



# PACT FOR THE FUTURE INFORMATION CLEARINGHOUSE

## BULLETIN NO. 64:

### Informal meeting of the plenary to hear a briefing by the Secretary-General on the UN80 Initiative



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## **Informal meeting of the plenary to hear a briefing by the Secretary-General on the UN80 Initiative – Trusteeship Council Chamber, 12 May 2025**

**ABOUT:** On 11 March 2025, the UN Secretary General launched the [UN80 Initiative](#) to ensure the UN remains effective, cost-efficient and responsive to the People it serves. He undertook to consult closely and regularly on the progress made. This briefing provided an opportunity for the Secretary General to address Member States directly and for delegations to provide remarks on the UN80 Initiative. You can watch the full recording of the plenary [here](#).

### **EXECUTIVE SUMMARY:**

In an era marked by geopolitical turbulence, austerity measures, and uncertainty, and with the upcoming 80th anniversary of the United Nations, the Organization is undertaking a transformative UN80 Initiative to position the organization for maximum effectiveness, agility, and impact. The UN80 Initiative is a response to the need for a modern, coordinated, and fit-for-purpose UN system.

Anchored in three interconnected workstreams, the initiative is focused on:

1. Driving efficiencies and operational improvements across the Secretariat and broader UN system;
2. Reviewing the implementation of existing mandates, with the aim of simplifying, streamlining, and better aligning resources with outcomes;
3. Exploring structural changes and program realignment to consolidate efforts, eliminate duplication, and reduce costs.

A cross-organizational Working Group, led by Under-Secretary-General Catherine Pollard, is developing a new business model for the Secretariat. This includes initiatives to consolidate functions, streamline the workforce, relocate services from high-cost locations, and expand automation and digital platforms.

Meanwhile, the mandate implementation review seeks to analyze how the UN carries out mandates from Member States, without revisiting the mandates themselves. Early findings underscore inefficiencies and duplication, with significant opportunity for reform.

Structural change proposals are being informed by input from nearly 50 senior leaders and will be refined through seven thematic “UN80 clusters” covering peace and security, development, humanitarian work, human rights, training, and specialized agencies.

Key budgetary impacts are expected by 2026 and 2027, with a target of meaningful cost reductions—starting with a proposed 20% reduction in posts in the Departments of Political and Peacebuilding Affairs (DPPA) and Peace Operations (DPO). Some upfront costs are anticipated, but longer-term savings, including reduced real estate footprints in high-cost cities, are expected to be substantial.

The UN80 process is being coordinated in consultation with Member States and UN staff.

## KEY REMARKS:

### President of the 79th Session of the General Assembly:

- *It is fair to say that this is a time of change and uncertainty. Such moments inevitably lead to anxiety and concern, and this is understandable. Yet, they are also opportunities for renewal. To rebuild.*
- *This must be one such moment. There have been such moments before. And we have always come out stronger.*
- *As we move to commemorate the 80th anniversary of the United Nations, we have the chance to reflect on the past 80 years of remarkable work.*
- *But we also have the chance now to reaffirm the values and principles that gave rise to this institution, as enshrined in the Charter, and to look to the next 80 years, and beyond.*
- *In many ways, the Pact for the Future, which this General Assembly adopted in September, has positioned us in the right direction.*
- *The Pact emphasises that the United Nations system must be fit for the future – effective and capable.*
- *The Secretary-General’s UN80 initiative, announced on 11 March in his letter to Member States, is an opportunity to undertake strategic reforms and improvements in line with the United Nations Charter and the Pact for the Future.*
- *It is a chance to build the future of the UN and of multilateralism, together.*
- *As such, it is based on ongoing consultation with Member States and the United Nations*
- *system.*
- *I can say that today’s update is the first of many.*

### Secretary General of the United Nations:

- *It is only natural – especially in a period of turbulence and tumult – to look ahead and ask central questions:*
  - *How can we be the most effective Organization that we can be?*
  - *How can we be more nimble, coordinated and fit to face the challenges of today, the next decade, and indeed the next 80 years?*
  - *The UN80 Initiative is anchored in answering these questions – and equipping our organization in an era of extraordinary uncertainty.*
- *The UN80 Initiative is structured around three key workstreams:*
  - *First, we are striving to rapidly identify efficiencies and improvements under current arrangements.*
  - *Second, we are reviewing the implementation of all mandates given to us by Member States.*
  - *And third, we are undertaking consideration of the need for structural changes and program realignment across the UN system.*

