoting the highest standards of professionalism, serious efforts should be made to achieve a better gender balance. In addition, equitable geographical representation is essential to ensure that the international character of the Organization is reflected in the composition of its staff.

I would like to take this opportunity to recognize the serious efforts the 5th Committee has made to reach an agreement on streamlining of contractual arrangements, and the harmonization of the conditions of service. I hope the discussions held in March will pave the way for a substantive decision in the near future.

Excellencies,

It is the responsibility of every Member States to ensure that we move ahead with comprehensive Secretariat and Management reform. It is in all our interest. By engaging substantively in this



important issue the membership can promote more effective multilateral cooperation, and bolster the authority and international standing of this Assembly.

In this regard, the work of the “The Four Nations Initiative” is a good example of Member States demonstrating leadership and driving forward the reform agenda. These proposals to improve governance and management have stimulated debate and raised the profile of the issue.

At a broader strategic level, we need to move beyond piecemeal approaches and look at the big picture to ensure that our reforms efforts keep pace with the changing international landscape.

I look forward to an open and transparent dialogue over the next couple of day to improve our understanding of the different concerns held by delegations, but also, to move ahead through collective efforts to improve the capacity of this Organization to fully implement our decisions.

Thank you for your attention.



**STATEMENT ON BEHALF OF THE GROUP OF 77 AND CHINA  
BY H.E. DR. JOHN W. ASHE, AMBASSADOR AND PERMANENT REPRESENTATIVE  
OF ANTIGUA AND BARBUDA TO THE UNITED NATIONS, AT THE INFORMAL  
THEMATIC DEBATE OF THE GENERAL ASSEMBLY ON THE THEME  
“TOWARD A COMMON UNDERSTANDING ON MANAGEMENT REFORM”  
New York, 8 April 2008**

Mr. President,

I have the pleasure to speak on behalf of the Group of 77 and China on the issue of Management and Secretariat Reform. At the outset, we wish to thank you, Mr. President, for holding this thematic debate among the series of debates requested by the General Assembly, in the context of its resolutions on “Revitalizing its Role and Authority”. We also wish to thank the Secretary-General Mr. Ban Ki-moon for being with us today, as well as the senior officials of the Secretariat who are present in this meeting.

Mr. President,

2.. The G-77 and China considers it important and relevant to highlight the work done by a group of four countries comprising the members of the Four Nations Initiative, particularly the document entitled “Towards a Compact” and the proposals it contains, which deals with key areas linked to the functioning of the United Nations which are human resources management, the planning and budgetary process and the generation of mandates. These constitute a valuable contribution to the reform process as a whole.

3. While admitting that the three areas of focus of today’s meeting, as indicated in your invitation letter, are important to the management of the Organization, we wish to make general comments on all areas of reform. Member States have dedicated the past three years to reflecting on measures to strengthen the ability of the Organisation to meet the ambitious agenda that we have set for its staff and ourselves at the Millennium Summit. We have placed great emphasis on the functioning of the Secretariat and measures to enhance the accountability of staff to the Organisation.

4. We strongly believe in the importance of Management Reform as an ongoing exercise. However, reform should not be seen as an aim in itself rather than a crucial tool to ensure the effective functioning of the Organisation. We also believe that successful reforms hinge on three important elements. These are primarily the holistic approach of reform since all reforms are interlinked and mutually reinforcing. Secondly, clear and strong lines of accountability in order to evaluate and monitor the effects of reforms. And thirdly, the adequacy of resources to undertake reforms, which should be seen as an investment in the Organisation.

5. The Group of 77 and China remains committed to efforts to strengthening the United Nations and enabling it to implement its mandate more effectively and using its resources more efficiently. We are also committed to providing the Organisation with sufficient resources to meet the mandates bestowed upon it, as well as our share of the additional resources that may be needed to finance reform proposals, including for development activities. We believe that the reform process should lead to a more democratic, effective and representative United Nations.



6. While welcoming the progress achieved since the 2005 World Summit Outcome Document, particularly in areas such as human resources reform; adoption of the terms of reference of the Independent Audit Advisory Committee (IAAC); strengthening of the Office of Internal Oversight Services (OIOS); creation of the Ethics Office; development of the “whistle-blower” policy; creation of the post of the Chief Information Technology Officer (CITO); procurement reform; undertaking of several external audits on the oversight structures of the Organization (OIOS; Board of Auditors and Joint Inspection Unit), we believe that more still needs to be done.

7. As regards the human resources management reform, we wish to emphasize that the reform of the Secretariat also means reform in the staffing of the Organization, in order to allow the participation of nationals of all countries be represented in the United Nations. The Secretariat should be increasingly more representative and legitimate. The current decentralized system of recruitment still requires our careful consideration. While recruitment revolves around managerial discretion, programme managers for years have not been held accountable for failure to meet human resources action plans’ targets for appointing staff who did not meet the core competencies. We emphasize that this aspect should be addressed.

8. The Group of 77 and China remains seriously concerned over the continued failure of the Organisation to meet the agreed benchmarks on equitable geographic and gender distribution in the Secretariat. We expect to see affirmative proposals to really foster an equitable geographical distribution of posts in the Secretariat. In 2006, 61.9% of all the Global Secretariat (40,000 people) come from only 20 Member States. Six Member States have more than 1,000 staff. As for gender balance, the Group expresses concern over the low number of women from developing countries in the Secretariat. In 2006, 63.7% were men and 36.3% women. At the higher level (USG and ASG), women were only 18.8% of the total. Unfortunately, today, the situation has not improved much.

9. Currently, senior management positions in important departments seem to be the exclusive preserve of some Member States. This is contrary to several General Assembly resolutions and immediate remedial action is needed. We urge the Secretariat to use vacancies arising from the large-scale retirements that will occur in different categories by the year 2010 in a strategic manner so as to improve the international character of the Organisation. We also trust that the Performance Management Board will take effective measures to rectify the noted shortcomings. The Group of 77 and China, furthermore, requests that quarterly updates be submitted to the General Assembly on this issue.

10. Moreover, the Organisation has a proliferation of types of contracts which makes it difficult for the Secretariat to manage all those contracts. Moreover, the staff, in particular in the field, who work in the most difficult conditions, is not satisfied with the current conditions of service and this has a negative bearing in their moral on one hand and the ability of the Organisation to retain experienced staff members on the other hand. We wish to express our concern that the lack of will among some Member States prevented the General Assembly from taking concrete step towards addressing these shortfalls. It is our belief the UN today has to deliver more complex and difficult mandates in all fields. The efficient and effective delivery of these mandates fundamentally hinges on the quality of its staff. To this end, ensuring the well being of the international civil servants is of the utmost importance and has acquired our support of all reform measures aimed at establishing a satisfied, vibrant and dynamic workforce.

Mr. President,

11. Turning to the issue of planning and budgetary process, the Group wishes to underline the role of the General Assembly and its relevant intergovernmental and expert bodies within their respective mandates in planning, programming, budgeting, monitoring and evaluation. Furthermore, we reaffirm the role of the General Assembly in carrying out a thorough analysis and approval of posts and financial resources, human resources policies and allocation as well as reallocation of resources, to all sections of the programme budget with a view to ensuring full and efficient implementation of all mandated programmes and activities and for the implementation of relevant policies.

12. The Group of 77 and China reaffirms its position that resources approved by the General Assembly should be commensurate with all the mandated programmes and activities in order to ensure their full implementation. There cannot be any arbitrary decision to lower the level of resources or to impose an artificial ceiling which could have an adverse impact on effective programme delivery. We believe that the United Nations cannot be expected to perform effectively if it is requested to undertake more tasks within stagnant budget levels, in particular in areas of economic and social development. Member States cannot, on the one hand, be calling for the reform of the Organization, whilst on the other hand, bring it to the brink of financial insolvency through their actions.

13. It is of some concern that the overall extra budgetary resources comprises over 60% of the requirements of the Organization, and that over 75% of the regular budget is allocated to staff and administrative expenditures and not directly related to the implementation of mandates, thus requiring such mandates to be met by extra budgetary resources. In this regard, the General Assembly will need to exercise more oversight in order to ensure appropriate balance in the implementation of all mandates and programmes, notwithstanding the nature of their sources of funding.

14. It should be recognized that most of the additional requests for resources result from new legislative mandates, mostly in peace and security issues, or reform proposals put forward by the Secretary-General. There is nothing amiss with the budgetary process and we cannot expect the Secretariat to undertake these tasks without providing them with new resources. Otherwise, reform runs the risk of becoming nothing more than a slogan. From the outset of the negotiations, Member States agreed that reform is not a cost-cutting exercise and cannot be done at the expense of other legislative mandates and programmes.

15. The Group of 77 and China attaches great importance the work performed by the Committee for Programme and Coordination (CPC) as the main subsidiary organ of the Economic and Social Council and the General Assembly for planning, programming and coordination. The CPC performs a fundamental role in programme design by ensuring that the Secretariat accurately interprets and translates legislative mandates into programmes and sub-programmes. The Committee also identifies programmatic changes arising from decisions taken by inter-governmental bodies, which is crucial for the smooth functioning of the Organisation.

16. The CPC provides Member States with assurances that the objectives and strategies of the Organisation have been derived from the priorities and goals set by Member States. These are crucial elements of the planning and budgetary processes of the Organisation and greatly facilitate the oversight role of the General Assembly. The Group consequently welcomes the detailed evaluation carried out by the CPC of the programmes of the Organisation, which is an important element of

ensuring the effective implementation of mandates. The guidance provided by the CPC to the numerous department and entities of the United Nations system regarding their respective programmes and activities contributes to our efforts to enhance coherence and coordination throughout the system.

17. Concerning mandate formulation, implementation and evaluation, it is our belief that the proliferation of mandates we are witnessing is merely due to the dis-satisfaction of Member States of the slow or lack of implementation of mandates. This is the main issue we should be looking at in this regard. We believe that a monitoring system needs to be elaborated and that periodic reports on the status of implementation can be useful as a monitoring tool. Similarly, periodic oral briefings or written notes from the Secretary-General can also be helpful.

18. While reaffirming the basic position of the Joint Coordinating Committee of the Group of 77 and the Non-Aligned Movement regarding the review of mandates, as contained in the official document A/61/693 of 9 January 2007, the Group wishes to stress that the exercise is not intended to arbitrarily or selectively abolish any mandates. It is important to recall that mandates are established by a collective decision taken by Member States and can only be amended or abolished collectively. In this regard, defining specific time frame for implementation and results of a mandate is a counter-productive idea, since prioritization and allocation of necessary resources can be extremely difficult and contentious exercise, taking into account that no Member State is ready to the relegation of an issue of importance to it.

19. Similarly, the elements for determining a criteria for completion of a mandate can be very difficult and may involve political aspects hard to quantify in tangible terms. Moreover, we expect some delegations to invoke the need to consolidate and streamline reports. This proposal was submitted previously on different occasions and did not acquire enough agreement. We believe that reports are an important tool for Member States to make well-informed decisions on various issues. Given these constraints, there should be a way of enforcing a certain level of abidingness to the General Assembly resolutions and the implementation of its legislative mandates. We believe that self-evaluation of the Secretariat and strong accountability to Member States is a key issue in this regard.

Mr. President,

20. The Group of 77 and China is cognizant of the trend in recent times of the growth of procurement as a major activity within the United Nations, especially due to the expansion of peacekeeping missions. The emerging challenges arising from the increase in scale and operational diversities have naturally led to greater demands being placed on the capacities and resources of the existing procurement system. We believe that it is apt and timely that we are addressing the issue of procurement reforms at this juncture to enable the Organization to get the best possible return for its resources and at the same time deliver efficient services to the intended beneficiaries of United Nations programmes.

21. The Group of 77 and China has stressed the need for increasing efficiency, transparency and cost-effectiveness of the UN procurement. We have emphasized the importance of strengthened accountability of the Secretary-General to Member States for the full implementation of legislative mandates on procurement. We have also supported the training in ethics and integrity for the staff, including at the senior levels. The Group has strongly affirmed that increasing procurement opportunities for vendors from developing countries is an integral and fundamental part of the United Nations procurement reform.



No procurement reform will be complete or effective without a proper diversification of the origin of vendors in the UN procurement. We therefore request the Secretary-General to intensify his efforts to explore additional and innovative ways to promote procurement from our countries.

22. On the issue of strengthening the capacity of the Secretariat to better deliver legislative mandates of the General Assembly, the Group, while supporting the Secretary-General's intention to strengthen the capacity of the Organization in the field of preventive diplomacy and mediation, reiterates that the General Assembly, in its resolution 62/236, recognized the need for strengthening of the development pillar in the United Nations, and requested the Secretary-General to provide a comprehensive proposal for its consideration in March 2008 with a view to improving the effective and efficient delivery of the mandates of the development related activities of the United Nations Secretariat, including DESA, UNCTAD, the regional commissions and the Development Account.

23. During the budget negotiations in 2007, we felt that there was an imbalance in reflecting the priorities of the international community in budget allocations, to the detriment of the development pillar. In order for our Organization to address the real causes of conflicts, the challenges of poverty and development must be met, we need to focus on a reform that increases the efficiency and the resources allocated to development related programmes. The Group of 77 and China looks forward to begin as soon as possible the consideration of the report of the Secretary-General A/62/708.

24. Finally, Mr. President, the Group trusts that outcome of this meeting will be similar to other previous Thematic Debates, in the form of a factual Chair's summary, that will have no bearing on the work and the role of the Fifth Committee, which is the Main Committee of the General Assembly entrusted with the responsibilities for administrative and budgetary matters. The Group will not accept parallel tracks to negotiate issues that are already on the agenda of the Fifth Committee. We are looking forward to have a fruitful exchange of views with other Member States as well as the Secretariat during these two days.

I thank you.



Slovensko predsedstvo EU 2008  
Slovenian Presidency of the EU 2008  
La Présidence slovène de l'UE 2008

**UNITED NATIONS  
General Assembly**

**THEMATIC DEBATE: "Towards a Common Understanding on  
Management Reform"**

**Statement on behalf of the European Union by**

H.E. Ambassador Sanja Štiglic  
Permanent Representative of Slovenia to the United Nations

**New York, 8 April 2008**

*Please check against delivery*

Mr President,

I have the honour to speak on behalf of the European Union.

The Candidate Countries Turkey, Croatia\* and the former Yugoslav Republic of Macedonia\*, the Countries of the Stabilisation and Association Process and potential candidates Albania, Bosnia and Herzegovina, Montenegro, Serbia, and the EFTA country Liechtenstein, member of the European Economic Area, as well as Ukraine, the Republic of Moldova, and Armenia align themselves with this declaration.

Mr President,

At the outset, let me thank you for your initiative to organize this thematic debate to take stock of the progress achieved so far and to renew our collective political commitment to follow-up on the 2005 World Summit Outcome document.

We would also like to thank the Secretary General for his remarks today, as well as for the work that he is doing toward implementing one of the priorities he set for the Organization at the very beginning of his mandate.

Mr President,

The European Union has always been a staunch supporter of improving effectiveness, efficiency, transparency and accountability of the Organization. We have worked in different fora towards these goals and will continue to do so in an effort to further improve the Organization's ability to face current and emerging challenges.

---

\* Croatia and the former Yugoslav Republic of Macedonia continue to be part of the Stabilisation and Association Process.



The member states of the UN can point to a number of achievements in management reform already, but in many areas it is still lacking real progress. We are pleased to note, however, that there is a readiness from all sides to move forward.

We welcome the Four Nations Initiative, that has identified the areas that Member States should examine closely with regard to governance and management of the Secretariat, highlighting inter alia the need for improved accountability and transparency, and we thank them for their recommendations.

We would like to take the opportunity to provide comments on the three areas on which today's debate is focusing, namely mandate generation, budgetary process and human resources management.

1. Firstly, as Member States, we have a responsibility to thoroughly consider the **mandates** we are defining. The expected results, timeframes and criteria for completion of mandates, as well as resource implications need to be fully taken into account, when formulating new mandates or upgrading and updating existing ones.

The European Union believes that every effort should be made to avoid duplication and overlap. This could be achieved by extending and intensifying coordination at all levels in the Secretariat and among the Member States, and by practicing better transparency regarding existing mandates.

In this context, we would like to commend the efforts of the co-chairs of the Mandate Review informal consultations, Permanent Representatives of Namibia and New Zealand, for the outstanding efforts they have invested in developing a viable methodology for seriously tackling the issue of reviewing mandates older than 5 years, the task, which is long overdue.

2. Secondly, we believe that the **budgetary process**, as set out in the rules and procedures, as well as the relevant General Assembly resolutions, contains many of the necessary elements for it to be efficient and transparent. We believe that returning to proper application of these rules can significantly help improve the shortcomings we have seen develop in the budgetary process. The European Union also supports the application of results-based management, the tool that in our view can further increase the transparency and efficiency of the budgetary process, including by providing additional information on the use of budgetary resources and on the achievements of the programmes.

The planning process, outlining programmatic aspects of activities of the UN, is a crucial first step in the budgetary process. This strategic and programmatic part of the budgetary process for the 2010-2011 biennium is already starting, first by the Committee for Programme and Coordination (CPC), to be followed by the discussion and adoption by the General Assembly at the end of this year.

In the context of the budget, we have to also reiterate our well-known position for the need for maintaining budgetary discipline and avoiding a piecemeal approach to the budget.

3. Thirdly, we have stated repeatedly that the effective and efficient organization needs qualified, motivated and well managed staff. It is regrettable that only limited progress could be made on the **human resources management reform** thus far, but we look forward to discussing it further in the fall, with a hope to achieve tangible results on various aspects of this complex issue.

Mr President,

Management reform extends beyond the three areas mentioned. We have achieved much in the area of Governance and Oversight. In the last year, we have discussed proposals on restructuring of Departments in the Secretariat, and we have not yet concluded debates on this. We look forward to discussing the issue of Information and Communications Technology in the near future.

The European Union also sees system-wide coherence and “delivering as one” as an important element in the functioning of the management – in particular in order to ensure coordination and avoid duplication, of activities.

We recognize that the management reform is a long-term process. However, there is a perception among some of us that often only a partial or limited approach to management reform is being employed. And while we recognize that such an approach may also be due to resource constraints, we sometimes feel as though there were a lack of vision on where the Organization should be headed in the management reform process.

The 2005 World Summit Outcome has shown the way forward, and we have made the first steps in the right direction so far, but there is still a long way ahead and we hope we can continue to foster the necessary political will, flexibility and mutual trust to bring us to results that will meet the expectations of all.

Thank you, Mr President.





SECRETARÍA PRO-TÉMPORE  
MÉXICO  
2008-2010

**STATEMENT BY  
AMBASSADOR CLAUDE HELLER  
PERMANENT REPRESENTATIVE OF MEXICO TO THE UNITED NATIONS  
ON BEHALF OF THE RIO GROUP**

**ON THE THEMATIC DEBATE OF THE GENERAL ASSEMBLY:  
“TOWARD A COMMON UNDERSTANDING ON MANAGEMENT REFORM”**

**8 APRIL, 2008**

*(check against delivery)*

I have the honor to speak on behalf of the Rio Group.

I would like to thank the President of the General Assembly for this thematic debate, since it is a timely opportunity to exchange points of view and ideas, and it will definitely contribute to shape up the debate that will take place in the fifth committee during the 63<sup>rd</sup>. Session of the General Assembly. At that session, the Fifth Committee will consider reform proposals related to human resources management, accountability and results based management.

Mr. President,

The management reform has been an ongoing process and a permanent task for the UN. For the last ten years, Member States have been reviewing mechanisms to improve the response capacity of the United Nations to meet new challenges, as well as to make accountability mechanisms more efficient and transparent in budgetary processes. Since the 2005 World Summit, the General Assembly has adopted more than fifteen resolutions and decisions related to management reform. This reflects the great importance that the membership attaches to improving the effectiveness and efficiency of the Organization.

The Rio Group acknowledges that the UN reform – including management reform – is at a critical implementation stage-. Therefore, we shall make additional efforts to make the reform a reality. Otherwise, we run the risk of transforming the “UN Reform” into a simple advertisement slogan.

From the very first reflections on the reform proposals, Member States agreed that reforms were not meant to be cost-cutting exercises against legislative mandates and current programmes, but measures that, when adequately financed, would lead the Organization to respond in a more efficient and effective way to the important tasks set out by Member States.

### **Accountability**

Mr. President,

The Group is concerned about being unable to calculate the accomplishments reached due to the lack of information or the necessary updating of the outputs by the Secretariat, as well as the inability to measure the real impact of the implementation of mandates.

In the planning system and the budgetary processes, there are certain areas lacking responsibility and transparency. We trust that the Secretariat proposal on Results Based Management (RBM) is to be implemented in all areas in order to increase transparency and responsibility.

### **Mandates**



The United Nations requires an efficient system to manage the large amount of intergovernmental mandates and decisions.

