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We did all of this complex and, indeed Iran in 1979, while navigating a serious liquidity crisis.

And throughout, our reforms remained on course.

We are well into the third year of implementation and the benefits are visible.

The COVID-19 pandemic, as an early test of our reforms and they have enabled us to adjust our business operations and respond quickly to the needs of countries.

Unlike past emergencies, the Secretariat did not need to create new structures to manage the response. The new reform structures in development, finance and security and management already in place facilitated a unified and agile response to the pandemic, saving time and money.

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Management reform has brought substantial changes in structures, accountability, delegation and internal operations. These have been critical to sustain business continuity during the pandemic.

The reforms enabled us to swiftly adjust policies and procedures to accommodate the new realities on the ground. At the same time, we had dedicated capacities that could focus on key areas of concern, such as health and supply chain management.

The new division of labor between strategic and policy functions and operational functions has proven especially useful.

Dedicated resources for policy were swiftly able to adjust frameworks for new, remote working arrangements, and other policies, while the Department of Operational Support, as able to provide dedicated service to all entities in the UN Secretariat.

Human resources, affected policy and guidance, were re-issued and published swiftly in consultation with key stakeholders to adjust to the situation on the ground. Additionally, DPO created a dedicated gateway to respond to urgent COVID-19 issues in less than one business day.

A systemwide medical system was established and managed by the Secretariat. And we rolled out a framework to vaccinate personnel in countries where the local health systems could not provide vaccines to our personnel. This ensured that the United Nations system was able to support countries and communities with their response efforts to the pandemic. This unprecedented operational collaboration with the wider system was made possible by our reforms.

The end-to-end supply chain structures enabled the Secretariat to act more nimbly. Emergency procurement procedures were activated. Personal protective equipment and medical equipment were successfully sourced and supplied to duty stations in need. Decentralized procurement authority was raised to allow for more local procurement of critical goods and services.

The enhanced delegations of authority have provided critically needed operational responsiveness and flexibility on the ground.

Meanwhile, a unified information technology structure allowed us to jointly utilize the Secretariat.

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More work on our reforms remains, and we will increase our efforts to improve effectiveness and better support Member States.

Just one year on, I am proud that our reforms have allowed us not only to respond quickly and effectively to the challenges of an unprecedented global pandemic, but also enabled us to survive one of the worst financial crises in more than a decade.

Mr. Chairman,  
Distinguished Delegates,

The programme budget adopted today is the third since Member States agreed, on a trial basis, the biennial change in our planning and budgeting processes in decades.

The move from a biennial programme budget to an annual exercise is a major step towards more realistic budgeting and a greater focus on results.

We have improved the accuracy of our resource estimates, enabled us to adapt more quickly to changes in mandates, and allowed us to adjust our planning based on actual programme performance, thereby improving mandate delivery and accountability for results.

The annual cycle also provides Member States with an opportunity to give more frequent direction on resource allocations for the Organization, and to align those decisions with recent or sudden events, such as the global pandemic.

We are now able to adjust our programme planning and incorporate lessons from the response to the pandemic into the budget for ... Under the biennial budget, such steps would have had to wait until ... A. / B.

Cast year, I indicated that this reform would be an ongoing process, and that I looked forward to receiving your guidance on any areas that we can improve further.

The document before you reflects that guidance. One such improvement is the inclusion of more than 2,000 examples of the benefits that the United Nations helps to bring about through its global operations.

While change always poses challenges, positive signals continue to be received from all stakeholders. Both your Advisory Committees have shifted their attention away from the presentation format of the budgets, hence allowing more focus on resource and programme discussions. I am encouraged by the positive reactions and the momentum the annual budget is generating towards a more results-oriented culture.

As part of this new culture, more than one thousand programme managers continue to engage in the formulation of planning and budget proposals, assessing their work and performance.

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First, strengthen the development pillar. The proposals include an increase of ... million for development, including for other programmes in support of Africa's development and landlocked countries and Small Island Developing States. We are also seeing an increase in the level of the

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Only through exercising careful control over our fiscal expenditures, are we able to minimize the inevitable negative impact on our programme delivery. Our cash management efforts also allowed us to adjust our expenditures to undertake lifesaving medical evacuations and procure and distribute core medical supplies and equipment. This allowed United Nations personnel to stay and deliver across the world.

2012 started poorly, with collections in the first quarter trailing estimates by nearly \$233 million, added to the \$100 million arrears, with which we started the year.

We responded to this emergency in a less drastic manner than last year, primarily due to assurances from many Member States about their plans to pay their contributions. We saw a record collection in April, of \$2 billion, bringing in the total for the year to 96 per cent of the year's assessment. This is also a record for early collection.

However, this should not fall into complacency. The overall total months numbers fluctuations in collections each month, pointing to the challenges of maintaining budget implementation, with such uncertainties. Our fair, equitable regulatory framework, or legal measures much to be desired, and it is my hope that Member States will see the need for full and predictable funding so that we can focus on the delivery of our mandates mandated by the budgets and not by cash on hand.

The recent positive indications have allowed us to lift most of the temporary cash management measures. We have asked senior managers to ensure that they advance gender parity and strive for more equitable geographical representation, when they fill vacant posts. Finally, we have reached gender parity in senior management, 10 years ahead of our target, we have to increase efforts across the rest of the Secretariat.

Similarly, we have to increase efforts to recruit more from underrepresented and underrepresented countries for geographical posts, and from a wider geographical base for the rest of the posts. Our staff have to better reflect the international character of our organization.

Look forward to your support for my budget proposals for 2013, as we are to better serve the world in its next year of need.