*Under the first workstream on efficiencies and improvements, Under-Secretary-General Catherine Pollard is leading a Working Group for the Secretariat that is developing a management strategy to design a new business model for the Organization.*



- *The Working Group is focused on developing cost-reduction and efficiency-enhancement proposals in management and operations across the UN Secretariat.*
- *It is reviewing administrative functions to identify redundancies, streamline processes, and design integrated solutions –with cost-benefit analyses and clear implementation roadmaps.*
- *Priority areas include:*
  - *Functional and structural consolidation;*
  - *Workforce streamlining;*
  - *Relocating services from high-cost duty stations;*
  - *Centralizing IT and support services, and*
  - *Expanding automation and digital platforms.*
- *While the Working Group’s immediate focus is on management and operational areas, the rest of the Secretariat will be expected to contribute towards the efficiency agenda.*
- *For example, all Secretariat entities in New York and Geneva have been asked to review their functions to determine if any can be performed from existing, lower-cost locations, or may otherwise be reduced or abolished.*
- *This especially pertains to those functions that do not directly support inter-governmental bodies in New York and Geneva.*
- *With respect to the broader UN system, in April, the High-Level Committee on Management identified potential system-wide efficiency measures in areas such as human resources management, supply chain management and information and communications technology.*
- *Concrete proposals are now being developed, including identifying services that system organizations can provide quicker, at a lower price or through more competitive contracts.*

*This brings me to the second workstream: mandate implementation review.*

- *As stated in my 11 March letter, this workstream is about how the UN system implements mandates entrusted by Member States.*
- *We will not review the mandates themselves. Those are yours to decide on.*
- *Our job is to examine and report on how we carry them out, and our goal is to simplify and optimize how we do so.*
- *Nearly twenty years ago, in 2006, an analysis of mandates and the “mandate-generation cycle” was carried out by the Secretariat.*
- *A number of problems were identified, including burdensome reporting requirements, overlap between and within organs, an unwieldy and duplicative architecture for implementation, and gaps between mandates and resources. But many of these problems are not only still with us –they have intensified.*
- *Our review will be conducted holistically –looking at the entire universe of mandates, and at the entirety of their implementation. This review, therefore, cannot be limited to the UN Secretariat, but it will start there.*
- *We have already completed an identification of all mandates reflected in the programme budget—and will soon do so for the rest of the system. The review has so far identified over 3,600 unique mandates for the Secretariat alone. It is now deepening its examination, clustering these mandates using various analytical lenses.*



- *After this analytical work, relevant entities and departments will be invited to identify opportunities for improvements or consolidation of efforts. This should result in the identification of duplications, redundancies, or opportunities for greater synergy in implementation.*
- *Naturally, based on this work, Member States may wish to consider the opportunity to conduct a review of the mandates themselves.*
- *There can be no doubt that the thousands of mandates in place today –and our machinery to implement them– stretch the capacities of Member States and the UN system beyond reason.*
- *It is as if we have allowed the formalism and quantity of reports and meetings to become ends in themselves.*
- *The measure of success is not in the volume of reports we generate or the number of meetings we convene. The measure of success –the value, purpose and aim of our work– is in the real-world difference we make in the lives of people.*

*This brings me to the third workstream: structural changes. Proposals on structural change and programme realignment are likely to emerge from the mandate implementation review.*

- *But we have already got the ball rolling by soliciting the views of a number of UN senior leaders. Their initial submissions –nearly 50 in all– show a high level of ambition and creativity. Last week, we deepened some of our ideas and thinking about structural changes in a dedicated session of the UN System Chief Executives Board for Coordination.*

*To advance our three workstreams, I have established seven UN80 clusters –under the coordination of the UN80 Task Force and in close cooperation with the Secretariat Working Group. Each of the seven clusters bring together the organizations that contribute to specific global objectives and areas of work. They will advance efforts in the three UN80 workstreams –identifying efficiencies and improvements, mandate implementation review, and possible structural changes. They will be managed at the Principals’ level and will consist of the following:*

- 1. Peace and security, coordinated by DPPA, DPO, OCT, and ODA;*
  - 2. Development (Secretariat), coordinated by DESA, UNCTAD, ECA, and UNEP;*
  - 3. Development (UN System), coordinated by UNDP, UNOPS, UNICEF and DCO;*
  - 4. Humanitarian, coordinated by the Emergency Relief Coordinator, WFP, UNICEF, UNHCR, and IOM;*
  - 5. Human Rights, coordinated by OHCHR;*
  - 6. Training and Research, coordinated by UNU and UNITAR; and*
  - 7. Specialized Agencies, coordinated by ITU and ILO*
- *Initiatives impacting on the Proposed Programme Budget for 2026 prepared under the coordination of the Secretariat Working Group will be included in the revised estimates for the 2026 budget in September.*
  - *Additional changes that require more detailed analysis will be presented in the proposal for the Proposed Programme Budget for 2027. We expect meaningful reductions in the overall budget level.*