The Rio Group underlines the importance of considering, at the moment of formulating a mandate, the variables of quality and clarity. The Group agrees with the 4NI that a clearer wording of mandates would contribute to strengthen the Secretariat's responsibility and accountability on their implementation.

The Group considers that a "quality mandate" is a mandate that defines clearly its objectives and with that, allows the correct allocation of human and financial resources for its implementation, in this sense, and due to the implicit difficulties on the mandate negotiations, we stress the importance of increasing our efforts to define more clearly our objectives.

### **Budget and finances**

Mr. President,

The Rio Group takes note that during the last years, there has been a considerable budget increase for peace and security and human rights issues. We have stressed the need for a balanced treatment of the three pillars of the UN and we look forward to consider the proposals for additional resources for the development pillar.

We expect the Secretariat to make an efficient use of such resources and to carry out its mandates under the logic of a better accountability. We shall recall that the General Assembly is the only legislative body enabled to approve changes in the staff and in the organizational structures.

Moreover, the Rio Group considers necessary to encourage a better understanding of the budgetary methodology and techniques through reports, seminars and workshops. Transparency and participation should also be promoted to ensure the Member States ownership of the budgetary process.

Likewise, we believe that the introduction of the results based budgeting has enhanced the clarity and prevision of resources. In this sense, the Fifth Committee will continue to improve this approach when considering the biennial program budget.

### **Human Resources**

Mr. President,



The Rio Group considers of the utmost importance to correct the imbalances in the geographic distribution of posts within the Organization, as well as to achieve gender equality, including in senior posts. In this sense, the mechanisms to nominate high level authorities should be more transparent and should be based only on the qualifications and merits of the candidates, taking into account the need to achieve a balanced geographic representation of all Member States. We also want to underline the necessity of a system of sanctions and rewards for the staff.

The Fifth Committee should proceed without delays during its following session, to streamline contractual arrangements and to improve the conditions of service of staff in the field so that the Organization may offer attractive career perspectives, as well as institutional security in their jobs, and equal treatment of the staff.

### **Procurement**

The Group reaffirms the need to continue to improve efficiency, transparency, and cost-efficiency of the UN procurement system. We welcome the progress carried out by the Procurement Division in implementing a part of the reform agenda, in particular in the areas of ethics, training and the internal organization of different teams to support specific areas of the UN procurement, as well as the establishment of the "Vendor registration and Management Team". However, we should recognize that there are other fundamental issues in the procurement reform agenda still pending.

Therefore, we expect that the Secretariat will submit to the consideration of the Fifth Committee all those issues that were to be included in this "Comprehensive" report promptly, in order to give the procurement reform a holistic treatment. To our group, opportunities shall be extended to all Member States in a transparent and open manner, in order to reach an equitable, fair and non discriminatory system. The Board of Auditors and the ACABQ have repeatedly stressed the need for the Procurement Division to diversify the origin of vendors in the UN Procurement system. We still consider that this issue has not been properly addressed.

Moreover, we urge the Secretary General to intensify efforts to find innovative and additional ways to promote procurement from developing countries, including from our region.

Before finalizing Mr. President, the Rio Group would like to point out that the Four Nations Initiative on Governance and Management of the United Nations constitute a good basis and a significant input for the debate of this issue. The efforts made through this initiative, crystallized in the 32 proposals contained in the document "Towards A Compact", set a substantial difference with respect to the reform proposals that, most of the time, are made by the Secretariat.

We reiterate that the decisions on administrative and budgetary issues pertain to the General Assembly - as established by article 17 of the UN Charter - through the Fifth Committee, the main committee dealing with such issues. In this sense, ALL Member States have the prerogative on the Management Reform of the Organization. We would like, in the same sense, to recognize the important role played by the financial and technical organs of the UN, particularly the ACABQ and the Committee for Programme and Coordination.

Finally, Mr. Chairman, it is of utmost importance to have a holistic treatment of the UN reform, avoiding a piecemeal approach that hinders the incorporation of the broad spectrum of the UN activities.

We wish to reiterate that we do not expect a binding outcome of this thematic debate, whereas we look forward to contributing to a rich exchange of ideas. We want to conclude reiterating once again the role of the Fifth Committee as the main body dealing with Administrative and Budgetary issues of the Organization.

I thank you.

# **New Zealand Mission to the United Nations**



## **Te Māngai o Aotearoa**

One United Nations Plaza 25<sup>th</sup> floor New York, NY 10017-3515, USA  
Telephone (212) 826 1960 Facsimile (212) 758 0827 Homepage: [www.nzembassy.com/newyork](http://www.nzembassy.com/newyork)

---

### **United Nations General Assembly Sixty-Second Session**

**Informal Thematic Debate of the General Assembly: "Toward a common  
understanding on management reform"**

**Statement by H.E. Ambassador Rosemary Banks  
on behalf of Australia, Canada and New Zealand**

**8 April 2008**

**Check against delivery**





Mr President

I have the honour to speak on behalf of the delegations of Canada, Australia, and New Zealand. CANZ welcomes this thematic debate on management reform. We strongly agree that it is time for us as Member States to take stock of progress to date, and to renew our political commitment to making our Organisation more modern, more effective and more accountable.

In the thirty months since we all agreed to the Outcome document at the 2005 Summit, we have made progress in some areas of management reform. But we have often acknowledged amongst ourselves that one of the constraints on progress was a weak sense of overall ownership of the reforms we had signed up to. Now we have an opportunity to correct that - to discuss here in this thematic debate what we can do together to bring practical improvements to the management of our Organisation. There is no purpose in reform or change for its own sake. Whatever we do must make delivery more effective across the UN's three essential pillars of peace and security, development and human rights.

Mr President

We would like today's debate to reassure the Secretary-General that Member States place priority on management reform, and that we look to him to provide leadership and to continue the drive for a gradual change of culture and management practices. But real improvements can only be achieved if for our part as Member States we are prepared to be specific about what an efficient, transparent and accountable United Nations would look like, in management terms.

For us, it would be an organisation that could show clearly and in accessible language what results it is seeking to achieve in each of its areas of focus, and then properly evaluate its success in achieving those results. This concerns the mandate cycle.

It would be an organisation which could present its budget in a succinct format, with a greater focus on results and outcomes that non-specialists and those scrutinising it back in capitals could readily understand.

It would be an organisation able to attract and retain the best people, including for its work in the field, across geographical and gender diversity. One that would be capable of quick and efficient recruiting; that would offer clarity over contractual status and career mobility; appropriate professional training and development; and transparent appointment and promotion procedures at all levels.



It would be an organisation with a culture of performance, where all staff take responsibility and are held accountable for their actions, and where the highest standards of ethics are demonstrated throughout. It would be an organisation well supported by modern IT and procurement systems, best practice in audit and accountability, and sound administration of justice safeguards.

In many of these areas we have moved forward since 2005, but to renew our sense of urgency and purpose, we now need a new and clear statement of what we should do over the next year. This could be as simple as a commitment from this debate, to ourselves and to the Secretary-General, to work with renewed energy in three or four areas of focus. These could be captured in the President's summary.

Mr President

CANZ sees as one such priority to agree to consult further amongst ourselves to find ways to improve mandate formation, while at the same time we continue our review of mandates. It has become increasingly clear to CANZ through our involvement in mandates review that there is a compelling need for a change in mandate setting culture. The way we currently do things creates problems of overlapping mandates; multiple requests for similar reports; unclear centres of responsibility, and vagueness about the results we are asking the UN system to produce. As the 4NI report notes, more ambiguity creates less accountability and the so called "constructive ambiguity", which is often the exit ramp from disagreement over text, is unhelpful to the secretariat when it comes to implementation.

We would like to suggest for Member States' consideration better procedures and disciplines on mandate setting. This could involve a simple checklist or standard approach: to demonstrate what are the expected results and time frame; to place the initiative in the context of existing similar mandates; to estimate resource implications; and to try to set criteria for when the mandate would be completed. More discussion would of course be needed on how to set new standards and quality control into our mandate setting practice. CANZ would see this as complementary to ongoing mandate review work. We must look forward while we attempt to tidy and rationalise what we have already requested.

Mr President

We also see clear links between mandates, the planning and budgetary process, and human resources. Mandates cannot be implemented independent of the consideration of financial resources. Their implementation also depends on the effective utilisation of the organisation's human resources. Poor budgetary and human resource processes can only impact negatively on the implementation of mandates.

The planning and budgetary process, including key elements of the budget cycle, need to be strengthened. Member states must determine how emerging needs and initiatives fit into this process to ensure the prudent management of resources. Results-based budgeting should not be just a paper exercise but an effective tool for Member States and the Secretariat in assessing the resourcing needs of the UN. The Organisation also needs to integrate results-based budgeting into results-based management to effectively manage the limited resources available. We would support further work in this area.

In that regard, CANZ delegations share the concerns expressed by many member states about a piecemeal approach to budgeting. We would not, however, see in this category the important management reform proposals that have been requested by the General Assembly and are necessarily considered outside of the regular budget cycle.

Mr President

The most important of these proposals is the long overdue reform of human resources management. The UN's current system fails its employees working in the most challenging conditions, resulting in both the inequitable treatment of staff and an inability to deliver on essential mandates. The Secretariat's hands are tied by an inconsistent and non transparent system. The General Assembly has failed to correct this situation, due largely to short-term considerations that do not take into account the benefits to the Organisation. We urge the Secretary-General to maintain his commitment in this area, and we urge Member States to take early decisions on the Secretary-General's outstanding reform proposals. We also take this opportunity to congratulate Ms Catherine Pollard on her appointment as Assistant Secretary General for the Office of Human Resources Management.

Mr President

CANZ delegations have long been, and continue to be, strong supporters of management reform. We thank you for organising this thematic debate. We also thank the Four Nations Initiative for its constructive and practical work. We hope that this thematic debate can provide the necessary momentum to help us come to substantive decisions on the many outstanding reform issues.

Thank you Mr President







# **The Permanent Mission of Iceland to the United Nations**

**Statement by  
Ambassador Hjálmar W. Hannesson  
Permanent Representative of Iceland  
to the United Nations**

**on behalf of the Nordic Countries  
Denmark, Finland, Iceland, Norway and Sweden**

**Informal thematic debate of the General Assembly  
Towards a Common Understanding on Management Reform**

8-9 April 2008

**iceland**

**First time candidate to the  
Security Council 2009-2010**

*CHECK AGAINST DELIVERY*

---

**The Permanent Mission of Iceland to the United Nations  
800 Third Ave. 36<sup>th</sup> fl. - Tel 212-593-2700. - Fax 212-593-6269  
[www.iceland.org/un/nyc](http://www.iceland.org/un/nyc) - [www.iceland.org/securitycouncil](http://www.iceland.org/securitycouncil)**

Mr. President,

I have the honor to speak on behalf of the five Nordic countries: Denmark, Finland, Norway, Sweden and Iceland.

Let me begin by thanking you, Mr. President, for organizing this important thematic debate on Management Reform, as well as for your introductory statement. I would also like to thank the Secretary General, Mr. Ban Ki-moon, for his statement.

The Nordic countries agree that the time is right to take stock of the progress made on Management Reform since the 2005 World Summit, and evaluate the challenges ahead. The final aim of our discussions should be, as the theme indicates, to reach a common understanding on management reform and on the need to enhance our efforts to achieve sustained management reforms in the organization.

In recent decades, the activities undertaken by the UN have increased dramatically, and the multitude of mandated tasks has required expansion in the organization's financial, administrative and human resource requirements. This has challenged the ability of the secretariat to keep up and adapt to different circumstances.

It is our strong belief that management reform is clearly needed for the secretariat to effectively manage these changing realities of the organization. However, it is important that reform is not regarded as a goal in itself, only aimed at identifying savings, but rather as a necessary measure to strengthen UN's capability to comply with its principles, objectives and mandates. In short – reforms will enable the organization to do more, and to do it better.

The principles of accountability and transparency should be at the center of UN's management reform process. Just as Member States need to be transparent and accountable to their own constituencies, UN management needs to be transparent and accountable to Member States, both when it comes to the implementation of mandates and management of resources. This is also essential so as to build the necessary trust among Member States, as well as between Member States, management and staff.

Considerable measures have already been taken to strengthen accountability and transparency within the United Nations, but more needs to be done. We therefore look forward to reviewing the Secretary General's recommendations on an accountability framework and hope that we can do so in the near future.

Let me briefly touch upon the three reform areas suggested as the focus topics for our debate, all of which we agree are crucial for strengthening the work of the United Nations:

First, the way mandates are formulated, implemented and evaluated deserves the membership's attention. We agree that Member States must become better custodians of their mandates. As such, we need to strengthen the mandate cycle and during the formulation process, Member States need to be informed about the full context of the proposed mandates, including financial implications. Moreover, the intergovernmental body from which the mandates originate needs to receive transparent and timely information about their implementation and effectiveness. Likewise, gaps, overlaps and duplications have to be dealt with and reporting requirements need to be reviewed. Another important issue is avoiding a gap between mandates and resources.

Reforming the Planning and Budgetary Process of the UN is a second area of crucial importance. The reform of this process should be guided by adherence to result-based management, of which results-based budgeting is an important component. Also important in this context is reforming the system-wide information and communications technology system.

And last, but not least, Human Resource Management Reform is amongst the most urgently needed reforms at the UN. A number of proposals are on the table, and the Nordic countries were disappointed that despite considerable efforts during the first resumed session of the 5<sup>th</sup> committee, the committee failed to arrive at a conclusion. We sincerely hope that discussions on this important issue will prove to be more fruitful this coming fall.

The Four Nations Initiative presents a number of interesting recommendations on all of these three focus areas. The recommendations deserve our attention and we believe they could provide an interesting input into the intergovernmental discussions.

While in the short run, some parts of management reforms may prove to be costly in financial terms, the Nordic countries believe that those costs should be weighed against the long term gains the organization stands to achieve upon their implementation. In effect, by investing in reform we secure UN's legitimacy and ensure that the organization can deliver better results more efficiently. It is hence essential that the membership is ready to finance the reforms needed. At the same time, Member States and the secretariat have to ensure that management reform is accompanied by sound financial management and effective use of existing resources.

We do realize that reform is an ongoing process, not a one-time event. Going forward, it is important that we build on the considerable progress made. We need to engage in constructive dialogue on the various reform processes, ensure implementation of the already agreed reforms, and to be open to new proposals presented to us. In our view, the 5<sup>th</sup> committee remains the appropriate forum for such consultations and negotiations.

Furthermore, for this process to be successful there needs to be a common understanding of a need for sustained reforms, as well as of the nature of the reforms needed. The Nordic countries hope that our discussions during this thematic debate will strengthen this common understanding, and we are willing to actively engage in this important process.



*Check against delivery*

**STATEMENT by the  
FOUR NATIONS INITIATIVE on  
GOVERNANCE and MANAGEMENT of the UN**

**at the**

**THEMATIC DEBATE of the  
PRESIDENT OF THE GENERAL ASSEMBLY**

**“TOWARDS A COMMON UNDERSTANDING ON  
MANAGEMENT REFORM”**

**April 8, 2008**

**Trusteeship Council Chamber  
United Nations, New York**



Mr. President of the General Assembly,  
Mr. Secretary-General of the United Nations,  
Excellencies,  
Ladies and gentlemen,

I am speaking on behalf of the 4NI: Chile, South Africa, Sweden and Thailand. At the outset, let me thank you for organizing this thematic debate. Let me also thank the Secretary-General for being with us here today.

Mr. President,

The debate on management reform reflects to a large extent rising expectations on the Organization to fulfill its mandates in a wide range of areas. To meet this increasing demand, continued efforts for a stronger, more effective and more efficient UN is needed, bearing in mind its unique multilateral character, tasks and structure.

For the UN to make real progress, we believe that more of Member States' ideas and perspectives are needed throughout discussions on management reform, particularly on governance issues. A continued dialogue between Member States and Member States and the Secretariat is required together with in-depth consultations in order to build trust and identify common concerns and possible steps forward. Such an approach would benefit both Member States and the Organization.

As was pointed out by you in your invitation to this debate, Member States agreed in the 2005 World Summit Outcome on the importance of making the UN more efficient, effective, transparent and accountable. With this vision in mind, we, the Member States, decided on a number of activities to improve the management of the organization.

The 4NI was launched in 2006. The aim was not to look at the overall challenges of the United Nations but, from a Member States perspective, concentrate on how the



Secretariat was governed and managed, to complement the 2005 World Summit Outcome and the subsequent reports and discussions on management reform.

Extensive consultations with Member States and the Secretariat were conducted during the 18 months of the Initiative. Apart from the fruitful cooperation between the four nations involved, the initiative benefited immensely from the contributions from other Member States as well as the Secretariat.

The Initiative was concluded in September 2007 by presenting 32 recommendations in a final report to Member States and the Secretary-General in the hope of contributing to a stronger, more effective and more efficient UN. Among the challenges highlighted was the need for increased trust between Member States and between Member States and the Secretariat; the need for a better understanding of and regard for the respective roles of Member States as governors and the Secretariat as managers; and the need for improved accountability and transparency of the management of the Organization.

With these observations in mind, recommendations were made on how to improve the Organization's mandate-generation cycle, the planning and budgetary process, and human resources management, as well as on how to meet the need for improved dialogue. We are now pleased to find that three out of the four subjects from our final report are coinciding with the focus of this debate.

Among the 32 recommendations, some require implementation by Member States while some are directed to the Secretariat. Some are believed to be easily implemented and could be done immediately while some may need further study or elaboration. Nonetheless, it is the belief of the 4NI that the 32 proposals can constitute a compact for change - which, undoubtedly, implies that both the Member States and the Secretariat have a role to play if we want the Organization to work better.

The intention of the 4NI has been to make proposals that would unite us, fully aware of the fact that there are many questions where member countries differ. We set out however as our task to find perspectives and suggestions that would unite us and from which we could all gain.

With this in mind, we hope that the report will contribute to improving the functioning of the UN Secretariat. One example in this context is the planning and budgetary process, which leaves a lot to be desired in terms of strategic objectives, especially regarding the formulation of goals and results. We have made recommendations on the planning and budgetary process but not on the size of the budget, where we know that members have different views.

Mr. President,

We believe that the focus of this thematic debate on the three issues mentioned is useful and will provide a good basis for our continued efforts to advance management reform. We hope that the results and recommendations of the 4NI in these areas can serve as a useful contribution to a strategic debate on the subject. An inclusive and transparent dialogue and continued cross-regional cooperation are important elements in order to make progress. In looking ahead we would like to encourage other Member States to build and improve on the experience and recommendations of the 4NI in our common strive to advance management reform and in strengthening multilateralism.

For ease of reference, the 32 recommendations of the 4NI are attached to this statement.

I thank you, Mr. President

## Annex: THE 4NI'S PROPOSALS

The following list of 32 proposals was submitted by the Four Nations Initiative (4NI: Chile, South Africa, Sweden, and Thailand) in its final report "Towards a Compact", to the Member States and the Secretary-General in September 2007. They are the result of the work of the Steering Committee of the 4NI commenced in 2006 – incorporating inputs and comments obtained from various consultations with concerned UN Member States and the Secretariat. In conjunction, the proposals are intended to provide a complementary contribution to the ongoing efforts on management reform, with the ultimate aim of building a stronger and more efficient United Nations that is better equipped to handle the challenges and realities of today and tomorrow.

The present document lists the 32 recommendations by subject matter (mandate-generation cycle, planning and budgetary process, human resources, dialogue and arenas, and peer review) and in numerical order.

### The Mandate-generation cycle

#### *Proposal 1*

We propose that Member States consider, to the extent possible, drafting mandates more clearly, in order to facilitate preparation of the relevant RBB frameworks and to increase the ability to hold the Secretariat accountable for implementation. Elements to be considered include:

- timeframes for implementation and results,
- expected outcomes and indicators to measure these,
- monitoring systems,
- criteria for determining when a mandate has been completed.

#### *Proposal 2*

We propose that the Secretariat develop a management tool whereby after the adoption of a legislative mandate the Secretariat would ensure that responsibility for implementation is assigned and accountability mechanisms are put in place.

#### *Proposal 3*

We propose that the Secretariat prepare and submit budgets commensurate with the mandates approved by Member States. The General Assembly has not endorsed the principle of zero-nominal growth. However, it has been observed that the Secretariat in practice selectively applies zero-nominal growth programme budgets. The Member States are urged to pay the



assessed contributions on time, in full and without conditions, bearing in mind that some Member States face economic difficulties beyond their control that affect their capacity to pay.

#### *Proposal 4*

We propose the introduction of guidelines in the Secretariat for reporting on mandate implementation in order to ensure proper feedback, both at individual mandate and aggregate level, in particular through the programme performance report. The guidelines should provide information on the details of appropriate timing and frequency of reporting for different types of mandates. The information contained in the guidelines should be linked with the performance appraisal of relevant officials.