*For example, let me describe what is under consideration in the peace and security cluster.*



- *First – resetting DPPA and DPO, merging units, eliminating functional and structural duplications, getting rid of functions that are also exercised in other parts of the system. I believe we’ll be able to eliminate 20% of the posts of the two departments.*
  - *Second – a similar exercise of streamlining the civilian part of Peacekeeping. The consolidation within OCT of all counterterrorism activities spread in the system.*
  - *Third – a review of the present structure of Regional Offices, Special Representatives and Envoys aiming at a consolidation of the system – with increased functionality and meaningful savings.*
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- *The level of reduction of posts for DPPA and DPO that I have outlined must be seen as a reference for the wider UN80 exercise, naturally taking into account the specificities of each area of work.*
  - *There might be immediate, one-off costs involved in relocating staff and providing potential termination packages.*
  - *But by moving posts from high-cost locations, we can reduce our commercial footprint in those cities and reduce our post and non-post costs.*
  - *We have already seen considerable savings in New York by terminating the lease of one building and moving staff into other existing premises –and we expect to close two more buildings when their leases expire in 2027.*
  - *While the regular budget is our immediate focus, the efficiency efforts will include the entire Secretariat across all funding streams. This will entail some difficult decisions as we assess structures and processes and seek meaningful efficiencies. The impact on Member State contributions will be visible for years.*
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- *Additional proposals resulting from the other workstreams will be submitted to Member States for consideration as appropriate. Many changes will require the approval by the General Assembly this year and next.*
  - *I will consult closely and regularly with Member States on progress, seeking guidance on the way forward, and presenting concrete proposals for discussion and decision-making when appropriate.*
  - *We know that some of these changes will be painful for our UN family.*
  - *Staff and their representatives are being consulted and heard. Our concern is to be humane and professional in dealing with any aspect of the required restructuring.*