#### *Proposal 5*

We propose that procedures for thematic progress and implementation reports be reviewed in order to ensure that all new mandates are properly followed-up within their context. Such implementation reports should be linked to the expected outcomes and results as stated in the Strategic Framework.

#### *Proposal 6*

We propose that the evaluation and feedback process in the Secretariat be strengthened so that the knowledge of previous failure and success will be used in the preparation of new mandates for improvement and accountability. This includes improvement of the quality of reporting and introduction of a system to ensure integration of results into the accountability framework. To this end the necessary resources for proper evaluation and self-evaluation should be included in the budget and Member States should ensure that the Secretariat is provided with sufficient resources to carry out this crucial task.

## The planning and budgetary process

#### *Proposal 7*

We propose that objectives, indicators of achievements and expected outcomes should be more clearly defined in order to enable accurate measurement of performance. Adequate tools must be available for the Secretariat to assess performance and outcomes and report thereon to Member States. The link between the Strategic Framework (or Medium Term Plan), the budget outline and the Proposed Programme Budget – as well as the link between the past performance and future allocations – should be strengthened. The programme budget document should more clearly show the link between programme information and the resources required for effective programme implementation.

#### *Proposal 8*

We propose that more/improved workshops and training events and materials on RBM/RBB within the UN be offered to the programme managers in the Secretariat on the one hand, and to



the Member States – especially representatives to the General Assembly’s Fifth Committee – on the other. A handbook with guidelines for RBB, as a part of RBM within the UN, should be developed to support the shift in focus to outcome-driven programming, in order to promote a common understanding of these processes.

#### *Proposal 9*

We propose that a review of the implementation of RBB in the Secretariat until today be conducted. The review should provide information on the progress of implementation; what the successes and failures have been; and the expected challenges for the continued process.

#### *Proposal 10*

We propose that Member States consider arranging informal and inclusive workshops or retreats especially at an early stage of the decision-making process – for example, when the Fifth Committee and CPC are not in session – in order to provide possibilities for exchanging views and reaching a common understanding of central concepts that may facilitate the formal meetings.

#### *Proposal 11*

We propose that the Secretariat be requested to arrange more frequently informal and inclusive Question and Answer sessions and workshops early in the planning and budgetary process so that Member States representatives may pose questions and receive clarifications before official positions are taken in the formal procedures. This would increase transparency and improve the information flow – everyone would have the possibility of accessing the same information at the same time.

#### *Proposal 12*

We propose that the Secretariat be asked to provide quarterly informal briefings on budget implementation to the Fifth Committee, adjusted to the work programme of that Committee. On these occasions the Secretariat should provide information on the achievement of results as measured against the targets and indicators approved by the Member States in the Biennial Programme Plan (or Medium Term Plan).

#### *Proposal 13*

We propose that, as with the budget documents, the programme performance reports focus on the achievement of targets and on results.

#### *Proposal 14*

We propose that the Member States be given improved strategic guidance in the budget process, for example by improving the quality of the programme performance reports as well as by instituting effective self-evaluation by programme managers, establishing an effective and uniform evaluation system in the Secretariat and improving reporting on evaluation

findings to Member States. Frequent validations by the OIOS of the self-evaluation findings of programme managers are also needed.

#### *Proposal 15*

We propose that the format of the financial performance reports be improved in order to facilitate overview on the effectiveness of budget implementation. The report should, for example, include information on the adequacy of the resources provided and where relevant, information on budgetary problems as well as proposed solutions.

#### *Proposal 16*

We propose that the Member States acknowledge the importance of correct, useful and timely evaluations, and that the Member States therefore decide to provide the resources needed for evaluation and feedback mechanisms. The Secretariat should provide appropriate proposals for evaluation and self-evaluation as called for by the General Assembly.

#### *Proposal 17*

We propose that, to enhance predictability, all core activities of the United Nations should be financed from the regular budget. Trust funds should primarily seek to complement regular budget funding for core activities and not replace the need for assessed contributions to finance core activities.

#### *Proposal 18*

We propose that the rules for establishing and managing trust funds be revised and updated. The aims should be to increase transparency, to improve overview and to ensure the alignment of trust funds to the overall UN priorities while at the same time maintaining the flexibility that funds from various sources provide. As a basis for such a revision, we propose a review by the Board of Auditors, providing a baseline for evaluations of progress towards improving the management of trust funds.

#### *Proposal 19*

We propose that the Secretariat reports regularly, for example in the context of the programme performance report, to the Member States on the status and rate of implementation of legislative mandates financed from trust funds.

## Human resources

#### *Proposal 20*

We propose that ways of making formal and transparent assessments of candidates' qualifications – for example procedures using hearings – be developed to be used at the time of recruitment to the most senior positions (USG, ASG, SRSG). Hearings could for example be



conducted by special expert panels. Such senior posts should not be monopolized by nationals of any state or group of states.

*Proposal 21*

We propose that in undertaking the assessment of the Galaxy system, particular consideration should be given to issues of transparency and accountability in the recruitment process. Recruitment should be merit-based in relation to the Terms of Reference for specific posts. The principles of the UN Charter and relevant General Assembly resolutions must be respected.

*Proposal 22*

We propose that a review of the weighted system be undertaken with a view to improving geographical distribution in the Secretariat as defined by the UN Charter and the relevant General Assembly resolutions, including at senior management levels.

*Proposal 23*

We propose that the posts financed from extra-budgetary resources be subjected to the system of geographical distribution.

*Proposal 24*

We propose that the Secretariat develop complementary ways of informing a wider public on vacancies in order to reach out to possible candidates from all geographical regions. Mechanisms such as professional associations can be used to identify qualified professionals from under-represented Member States.

*Proposal 25*

We propose that the Secretariat reviews the way new staff are informed about job descriptions, expected achievements and responsibilities, to assess whether there is sufficient clarity for accountability.

*Proposal 26*

We propose that the Secretariat, in the event that it deems the clarity and the information procedure insufficient, considers the creation of a "performance agreement" to be signed by staff when contracted.

*Proposal 27*

We propose that Member States increase resources in the regular budget for training of staff as well as for training of Member States delegates by the United Nations research and training entities.

### *Proposal 28*

We propose that ways and means be devised for the UN, as a knowledge-based organization, to develop long-term visions for human resource issues as a whole.

## Dialogue and Arenas

### *Proposal 29*

This report and its recommendations clearly show that several tasks related to further improvements of the UN rest with initiatives to be taken by the Member States through mechanisms provided by the UN Charter. The 4NI recommends an increased use of inclusive and transparent briefings, workshops and discussions, where delegates can exchange views in a non-formal manner, particularly early in the decision-making process. These arenas should not replace established fora for negotiations and they must not be used for decision-making.

### *Proposal 30*

We propose that the possibilities of strengthening the institution of the PGA should be explored in line with the budgetary process of the UN.

### *Proposal 31*

We encourage the Secretary-General, in accordance with Articles 97 and 100 of the UN Charter, to continue to conduct informal meetings and consultations with all groups of Member States. These consultations should be inclusive, transparent and carried out early in decision-making processes.

## Peer review

### *Proposal 32*

We propose that consideration be given to introducing systems of systematic exchange of best practice and of using peer review mechanisms, reflecting the unique and inter-governmental nature of the Organization. The results should be available in the public domain in order to laude excellence and to provide incentives in line with our emphasis on transparency.





## **Argentina**

---

### **ASAMBLEA GENERAL DE LAS NACIONES UNIDAS 62ª Sesión**

**Debate Temático Hacia un Entendimiento Común sobre  
la Reforma de la Gestión**

**Intervención del Embajador Jorge Argüello  
Representante Permanente de la República Argentina  
ante las Naciones Unidas**

**EN NOMBRE DEL MERCOSUR Y ESTADOS ASOCIADOS**

**Nueva York, 08 de abril de 2008**  
*Sírvase verificar contra lectura*

---

### **UNITED NATIONS GENERAL ASSEMBLY 62<sup>nd</sup> Session**

**Thematic Debate Towards a Common Understanding on Management Reform**

**Statement by Ambassador Jorge Argüello  
Permanent Representative of the Argentine Republic  
to the United Nations**

**ON BEHALF OF MERCOSUR AND ASSOCIATE STATES**

**New York, April 8 2008**  
*Check against delivery*

---

**Permanent Mission of the Argentine Republic to the United Nations**  
One United Nations Plaza 25<sup>th</sup> Floor  
New York, NY 10017

Señor Presidente de Asamblea General,  
Señor Secretario General,

Señor Presidente,

Tengo el honor de realizar esta intervención en nombre de Argentina, Bolivia, Brasil, Chile, Colombia, Ecuador, Paraguay, Perú, Uruguay y la República Bolivariana de Venezuela, países integrantes del MERCOSUR y Estados Asociados. Junto con sumarnos a lo expresado por Antigua y Barbuda en representación del G-77 y China, y a lo señalado por México, en nombre del Grupo de Río, el MERCOSUR desea dar a conocer algunas puntualizaciones y comentarios referidos a los temas propuestos para este Debate Temático.

Señor Presidente,

Quisiéramos, en primer lugar, resaltar el concepto según el cual el proceso de reforma debe fortalecer el multilateralismo. En este sentido, el MERCOSUR y Estados Asociados desean también hacer escuchar su voz y aportar su punto de vista sobre esta cuestión, desde nuestras particularidades y preocupaciones emanadas de nuestra común identidad.

Desde primera hora hemos participado en los esfuerzos de la reforma a la gestión, proceso que vislumbramos como un ejercicio constante, que siempre tendrá que adaptarse a las nuevas realidades mundiales. Desde 1997, la Asamblea General ha adoptado numerosas resoluciones que tienen por base los informes del Secretario General y las recomendaciones de los expertos de la Comisión Consultiva (CCAAP). La realidad indica que es necesario acelerar el proceso de implementación de las mismas.

Desde la Cumbre de 2005, los Estados Miembros aprobamos muchos aspectos de la reforma a la gestión, como la creación del Comité Asesor de Auditoría Independiente, la Oficina de Ética y la política de denuncia responsable. Asimismo, avanzamos en diversos temas, como la adopción de un nuevo sistema de adquisiciones, en administración de justicia, y en la gestión de recursos humanos.

Los nuevos retos internacionales requieren respuestas urgentes y eficaces que permitan a la Organización satisfacer los requerimientos de nuestros pueblos en materia de desarrollo, derechos humanos y seguridad.

Es justo reconocer los extraordinarios logros que las Naciones Unidas han obtenido en diversos campos, resultados que los países del MERCOSUR y Estados Asociados valoran y reconocen. No obstante, advertimos que subsisten algunos problemas y complejidades que deben ser tratados, como por ejemplo, falta de coherencia, burocracia e ineficiencias. Necesitamos repensar cómo las Naciones Unidas están llevando a cabo sus mandatos y tareas y cómo podemos entregarle las herramientas apropiadas y actualizadas para dicho fin, porque nos interesa el pleno y cabal cumplimiento de los mandatos emanados de la Organización,.

Señor Presidente,

Usted nos ha convocado a este debate temático titulado "Hacia un entendimiento común sobre la reforma de la gestión", en el cual se espera debatir ideas e intercambiar puntos de vista de manera franca y constructiva, hecho que valoramos y destacamos. Queremos agradecerle esta convocatoria, así como la presencia del Secretario General y de otras altas autoridades de la Organización, lo que demuestra el interés y la importancia del tema. Como MERCOSUR y Estados Asociados creemos que una parte substancial del proceso intergubernamental de adopción final de decisiones debe tener lugar dentro de los mecanismos existentes; sin embargo consideramos que este tipo de encuentros pueden ser beneficiosos para una mejor comprensión de la reforma en su conjunto y para orientar la acción en las comisiones correspondientes.

Los países del MERCOSUR y Estados Asociados, estamos convencidos de que la reforma a la gestión debe partir de las siguientes premisas:

- a) Respetar las visiones y opiniones de todos los Estados Miembros;
- b) Partir de la noción de que las Naciones Unidas son una entidad de características únicas y no se la puede tratar como una corporación privada; y
- c) Requerir a la Secretaría la eficiente ejecución de todos los mandatos otorgados por los Estados Miembros, para lo cual debe contar con los recursos necesarios.

El MERCOSUR y Estados Asociados consideran oportuno destacar, como un insumo muy relevante, el esfuerzo emprendido por un grupo de países (Chile, Sudáfrica, Suecia y Tailandia), miembros de la llamada "Iniciativa de 4 Países" (4NI), quienes efectuaron un acabado trabajo reflejado en el documento final titulado "Towards a compact", el cual analiza importantes áreas vinculadas al funcionamiento de las Naciones Unidas; como la gobernanza y la administración, la gestión de los recursos humanos, los aspectos financieros y presupuestarios, y la generación de mandatos. El aporte de esta iniciativa demuestra que la presentación de propuestas no es sólo patrimonio de las grandes potencias, sino que puede serlo también de todos los Estados. En este sentido, valoramos el trabajo de la "Iniciativa 4 Países" y las 32 propuestas formuladas, los que constituyen un valioso aporte y aportan una perspectiva fresca sobre el proceso de reforma.



De especial importancia nos parece la diferencia que se plantea entre los Estados Miembros, a los que corresponde el gobierno de la organización, y la Secretaría; en efecto, a los Estados Miembros les compete decidir sobre el curso de la Organización, mientras que la Secretaría está a cargo de su gestión, por lo cual le corresponde implementar eficaz y eficientemente los mandatos de sus órganos principales. Así, los Estados Miembros tienen la prerrogativa de solicitar mayores niveles de rendición de cuentas, lo que no solo incrementará la confianza de quienes gobiernan la Organización sino que también facilita la toma de decisiones.

Dada la calidad y cantidad de las propuestas mencionadas y el trabajo de consenso que requirió su elaboración, a futuro resultaría útil tener en cuenta las propuestas de la "Iniciativa 4 Países" para el trabajo de la Quinta Comisión al tratar temas similares y en un sentido estratégico. Sin embargo, reconocemos que todas las decisiones de la Asamblea General deben ser el resultado del debate de los Estados Miembros sobre los informes del Secretario General y las correspondientes recomendaciones de la Comisión Consultiva a la Quinta Comisión.

Señor Presidente,

Los Estados Miembros del MERCOSUR y Estados Asociados apoyan decididamente sus esfuerzos, así como los del Secretario General y de todos los países para impulsar el proceso de reforma, incluso la relacionada con la gestión, de modo de lograr una Organización más eficiente, democrática y representativa.

El tratamiento de los tres temas centrales del debate temático de hoy; implementación de mandatos, planificación y proceso presupuestario y administración de recursos humanos, es de la mayor relevancia. Sin embargo, en vez de favorecer una aproximación fragmentada de la reforma de la gestión, que deja de lado otros aspectos igualmente relevantes, nos inclinamos por una perspectiva integral en el análisis, que comprenda la amplia diversidad de materias en que las Naciones Unidas tienen competencia.

Los países del MERCOSUR y Estados Asociados estamos convencidos de que es necesario contar con una Secretaría eficiente, transparente, responsable, y dotada de suficientes recursos para hacer frente a la creciente demanda de sus actividades. En otras palabras, comprometida con el cumplimiento de mandatos que van en directo beneficio de la comunidad global en su conjunto.

En materia de generación de mandatos, reconocemos que los Estados Miembros debemos hacer mayores esfuerzos por redactar claramente objetivos y plazos; pero también le compete a la Secretaría mejorar la implementación y acotar los márgenes de interpretación de las resoluciones de la Asamblea General. Creemos que un mecanismo que defina las responsabilidades en la implementación, así como las líneas de rendición de cuentas, podría ser de utilidad en este sentido. También consideramos que la Secretaría debe presentar presupuestos adecuados para la implementación de los mandatos que se le asignan, y que los Estados Miembros debemos aprobar responsablemente los recursos adicionales que las nuevas actividades que acordemos demanden.

Respecto del ciclo de presupuesto, el MERCOSUR y Estados Asociados estiman que la introducción del presupuesto en base a resultados ha significado una mejora técnica en materia financiera y ha contribuido a delinear responsabilidades de gestión. A casi ocho años de su puesta en marcha, se hace necesario un informe completo sobre los resultados de esta experiencia, incluyendo logros y fracasos, así como los desafíos futuros. Un informe integral sobre gestión en base a resultados que será considerado por la Quinta Comisión durante la 63ª sesión de la AGNU, complementará, sin duda, el avance alcanzado en la materia. Aunque creemos que la Quinta Comisión ha mejorado sensiblemente sus métodos de trabajo, todo ejercicio para profundizar esta mejora a través de la difusión de información, la transparencia y la comprensión de la técnica presupuestaria a través de la organización de seminarios y talleres será bienvenido.

En materia de recursos humanos, nuestros países han repetido incansablemente una verdad evidente: el personal de las Naciones Unidas es el capital más valioso con el que cuenta la Organización. Sin su personal, los mandatos no serían ejecutados y los objetivos no podrían ser alcanzados. Sin embargo, los Estados Miembros no parecen querer asumir los costos que esta verdad provoca. Durante el pasado mes de marzo, la Quinta Comisión consideró dos propuestas de la Secretaría para mejorar las condiciones de servicio de su personal: la simplificación de arreglos contractuales, y la armonización de esas condiciones con el personal de los Fondos y Programas. Lamentablemente, ellas no pudieron ser acordadas en esa oportunidad. Esperamos que durante la próxima sesión puedan alcanzarse los consensos necesarios que permitan avanzar en esta dirección. Aunque la "Iniciativa 4 países" se ha enfocado más en cuestiones de reclutamiento y posiciones en los altos cargos de la Organización, coincidimos con la mayor parte de sus propuestas, incluyendo la necesidad de mejorar los procesos, proveer mayor capacitación y reflejar de modo más acabado la naturaleza universal de nuestra Organización.

Señor Presidente,

Finalmente, esperamos que este debate pueda enriquecer el trabajo de la Quinta Comisión, donde se le podrá dar un seguimiento adecuado. Nuestros países le dan la bienvenida al debate franco y constructivo dentro de este formato, pero debemos dejar en claro que el mismo tiene como principal objetivo la discusión estratégica, y en ningún caso se traducirá en una modificación de los mecanismos existentes de toma de decisiones. Al respecto, reafirmamos que sólo la Quinta Comisión es la comisión principal encargada de los asuntos administrativos y presupuestarios de la Asamblea General.

Para concluir Señor Presidente, los países del MERCOSUR y Estados Asociados le reiteran el apoyo y se comprometen en una actitud productiva para este debate temático y a futuro sobre un tema tan trascendente de la agenda de la Asamblea General.

Muchas gracias



Mr. President of the General Assembly,  
Mr. Secretary-General,

Mr. President,

It is my pleasure to deliver this statement on behalf of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and the Bolivarian Republic of Venezuela, Members of MERCOSUR and Associate States. We associate ourselves with the statement of Antigua and Barbuda, on behalf of the Group of 77 and China, and with that of Mexico, on behalf of the Rio Group, and would like to provide some specifications and comments regarding the issues proposed for this Thematic Debate.

Mr. President,

First of all, we would like to underline the concept according to which the reform process must strengthen multilateralism. In this sense, MERCOSUR and Associate States would also like to make its voice heard and add its point of view on this question from our standpoint and particular concerns that stem from our joint identity.

From the first moment we have participated in the efforts of the management reform, a process that we foresaw as a constant exercise that will always have to adapt to new global realities. Since 1997 the General Assembly has adopted numerous resolutions with grounds on the reports of the Secretary-General and the recommendations of the experts of the Advisory Committee on Administrative and Budgetary Questions (ACABQ). Reality indicates that it is necessary to speed up their implementation.

Since the 2005 Summit we, Member States, have approved several aspects of the management reform, as for example the creation of the Independent Audit Advisory Committee, the Ethics Office and the whistleblower policy. At the same time, we have made progress in several items, such as the adoption of a new procurement system, the administration of justice, and human resources management.

New international challenges require urgent and efficient responses that allow the Organization to fulfill the requirements of our peoples regarding development, human rights and security.

It is just to acknowledge the extraordinary achievements of the United Nations in different fields. These are results that Members of MERCOSUR and Associate States appreciate deeply. However, we consider that some problems and complexities still need to be addressed. For instance, the lack of coherence, the bureaucracy and some inefficiencies. Since we are interested in the full and complete implementation of the mandates that emanate from the Organization, we need to rethink how the United Nations carry out its mandates and tasks and how we can give it appropriate and updated tools for this objective.

Mr. President,

We highly appreciate the fact that you have convened this meeting entitled "Towards a common understanding on Management Reform", where it is expected that ideas and exchanges of viewpoints will take place in an honest and constructive manner. We would like to thank you for doing so, as well as to thank the presence of the Secretary-General and other high ranking authorities of the Organization, which shows the interest and importance of this subject. MERCOSUR Members and Associate States believe that substantive part of the intergovernmental process of decision-making must take place within existing mechanisms. However, we consider that this type of meetings might be beneficial for a better understanding of the reform in its entirety and to orient the action of the corresponding committees.

MERCOSUR Members and Associate States are convinced that management reform must stem from the following premises:

- A) It should respect the visions and opinions of Member States;
- B) It should stem from the notion that the United Nations is an entity with unique characteristics and it cannot be treated as a private corporation and;
- C) It should request to the Secretariat the efficient implementation of all mandates given by Member States, for which all necessary resources should be available.

MERCOSUR Members and Associate States consider it convenient to highlight, as a very relevant input, the effort undertaken by a group of countries (Chile, South Africa, Sweden and Thailand), members of the so-called "Four Nations Initiative (4NI)" whose work is reflected in a final document entitled "Towards a compact", which analyzes important areas linked to the functioning of the United Nations, such as governance and management, human resources management, financial, the planning and budgetary process, and the cycle of mandates. This initiative shows us that the presentation of proposals is not only prerogative of the great powers but may also be done by all States. In this sense, we appreciate the work of the 4NI and the 32 proposals they elaborated, which are a valuable input and constitute a fresh perspective to the reform process.

We consider of special importance the difference that is presented between Member States, to whom it is entrusted the governing of the organization, and the Secretariat. In effect, it is Member States' competence to decide upon the course



of the Organization whereas the Secretariat is in charge of its management which is why it should effectively and efficiently implement the mandates of its main organs. Thus, Member States have the prerogative of requesting higher levels of accountability, which not only will increase the trust of those who govern the Organization but will also facilitate the decision-making process.

Given the quality and quantity of the aforementioned proposals and the work of consensus they required, in the future it would be useful to take them into consideration for the work of the Fifth Committee when dealing with similar subjects and in a strategic sense. However, we acknowledge that all decisions of the General Assembly must be the result of the deliberations of all Member States upon the reports of the Secretary General and corresponding recommendations of the ACABQ to the Fifth Committee.

Mr. President,

MERCOSUR Members and Associate States firmly support your efforts, and those of the Secretary General and all countries to advance the reform process, including the management, so that a more efficient, democratic and representative Organization may be achieved.

The consideration of the three main subjects of today's thematic debate, namely, the mandate cycle, the budgetary and planning process, and human resources management is of greatest importance. However, instead of favoring a fragmented approach of management reform that leaves other equally important aspects aside, we favor an integral perspective in the analysis, comprehensive of the ample diversity of subjects where the United Nations has competence.

MERCOSUR Members and Associate States are convinced of the need to have an efficient, transparent and accountable Secretariat, which has sufficient resources to face the increasing demand of its activities. In other words, a Secretariat committed to the implementation of mandates that directly benefit the global community as a whole.

In reference to the generation of mandates, we recognize that Member States must make greater efforts to clarify the objectives and terms. However, it is up to the Secretariat to improve the implementation and limit the margins for interpretation of General Assembly resolutions. We believe that a mechanism that defines responsibilities of implementation, as well as lines of accountability could be useful in this sense. Also, we consider that the Secretariat must submit adequate budgets for the implementation of mandates that are assigned to it and that we, Member States, must responsibly approve any additional resources that new activities that we agree upon demand.

Regarding budget cycle, MERCOSUR Members and Associate States believe that the introduction of the results based budget has provided a better financial technique, and has contributed to outline management responsibilities. After almost eight years after its launch it is necessary to undertake a comprehensive report on the results of this experience, including achievements and failures as well as future challenges. A comprehensive report on results based management that would be considered by the Fifth Committee during the 63<sup>rd</sup> session of the UNGA would undoubtedly complement the progress reached in this field. Though we believe that the Fifth Committee has considerably improved its working methods, we welcome all efforts to deepen this improvement through dissemination of information, transparency and the understanding of budget techniques through the organization of seminars and workshops.

Regarding human resources, our countries have repeated untiringly an evident truth: the staff of the United Nations is the most valuable asset of the Organization. Without its staff, the mandates would not be implemented and the objectives would not be reached. However, Member States do not seem to want to deal with the costs that this truth brings about. During the past month of March, the Fifth Committee considered two proposals of the Secretariat to improve the conditions of service of its personnel: the streamlining of contractual arrangements and the harmonization of these conditions with the staff of Funds and Programmes. Unfortunately, it has not been possible to reach agreement at that time. We hope that during the next session the necessary consensus will be reached that will allow progress in this direction. Even though the 4NI has focused more on recruitment issues and the filling of high ranking positions of the Organization, we agree with most of its proposals, including the need to improve processes, provide better training and reflect the universal nature of our Organization in a more complete manner.

Mr. President,

Finally, we hope that this debate may enrich the work of the Fifth Committee, where adequate follow-up could be given. Our countries welcome the honest and constructive debate in this format but we must make clear that its main objective is to further strategic debate and in no way it is going to be translated into any modification of the current decision-making process mechanisms. In this respect, we reaffirm that only the Fifth Committee is the main committee of the General Assembly entrusted with the administrative and budgetary issues of the Organization.

To conclude, Mr. President, MERCOSUR Members and Associate States reiterate their support and commit themselves to maintain a productive position throughout this thematic debate and in future on such a transcendent subject of the agenda of the General Assembly.

Thank you very much.





**PERMANENT MISSION OF THE REPUBLIC OF CUBA TO THE UNITED NATIONS**

315 Lexington Avenue ♦ New York ♦ N.Y. 10016 ♦ (212) 689-7215 ♦ FAX (212) 689-9073

**STATEMENT BY H.E. MR. RODRIGO MALMIERCA DIAZ, PERMANENT  
REPRESENTATIVE OF CUBA TO THE UNITED NATIONS THEMATIC  
DEBATE OF THE GENERAL ASSEMBLY  
"TOWARD A COMMON UNDERSTANDING ON MANAGEMENT REFORM"  
NEW YORK, 8 APRIL 2008**

Mr. Chairman,

Allow us to thank you for convening this Thematic Debate on an issue that we are all concerned at and give priority to. Likewise, we thank the Secretary-General, Mr. Ban Ki-moon, for being at this debate, and to the officials from the Secretariat and other expert bodies who will be participating with us during these days.

My delegation would also like to fully associate itself with the statement made by the distinguished Permanent Representative of Antigua and Barbuda on behalf of the G77 and China.

Mr. Chairman,

At the outset, we would like to thank the countries engaged in the Four-Nation initiative for their effort to make proposals on matters of UN Secretariat management. We recognize the usefulness of many of their proposals, while at the same time we think that we should focus our debate on all management areas.

The statement made by the G77 and China covers all aspects that we consider to be most relevant for Management Reform, and as such we will only make some general remarks that, in a way, complement what it has already been said.

While other delegations have underscored it, we would like to reiterate once again that for the Cuba delegation, the Fifth Committee is the only body in charge of the analysis of administrative and budgetary matters of the United Nations, as are the expert bodies and subsidiary organs that have been mandated to support the work of said Committee. There are plenty of examples of problems arising the moment this principle is tried to be distorted and we hope that we all agree to continue working under this principle.



We would like to stress that to our country, the efficiency in the application of the mandates given by Member States and effectiveness in their implementation and in the use of the resources that we contribute to the Organization is an issue of the utmost importance in any kind of reform to the UN Secretariat. Likewise, we consider that on that account, one of the main aspects to bear in mind in any such debate is how to enhance accountability of the Secretariat and especially of high-ranking officials toward Member States.

We recognize that currently the Fifth Committee has an outstanding assessment of a proposal of the Secretary-General on an accountability framework in the Secretariat and we hope that discussions on this issue will yield the results we want. Clear areas of responsibility and accountability shall be established and the officials shall be more accountable for their actions to the Member States.

Mr. Chairman,

While more efficiency and effectiveness in the use of resources is called for, Member States should also be responsible for contributing the necessary resources for the implementation of all mandates. Attempting to generate increasingly more and newer mandates while at the same time not calling for zero budget growth, but calling for reducing the budget is counterproductive.

The UN's role, not only in the area of peace and security, but also in development, cannot be undermined due to lack of resources. We must demand efficiency in the use of resources while at the same time be responsible and grant the necessary resources for the implementation of new mandates.

We would like to stress that for our country, the reform process in administrative and budgetary matters did not start with the Outcome Document of the September 2005 Summit, as some Member States seem to believe. Like any reform, it is a long-term and continuous process, which must not be an end in itself and which should seek to improve the Organization's functioning and not only to reduce costs.

Likewise, it is a process that should not be construed in an isolated manner, but which is interweaved with other reform processes. As such, the Member States should be aware of the fact that the result of our actions in management reform will have an impact on other processes and therefore we must carry out a thorough and careful assessment of each decision we make.

We have stated more than once our concerns at the manner in which the budget has been allocated in the last few years, but we also understand that the Secretariat cannot always remain within the budget preparation cycle, when Member States request new mandates outside such cycle.

Our Organization's characteristics render impossible to believe that such situations can be fully eradicated. Having to face unexpected situations that require our action is something we cannot avoid and must not postpone for the single fact that it has not been adequately presented within the framework of the budget process. At the same time, the Secretariat should by all means prevent foreseeable situation that can be incorporated to the budget process from being left outside it.

Mr. Chairman,

We most point out our disappointment to the Secretariat's strategies to achieve more geographical representativeness. The international character of this Organization is undermined whenever a few countries hog the majority of the posts. Some of the high-level positions, contrary to the agreed resolutions, still remain in the hands of nationals of the same countries.

The objective of achieving a geographical balance and larger female representativeness in the secretariat should be a priority of the Organization. We will not reiterate our position on the mandate-review exercise, because the Joint Coordinating Committee of the G77 and China and the Non-Aligned Movement has been very clear as to how we understand such process. However, we warn that we do not wish to retake discussions on the proposals contained in the Report of the Secretary-General on mandate review, which were already discussed and did not receive the approval of the majority of Member States. We should focus on the implementation of the mandates and seek that they are duly implemented. That should be our priority.

Lastly Mr. Chairman, we hope that our statement will contribute to this debate and that the dialogue with the Secretariat that we will hold tomorrow will be fruitful.

At the same time, we reiterate our position that the outcome of this debate should be the same as the rest of the thematic debates carried out in the General Assembly and that it should not go beyond the functions and prerogatives of the Fifth Committee in this matter.

Again Mr. Chairman, we thank you fro convening this thematic debate.

Thank you very much.





## *Permanent Mission of Japan to the United Nations*

866 United Nations Plaza, New York, N.Y. 10017 Phone: (212) 223-4300 · [www.un.int/japan/](http://www.un.int/japan/)

Statement by Ambassador Yukio Takasu  
Permanent Representative of Japan  
to the United Nations  
At the Thematic Debate of the General Assembly:  
Towards a Common Understanding on Management Reform  
8 April 2008

Mr. President,

Japan attaches great importance to transparent, effective and efficient management of the United Nations, and fully supports the Secretary-General's efforts towards this end.

I would like to share some of our thoughts on the mandate cycle, focusing on how to manage financial and human resources to meet mandated activities.

### **【Mandate Cycle】**

In reviewing the mandate cycle, we should conduct a comprehensive examination and analysis that covers the following five phases, namely:

- (1) Generation of policy directives (mandates);
- (2) authorization of resources to implement mandated activities;
- (3) implementation (and management) of mandated activities;
- (4) evaluation of mandated activities; and
- (5) feedback of the evaluation findings into the formulation of future mandates.

Throughout this cycle, it is the collective responsibility of Member States, the Secretariat and oversight mechanisms of the Organization to ensure the effectiveness and efficiency of UN activities. All should endeavour to fulfil their respective responsibilities to the maximum extent possible in good coordination among themselves.

### <Generation of policy directives (mandates)>

To make enlightened decisions for generating a mandate in legislative organs such as the General Assembly, the Security Council and the ECOSOC, Member States need relevant programmatic as well as financial information. In this regard, it is incumbent upon the Secretariat to apply the maximum discipline and to submit programmatic information that represents the indispensable minimum in scope and size, eschewing all unnecessary duplications with existing mandates. As to programme budget implications (PBI), it must fully comply with PPBME Rule 105.8. It should provide Member States with information on (1) overlaps, (2) effectiveness and (3) past activities of a similar nature, if any, including implementation and evaluation findings on the extent to which they contributed to programme objectives.



Each mandate should have time-limited objectives to ensure opportunities for legislative oversight. Provisions of PPBME such as its Rules 107(a) and 107(b) refer to “time-limited objectives.” Member States should seriously consider, as they adopt a new mandate, to include time-limited objectives for example five years. At the end of the period, relevance and urgency of the mandate must be re-established before continuing further.

In order for Member States to be better custodians of mandates, they should ensure that not only new mandates but also all existing mandates reflect current need, and be implemented effectively and efficiently. In this connection, we must advance the ongoing mandate review as vigorously as possible. I sincerely thank the co-chairs of the review process, Ambassador Banks and Ambassador Mbuende, in this regard.

<Authorizing resources to implement mandated activities>

In order to maintain the long-term strength and viability of the Organization, we must be prudent in aligning mandate generation and resource authorization. To that end, the overall budget level and its allocation among programmes should be predictable and politically acceptable to the Member States. The Secretary-General is expected, in submitting initial programme budget proposals, to present all the anticipated needs of the Organization for the next two years and exercise prudent financial discipline to implement the existing and expected new activities in the most cost-efficient manner.

The General Assembly approved 4.171 billion dollars for the 2008-2009 regular budget last December. It also approved additional 33 million dollars this March. Moreover, it is expected that there will be substantial additional requests emanating from programme budget implications from the Member States and revised estimates from the Secretary-General. The piecemeal submission of additional requests is not conducive to consensus approval of the budget. Additional regular budget for 2008/09 may amount to nearly \$1 billion, on the top of the approved budget for CMP and expected PKO budgets. This is excessive and difficult to accept for my delegation.

To address the unprecedented increase of add-ons to the regular budget, we should follow the well-established budgetary procedures and methodology, based on GA resolutions 41/213 and 42/211. It is the collective responsibility of the Secretary-General as well as Member States to ensure that additional expenditures shall, first of all, be absorbed within the existing resources. And if not possible, those additions must be contained within the level of the contingency fund. Exceeds in the contingency fund can only be included in the budget through redeployment of resources or modifications of existing activities. Otherwise, such additional activities will have to be deferred until the late biennium. These mechanisms bring dynamism in the budgetary process.

In this regard, advance planning is required, especially for Human Rights Council and CEDAW so that their further programme budget implications can be included in the proposed strategic framework and proposed budget outline for 2010-2011. Incessant



and haphazard submission of PBIs such as those of the Human Rights Council and CEDAW seriously undermines the budgetary discipline of the Organization.

My delegation is concerned with rapid increase of cost of the special political missions in the past four years, from \$188 million to \$420 million this year and even higher next year. The Secretariat should make every effort to submit proper estimation of the political and security situation to the Security Council and then should submit most prudent and realistic requirements of resources to the General Assembly.

Moreover, we would like to encourage the Secretary-General to take full advantage of the flexibility with which he is provided by the General Assembly resolution 60/283 to reallocate up to \$20 million to meet the evolving needs of the Organization, before requesting additional resources during the biennium. We are ready to continue to cooperate with the Secretary-General if he makes every effort to bear fruits by utilizing the existing resources through redeployment and flexibility clause before coming up to us with new budgetary request.

<Implementation>

Results-based budgeting and management require further development. Instruments that exist at present for informing Member States about performance are weak. As the ACABQ has pointed out and the General Assembly has endorsed on numerous occasions, there is a need for further adjustment and deliberations for an effective implementation of the results-based management and the tools to relate resources to results. To improve the system of accountability and responsibility, each programme manager should have periodical dialogue with appropriate legislative bodies to explain to what extent intended objective of mandates are fulfilled and problems encountered. Also, the Secretariat should respond positively to the General Assembly's request to report on the options for applying cost-accounting techniques drawing on best international practices, and ensure that the techniques would be applied under the new Enterprise Resource Planning (ERP) system. More generally, relevant financial information (related to mandates as well as the financial implications of changes that are made after their initial formulation) should be made readily available. The ERP system must meet this requirement.

<Evaluation>

Without conducting appropriate evaluation of mandated activities, the Secretariat cannot be held accountable to Member States. The mainstay in this regard is "self-evaluation" by programme managers. At the same time, the evaluation capacities of oversight mechanisms such as JIU and OIOS are equally important.

Existing guidelines for evaluation (as stipulated in Regulations and Rules in Article VII of the PPBME) must be complied with consistently by all programme managers. While the central evaluation function of the Secretariat is assigned to the OIOS, as reaffirmed last year in the context of the current biennium budget with relevant resources being provided, each Department and the OIOS must cooperate.



<Feedback>

It is critical to ensure the use of evaluation findings in improving future mandates and programme content. This requires an effective feedback process. Pursuant to the principle contained in PPBME, Rule 107.4, expert intergovernmental bodies directly concerned with each programme should review evaluation findings and formulate recommendations and they should be sent to the relevant main committee(s) of the General Assembly for appropriate consideration and decisions, with a view to ensuring effective feedback.

### 【Human Resources Management】

Mr. President,

For the Organization to meet the challenges emanating from on-going and new mandates, robust human resources management is the key issue to be tackled. Here are the factors that deem indispensable to such management.

In the Secretariat, every professional post is geared to specific activities. So, when new mandates are given by legislative bodies, new posts are often created with new job description. In new management culture, such rigid thinking should be drastically changed. In order for the Organization to keep adopting itself to the evolving mandates, young, multi-skilled, versatile, competent and mobile staff must be recruited and retained. They should respond to emerging, variable and complex mandates effectively, fostering flexible capacity throughout their career. That is why my delegation has been emphasizing the importance of strengthening career development and nurturing leadership among staff.

Second, we must foster the international character intrinsic to the Organization. While we remain fully subscribed to the idea of ensuring the highest standards of efficiency, competence and integrity of the staff, it must be recognized that the United Nations cannot maintain its legitimacy and strength without vigorously applying the principle of equitable geographical distribution of staff.

In this context, we firmly believe that the Organization must vigorously apply the principle of equitable geographical distribution of staff and further reinforce the National Competitive Recruitment Examination. It is an indispensable means to recruit qualified core staff providing long-term career positions. Considering the large number of departure due to the retirement during the next few years, it is the opportune timing to strengthen the recruitment and career development policies of the Examination.

We deplore the situation that many successful candidates of the Examination have been waiting for years to be recruited and sometimes for a decade for their placement. One of the reasons of this delay is related to the fact that appropriate P2 posts are not reserved for accommodating those candidates. The ratio of the number of P-2 and P-3 posts



should be increased. Otherwise, we cannot expect young prospective career international staff from underrepresented Member States to join the Organization.

At present, candidates from the National Competitive Examination are recruited on probationary contracts, which are, subject to satisfactory performance, converted to permanent contracts after two years. We strongly oppose to the idea of prolonging the probationary period for candidates for these examinations, as it would seriously undermine the value and effects of the NCE.

Although P-2 staff recruited from NCE are given precedence when he/she applies to a P-3 position, the same does not apply when they apply to P-4 or above. As they should be treated core international staff who can respond the variety of mandates, we have to assure their appropriate career progress throughout their service.

Last but not least, the management of human resource in the Secretariat should not be left entirely to the discretion of respective programme managers concerned. Under the current system of delegating authority, it is extremely difficult for the Secretariat as a whole to comply with key organizational policies relating to recruitment, which include ensuring geographical and gender balance. The mobility policy also faces an inherent conflict of interest between line managers, who focus on immediate tasks, and the Organization as a whole, which is expected to envisage long-term interests.

In this context, consideration should be given to steps such as

- strengthening OHRM's function in achieving overall Organizational goals under the strong leadership of the Secretary-General,
- the direct participation of OHRM in the interview process of the recruitment of staff,
- strengthening the function of the Central Review Bodies, and
- improving measures for gauging the performance of senior managers.

These measures should help hold the Secretariat accountable and responsible to Member States.

Thank you.



## United States Mission to the United Nations

140 East 45<sup>TH</sup> Street  
New York, NY 10017

---

### **Statement by Ambassador Zalmay Khalilzad, U.S. Permanent Representative Thematic Debate – “Towards Common Understanding on Management Reform, April 8, 2008**

---

Mr. President,

I wish to express our appreciation to you for organizing this thematic debate on management reform. We believe that the three subjects that you have identified for particular focus during the debate are timely and critical to the success of the United Nations in achieving its goals and objectives so important to Member States and to millions around the world who directly depend on the Organization. In my presentation today, I will focus primarily on the subject of planning and the budgetary process of the Organization, although I will also touch briefly on the two other subjects: the mandate cycle and management of human resources.

#### *The Budgetary Process*

Mr. President, we need to reform the way we are dealing with the budget. The immediate reason is what has happened with the 2008-2009 budget. Initially, the Secretary General submitted a proposed budget of \$4.39 billion, which he subsequently increased to \$4.6 billion. However, at the same time, the Secretariat identified some one billion dollars in additional "add ons". These "add ons", if ultimately approved, would have resulted in an increase of some 25 percent from the 2006-2007 biennium budget -- the largest increase and the largest budget in the history of the UN. In the end, the General Assembly made a number of cuts and deferred action on a number of significant items, bringing the "initial" budget for the biennium down to \$4.17 billion - the same level as the 2006-2007 budget.