## MEMBER STATE STATEMENTS:

<p>Iraq (on behalf of the <a href="#">G-77 and China</a>)</p>	<ul style="list-style-type: none"><li>• <i>The members of the Group have followed with deep concern the dire liquidity situation of the Organization which has seriously impacted mandate delivery. The Group stresses that the most fundamental and effective answer to the recurrent liquidity problems of the Organization depends on Member States fulfilling their obligations to</i></li></ul>
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	<p><i>pay their assessed contributions in full, on time and without conditions.</i></p> <ul style="list-style-type: none"><li>• <i>This also requires, in certain instances, the removal of any impediment to enable Member States to fully and effectively fulfill their financial obligations with the Organization.</i></li><li>• <i>It is deeply disturbing that not only the Secretariat, but many of the agencies, funds and programmes of the UN system are at grave risk because of the delinquency in or the withdrawal of financial contributions.</i></li><li>• <i>We also emphatically recall that one single Member State, which is also the only beneficiary of the maximum ceiling on the scale of assessments, continues to be responsible for more than 90 percent of arrears to the regular budget.</i></li><li>• <i>Regarding the effort that the Secretary-General has launched to seek efficiencies in the functioning of the Organization, the UN 80 initiative, the Group sees strong merit in the idea of optimizing the use of scarce resources as a measure to ensure enhanced effectiveness in delivering the mandates established by Member States.</i></li><li>• <i>In order to ensure the best outcome to this process, the Group is of the view that it requires regular, meaningful and constructive exchanges with its entire membership at the level of the General Assembly, while noting that the Fifth Committee remains the appropriate main committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters. We would like to underscore as well the role of ACABQ in this regard.</i></li><li>• <i>The Group would also like to point out that any proposals aimed at achieving efficiencies by reducing duplications and redundancies across the UN system should not aim at dismantling the UN agencies/funds to the detriment of due support to Member States. Most of the UN agencies accumulate specific institutional know-how that must not be lost in the process of streamlining.</i></li><li>• <i>In this context, we emphasize that reforms that may be foreseen under the UN80 Initiative must preserve, first and foremost, the multilateral and inclusive nature of the United Nations, while also avoiding austerity-driven models that may ultimately compromise the effectiveness of our organization, particularly with regards to the implementation of its multiple mandates, as approved by Member States.</i></li><li>• <i>The Group also encourages a strategic approach to the structural reform based on evaluation of outcome of previous reforms in the past so as to identify the measures required to enhance the overall effectiveness throughout this process.</i></li></ul>
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	<ul style="list-style-type: none"><li>• <i>In conclusion, while we firmly support the notion of eliminating inefficiencies, we insist that this process requires consistent, permanent and transparent engagements with the membership. The Group of 77 and China looks forward to further periodic briefings and engagements with the Secretary General and reaffirms its commitment to engage constructively in this process and ensure that the Organization continues to serve its member states more effectively.</i></li></ul>
<p><a href="#">European Union</a></p>	<ul style="list-style-type: none"><li>• <i>Transparency throughout this process is of vital importance.</i></li><li>• <i>Our work must reinforce multilateralism, as reflected in the Pact for the Future. The Pact outlined the UN’s priorities for future action – the “what” – and should serve as the compass for this reform process – the “how.” The focus on efficiencies and mandate implementation must not come at the cost of the UN as a normative organization. The UN80 initiative must remain anchored in our shared priorities and translate the Pact into concrete implementation, including achieving Agenda 2030 and its SDGs. UN80 should also go hand in hand with the humanitarian reset proposed by ERC Fletcher for a more focused and efficient humanitarian system.</i></li><li>• <i>Second, it is essential to preserve the integrity and balance of the three pillars of the UN Charter: peace and security, sustainable development, and human rights. Elevating one pillar over others under the guise of returning to the UN’s “core business” would severely undermine the core of multilateral work.</i></li><li>• <i>Third, a streamlined UN that focuses on efficient and effective delivery of mandates at country level, transparency, accountability and oversight, must be central to this reform process. This requires prioritizing, simplifying processes, and improving integration and coordination, including through enhanced interagency cooperation. We welcome all such efforts in key administrative areas—from IT and human resources to curtailing travel and procurement costs—as essential enablers of effective mandate implementation. The UN inevitably needs to take a close look at staff costs, which comprise over 70% of the Organisation’s expenditure. On the operational side, we similarly welcome reflection around the right size of the geographical footprint of the UN at country level.</i></li><li>• <i>Fourth, the UN80 initiative needs to be guided by evidence-based decision-making, based on the principles of responsibility, representation, effectiveness, transparency, oversight, and accountability. The UN should provide Member States with clear information and detailed data across the UN system on mandate implementation processes, performance and costs structures. Cost Reducing measures, such as staff relocations, should always be based</i></li></ul>



	<p><i>on a comprehensive, long-term cost assessment for the UN as a whole.</i></p> <ul style="list-style-type: none"><li>● <i>An accessible overview of the UN system’s revenue sources and a breakdown of expenditure is a must and an essential baseline for discussions on UN80. We encourage the UN leadership to accompany reforms with clear baselines, targets, and timelines.</i></li><li>● <i>Fifth, we once again stress the critical role of adequate and timely financing and broadening the donor base. Full and unconditional fulfilment of financial obligations and assessed contributions are essential to ensure that the UN can function effectively. We need new incentives for timely and complete payments.</i></li><li>● <i>I would also like to take this opportunity to raise three questions:</i><ul style="list-style-type: none"><li>○ <i>First: How does the Secretary-General envisage ensuring that the UN80 initiative remains closely aligned with the priorities outlined in the Pact for the Future, particularly across all three pillars of the UN Charter?</i></li><li>○ <i>Second: What mechanisms will be put in place to ensure that Member States have meaningful, transparent, and timely engagement throughout the reform process, especially in shaping proposals that directly impact mandate delivery and resource allocation?</i></li><li>○ <i>Third: Can you provide Member States with an accessible overview of the existing overlaps and duplications in the UN system that UN80 should be addressing, including in its mandates, as well as the revenues from assessed contributions and expenditures for each of its respective organs, departments, agencies and thematic pillars, including an overview of encumbered staff positions?</i></li></ul></li></ul>
<p>Singapore (on behalf of the <a href="#">Small States Group</a>)</p>	<ul style="list-style-type: none"><li>● <i>First, the UN80 initiative must lead to a strengthening of the founding principles and purposes of the UN, as outlined in the Charter. We are deeply concerned by the erosion of respect for international law and by efforts to reverse economic integration and globalisation. For small states, a strong and effective multilateral system, underpinned by respect for the UN Charter and international law, is not an option but an existential necessity. The UN80 process must therefore reinforce the UN’s role in the maintenance of peace and security. We must strengthen the capacity of the UN in the areas of conflict prevention, mediation and peacebuilding.</i></li><li>● <i>Second, we welcome the Secretary-General’s efforts to enhance efficiency and accountability within the organisation and improve the delivery of mandates through the UN80 initiative. There is much we can do to improve internal efficiencies, reduce overlapping mandates and restructure the UN system. At the same time, UN80</i></li></ul>