While Member States took different positions on various aspects of the budget, there were several concerns: First, the piecemeal way in which it was presented and considered. This approach prevented Member States from having the opportunity to weigh the proposals contained in the budget as a whole and engage in any meaningful process of priority setting. We are now confronted with proposals totaling some one billion dollars in additional costs that we are required to consider in the Main session of the 63rd General Assembly next Fall.

Having acted on the initial budget last Fall, our capacity to rationalize among the various proposals in the budget is limited to those that will be before us in the Fall. With few rules to guide us in dealing with the one billion dollars in "add-ons," we must try to set priorities and determine what is absolutely essential. We will do our best, but Member States will need help



from the Secretariat. For example, consistent with existing provisions regarding the budget process for dealing with new proposals, we would urge the Secretary General to propose off-sets as one of the means for financing new or expanded activities not involving matters of peace and security.

Second, the lack of discipline in the proposed budget process which threatened such unprecedented growth.

Mr. President, for future budgets, we believe that more improvements are possible, and we are buoyed by the possibilities that might flow from this thematic debate. Initially, we would like the Secretary-General to issue a budget outline for 2010-2011 that reflects a fully funded budget without informally identifying additional “add-ons” to be addressed later in the biennium. We would also like to see implemented existing provisions in the budget process approved by the General Assembly that call upon the Secretary General to make proposals for savings or reductions when introducing proposals for new spending after the adoption of the budget. Like any fiscally responsible public or private entity, unrestrained budget growth is not sustainable unless reductions or savings are also part of the budgeting process.

Because the issue of UN management reform is so important to the future of this institution, the United States is grateful to the four member states – Chile, South Africa, Sweden, and Thailand – for their timely and excellent contribution to our discussions. The ideas that they have generated provide food for thought and many go to the very heart of the issues under discussion. For example, we believe that the idea for improving evaluation and accountability are worthy of our consideration. Without good information about the performance of mandated activities, it is extremely difficult for Member States to decide whether and how to extend or terminate these mandates. In addition, their ideas for training staff and the delegates of member states on good budgeting practices and the latest evaluation tools also are worthy of our consideration. And while accountability is often seen as a negative function, we believe it is equally important to recognize positive achievements disclosed through an effective evaluation process. In short, the United States welcomes the ideas generated by these four Member States and looks forward to discussing those and other ideas with our colleagues.

Mr. President, never before has the well-being of so many people depended on the United Nations. And because the UN’s work is so important and to sustain support for the UN budget with member states, we must act strongly to prevent corruption, mismanagement, and abuse. If we do not, we would be squandering scarce resources and undermine the UN’s reputation and credibility. We are all responsible for providing the world with a UN that is capable of tackling the world’s most pressing problems without losing sight of our responsibilities of sound budget and management practices. We must all support initiatives throughout the UN system to improve management, transparency, and ethics practices so that the UN is more effective and more accountable.



### *Mandate Cycle*

Mr. President, my government believes that mandate review is one of the most important of the reforms agreed upon at the 2005 Summit of World Leaders. We, like others, believe that mandate review offers the opportunity to eliminate obsolete, overlapping or redundant mandates and make the Organization more efficient and effective. We are frustrated with the lack of significant progress in conducting this review since that Summit.

Nonetheless, the U.S. continues to believe that a meaningful mandate review process is important as the Organization enters the 21st century. In this respect, we welcome and support the renewed efforts of the Co-Chairs' of the Informal Plenary, New Zealand and Namibia, to substantively and constructively address mandate review. My delegation reiterates the importance it attaches to the efforts of the Co-Chairs to obtain information from the Secretariat on how they implement and execute activities under their mandates, and whether these activities are redundant or inefficient. My delegation also supports the efforts of the Co-Chairs to acquire budgetary and financial information from the Secretariat. This information is critical for meaningful evaluation, review, and analysis of mandates. We believe that the Secretariat could, and should, be more forthcoming in providing such information.

Mr. President, my delegation looks forward to working with the Co-Chairs and other Member States in making progress on this important matter.

### *Human Resources Management*

In our statements related to the 2005 Outcome Document and in our statements before the Fifth Committee, the United States has consistently recognized the need for human resources management reform and has supported measures to improve the way the United Nations manages its most valuable resource -- people. Human resources management comprises many elements and the Secretary General has proposed changes in a number of them. However, the most important outstanding proposals relate to streamlining the system of contractual arrangements, harmonizing conditions of service, and increasing the effectiveness of UN field missions. The United States is optimistic that progress will be made on these important elements of human resources management.

Management reform is vital for making sure that the UN is as effective and efficient as possible to serve people of the world. Mr. President, we thank you for calling for this thematic debate on this important issue. We hope that it will provide new ideas and perspectives on how best to manage and govern this vital institution.

**EGYPT**



**مصر**

The Permanent Mission of Egypt  
to the United Nations  
New York

بعثة مصر الدائمة  
لدى الأمم المتحدة  
نيويورك

**Statement by**

**H.E. Ambassador Maged AbdelAziz**

**Permanent Representative of the Arab Republic of Egypt**

**Before**

**The Thematic Debate on  
“Towards a Common Understanding on Management Reform”**

New York, April 8<sup>th</sup> 2007

Check against delivery



Mr. President,

At the outset let me start by thanking you, Mr. President, for holding this Thematic Debate on such important issue as well as thanking the Secretary-General and the Senior Officials of the Secretariat for participating in the Debate. I also wish to express our appreciation for the efforts made in the context of the Four Nations' Initiative and the useful proposals it contains, as well as the inclusive and comprehensive dialogue its members undertook with Member States and for arranging two seminars in Santiago and Bangkok in compilation of the report.

While fully associating ourselves with the Statement made by the Permanent Representative of Antigua and Barbuda on behalf of the Group of 77 and China, I wish to make the following additional comments.

For us, we believe that the Management and Secretariat Reform is an ongoing exercise and a crucial tool to ensure the effective functioning of the Organization and that for reform to be meaningful, it should be aimed at strengthening the ability of the Organization to implement its mandates effectively and at better enabling it to serve the interests of the collective membership. The objective is to make the United Nations Secretariat more efficient, effective and accountable to Member States. It should also be more responsive to the priorities collectively agreed to by all Member States.

In this regard, we wish to reiterate our standing positions on the fundamental principle that while dealing with reform proposals, the intergovernmental nature of this Organization should be upheld. We share a collective agenda and a common interest in making the United Nations more responsive to the present-day needs of our people. It is therefore a prerequisite that the views of Member States on reform should be taken into account. Similarly, while fully respecting the role of the Fifth Committee as the main Committee entrusted with administrative and budgetary matters, reform proposals which have related political aspects need to be considered carefully at the political level before looking at the financial requirements they entail, so as to ensure that the General Assembly give clear guidance to the Secretariat and that they garner the support needed for their implementation.

Moreover, Member States need to have a clear idea about all issues on this reform agenda in order to identify priorities, give clear mandates and allocate adequate resources for those issues. This consequently shows the need for a holistic approach to reforms, since -as has been said previously- all reforms are interlinked and mutually reinforcing one another, and since it is imperative to make a clear distinction between the legislative and oversight prerogatives of Member States on one hand and the executive and implementation role of the Secretariat on the other hand.

Mr. President,

We believe that the Budget document should present a comprehensive picture of all mandated activities along with all the resources, including the total posts and non-post requirements that Member States need to approve. Resources requested in the programme budget should conform to the legislative mandates established by the principal and subsidiary organs. In order to ensure the smooth functioning of this process, there is a need on one hand for avoiding a piecemeal approach that might undermine the budgetary process and budget discipline and makes it difficult for Member States in determining resource requirements for priority activities, as well as the need, on the other hand, for striking a meaningful balance



between the priorities of mandates issued by various Principal Bodies of the Organization, the allocation of resources to them and their rate of implementation,.

We all recall that the last negotiations on the Programme Budget showed the need to ensure the Secretariat's full respect to the budgetary process and to allow sufficient time for Member States to consider the proposals the Budget document contains through its early introduction and full explanation. In the mean time, We should bear in mind the uniqueness of the United Nations as an Organization that corresponds to reality and developments. Mandates stemming from its Principal and Subsidiary Organs as well as the need to respond to situations worldwide (Humanitarian Crisis, Natural Disasters, Peacekeeping...etc) inevitably result in additional financial requirements.

As regards mandates generation/review, we consider that this is an issue that deserves addressing in the context of the mandate review process, in view of the close relationship between them. In the meantime, there is a need to address Member States' disappointment of the slow or lack of implementation of some mandates, which results in repetition of some of those mandates. This can be done through elaborating an effective monitoring system and through periodic reports on the status of implementation in order to allow Member States to decide on the need for renewing any mandate. On the other hand, defining specific timeframe for implementation and results is a very ambitious idea since prioritization and allocation of necessary resources can be very cumbersome.

Turning to Human Resources Management Reform, the "Four Nations' Initiative" included very helpful proposals in this area focusing on the aspects related to enhancing transparency in recruitment of staff and appointment of high level officials, with due regard to equitable geographic distribution, including in extra budgetary posts, which we fully support. However, there are many other areas of importance such as streamlining the contractual arrangements and the harmonization of conditions of services as well as mobility, which constitute important areas in enhancing the ability of the Organization to make better use of its staff which are its most valuable asset.

In addition to the three areas of focus of the Thematic Debate, we believe that other areas like enhancing accountability of the Secretariat to Member States as well as reforming Procurement activities, in particular in the context of peacekeeping operations, should be an integral part of the discussion. While admitting that a lot has been achieved, more still needs to be done to increase transparency in the work of the Secretariat in both areas, where concern over the lack of a well-defined accountability framework and clear guidelines to hold programme managers accountable have been repeatedly indicated.

Without accountable, cost-effective, efficient and transparent United Nations' procurement practices, the provision of essential goods and services to the Organization could be hampered, billions of dollars of contributions of Member States might be ill spent or not properly accounted for and the legitimacy of peacekeeping operations would be jeopardized

Finally, Mr. President, We are looking forward for the discussion with the Secretariat tomorrow, as well as for having similar opportunities for interaction between Member States and the Secretariat which is crucial in giving guidance on all areas of work of the Organization, in particular on the Reform agenda.

I thank you.

Statement by  
**H.E. HILARIO G. DAVIDE, JR.**  
Permanent Representative, Republic of the Philippines

Informal Thematic Debate of the General Assembly on  
**“Toward a common understanding on management reform”**  
New York, 08 April 2008

Mr. President,

My delegation's profound appreciation goes to you Mr. President for convening the General Assembly for this informal thematic debate on Management Reform. Midway into your watch, you have already accomplished much in terms of demonstration of political will to pursue reform initiatives in the U.N. No one among us – and perhaps even among those before us – believes that these reforms are not needed. Thus we congratulate you Mr. President for your dynamism, courage and determination. Forthwith, my delegation pledges and commits its full support to your endeavors.

Undoubtedly, management is one area which needs reform. When the founding fathers of the U.N. signed the U.N. Charter, they were fully aware that keeping alive the preamble and achieving the purposes and principles of the U.N. Charter presuppose and require an on-going process and dynamic growth. They never believed that the U.N. would exist in a vacuum. My delegation is aware that some reforms would be extremely difficult to achieve. But there are many which can be instituted or put in place within a reasonable time if there is a political will to do so.

Some of the doable management reforms relates to reform of the Secretariat to make it more effective and efficient and accountable in light of the increase in the membership of the U.N., the changing times and the complexities of global problems. My delegation supports the efforts of the Secretary-General to reform the Secretariat. A re-engineering is necessary. Change management is the key.

Mr. President,

My delegation associates itself with the statement delivered by the distinguished representative of Antigua and Barbuda speaking on behalf of the Group of 77 and China. At the same time, we would like to underscore the following points:

First, the plenary jurisdiction of the General Assembly to review, revise, change or terminate its legislative mandates should not be infringed. Mandates created by consensual decisions can only be altered or ended by them.

Second, full information and adherence to a transparent, open and all-inclusive process in the establishment, review, amendment or termination of mandates are

conditions sine qua non to the exercise to facilitate the formulation of informed decisions that ensure accountability, transparency and fairness.

Third, the Organization should put a premium on sound program planning in budget preparation. This exercise would help present a comprehensive picture of mandated activities along with accompanying resources to aid Member States in determining resource requirements for priority activities.

Fourth, management of the Organization's human resources, the real assets of the United Nations, should be given top priority because they carry out the instructions of the Member States. Efforts to address the concerns of its personnel, particularly the staff, should likewise be addressed.

Fifth, the end goal in all these reforms is not only good governance, but an authentically effective good governance whose main pillars are accountability, transparency and responsiveness and which ensures utmost fidelity to the principles of equality among Member States.

Finally, given that the Organization has to keep up with a rapidly changing world, Member States should endeavor to reach and achieve agreement on reform issues where they can without any further delay and take up later issues where we cannot decide now. As they say, if you want change, there is no time like the present. Apropos to this let me quote an excerpt from a poem:

*Though nothing can bring back the hour  
Of splendor in the grass, of glory in the flower,  
We will grieve not, rather find  
Strength in what remains behind.*

Thank you.





**PEOPLE'S REPUBLIC OF CHINA**  
**MISSION TO THE UNITED NATIONS**

350 EAST 35TH STREET, NEW YORK, NY 10016

**PRESS RELEASE**

(Please check against delivery)

**Statement by H.E. Ambassador LIU Zhenmin**  
**Deputy Permanent Representative of China to the United Nations**  
**at the General Assembly Thematic Debate on Management Reform**

New York, 8 April 2008

Mr. President,

The Chinese delegation welcomes this thematic debate of the General Assembly on management reform. We will actively engage in dialogue and exchanges on this issue with other Member States and the Secretariat. The Chinese delegation endorses the statement made by Antigua and Barbuda on behalf of the G77 and China.

As the most important inter-governmental international organization, the United Nations is playing an irreplaceable role in international affairs. As the world situation evolves, the Organization is facing increasing mandates and a growing need for more resources and better management in authorization, planning, budget procedure and human resources; hence the greater necessity and urgency for management reform. China supports UN management reform as it believes that an efficient and vibrant United Nations that is capable of coping with various complexities and challenges in the world is in the interests of all countries. We are of the view that, in carrying out the management reform, it is imperative to adhere to the following principles:

1. Have a clear direction and explicit goals. Through the reform, we expect the UN Secretariat to introduce more stringent management, enhance accountability and oversight, ensure justice and

transparency, maintain its integrity, avoid cross-cutting or overlapping responsibilities, and improve effectiveness and efficiency.

2. Adhere to the principle of democracy. As management reform has a bearing on the interests of all Member States, the reform process should be an open, democratic and transparent one in which the views of the Member States should be widely sought. The reform measures should have the endorsement of the entire membership so as to reflect fully the inter-governmental nature and character of the United Nations.
3. Increase dialogue and cooperation. The success of the management reform cannot be achieved without the joint endeavors of all parties. Active dialogues are needed among the Member States and between them and the Secretariat with a view to enhancing confidence and cooperation.
4. Stick to the step-by-step approach. A Chinese saying is aptly captured in an English equivalent: "More haste, less speed." Reform is a process which cannot be completed overnight. We should follow the principle of "progressing steadily from easier issues to more difficult ones" with a view to pushing ahead with the management reform in a prudent and proactive manner.

Mr. President,

Since UN management reform was put on the GA agenda in 1997, particularly since the World Summit of 2005, the Member States and the UN Secretariat have worked hard to advance the reform, with noticeable results. To date, many of the management reform measures have been implemented; the United Nations has made marked improvements in such areas as accountability and oversight, transparency, standards of ethical conduct and financial disclosure. It is also working on mandate review and human resources management reform. On the major issues concerning the management reform, we wish to outline the following views and suggestions:

First, mandates. The formulation of mandates should be based on real needs and should avoid duplication. It is essential to ensure the seriousness and effectiveness of mandates as well as the availability of both financial and human resources. In carrying out the mandate review, it is necessary to make full use of the existing mechanisms, such as the Fifth Committee of the General Assembly. At the same time, we should also be open to other pragmatic review approaches on a case-by-case basis.

Second, planning and budgetary procedures. The budgeting process should continue to follow the principle of consensus. The methodology of result-based budgeting needs further improvement. The managers responsible for programming and budgeting should further raise their awareness of the importance of budgetary management, formulate expected accomplishments and indicators of achievement that are practicable, and terminate in good time obsolete and inefficient outputs so as to



ensure the full and effective implementation of the priority programme activities as determined by the Member States. The Secretariat should increase communication and exchanges with the Member States, and provide in its budgetary and performance reports detailed data and information on the use of resources to facilitate the Member States in making informed decisions.

Third, human resources management. It is imperative to pay attention to and take effective measures to address the inadequacies in equitable geographical representation in the field of human resources management. The application of mobility measures should follow the principle of fairness, equity and transparency; meanwhile, measures should be taken to ensure the interests and work continuity of the staff. We support simplified contractual arrangements and unified terms of service, believing that this approach is in line with the overall direction of UN human resources reform and is conducive to attracting and retaining talents for the United Nations Common System.

Mr. President,

The Four Nation Initiative launched by Chile, South Africa, Sweden and Thailand contains a systematic study of the issue of management reform and sets forth some useful viewpoints, e.g. confidence building is a premise of the reform, accountability and transparency provide the tools necessary for confidence building, and strengthening dialogue represents a complement to such formal forums as the GA Fifth Committee. The Initiative also sets out recommendations on the delineation of responsibilities in the management process as well as the status of budget and mandate-related decision-making and evaluation in the process of management. The Four Nation Initiative serves as a useful reference point for deepening the management reform in the United Nations. We appreciate the efforts and contributions made by those countries.

Mr. President,

UN management reform helps enhance cooperation among the agencies, improve management, reduce waste, strengthen the Organization's role and boost its capacity of and efficiency in executing mandated programme activities. We hope that all Member States and the Secretariat will continue to enhance dialogue and cooperation and join hands in advancing the management reform process.

Thank you, Mr. President.



**Statement by HE Youcef Yousfi Permanent  
representative of Algeria to the United Nations on the  
thematic debate on management reform.  
(New York April 8, 2008)**

**Thank you Mr. President**

Let me at the outset thank you for convening such an important meeting at this level. I am sure that our debates on such an important topic will benefit from the input of each and every one of us. Let me also thank Secretary General, Mr Ban Ki Moon for being with us today, attendance that by itself is a witness of his own implication in modernizing and rationalizing of the work of the secretariat.

My delegation aligns itself on the intervention by the distinguished Permanent representative of Antigua and Barbuda, Ambassador John William Ashe in the name of the Group of 77 and China.

**Mr President**

Management reform is an ongoing process. It should not be a cost cutting exercise.

On various occasions this Assembly had the opportunity to address the subject and hopefully took action on the least controversial aspects of it. The impetus was given no doubt during the September 2005 summit and we can consider resolution A/60/1 as a land mark in this regard. We can today assess the results obtained and, in this particular framework, our Assembly is considering the question of mandates, and system wide coherence whilst major reform of the department of the peace keeping operations has already been approved as is being carried out the critical reform of the administration of justice whilst the unit on ethics is already operational.

Another milestone, the reform of the Department of political affairs is under consideration and will no doubt have a positive outcome. In the meantime, we are putting various corrections to the working and functioning of various

entities in the secretariat: are worth mentioning here the reform in and of the procurement process as well as the reinforcement of the investigative mandates. The question regarding the information technology sector has been dealt with positively and the important reform of the management by objectives will experience some refinement shortly.

That for the positive side of our endeavor.

Turning now to the future I would like to make it clear that my delegation would always be in favor of a management reform which benefits its membership as a whole, a reform which is being discussed in a transparent manner, with respect for the various positions in contention, and whose outcome impact positively on the three pillars that are the *raison d'être* of our Organization: security, development and human rights. A smooth, rational and competent working of our secretariat is the backbone of every action of our organization and any misstep will surely impact negatively on the intended outcome and hence on the image of the UN as a whole.

Management reform should be understood as an exercise of rationalization of the various activities of our organization. Rationalization should not mean limitation or the preeminence of the agenda of some to be imposed on the will of others. Trust then is the order of the day and without trust hidden agendas will always be suspected.

It should also mean the following of a logical pattern of behavior and for my delegation it is imperative that those mandates decided by the Security Council should be financed consequently and appropriately. An agreement on this simple principle would avoid lengthy and discussions and impact consequently on savings for the department of conferences.

My delegation also had the opportunity to draw the attention on the growing trend of politicizing the work of the fifth committee an essentially technical body. Budgetary or non budgetary positions should not be used to evade political and democratic debate touching sometimes the concept of the sovereignty of the Nations.