	<p><i>has to be more than an accounting or budgetary exercise. It is fundamentally an exercise to reset and reposition the UN to deliver results for all our people. In this regard, it is important to keep in perspective the need to adequately address all three pillars of our work, namely, peace and security, human rights and sustainable development. This will require close and continued consultation between Member States and the UN80 Task Force.</i></p> <ul style="list-style-type: none"><li>• <i>Third, the fundamental focus of the UN80 initiative must be better and quicker implementation of all agreements and mandates. As we review and reduce overlap in mandates, we must aim to strengthen the machinery and processes of the UN system to accelerate the implementation of the Sustainable Development Goals (SDGs) and the Pact for the Future. In this regard, there is strong synergy between the implementation of the UN80 reforms and the implementation of the Pact. In fact, if we are serious about implementing the SDGs and the Pact, we have no choice but to undertake deep and serious reforms. The Pact for the Future provides the roadmap for us to deepen our cooperation and make the UN future ready.</i></li></ul>
<p>Palau (on behalf of <a href="#">Alliance of Small Island States</a> (AOSIS))</p>	<ul style="list-style-type: none"><li>• <i>AOSIS welcomes the Secretary-General's leadership in pursuing reforms to strengthen organizational efficiency, improve delivery, and foster greater coherence across the system. At the same time, we also believe reforms must be anchored in the UN Charter and all three pillars of our work in a balanced manner.</i></li><li>• <i>For SIDS, reform must also ensure that the UN becomes more responsive, more accessible, and more equitable, to better serve all our people. In this regard, reform must not lead to the withdrawal or reduction of UN presence in SIDS. Given our remote geographical locations, in-country and regional presence is essential to the UN's effectiveness and helps build trust and tailored programming to meet our priorities.</i></li><li>• <i>Therefore, cost-effectiveness and efficiencies must translate into deeper and more tailored support. As most SIDS are served by multi-country offices, regional mechanisms and collaboration must be scaled up in the Caribbean, Pacific, and AIS regions to better address our vulnerabilities and challenges.</i></li><li>• <i>Second, the UN80 Initiative must be mandate-driven and delivery-focused. While AOSIS fully recognizes the need for a modernized, agile and responsive Secretariat, investments in programmes that serve the most vulnerable among us must be preserved at all costs. As such, structural changes and programme realignment should not be used as a justification for reducing such</i></li></ul>



	<p><i>investments, but must lead to improved delivery of mandates, including the achievement of the SDGs.</i></p> <ul style="list-style-type: none"> <li>• <i>Lastly, proposals must be discussed in an open, inclusive and transparent manner. As Member States collectively define mandates and allocate resources, AOSIS stresses the central role of the General Assembly, in particular the Fifth Committee, in budgetary and administrative matters. For AOSIS, it is particularly important that the reform incorporates safeguards to prevent budgetary cuts from impacting development mandates, particularly all of those serving SIDS, including the Antigua and Barbuda Agenda for SIDS. We also believe that the system can benefit from clear mechanisms for accountability when mandated activities are deprioritized, underfunded or unfulfilled.</i></li> </ul>
<p>Nepal (on behalf of the <a href="#">Least Developed Countries</a> (LDCs))</p>	<ul style="list-style-type: none"> <li>• <i>The group agrees with Mr. Secretary General, that reforms are not just about internal processes but about delivering tangible improvements in peace, development, and humanitarian aid.</i></li> <li>• <i>We recognize the reform areas that have been prioritized: efficiencies and improvements to current arrangements in the UN; the implementation of mandates from Member States; and structural changes and programme realignment.</i></li> <li>• <i>The UN80 Initiative presents an opportunity to ensure that reform efforts are aligned with the needs of those furthest behind.</i></li> <li>• <i>We acknowledge that global development partnerships are yielding results. The total number of LDCs has decreased from 52 in 1991 to 44 currently.</i></li> <li>• <i>This progress reflects the effectiveness of the UN system's support especially OHRLLS and the support from development partners.</i></li> <li>• <i>This momentum must not be lost. We must pursue an incentive-based graduation approach as agreed in the DPoA, ensuring that graduating countries receive adequate support during their transition.</i></li> <li>• <i>In conclusion, Mr. President, The UN80 Initiative presents an opportunity to rebuild trust in multilateralism and reinvigorate the United Nations. For LDCs, a strengthened, efficient, and effective United Nations is not a luxury but a necessity.</i></li> </ul>
<p>Kuwait (on behalf of the Gulf Cooperation Council (GCC))</p>	<ul style="list-style-type: none"> <li>• <i>At a time of global and unprecedented challenges, the need for an efficient and adaptable United Nations is greater than ever. We welcome the UN80 initiative's focus on identifying efficiencies and improvements and the way it works, reviewing the implementation of mandates from Member States and undertaking a strategic review of deeper structural reforms and program realignments and support of broader efforts to strengthen the UN system through the Pact for the Future and its Annexes.</i></li> </ul>