## Mr President

Let me touch now on the main topics you proposed as themes to be debated.

On human resources management my delegation is of the view that the core debate is in relation with the discretionary appointment at the level of USG's and ASG's. I do think that the question for equitable geographical distribution is still to be solved. In the case of my country this representation is far from being adequate.

That is why the galaxy system should be totally overhauled giving the sense and the assurance that qualifications and merits are really the order of the day. As for the top management a formula, away from the actual practice, should be devised to insure that the best are retained and equitable geographical representation, which can be technically organized, respected.

On the same topic my delegation would like more objectivity, more transparency and equitable treatment for all in the management of the internship program.

On budgetary matter my delegation took a constructive part in the various reforms in this sector. It has repeatedly reiterate that rationalization starts at the political decision making level. We unfortunately observe the unwelcome tendency to sacrifice mandates which are of the interest of the majority. We observe also the fact that questions already settled by the General Assembly, as is the case for the question of flexibility, come back again for discussions against the will of the majority.

This leads me naturally to deal with what one aspect of this reform of the management and that in relationship with the implementation of the General Assembly resolutions and its corollary the accountability and responsibility of those in charge of carrying them. This premise explains why my delegation, in the framework of mandate review, wanted an explanation by those managers in charge of implementing GA resolutions, enlisted today to be deleted. A better system of accountability would allow for example that the fifth committee receive in due time the reports programmed to be introduced giving hence the ACABQ enough leeway to think them thoroughly and giving also to the delegations enough time to prepare for the informal discussions.



## **Mr. President**

My delegation will be participating positively to the thematic debate you propose having in mind the sole prerogative of the fifth committee in the decision making and having in mind that the whole exercise should lead to a more effective and efficient secretariat and a more democratic and more representative United nations.

I thank you.



**REMARKS BY AMBASSADOR VANU GOPALA MENON  
PERMANENT REPRESENTATIVE OF SINGAPORE  
AT THE GENERAL ASSEMBLY INFORMAL THEMATIC DEBATE  
ON "TOWARD A COMMON UNDERSTANDING ON MANAGEMENT REFORM"  
8 APRIL 2008**

---

1 Thank you, Mr President, for giving me the floor. Allow me also to thank the Secretary-General for his statement.

2 When we talk of the need for "reform", we are essentially saying that something does not work as well as it should or that it can be made to work better. Management Reform is no exception. It is basically about fixing what does not work so well in the UN. To do this effectively, we need to honestly appraise the problems. I hope you will indulge me this candour as I make four related observations.

3 First, we need to look at the Secretariat's budgeting. Good budgeting is predictable and comprehensive. Forecasts are made, requirements are calculated, and resources are earmarked for a set period. But nowadays, we seem to be asked every few months to consider add-ons. Not all of them are urgent or requested by Member States. Yet they are presented off-cycle, often with meagre rationales. We need to maintain the integrity of the budgetary process. Proposals that arise from unpredictable events or that have been requested by Member States should obviously be presented off-cycle. These are, by definition, exceptional cases. But the rest should follow the budget cycle. If proposals come to us piecemeal, what is the point of having projections at the start of each Budget session? There needs to be better discipline.

4 Second, we need to look at the integrity of budget requests. Related to the problem of poor justification is a suspicion that requests are "padded". To some extent, this is human nature. There is always a tendency to ask for more so that you get what you really need if there are cuts by the ACABQ or the General Assembly. We know this happens. But is this the best way to do things? Or does it simply waste time by increasing transaction costs as we have to sift the wheat from the chaff?

5 Third, we need to address fundamental questions about UN human resource policies. We want the Organisation to be a coherent body, yet its departments often behave like individual "silos". For example, whenever there is a new mandate, the department in question almost invariably asks for more posts. Sometimes, this is justified. But sometimes, one wonders if there could be some rationalisation or cross-deployment of resources to meet



these responsibilities. There seems to be little attempt being made to do this within the Secretariat. In our respective governments, there is always a way to move resources when situations require it. The various UN departments should not act like separate units. Managers who resist staff mobility should be held to account. The Organisation should also reflect the character of its Members. Yet some of its departments are over-represented by nationals from a few countries. We also need to ensure that staff members who do not perform are taken to task. Most staff members do a good job but we know that there are also some who sit around doing very little. This is de-motivating and unfair to those who work hard. My point is that we need to ensure that the Secretariat, as a whole, is composed of dedicated and professional staff. This includes having more training, better accountability and a good system of mobility.

6 Fourth, we share some of the blame as Member States. We are the creators of UN mandates. Assuming more Secretariat efficiency in implementation, we should be willing to fund these mandates if we are willing to approve them. We should not pretend that the Budget can always remain at zero-growth in real terms. For instance, much of the current Budget's growth is attributable to the Special Political Missions. If we are not prepared to fund these missions, then why do we authorise them? It is disingenuous for those who have approved these SPMs to complain about the subsequent huge increases in the budget. Notwithstanding this, the issue which all of us have to confront is how to ensure that resources are put to better use. It is also a question of mandate generation discipline. We need to ask ourselves what we really want, how these mandates add value and how long they need to exist. We do not have a standard procedure of ensuring that mandates continue to be relevant to our needs. Perhaps one way is to implement a compulsory review period. There is a process underway to review mandates and we hope to be able to make some headway there. But the broader issue is about how we create mandates. Even as we ask the Secretariat to instil some discipline on itself, we as Member States also need to instil discipline on ourselves.

Mr President,

7 I commend you for holding this debate. This is an important topic and Member States will have the opportunity to state their views over the next two days. This can only help us move ahead. Looking at the next steps, we need to consider how to follow up. Some of the ideas can be incorporated into existing agenda items in the 5<sup>th</sup> Committee. Others may need further discussion. Whatever the case may be, it is important that we have a way to follow up. Otherwise, this important event will end up being a waste of time. Finally, we should try to avoid having this debate take on a "North-South" tone. All of us have to approach the issues with a fresh mindset. As Member States, we have a common interest in ensuring that the UN Secretariat works efficiently for us. No one wants an inefficient or dysfunctional Secretariat. Let us take the opportunity to exercise our responsibilities as Member States and set the reform agenda for the Organisation.

. . . . .





United Kingdom Mission  
to the United Nations  
New York

One Dag Hammarskjöld Plaza  
(885 Second Avenue)  
New York, NY 10017

Mailing Address:  
PO Box 5238  
New York, NY 10150-5238

Telephone: (212) 745-9200  
Fax: (212) 745-9316

E-mail: [uk@un.int](mailto:uk@un.int)

**THEMATIC DEBATE:  
“TOWARDS A COMMON UNDERSTANDING ON MANAGEMENT  
REFORM”**

**8-9 APRIL 2008**

**STATEMENT BY HE AMBASSADOR KAREN PIERCE  
OF THE UNITED KINGDOM MISSION TO THE UNITED NATIONS**

Check against delivery

Mr Chairman

At the outset, let me align myself with the statement made by the distinguished representative of Slovenia on behalf of the European Union. The United Kingdom fully supports the views expressed in that statement.

The United Kingdom has consistently supported the goal of improving the efficiency and effectiveness of the United Nations. We share the concerns of others that the pace of change has not been as swift as we all hoped when our Heads of State expressed their commitment to this process at the World Summit in 2005. We therefore would like to thank the distinguished President of the General Assembly for organising the debate today and welcome this opportunity to discuss these important subjects. We are also very grateful for the contribution of the Four Nations Initiative to this debate. Their commitment to finding common ground on a cross-regional level is an inspiration to all of us working on these issues.

Mr Chairman

The United Kingdom believes that the case for management reform has been well made. For example, on one of the themes central to this debate, human resources management reform, we are entirely in agreement that a well run, high quality workforce with high morale and low vacancy rates will deliver a more effective UN for all our priorities, as well as represent better value for money. We look forward to reaching a successful outcome on these issues in our discussions in the autumn.

At the same time, we recognise the challenges that face us in ensuring that reform is fit for purpose, does not have unintended negative consequences, and genuinely contributes to the goals we all share of a United Nations that delivers better. We also recognise the difficulties in judging the long term benefits of



reform against the short term costs, and in balancing an ongoing reform agenda against the need for clarity and transparency on the budget.

Mr Chairman

It is increasingly clear that many of the concerns expressed by member states who otherwise support improving the UN's effectiveness revolve around the costs of reform and the increasingly unpredictable level of their contributions. The United Kingdom therefore believes that in order to make progress on reform, we also need to make progress on addressing these concerns.

In this respect we need to look carefully at the budgetary process. For the last 20 years UN resolutions 41/213 and 42/211 have provided the basis for budgetary decisions in the United Nations. However, we have gradually moved away from their strict application. Is this increased flexibility the right way to go, or should we return to a clearer application of these resolutions for all requests for resources? In this context, how can we best use the discipline offered by the contingency fund and should we continue to allow activities to fall outside its scope?

The piecemeal approach to budgeting has been identified by many partners as a particular problem. This is clearly something we need to address. At the same time we need to ensure that our common objective of continuing with the reform of the UN does not become impossible. We wonder whether there might be ways of giving Member States greater clarity and predictability on their biennial contributions, while still considering reform proposals in a coherent fashion? *coherence* Might one way to achieve this be, for example, to look carefully at the implementation dates for individual reforms?

Mr Chairman

These are important issues that need careful consideration. We look forward to hearing the views of the Secretariat in tomorrow's interactive debate on these and all the other questions that have been raised in the course of our discussions. Finally, may I again extend our warmest thanks to you and to all who have been involved in organising this debate. We look forward to continuing consideration of all these issues with colleagues in the days and weeks ahead.

Thank you.



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

Mission permanente de la Suisse auprès de  
l'Organisation des Nations Unies à New York

Permanent Mission of Switzerland  
to the United Nations

Seul le texte prononcé fait foi

62<sup>ème</sup> Session de l'Assemblée générale des Nations Unies

### **Débat thématique**

#### **“Vers une compréhension commune de la réforme de la gestion”**

Déclaration de  
S.E. Monsieur Peter Maurer

Mission permanente de la Suisse  
auprès de l'Organisation des Nations Unies

New York, le 8 avril 2008

---

62<sup>nd</sup> General Assembly of the United Nations

### **Thematic Debate**

#### **“Toward a common understanding on management reform”**

Statement by  
H.E. Mr. Peter Maurer

Permanent Mission of Switzerland  
to the United Nations

New York, 8 April 2008



Monsieur le Président,

Nous vous remercions de votre initiative de convoquer ce débat thématique. Nous sommes convaincus qu'il permettra aux Etats membres de faire le point sur les initiatives de réforme en cours, de clarifier les objectifs stratégiques, et d'arriver à une compréhension commune de la réforme de la gestion. Nous tenons aussi à remercier le Secrétaire général de sa déclaration de ce jour. Je voudrais saisir cette occasion pour féliciter les auteurs de « l'initiative des quatre nations » de leur contribution précieuse qui présente un excellent point de départ pour le dialogue interactif de demain.

Permettez-moi de faire les observations suivantes:

1. Concernant le budget et le cycle budgétaire, nous avons besoin d'un « New Deal » qui puisse réconcilier nos attentes envers un financement suffisant et nos préoccupations au sujet de la croissance incontrôlée du budget dont nous sommes témoins depuis quelques années. Le fait que le budget ordinaire de l'ONU et les budgets de maintien de la paix vont continuer de croître notablement à court et à moyen terme est préoccupant. À notre avis, chaque État membre partage la responsabilité de rétablir la discipline budgétaire. Mais il ne s'agit pas pour autant de procéder à des coupes linéaires. Si nous, États membres, voulons libérer des ressources à investir dans des initiatives de réforme performantes, tout en améliorant l'efficacité et l'efficience de l'organisation, nous devons nous montrer plus rigoureux dans l'identification et la réduction de dépenses improductives. C'est à nous de définir une compréhension commune de l'équilibre stratégique que nous jugeons souhaitable entre la discipline budgétaire et l'investissement dans les réformes à venir. Cette compréhension commune doit également se fonder sur une évaluation partagée de ce que nous considérons comme une croissance acceptable du budget dans le futur.

2. Une compréhension commune appelle aussi une approche plus stratégique du processus budgétaire, s'appuyant sur un nouvel équilibre entre les fonctions de direction, d'orientation et de contrôle par les États membres, et la liberté d'action dont a besoin le Secrétariat pour atteindre les buts qui lui sont impartis. Il convient en priorité d'aligner les pratiques trop contraignantes découlant des règles de gestion financière sur un mode de planification et de budgétisation allégé, directement lié aux résultats.

3. La Cinquième Commission va bientôt examiner un certain nombre de propositions de réforme qui pourraient notablement contribuer à améliorer certaines composantes du processus budgétaire. Je pense par exemple au dispositif de responsabilisation, au cadre de référence de la gestion globale des risques et au contrôle interne ainsi qu'au cadre de gestion axée sur les



résultats. Je voudrais aussi évoquer la stratégie à venir en matière de technologies de l'information et de la communication, et la demande imminente d'un progiciel de gestion intégrée (ERP): toutes deux permettront au Secrétariat de mieux aligner les activités des programmes sur les budgets et les dépenses. Le progiciel de gestion intégrée se traduira par un meilleur contrôle interne, sur un large spectre de processus financiers, d'achats et de gestion des ressources humaines, ce qui améliorera la transparence. D'autres organisations qui ont déjà adopté des logiciels de ce type indiquent qu'elles ont gagné jusqu'à 15 % ou 20 % en productivité de leur personnel. Elles ont réduit les tâches manuelles et administratives improductives, au profit d'activités à plus forte valeur ajoutée dans des domaines prioritaires.

4. L'informatique aura aussi des effets bénéfiques sur le cycle des mandats, qui figure parmi les grandes responsabilités des États membres. En formulant de nouveaux mandats, nous fixons les grandes activités de l'organisation, ainsi que leur impact budgétaire. Même si le système comptable actuel ne donne pas d'indications sur le coût précis de chaque mandat, la question des ressources reste centrale en elle-même. Lors de la formulation de nouveaux mandats, la Suisse s'attend à voir des résultats conformes aux moyens investis. Les ressources disponibles sont limitées, et elles doivent donc être consacrées à des mandats reflétant d'authentiques priorités et présentant un bon ratio coûts/avantages. Comment améliorer la définition des mandats à venir ? Cette question nous intéresse, et nous sommes tout à fait prêts à participer à une discussion approfondie sur le sujet.

5. Dans la perspective de ce débat, nous aimerions aussi revenir sur un point que nous jugeons primordial : les rapports. L'amélioration de leur qualité revêt une importance stratégique dans les trois domaines que nous examinons. L'organisation produit un grand nombre de rapports. Ils sont publiés trop fréquemment, ils sont souvent trop longs, et contiennent trop d'informations inadaptées ou inutiles. En tout cas, ils ne fournissent pas aux États membres les informations dont ils ont besoin pour assumer véritablement et avec efficacité leur responsabilité de gouverneurs de l'organisation. C'est donc aux États membres de tirer au clair le type d'informations dont ils ont besoin et à quel moment. Là encore, l'informatique peut nous permettre de rationaliser et de gérer efficacement le capital de savoir existant, et de le présenter au moment opportun sous un format adapté à nos besoins.

6. Un personnel très motivé est le plus précieux atout de l'Organisation, et en même temps sa carte de visite. Plus tard dans l'année, la Cinquième Commission va se pencher sur d'importants problèmes liés à la gestion des ressources humaines au sein de l'ONU. Il est essentiel à nos yeux que les mesures adoptées se fondent sur des principes et des directives solides, reconnus par tous les États membres. La Suisse regrette qu'il n'ait pas été possible à la Cinquième Commission de prendre le mois dernier une première mesure en souffrance depuis

déjà longtemps, en convenant d'un nouveau système allégé de trois types de contrats, relevant d'un seul et même règlement des fonctionnaires, et en stipulant que toutes les missions « spéciales » sur le terrain sont des détachements pour lesquels les agents ne sont pas accompagnés de leur famille. Nous espérons que le présent débat thématique va préparer la voie vers une compréhension commune du profil de personnel de l'ONU, et vers un prompt accord sur tous les points que je viens de mentionner.

Merci, Monsieur le Président



Mr. President,

We wish to thank you for convening this thematic debate. We are convinced that it will help Member States to take stock of pending reform initiatives, clarify their strategic objectives, and move *toward a common understanding on management reform*. We should also like to thank the Secretary-General for his statement today. Let me also commend the authors of the "Four Nations Initiative" for their contribution which provides a fruitful starting point for our debate.

Let me make the following points:

1. With regard to the budget and the *budget cycle*, we need a "New Deal" which can accommodate our aspirations for sufficient funding and our concerns about the unrestrained budget growth we have witnessed over the past few years. The fact that the regular UN budget as well as the peacekeeping budget will continue to grow substantially in the short to medium term is worrying. In our view, every Member State has a responsibility to help restore budgetary discipline. However, budgetary discipline should not be synonymous with sweeping linear budget cuts. In order to free resources for investments in reform initiatives which offer high returns on investment and increase the Organization's effectiveness and efficiency, Member States should increase their rigour in identifying and reducing unproductive expenditures. It is up to us as Member States to achieve a common understanding about how we want to strike the strategic balance between budgetary discipline and investment in future reforms. Such a common understanding should also include a shared perspective on what we consider to be acceptable future budget growth.

2. A common understanding also calls for a more strategy-focused budgeting process in which Member States and the Secretariat need to strike a new balance between the direction, guidance and control provided by Member States and the managerial freedom needed by the Secretariat to achieve the set targets. Furthermore, we consider it a high priority to bring the cumbersome practices emerging from the Financial Rules and Regulations in line with a planning and budget process which is streamlined and directly linked to the results of performance.

3. The Fifth Committee will soon examine a number of reform proposals which could contribute to a significant improvement of certain elements of the budgetary process. One element is the comprehensive accountability framework, enterprise risk management and internal control framework, and a results-based management framework. But let me also mention the forthcoming *Information and Communication Technology Strategy* (ICT) and the imminent request for an Enterprise Resource Planning system (ERP). Both initiatives will help improve the Secretariat's



ability to align programme activities more closely with budgets and expenditures. The ERP system will provide better internal controls across a broad range of financial, procurement and human resources processes, thereby enhancing accountability. Other organizations which have already implemented ERP systems report that they have been able to increase staff productivity by up to 15-20 per cent. Unproductive manual and administrative tasks could be reduced and re-focused on more value-added work in high priority areas.

4. Information and Communication Technology will also have beneficial effects on the *mandate cycle* which belongs to the core responsibilities of the Member States. By formulating mandates we not only delineate the substantive activities of the Organization, but also influence their impact on the budget. Even if it is not possible under the current accounting system to indicate the precise cost of each mandate, the resource question as such remains pivotal. Switzerland expects to get value for money when formulating new mandates. The limited resources available should therefore be used for mandates which reflect high priorities and show a positive cost-benefit ratio. We are ready and interested to engage in a more in-depth discussion about how the formation of future mandates can be improved.

5. In view of our debate, we would like to highlight one issue which we consider to be of great strategic significance: reporting. Improving the quality of re-ported information is of strategic importance in all three issue areas which we are discussing. Today, the Organization produces many reports. They are published too frequently, are often too long, and contain inadequate or irrelevant information. They clearly do not provide the kind of information Member States need to be able to assume their role as governors of the Organization effectively and responsibly. It is up to us Member States to clarify what kind of information we need and when we need it. Here too, ICT can help us rationalize and efficiently administer the body of existing knowledge, and present it in a timely manner and in a format which corresponds to the needs of Member States.

6. Highly motivated staff is and will continue to be the United Nations' most valuable asset as well as the face of the organization! Later this year, the Fifth Committee will take up important issues relating to human resources management in the UN. In our view, it is essential that all relevant measures are based on sound principles and policy guidelines which are shared by all Member States. Switzerland sincerely regrets that it was not possible for the Fifth Committee to take the long overdue first step last month, and to agree on a new streamlined system based on three types of contracts under one set of staff rules, and on the designation of all "special" missions in the field as non-family duty stations. We hope that this thematic debate can help pave the road to a common understanding of the future profile of the UN's workforce and, subsequently, to speedy agreement on all of the above-mentioned issues.

Thank you, Mr. President.



# THE REPUBLIC OF KOREA

PERMANENT MISSION TO THE UNITED NATIONS

335 East 45<sup>th</sup> Street, New York, N.Y. 10017  
Tel (212) 439-4000, Fax (212) 986-1083

---

**Statement by H.E. Ambassador KIM Hyun Chong**

**Permanent Representative**

**Thematic Debate: Toward a Common Understanding on Management Reform**

**8 April 2008**

**New York**

<Check against Delivery>

---

Thank you, Mr. President,

1. First of all, in line with previous speakers, I would like to express my sincere appreciation to you, Mr. President, for organizing this timely and relevant event. Today's meeting will give us, Member States, a good opportunity to review the previous years' progress in managerial reform while renewing our commitment to strengthening the United Nations.