	<ul style="list-style-type: none"><li>● <i>Mr Secretary General, the GCC fully supports efforts to improve efficiency and reduce duplication, provided these efforts strengthen, not diminish, the Organization's ability to deliver on its mandates, while enhancing transparency and accountability.</i></li><li>● <i>We see particular value in enhancing coordination and leveraging the expertise of regional organizations to implement mandates more effectively. In this regard, the GCC stands ready to work closely with the United Nations.</i></li><li>● <i>On the review of mandates we encourage a careful consolidation of overlapping or inapplicable mandates including their possible reconfiguration and impact assessment to ensure the UN remains focused, streamlined, and responsive to today's priorities and challenges.</i></li><li>● <i>Regarding structural changes and program realignments in the UN system, we see a valuable opportunity to introduce improvements that would contribute to a more efficient and cost-effective organization, one that is better aligned with the priorities and needs of Member States, particularly those of developing countries.</i></li><li>● <i>At the heart of this process we believe the reforms must be guided not solely by cost reduction goals but by a vision of a more effective and closer and accountable United Nations.</i></li><li>● <i>We also wish to pay tribute to the dedication and professionalism of you and staff worldwide whose tireless efforts uphold the organization's principles and deliver its mandates often under challenging conditions.</i></li><li>● <i>We look forward to your proposals to the General Assembly in July 2025 and to work constructively toward a more effective, efficient, mandate oriented, and sustainable United Nations that is aligned with not only today's world but also with the future.</i></li></ul>
<p>Norway (on behalf of the <a href="#">Nordic and Baltic countries</a>)</p>	<ul style="list-style-type: none"><li>● <i>For the Nordic and Baltic countries, a functioning and streamlined multilateral system, with the UN at its core, is more important than ever. The UN is, and will remain, the principal multilateral forum where all states have a seat at the table and come together to tackle complex global challenges.</i></li><li>● <i>We thank you, Secretary General, for your leadership. We need a strong and effective UN that will help us to implement the Pact for the Future, Agenda 2030 and to reach the Sustainable Development Goals.</i></li><li>● <i>The Nordic and Baltic countries stand ready to engage and to support the Secretary General in the UN80 process. Now is the time to be ambitious, concrete and bold. We need you, Secretary General, to take decisions within your jurisdiction to show the membership some early wins and a high level of ambition related to efficiency</i></li></ul>



	<p><i>gains. We look forward to innovative proposals, including those that leverage modern technologies, as well as clear guidance for the work that will take somewhat longer to finish.</i></p> <ul style="list-style-type: none"> <li>● <i>Secondly, the reform process must uphold and secure the rules-based international order and the global leadership role of this organization, as outlined in the Charter, and based on the balance of its three pillars: peace and security, sustainable development, and human rights. Only the UN has the mandate, legitimacy and infrastructure to play this role.</i></li> <li>● <i>Thirdly, it is crucial for the Nordic and Baltic countries that the UN80 process is conducted in full transparency. Active engagement between the UN and its Member States will be key to building a stronger UN fit for purpose – a more effective, cost-efficient and responsive UN. This is also the time for increased dialogue and solidarity across regions.</i></li> <li>● <i>The Nordic and Baltic countries will therefore engage with countries in all regions. We will look beyond our traditional groups to build support for the necessary reforms.</i></li> <li>● <i>Fourth, and finally, the relevance of the UN system is determined by its impact and results. UN80 must strengthen the UN’s ability to deliver for people at country level. Let us use this opportunity to stand together and craft a UN which is stronger, more effective and fit for the realities of today’s world, as well as for tomorrow’s. All members must honor their commitments, in full and on time.</i></li> <li>● <i>Let me conclude by asking you, Secretary-General, about the current liquidity crisis in relation to the UN80 reform, considering that all member states do not honor their commitments as they should.</i></li> </ul>
<p>Barbados (on behalf of the Caribbean Community (CARICOM))</p>	<ul style="list-style-type: none"> <li>● <i>CARICOM strongly supports the UN and believes that now more than ever the Organization must be revitalized to effectively meet the demands of a changing world.</i></li> <li>● <i>CARICOM does not view this moment with pessimism, rather we see this as an inflection point collectively to reaffirm and renew our commitment to the founding principles of the Charter.</i></li> <li>● <i>CARICOM stands ready to engage constructively with the Secretary General and with the broader membership in this important effort.</i></li> <li>● <i>We also hope to see some tangible results that can build momentum and demonstrate progress.</i></li> <li>● <i>We acknowledge the current liquidity and financial constraints affecting the UN system. We understand the need to do more with less and also better with less and we support efforts to improve efficiency and eliminate redundancies.</i></li> <li>● <i>However, this cannot come at the expense of the UN’s essential character, including the core principle of geographical diversity and</i></li> </ul>



	<p><i>representation. Reform must be bold but principled, efficiency must not become austerity. We urge that reform efforts remain grounded in the three core pillars of peace and security, sustainable development, and human rights, and also uphold the UN's unique convening role and normative leadership.</i></p> <ul style="list-style-type: none"><li>• <i>We also stress that budgetary and structural reforms that could affect mandate delivery or the distribution of resources must involve full and transparent engagement with the membership.</i></li><li>• <i>At the same time we respect the Secretary General's role as Chief Administrative Officer. We encourage his continued leadership in identifying areas for internal reform and in enhancing the UN's ability to deliver results.</i></li><li>• <i>But as we move forward the UN80 Initiative must ultimately aim to create a more agile responsive and future ready United Nations. That goal is entirely consistent with the vision articulated in the Pact for the Future which CARICOM supports.</i></li><li>• <i>Implementation must be the guiding principle not only of the Pact and the SDGs, but of the reforms that will enable the system to deliver.</i></li></ul>
<p>United Arab Emirates (on behalf of the <a href="#">Arab Group</a>)</p>	<ul style="list-style-type: none"><li>• <i>The Group welcomes this initiative which aims to strengthen the efficiency, effectiveness, and responsiveness of the United Nations in serving the interests of all. In this regard, we value the efforts made by the Secretary-General and his engagement during the session of the Chief Executives Board, and emphasize the importance of ensuring comprehensive and continuous participation in the various stages of the reform process.</i></li><li>• <i>In this context, we underscore that the reform process and its proposed measures must align with the founding principles and purposes of the UN Charter. This process must not undermine the Organization's role in building bridges, overcoming divisions, supporting populations most affected by crises, disasters, and conflicts, and addressing both existing and emerging threats. This process must also contribute to ensuring the accelerated implementation of the Sustainable Development Goals.</i></li><li>• <i>We also believe that this initiative must go beyond mere budget rationalization and short term responses to the liquidity crisis. It should encompass a comprehensive structural review of the United Nations' operations and mandates—particularly in light of the nearly 5,000 existing mandates.</i></li><li>• <i>At the same time, this process and the proposed structural changes it includes must not lead to the loss of institutional knowledge of the UN agencies and funds or undermine their role in a way that weakens the support due to Member States.</i></li></ul>