2. I also wish to thank the Secretary-General for being with us and take this opportunity to highlight the 4 Nations Initiatives as a prime example of Member States' proactive participation in this area.

Mr. President,

3. Two and a half years have passed since "Secretariat and Management Reform" was declared a priority on the core agenda in the Outcome Document of 2005. After that, we unfortunately experienced difficulty in the negotiation process and some agenda items suggested by the Secretariat in the report, "Investing in the United Nations," disappeared from the discussion. On the other hand, we also achieved certain goals: the Ethics Office, Independent Audit Advisory Committee, Department of Field Support, and Peacebuilding Commission have already started their work, a new Administration of Justice is scheduled to be launched on January 1<sup>st</sup> 2009, and Mandate Review was reinvigorated as of late 2007.

4. Efforts toward a stronger Organization are ongoing. Several agenda items regarding human resources management, investigation, procurement, accountability, information and communication technology,





preventive diplomacy, and development pillars have already been introduced or are waiting for the next session.

Mr. President,

5. Before I move on to the specific issues, I reaffirm a basic principle in dealing with management reform. Long-lasting management reform can only be accomplished by a cultural shift across the Organization. The measure of genuine change is a shift in the Secretariat staff's mindset toward both their tasks and their approach to work. A structural reform can only formulate the conditions under which a cultural change can occur. A structural and institutional change, not followed by a cultural shift, can lead to useless investment and transit cost without fruitful improvement. Enhancing spontaneity, pride, passion and accountability across the Secretariat is a key factor in guarantying the success of management reform. In this regard, my delegation welcomes the notion of the Secretary-General that in order to achieve optimal results, establishing full accountability will be required, including accountability within the Secretariat and the Secretariat's accountability to Member States and to the global public.

6. Turning to mandates, I feel that the situation is improving. Under the outstanding leadership of the co-chairs, Ambassador Ms. Rosemay Banks and Ambassador Mr. Kaire Mbuende, mandate review is, so far, being well-processed. I hope that, at the final stage of an ongoing mandate review, we can achieve a concrete outcome. Based on this successful experience, I expect that mandate review will be internalized during its formulation process. To this end, firstly we can regulate that every mandate contains an expiration date in the last part of its resolution, after which the mandate will be automatically obsolete. If it is impossible to set an expiration date at the moment of adopting a mandate, we can instead set a review date requiring a decision on whether this mandate will continue to be effective. Secondly, in the process of reviewing a mandate that entailed financial implication, a cost-benefit analysis should be conducted, to the extent possible, even though only a very simple form will be available.

Mr. President,

7. Financial resources are major tools in the execution of a mandate. While every expenditure item has its own justification, specific needs for each financial investment often lead to the "fallacy of composition". An excessively increased budget rate that surpasses the payer's expectation would not be sustainable. It is no secret that a piecemeal approach causes an astonishing budget increase and impairs the mutual trust between Member States and the Secretariat. In the budgeting process, we must attach the same importance to controlling the total amount of a budget at an appropriate level as enhancing the effectiveness of the individual expenditure item. Facing several reform agendas entailing financial



implication, we must consider how to prioritize the agenda item in a concrete manner and how to address a piecemeal approach with the goal of strengthening budgetary regulation.

8. Concerning human resources management, there is no dispute that human power is a decisive factor that affects the outcome of the Organization. Making an effort to fully utilize existing human resources is no less important than introducing a competent and multi-skilled person into the Organization. Aside from improving the overall condition of services, correlation between performance and pay scale deserves its due attention. My delegation is of the view that the Secretariat must start taking into account the introduction of an incentive system, under which staff demonstrating outstanding performance can be financially rewarded while staff showing poorer performance will be forced to redouble their efforts.

Mr. President,

9. I would like to focus on the status of basic conditions for the following procedure. We would not permit a newly-proposed, additional reform agenda to cripple the discussion process of already-raised reform proposals. We need to prevent too many agenda items from hindering the discussion itself. At this time, what we need is a "step by step" approach.

10. In order to enhance the effectiveness and efficiency of the United Nations, the Secretary-General must play a more active role in prioritization and coordination. On the other hand, recalling the Member States' method, I am not sure that we are working in the most timely and productive manner. Deferment is not a solution. I expect that in the upcoming 63<sup>rd</sup> session, we will reach an agreement on urgent and already-raised agenda items including the strengthening of the Department of Political Affairs.

Mr. President,

11. Since accomplishing the management reform will require a considerable investment of time, it is essential that we sustain momentum and a persistent attitude. I am confident that even though change sometimes appears to be very slow, we are on the right path towards a stronger, more effective and more efficient Organization.

Thank you.

**Statement**  
**by H.E. Mrs. Byrganym Aitimova,**  
**Permanent Representative of the Republic of**  
**Kazakhstan to the United Nations**  
**at the Thematic Debate:**  
**“Towards a Common Understanding on**  
**Management Reform”**

**New York, April 8, 2008**





It gives me great pleasure to start with sincere appreciation for your initiative to organize this Thematic Debates and for the participation of the Secretary General and his remarks related to Governance and Management problems of the UN.

As the UN Reform became “the talk of the town” due to its long-lasting history, some stakeholders are losing confidence that the process would end up with any tangible results. Lack of trust between Member States and the UN Secretariat is unproductive and affects the overall image of the United Nations.

The proposals developed by the Four Nations Initiative (the 4 NI) , namely, Chile, South Africa, Sweden and Thailand comprise a kind of guidance for both Member States and the UN Secretariat on how to expedite the reform process as well as suggest how it could be incorporated in the normal work process. Moreover, they are outlining the accountability framework for both Member States and the UN Secretariat.

Mr. President,

We all became witnesses of unbelievable progress of new technologies that is supposed to make us closer and more unified. Nowadays, globalization process embraces all dimensions of our lives. Indeed, we understand each other better and interact more than before. However, it also creates new challenges - we have to learn much more and more quickly in order to be competitive in responding to constantly emerging challenges.

In this respect, I would like to underscore that the 4NI proposals have encompassed very competitive strategies successfully employed by businesses such as result based management and budgeting as well transparent accountability framework.





Governance and management are two sides of the same coin. Therefore, clear division of labor between Member States and Secretariat along with assuming full accountability for the respective duties will improve atmosphere of trust and consequently lead to the expected results.

Mr. President,

I would like to make my next reference to proposals on human resources management. We support the procedure of hearings for the recruitment of the most senior UN staff at USG, ASG and SRSB levels and propose that Member State representatives would play an active role in the discussion of each candidate to the respective senior management posts.

Recognizing the fact that human resource is the main resource of any organization, we would like to admit that under representation of some geographical regions creates mistrust between Member States and Secretariat. More even representation of all nations in the main UN organ could facilitate open dialogue between nations and Secretariat. Respectively, Kazakhstan welcomes the proposals on recruitment and appointments based on weighted distribution of the post according to geographical affiliation, including those that are funded from extra-budgetary resources.

We also support long term vision for the human resource development that would create the largest in the world knowledge-based organization based on the principles of transparency and accountability.

In conclusion, I would also support my colleagues that a time factor as additional dimension of the UN reform process. We do hope that the reform process will get the boost and we will see tangible results in the nearest future.

I thank you for your attention.





PERMANENT MISSION OF THE PRINCIPALITY OF LIECHTENSTEIN  
TO THE UNITED NATIONS

GENERAL ASSEMBLY – THEMATIC DEBATE  
“TOWARD A COMMON UNDERSTANDING ON  
MANAGEMENT REFORM”

STATEMENT

BY

H.E. AMBASSADOR CHRISTIAN WENAWESER,  
PERMANENT REPRESENTATIVE  
OF THE PRINCIPALITY OF LIECHTENSTEIN  
TO THE UNITED NATIONS

NEW YORK, 8 APRIL 2008

CHECK AGAINST DELIVERY



Mr. President

We would like to thank you for taking the initiative to convene today's thematic debate on management reform. It provides a good opportunity to review the current status, in particular since the adoption of the World Summit Outcome in September 2005. The Summit has led to a number of processes in the area of management reform, some of which have already brought about important improvements, such as the establishment of the Ethics Office and related policies, the establishment of the Independent Audit Advisory Committee, the re-structuring of DPKO, etc. In other areas, progress has been slow and requires renewed commitment, such as the reform of oversight, procurement, information technology, and most importantly, human resource reform. Each of these areas are very complex in nature and would merit separate debates. I will therefore focus on those areas which you, Mr. President, have suggested as issues of crucial importance for this debate:

Improving the mandate-generation cycle is one of the prime challenges this organization faces. The concept may sound technical at first, but it is in reality a most practical proposition: Both Member States and Secretariat, in their current practice, do not employ the required diligence and cooperation in the formulation and implementation of mandates. This problem has been amply illustrated in the reports of the Four Nations Initiative, and it has put forward valuable recommendations in this regard. In our current practice of mandating and delivering, there is often a disconnect between the intergovernmental negotiations leading to the formulation of a mandate and its subsequent implementation in the Secretariat. We are of the view that both parts of the system must make a stronger collaborative effort for the actual implementation. On the one hand, those countries acting as the main sponsors of resolutions could play a more pro-active role in linking the two parts of the system, in particular through the inclusion of Secretariat experts during the formulation phase of mandates. On the other hand, the respective departments of the Secretariat dealing with the implementation of such mandates could equally make a greater effort to reach out to Member States when faced with problems in the implementation, which might in turn influence the formulation of mandates in the next cycle. The mandate registry could, in our view, be a useful permanent tool in support of a more efficient mandate cycle, and it should be kept updated to this effect.

The planning and budgetary process of the organization has equally been subject to much discussion. Despite some improvements in the last few years, results-based budgeting and management is still more of an aspiration than a reality. This is to some degree due to the complexity and number of mandates, many of which are difficult to evaluate in their implementation, and sometimes politically sensitive. We agree with many of the practical recommendations of the Four Nations Initiative, which put much emphasis on the need for the Secretariat to provide programme and budget information in a manner which gives Member States better strategic



guidance. At the same time, there is today a certain gap between the work of the Fifth Committee on programmatic and budgetary matters and the work of the other Committees, where many of the substantive mandates are formulated. In our view, the strategic quality of the planning and budgetary process of the organization could improve considerably, if these different parts of the system would be better connected. A necessary first step in that direction would be improved coordination within our respective delegations here at UN Headquarters, as well as better coordination among the respective parts of the Secretariat.

Regarding the reform of UN human resource management, we note with great concern that once again, major decisions on this matter have been delayed. A great number of useful recommendations have been made by the Secretary-General in his report "Investing in People" of August 2006, which have been the subject of extensive debate. We generally support these proposals aimed at updating the UN's policies, bearing in mind that the great majority of UN personnel today are deployed in the field. The continued lack of progress in these negotiations stands in stark contrast to the high priority attached to this matter in the World Summit Outcome.

Mr. President

When looking back at our achievements in management reform over the last two and a half years we should from time to time go back to the Summit Outcome Document, and compare the current processes and priorities to the decisions taken and mandates given to us by our Heads of State and Government. It appears that on a number of issues, we must re-invigorate the reform process. That process has in the recent past repeatedly been difficult to square with the extremely tight work schedule of the ACABQ and Fifth Committee, and has at times been overtaken by other urgent and time-bound budgetary decisions to be made. Given the importance and urgency of some parts of management reform, informal intersessional consultations could be undertaken to speed up the process. We would also like to encourage the Secretariat, the ACABQ and the Fifth Committee to improve the coordination and timely issuance of relevant reports with a view to ensuring that management reform proposals are thoroughly discussed and necessary decisions taken in due course.

I thank you.



## 62nd SESSION OF THE GENERAL ASSEMBLY

---

### Check Against Delivery

---

**Statement by**  
**Mr. Ilan Fluss**  
**Counsellor**

Thematic Debate  
“Toward a Common Understanding  
on Management Reform”

United Nations, New York  
8 April 2008

إسرائيل



ISRAEL



Mr. President,

At the outset, allow me to congratulate you on your leadership of the General Assembly and thank you for convening this important thematic debate, "Toward a Common Understanding on Management Reform". I also wish to thank the Secretary-General for his statement this morning.

Growing global challenges have placed new and increasing demands on the United Nations, requiring an expansion of activities and engagement in a variety of areas. In light of these challenges, some of which have already been achieved, the 2005 Outcome document was adopted to provide the way forward on management reform. Israel continues to strongly support efforts to reform and make the United Nations more efficient, effective, transparent, and accountable to Member States. These critical principles form the bedrock of any organization.

### **Mandate Review**

My delegation appreciates and supports the work of the chairs of the Working Group on Mandate Review and the continuation of deliberations. Efforts should be focused on avoiding duplication of mandates, as well as eliminating those mandates that have already been fulfilled. New mandates and programme proposals should be considered carefully and given a cycle, including evaluation of goals, budgetary implications, and implementation. In this regard, Member States should receive focused reports on the status of implementation.

### **Planning and Budgeting**

Israel recognizes the importance of restraint and budgetary discipline, principles which are part of national policies in our home countries. At the same time, Israel acknowledges that growing demands, such as new peacekeeping missions and other mandates, and the elements of the reform process themselves, do have budgetary implications.

As said, the increase in the Organisation's global reach makes planning and budgeting UN activities highly challenging. Member States should give the Secretariat direction and support in prioritizing expenditures and identifying offsets, without disrupting the UN's work. The initiative must come from the membership.

Similarly, piecemeal consideration of the UN budget should be avoided. The membership should consider a budget or a programme once it has been completely formulated and presented to the Fifth Committee as a whole.

### **Human Resources Management**

The General Assembly has tried to tackle the detailed reforms in human resources management aimed at bringing the United Nations in line with best practices. This includes a more proactive, targeted, and speedy recruitment system, better and more rapid staffing, evaluating staff performance, mobility that integrates headquarters with field staff, greater career development opportunities, simplifying and streamlining contractual arrangements, harmonizing conditions of service – particularly for staff serving in

hardship duty stations – and maintaining the principle of equitable geographical and gender distribution.

Israel supports these important initiatives, which will improve staffing challenges such as high rate of vacancies, recruiting quality staff, and raise the level of motivation and implementation of their assigned mandates. This will also save time and resources. We look forward to the sixty-third session, when we hope we can finally achieve the HRM reform after receiving a comprehensive explanation of the proposal. Another important initiative will be the introduction of the ERP, which will increase the efficiency, effectiveness, transparency, and accountability of the Organization.

Lastly, on a related matter, the language of Fifth Committee reports and resolutions is often confusing. To achieve transparency, for all delegations and the world at large, the UN has the duty to make these documents understandable and accessible to all.

Mr. President,

Many of these ideas have been shared by other Member States and can point us in the right direction toward achieving management reform at the United Nations.

Israel recognizes that the UN has made some progress, but there is much more work ahead. More transparency and accountability for results and management practices are needed. For this reason, we commend and support efforts like the Four Nations Initiative, which create a consultation process for Member States. Israel will continue to do its part to move reform management forward.

In order to maintain the United Nations' leading role in our ever-changing world, we need to ensure it has the modern tools and capacity to lead, while maintaining principles of good management. This will bolster its standing in the eyes of Member States and in the eyes of the people of the world and propel the UN to achieve its objectives and goals.

Thank you.



# Bangladesh

Please check against delivery

**Statement by Ambassador Ismat Jahan,  
Permanent Representative of Bangladesh to the UN, NY  
at the Thematic Debate on Management Reform**

*New York, 08 April 2008*

**Mr. President,**

I join other speakers in thanking you for organizing this important thematic debate. We also thank the Secretary General for his participation in the discussion as well as for his important remarks.

UN Reform, like any other reform, is a process. We do recognize the achievements so far accomplished since 1997 when the UN reform marathon was formally launched. The Outcome Document of 2005 had also recognized 'Secretariat & Management Reform' as a core agenda. Rounds of discussions have taken place since then. However, the very title of our today's thematic debate 'Toward a Common Understanding on Management Reform' speaks for itself. It underscores the need for common understanding, we believe, it presupposes that there is a need to identify the prevailing divergences, both in the perceptions and actions, in the area of UN management reform, in order to bridge the gaps, as we aspire to take remedial measures in the best interest of the Organization.

**Mr. President,**

My delegation has a deep appreciation for the contribution of the Four Nation Initiative (4NI). I believe the proposals, ideas and perspectives put forward by the 4NI would provide sufficient impetus to our common efforts in improving the governance and management system of the UN.

My delegation aligns itself with the statement made by Ambassador John W. Ashe of Antigua and Barbuda on behalf of Group of 77 and China. I would however make some additional comments on certain issues of our interest.

**Mr. President,**

Despite some progress in the ongoing management reform exercise, we submit that much remains to be done including in the area of human resources management. This, to our mind, is one of the cornerstones on which the structure of the UN is built upon and which also broadly factors in the core functions being governed by the Member States and managed by the Secretariat. This is also a vital issue not only in terms of accountability and transparency on the part of Secretariat, but also an important ingredient in building trust among the Member States as well as between the Member States and the Secretariat.



We note with concern that the compliance of the principle of equitable geographical distribution is still far from satisfactory, in selection and appointment of staffs in the Secretariat. Also, in contravention of the letter and spirit of many GA resolutions, serious imbalances including gender imbalance have continue to remain with regard to representation particularly at senior levels. These inconsistencies have a negative impact on the overall level of confidence among all relevant actors in the UN system and by extension on all phases of working process i.e. planning, implementation, monitoring and evaluation. This dismal situation must be improved and the appointment and recruitment process should be transparent and legitimate and fully respectful to the desire of larger membership, in compliance with the decisions adopted by the General Assembly.

Given the growing expectations and demands placed on the UN and also taking into account the expanding role and workforce of the UN, we strongly suggest that the current '2700-strong pool of posts' earmarked for geographical distribution must be expanded in taking into account the reality on ground. As for the share of each Member States of these posts, my delegation is also of the view that, apart from the three weighted factors i.e. contribution, membership and population that determine the desirable ranges, a fourth element i.e. level of posts or positions should be incorporated in the current methodology. This may help fix somewhat the imbalances between number and level of posts meant for geographical distribution.

Also, taking into account the contributions of the Troop Contributing Countries, necessary urgent steps should be pursued to implement para 19 of UNGA resolution 61/279 in full in ensuring the proper representation of those countries in the DPKO and DFS.

Apart from eliminating the anomalies in recruiting system, we also believe that the current contractual arrangements should be streamlined and condition of services of the UN field staff be improved not only to attract and retain personnel of highest quality but also to extend fair treatment to them. Adequate budget allocation should also be made to invest in staff trainings to enhance their capacity and efficiency. Having done so, it would be justifiable to put in place rigorous accountability measures.

**Mr. President,**

As for the resources, we reiterate our position that sustainable reform can not be achieved without allocation of adequate resources aligned to mandates created by the Member States. My delegation would further reaffirm that so called 'zero nominal growth' budget being proposed by the Secretariat for the last couple of biennia is not a UNGA endorsed principle and it also does not reflect the preferences of the larger membership. This selective approach by the Secretariat can be counterproductive in implementing the mandates, particularly those relating to priority areas like development. We also maintain that the core activities of the Organization should be financed from the regular budget in which the participation of the entire membership is ensured at all levels of planning, implementation and monitoring and evaluation. In this regard we emphasize once again the critical need for full, timely and unconditional payment of assessed contributions by the member states.

We note that the extra-budgetary resources proposed for the biennium 2008-09 stood at \$6.60bn, a net increase by 12% over the previous biennium with an

additional manpower of 428, which was a rise by 4.35% thus increasing the total figure to 10,255 from last biennium's 9,827 staff. We would like to reiterate our position that an effective methodology needs to be devised without further delay enabling the totality of the membership to participate in all the phases of decision, as well as, in the policy-making and implementation, with regard to these additional resources.

**Mr. President,**

Another perennial problem which needs urgent redress during ongoing reform exercise is the late submission of reports before the Fifth Committee. Needless to say, this late submission adversely affects the process of making well-informed and well-defined decisions by the Member States. The reasons behind this should be addressed permanently and unless a tangible solution is put in place, this would continue to debar the larger membership from putting together their collective wisdom in taking decisions. As, like ours, most of the delegations are small in size, late submission of documents, often complicated by the enormous volume, puts us at a comparative disadvantage, thus restricting fullest contributions from the entire membership of the organization.

Turning to the issue of mandate cycle, in our view, there is scope for further improvement at both the formulation and implementation phases of the mandates. Necessary measures should be put in place so that both the member states and the Secretariat have the common understanding with regard to interpretation of the mandates and priorities set by relevant UN decisions, ensuring transparency and accountability at all stages of their implementation.

**Mr. President,**

As Article 2.1 of the UN Charter stipulates that "The Organization is based on the principle of the sovereign equality of all its Members", we strongly believe that all reform measures should strive to realize in full this leading ideal – which is closely connected with morality and justice. We can not but assert that this is a collective responsibility of both the Member States and the Secretariat. Improving trust among all actors, putting in place clear line of duty, aided by necessary measures of accountability and transparency could be an important step forward.

I thank you.

---



**INDIA**  
**भारत**

*Please check against delivery*

**STATEMENT**

**BY**

**H.E. Mr. Nirupam Sen**  
**Permanent Representative of India**

**on**

**Thematic Debate**  
**“Towards a Common Understanding on Management Reform”**  
**UN General Assembly**

**NEW YORK**

**April 8, 2008**



Mr. President,

I thank you for organizing this thematic debate “Towards a Common Understanding on Management Reform”. I also thank the Secretary-General for his comments on the subject. I take this opportunity to convey our appreciation to the Members States of the Four Nations Initiative for their fruitful commitment to this important issue. My delegation aligns itself with the statement made by the Distinguished Permanent Representative of Antigua & Barbuda on behalf of the Group of 77.

Mr. President,

Attempts to impose preconceived notions which are alien to the unique nature of the Organization are not only doomed to fail but are likely to undermine the very cause that we collectively seek to promote. Some of the reforms already implemented have been enumerated by the Chair of the G-77. Much more needs to be done. At best these are a work in progress. Strobe Talbott in his latest book “The Great Experiment” says that the mega threats of today “can be held at bay only through multilateralism on a scale far beyond any thing the world has achieved to date”. To back this up we require a stronger and more efficient Secretariat machinery.

Mr. President,

We cannot just reform the Secretariat and think that we have reformed the UN. To do this would be to confuse the machinery of implementation with the conceptual business of decision-making, a change in apparatus with a change in structure. My friends in the G-77 quite rightly want a Secretariat responsive to the concerns of the developing countries. This cannot be accomplished by tackling personnel; only by tackling power. The reform package has to be looked at in a comprehensive manner: there is no place for cherry-picking. This is not just conceptually but operationally the case. Management reform cannot be looked at in isolation from other pending reforms in the UN, particularly the reform of the Security Council and the revitalization of the General Assembly, as mandates emerging from these principal organs have a direct impact on the effective functioning of the Secretariat. For example, in peacekeeping operations, Security Council mandates often do not take into account capacity and resources available in the Secretariat for implementing these. These increasingly complex

mandates with difficult timelines are given by the Security Council but it is the General Assembly that is left with the difficult task of raising the required resources, so essential to the Secretariat for its task. We cannot hold the Security Council accountable; it is much easier to blame the Secretariat.

Similarly, the proposal to make the budgetary period of peacekeeping missions a uniform one year and independent of the period for which the Security Council approves a mandate is excellent but would the permanent members accept it? So is the consolidation of peacekeeping accounts but would the biggest contributors go along?

However, it is the Secretariat's responsibility to ensure a balanced allocation of resources for the three pillars of the Organization, by giving the Member States resource proposals based on strategic planning and in-depth analysis, which takes into account risks and eventualities inherent in the activities of the Organization. It is this that distinguishes a dynamic management from an ordinary one. The fragmented or piecemeal nature of the regular budget proposals for the 2008-2009 biennium and its consequences are still fresh in our minds. It blighted even the first resumed session of the Fifth Committee in March 2008, when decisions on important agenda items like reform of the Department of Political Affairs, HRM, Procurement, Investigations etc. were deferred, creating a sense of paralysis in our decision-making. The responsibility for this unhappy situation rests partly with the Secretariat because of its inability to present, in a timely manner, a holistic picture of its budgetary requirements to enable Member States to take well-informed decisions. One cannot have reform on the cheap. Either we have to live in an unreformed condition or pay for reform. The EU emphasized the optimal use of resources but not the provision of the resources. I agree with the Nordic countries who called this 'essential' in order to ensure 'legitimacy' and efficiency. I attribute this to being reasonable rather than merely rich.

Mr. President,

Clear accountability across the Secretariat and at all levels, particularly at the senior management level, is of paramount importance for ensuring full implementation of mandates and efficient utilization of resources. It also impacts directly on the issue of budgetary discipline, human resources, programme delivery etc. The Secretary-General's report



on the accountability framework (A/62/701), which has still not been introduced in the General Assembly, mentions that transparency in the selection of senior management builds trust in management and management-level decisions among staff and other stakeholders. The absence of this transparency, or the perception of its absence, has a demoralizing effect on staff, who, in a survey conducted during the preparation of this report, have expressed a lack of confidence in the appraisal of their performance by senior management. They have pointed to the absence of a result-oriented culture in the Organization. An environment in which performance is not rewarded and under or non performance is not penalized can never shape an efficient and effective Organization. Most important of all, holding the senior management accountable would have to be the bedrock of the future accountability framework. In that context, we find the senior management compact system inadequate. Institution of a performance-linked penalty and reward system and a transparent selection process would be some important steps in the right direction. The Four Nations Initiative proposes hearings by expert panels. We would add confirmation hearings in the General Assembly on the pattern of US constitutional practice.

Mr. President,

My delegation supports the review of mandates not as a euphemism for cost-cutting based on indiscriminate elimination of mandates but as a process of consolidation and rationalization of mandates to ensure effective implementation, besides monitoring and evaluating partial or non-implementation. Rapid growth in mandates is a reality given the emergence of new and complex global challenges. Inadequacy of commensurate resources could be a major reason for our dissatisfaction with the Organization's inability to deliver what we expect of it, in terms of quality and quantity of outputs. This is particularly evident in the development-related mandates. The General Assembly in its Resolution 62/236 (paragraph 73) on the Programme Budget for 2008-2009 biennium recognized the need for strengthening the Secretariat's development pillar and asked for a comprehensive proposal with a view to improving the effective and efficient delivery of the mandates of the development-related activities of the Secretariat. The GA rightly judged that the development pillar had been sidelined in terms of budgetary allocations in the last 10 years. More so, when we are in the implementation phase of MDGs, which



require provision of normative/analytical advice to Member States, an integral part of the mandate of DESA, the Regional Commissions and UNCTAD. Authoritative statistics available clearly indicate that the total budgetary allocation for development pillar has gone down from 22.2% in 1997-98 to 17.8% in 2008-2009 [DESA-4.6% to 3.8%; Regional Commissions-12.8%to 10.2%; UNCTAD-4.7% to 3.0%]. In terms of posts this translates into a decrease from 3,278 in 1996-97 to 3021 in 2008-2009. This decrease is all the more striking when we compare it to the challenges before the developing countries. The Secretary General has made reasonable proposals and we hope to arrive at a common understanding on adopting these. In the first 30 years of the UN, its golden period in economic terms, economic ideas emanating from it challenged orthodoxy and helped. The economic crisis of today shows that this is all the more needed today.

On the staffing of the Secretariat, the Chair of G-77 has already given a detailed statistical justification for correcting the imbalance in terms of equitable representation. I would only like to add that we sometimes hear the argument of competence when what is meant is patronage. We have been trading equity for efficiency. Has it given us efficiency? Let us, therefore, give equity a chance.

Mr. President,

I look forward to commenting on specific issues during the interactive session. However, before concluding, I cannot help feeling that the very fact that four countries took upon themselves the task of launching the Four Nations Initiative is another manifestation of Member States being forced to undertake (in fields like the budgetary process and human resource management) what should normally be the ongoing responsibility of the Secretariat, as a part of its regular management function.

Thank you Mr. Chairman

\*\*\*\*\*

*The Permanent Mission  
of the Kingdom of Morocco  
to the United Nations*



البعثة الدائمة  
مملكة المغرب لدى الأمم المتحدة  
نيويورك

**Déclaration de**

**Monsieur Hamid CHABAR,  
Ambassadeur Représentant Permanent Adjoint**

**Débat thématique officieux de l'Assemblée Générale sur :**

**«Vers une compréhension commune de la réforme de la gestion»**

**8 et 9 Avril 2008**

**Nations Unies  
New York, 8 avril 2008**

Monsieur le Président,

Permettez-moi tout d'abord de vous remercier de l'organisation de ce débat thématique important consacrée à «une interprétation commune de la réforme de la gestion». Ma délégation se félicite de la présence, parmi nous, aujourd'hui, de Monsieur Ban Ki-moon, Secrétaire Général de l'ONU. Cela témoigne de l'importance qu'il accorde, personnellement, à cette question. Nous voudrions également saluer la présence d'autres membres du secrétariat à cet important débat.

Ma délégation souscrit à la déclaration faite par l'Ambassadeur d'Antigua et Barbuda au nom du Groupe 77 et la Chine.

Monsieur le Président

Ma délégation voudrait saisir cette occasion pour réitérer son soutien à la refonte du secrétariat de l'ONU, refonte qui s'inscrit, faut-il le rappeler, dans le grand chantier du processus de la réforme de l'Organisation, initiée dès 1997 en vue de permettre au Secrétariat d'assumer, pleinement, ses responsabilités et de jouer le rôle qui est le sien.

Ma délégation voudrait également exprimer sa satisfaction quant aux efforts louables du groupe de l'Initiative des quatre Nations (Afrique du Sud, Chili, Suède et Thaïlande) qui a élaboré 32 propositions, visant l'amélioration de la gouvernance et de la gestion aux Nations Unies.

Concernant le débat d'aujourd'hui, ma délégation voudrait faire les observations suivantes:

-1- Ma délégation réaffirme le rôle central que devrait jouer l'Assemblée Générale en tant que organe délibératif et intergouvernemental. Ma délégation estime que l'objectif de la réforme de la gestion et de la modernisation de l'Organisation des Nations Unies est de renforcer l'Organisation, sans porter préjudice, ni au principe de l'égalité souveraine des Etats Membres, ni à l'autorité de l'Assemblée Générale, ni encore au rôle assigné à sa Commission en matière administrative et budgétaire, en l'occurrence la Cinquième Commission.

-2- Dans cet exercice, ma délégation, qui a constamment privilégié le consensus dans toute prise de décision sur la réforme de l'ONU, tient à réitérer, comme elle l'avait fait par le passé, que la pratique, malheureusement, consacrée dans certains cas et consistant en le recours à la consultation avec un nombre restreint d'Etats Membres ne peut constituer la règle. En effet, ma délégation est largement convaincue que toute réforme significative de la gestion ne peut aboutir que

\*si elle repose sur un partenariat fondé sur la coopération et la participation de l'ensemble des Etats Membres ;

\* si elle reflète, consensuellement, l'ensemble des points de vues des Etats Membres, sur fond d'une approche transparente et inclusive

De même, ma délégation estime que le momentum de réforme doit constituer un outil de la promotion de la culture de la concertation et de la cohésion entre les différents partenaires et ne doit nullement constituer un facteur d'exacerbation de tensions et de divisions.



-3- Ma délégation est consciente du fait que bien que ce processus de réforme soit long et, parfois, sujet à débat, il est, néanmoins, nécessaire, car il résulte du ferme engagement de nos chefs d'Etat et de Gouvernement, tel qu'exprimé, lors du Sommet Mondial de 2005, et consistant en la réforme de notre Organisation, afin de la doter des moyens humains et matériels susceptibles de lui permettre de s'acquitter des missions qui lui sont assignées. Nous nous félicitons, aujourd'hui, qu'une partie non négligeable de ce processus de réforme a été réalisée. Il s'agit, à titre indicatif, de la création du «Comité Consultatif Indépendant pour les Question d'Audit» et du «Bureau de la Déontologie», de «la réforme de l'Administration de la Justice», de la «réforme progressive dans le secteur des ressources humaines». Il va de soit, et considérant les objectifs arrêtés par nos chefs d'Etat et de Gouvernement, que cette réforme ne peut se faire par la simple réallocation des ressources existantes. Le risque, dans ce cas, est de n'aboutir qu'à une réforme superficielle, pour ne pas dire cosmétique, qui, en définitive, ne peut résoudre les problèmes de fonds. Partant de cette observation, ma délégation considère que cet exercice ne peut être mené à terme sans un effort financier supplémentaire qui se doit d'être consenti par les Etats Membres. La réforme nécessite un investissement et une mobilisation de fonds. Cela se doit d'être pris en considération s'il l'on veut nous inscrire à la hauteur des objectifs arrêtés pour notre Organisation.

Monsieur le Président,

-4- Ma délégation estime que la qualité du personnel servant au sein du secrétariat demeure l'atout principal de l'Organisation. Pour atteindre cet objectif, l'adaptation du dispositif de gestion des ressources humaines de l'Organisation s'avère nécessaire afin que le personnel en question puisse suivre l'évolution des besoins et mieux servir les Etats Membres. A ce sujet, ma délégation tient beaucoup à l'amélioration des procédures de recrutement et de sélection des cadres et des programmes de formation et de perfectionnement afin de doter l'Organisation du corps de cadres supérieurs et intermédiaires adéquats.

-5- De même, il nous semble que la composition actuelle du secrétariat reflète un déséquilibre en terme de représentativité des pays en voie de développement et ceux en phase de transition économique. La situation des pays non représentés au sein du secrétariat ou ceux ayant une sous représentativité ne cesse d'être soulevée dans plusieurs fora, sans pourtant lui accorder l'attention nécessaire qu'elle mérite. Il y a lieu de remarquer, à ce sujet, que la mise en œuvre des multiples résolutions de l'Assemblée Générales exigeant le respect du principe de la représentation géographique équitable est loin d'être matérialisée et semble, du moins à ce stade, ne pas constituer une priorité pour le secrétariat. Ayant un caractère international, notre Organisation doit impérativement refléter cet aspect, en procédant à accorder, comme il est vivement recommandé par les différentes résolutions de l'Assemblée Générale, un certain traitement équitable en la matière, notamment au profit des pays du Sud qui sont, comme vous le savez, soit sous représentés, soit totalement absents du système.

Monsieur le Président,

-6- S'agissant de la question de la planification, de la programmation et du processus de budgétisation, nous estimons que la méthodologie du budget axé sur le résultat nécessite des améliorations. Il en est de même pour la prévisibilité des activités de l'ONU afin d'établir un budget programme reflétant, de manière cohérente, les priorités définies par les Etats Membres. Dans ce contexte, il est inutile de rappeler que les Etats Membres doivent participer pleinement à la procédure d'établissement des budgets, dès le début et jusqu'au terme de celle-ci. A cet égard, et à l'instar d'autres intervenants, ma délégation réitère que l'Assemblée Générale demeure, à travers la Cinquième Commission, la seule autorité habilitée à examiner et à approuver les postes

et ressources financières, les questions ayant trait aux ressources humaines ainsi que l'allocation et la réallocation des ressources à toutes les sections du budget de programme de l'ONU.

Monsieur le Président,

En guise de conclusion, ma délégation tient à préciser que le processus de réforme touchant les domaines administratifs et budgétaires suit son cours normal à la Cinquième Commission. En encourageant ce processus, ma délégation voudrait insister sur les vertus du dialogue et de concertation entre tous les partenaires afin de pouvoir parvenir à un consensus sur l'ensemble des questions relatives à la réforme.

Merci Monsieur le Président.



## **STATEMENT OF BRAZIL**

### **THEMATIC DEBATE "TOWARD A COMMON UNDERSTANDING ON MANAGEMENT REFORM"**

The Delegation of Brazil, in thanking the President of the General Assembly for convening this important thematic debate, also would like to acknowledge the contribution of the Secretary-General of the United Nations Ban Ki-moon and high level officials of the Secretariat.

Brazil would like to associate itself with the statements made by Antigua and Barbuda, on behalf of the Group of 77 and China; Mexico, on behalf of the Rio Group; and Argentina, on behalf of Mercosul and Associated Countries.

Mr. President,

The Delegation of Brazil supports Secretariat and Management reform. We are determinate to further strengthen the role, capacity, effectiveness and efficiency of the United Nations. We remain committed to a management reform that may significantly improve the performance of the Organization in all areas, including development, peace and security and human rights.

In this regard, we would like to express our concern that the operations of various departments and organs of the UN Secretariat are increasingly dependent on extra-budgetary resources. We note that, in the biennium 2006/2007, extra-budgetary funding for the Secretariat reached US\$ 5.6 billion, much higher than the regular budget (US\$ 3.8 billion). The Delegation of Brazil understands that extra-budgetary resources should not replace regular and predictable funding of the United Nations. We call for a financial and budgetary independence of the Organization. We believe that, if we are truly committed to the ideals of and operational multilateralism, all core activities of the Organization should be financed by the regular budget.

We certainly welcome voluntary contributions to the United Nations. However, these funds should primarily seek to complement regular budget funding for the three pillars of the UN: development; peace and security; and human rights. In addition, we support a higher degree of transparency and accountability in the management of trust funds and voluntary contributions to the United Nations.



Those funds should also be aligned to the priorities of the organization agreed to by the Member States.

Mr. President, allow me now to focus on 3 areas of the reform process that are of particular importance to my Delegation: development, procurement and human resources reforms.

In Resolution 62/236, the General Assembly recognized the need for strengthening of the **development pillar** of the Secretariat. It has requested the Secretary-General to provide a comprehensive proposal for its consideration in March 2008. This request was to address the need to achieve an effective and efficient delivery of the mandates of the development related activities of the United Nations Secretariat, including the DESA, UNCTAD, the regional commissions and the Development Account. We therefore welcome the report of the SG A/62/708, in particular in the areas of South-South Cooperation, UN Forum on Forests, trade and development and regional cooperation and look forward to its consideration in the near future.

**With regard to Procurement reform**, we favor the strengthening of the internal controls and more transparency in procedures and policies. We strongly support the increase in the participation of vendors from developing countries in the UN procurement. We believe in equal, fair and non-discriminatory access and opportunities for vendors of all regions and we note that, in order to achieve such an objective, an increased access to providers from the developing countries is required.

**On the Human Resources reform**, we expect to see affirmative proposals to really foster an equitable geographical distribution of posts in the Secretariat. Reform of the Secretariat also means reform in the staffing of the Organization, in order to allow a truly equitable participation of nationals of all countries in the management of the United Nations, with due regard to the need of securing the highest standards of efficiency, competence and integrity. We are sure that the Secretariat would achieve more recognition for its work as and when its staff reflects a more balanced representation of nationals of the Member States.

I thank you.



29 February 2008

Excellency,

In the Outcome Document of 2005, Member States agreed on the importance to make the United Nations more efficient, effective, transparent and accountable to Member States. With this vision in mind, the membership decided on a number of measures to improve the management of the Organization.

As we complete the third year of the adoption of that milestone resolution, it is time for Member States to take stock of the progress achieved so far, which includes the implementation of decisions on management reform taken since then, and to renew their political commitment to achieve the outstanding goals set in 2005.

It is against this background that I decided to convene a thematic debate on the 8 and 9 of April on the theme: "Toward a common understanding on management reform". The goal of the debate is to provide Member States with the opportunity to discuss, in an informal setting, central concepts of management reform and to relate them to a strategic vision of the future of the United Nations. As with previous debates, the discussions will be interactive and the outcome will be an informal chair's summary to be distributed to Member States

The thematic debate will be divided in two parts. On the first day, 8 April, delegations will be given the opportunity to present their positions on relevant issues on management reform. On the next day, an interactive dialogue with the Secretariat and among Member States will take place. I am, therefore, inviting the Secretary-General and the senior management of the Organization to actively participate in the debate.

Among the many relevant areas of management reform that will be discussed, I would also invite Member States to present their views on three interrelated issues of crucial importance to the process of transforming decisions of Member States into delivered activities: the way mandates are formulated, implemented and evaluated; the planning and budgetary process of the Organization; and, the management of human resources.

All Permanent Representatives and  
Permanent Observers to the United Nations  
New York

Member States have widely expressed the view that they should be the driving force behind management reform. I strongly encourage delegations and all the interested groups to have a pro-active approach to this debate, and to present their views on how to improve the management of the Organization. The work of the "Four Nations Initiative" is an important example in this regard, since it puts forth a number of useful views and recommendations.

I believe management reform is in the best interest of all of us. I sincerely hope that this event will stimulate a constructive dialogue and will receive your enthusiastic support. It is within this spirit that I also would like to encourage your personal participation in the debate.

Please accept, Excellency, the assurances of my highest esteem and consideration.



Srgjan Kerim





THE PRESIDENT  
OF THE  
GENERAL ASSEMBLY

16 May 2008

Excellency,

I have the pleasure to enclose herewith the informal summary of the thematic debate entitled "Toward a Common Understanding on Management Reform", which was held on 8 and 9 April 2008.

I would like to take this opportunity to thank all Member States, the Secretary-General and other Secretariat officials, and also the Chairman of the Joint Inspection Unit, for their support and active participation. I am encouraged by the expressions of renewed commitment on management reform and call on Member States to achieve concrete progress in the near future.

I hope that the dialogue that took place during the thematic debate has contributed toward a common understanding on management reform and to stimulate further discussions and possible action on this important issue.

Please accept, Excellency, the assurances of my highest esteem and consideration.

A handwritten signature in black ink, appearing to read "Srgjan Kerim".

Srgjan Kerim

All Permanent Representatives and  
Permanent Observers to the United Nations  
New York