	<ul style="list-style-type: none"> <li>• <i>We underscore the importance of avoiding duplication and strengthening coordination between the United Nations and its various agencies, on the one hand, and regional organizations, on the other, to leverage their expertise to achieve the objectives of these mandates.</i></li> <li>• <i>In this regard, strengthening the vital and indispensable role of the Regional Commissions is essential, given their in-depth knowledge of regional contexts, their ability to achieve policy integration, and their close proximity and direct engagement with Member States.</i></li> <li>• <i>Additionally, it is necessary to improve the efficiency of the UN Secretariat and modernize its working methods, in order to achieve tangible results.</i></li> </ul>
Austria	<ul style="list-style-type: none"> <li>• <i>We are honoured to host one of the Headquarters of the United Nations in Vienna as well as over 50 international other organizations.</i></li> <li>• <i>Austria has always supported and will always support measures to make the United Nations more effective, efficient and resilient.</i></li> <li>• <i>Austria fully supports your courageous reform approach with the goal to revitalize the United Nations and enable it to deliver on its core mandates.</i></li> <li>• <i>Reform proposals should take into account quantitative factors meaning a comprehensive overview of all types of costs, as well as qualitative factors, including the availability of a qualified labour force and the proximity to other international organizations.</i></li> <li>• <i>The process must be fair, transparent and inclusive and a strategically balanced solution must be ensured for the UNHQ in Vienna, as a core location within the UN system, including its organizations and programs.</i></li> </ul>
Ethiopia (on behalf of the Africa Group)	<ul style="list-style-type: none"> <li>• <i>We align with the statement delivered by the Group of 77 and China.</i></li> <li>• <i>Africa holds its substantive group position until after we have our group briefing by USG Guy Ryder on Thursday.</i></li> <li>• <i>This is a very consequential reform effort and Africa will be hugely impacted by this reform, so efficiency is a very very desired outcome, effectiveness is desired outcome.</i></li> <li>• <i>But the African interest revolves around particularly the UN development system, so the UN development system should be protected while doing all this overarching reform process.</i></li> <li>• <i>The sustainable Development Goals globally also needs to be given special focus. The Pact for the Future of course provides the framework for multilateral reform process and that should continue to serve as a template for the multilateral reform engagement and initiative that the Secretary General has undertaken .</i></li> </ul>



	<ul style="list-style-type: none"> <li>• <i>We will continue to support efforts for effectiveness, for efficiency, but in the meantime we are very very watchful about the development impacts, whichever way they may be affected.</i></li> </ul>
<p><a href="#">Mexico</a></p>	<ul style="list-style-type: none"> <li>• <i>Mexico welcomes the UN80 Initiative, as we agree with the Secretary-General that it is necessary to promote a profound reform of the United Nations, transforming the organization for the 21st century, as the nations of the world demand, and placing it at the center of a modern and effective multilateralism, capable of responding decisively to the great and multifaceted challenges facing humanity.</i></li> <li>• <i>For Mexico, the aspiration to reform this institution, and its sense of urgency, should not lead to haste or slowdown, as this could result in the irrelevance of the UN.</i></li> <li>• <i>This reform must represent the entire membership. It is essential that it be inclusive and transparent: a commitment between Member States and the Secretariat that requires maintaining open channels of dialogue and ongoing communication to jointly decide the future of the United Nations we all desire.</i></li> </ul>
<p><a href="#">Cuba</a></p>	<ul style="list-style-type: none"> <li>• <i>We would like to highlight our extreme preoccupation for the fragile situation that the United Nations is experiencing due to financial constraints.</i></li> <li>• <i>We cannot stay silent on the sabotage that the United States is doing to this Organization by withholding its assessed contributions and by paralyzing the funds it provided to many UN agencies. The work of most of these entities marks the difference between life and death for millions of people in the world, mostly in the poorest countries.</i></li> <li>• <i>Having emphasized this as the main cause of the difficulties the UN is experiencing today, we would like to affirm that we will always be interested in any kind of exercise intended to achieve a more efficient use of the resources.</i></li> <li>• <i>There are also several other elements that have not been made public so far, like the timeline of this initiative, the scope of it, how it will receive guidance from the membership, among other concerns. Since we cannot predict how this initiative will unfold, we would like to highlight some principles on which we will be quite strict:</i> <ol style="list-style-type: none"> <li>1. <i>No reform out of this process can lead to a change in the content or the functions of established UN entities without guidance from legislative bodies.</i></li> <li>2. <i>Due respect should be given to the governing bodies of the different entities of the UN system. In the case of the Secretariat, we remind that any kind of proposal of administrative and budgetary nature has to go through the scrutiny of ACABQ and the Fifth Committee.</i></li> </ol> </li> </ul>



	<ol style="list-style-type: none"> <li>3. <i>Achieving efficiencies cannot be translated in disappearing areas of work of this Organization or erasing the institutional footprint of its entities.</i></li> <li>4. <i>Moving staff members to duty stations where the cost of living is lower than New York or Geneva requires an assessment that includes calculations for every possible cost. In a context of scarcity of resources, decisions taken without considering all possible implications could lead to the demoralization of staff and the loss of credibility of the Organization.</i></li> <li>5. <i>Finally, there needs to be an assessment of recent reforms to determine whether they have been cost effective and if there is the need to make adjustments.</i></li> </ol>
<p><a href="#">Bolivia</a></p>	<ul style="list-style-type: none"> <li>• <i>We also stress the importance of maintaining and reinforcing dedicated UN support structures such as United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States, which play a vital role in advancing the development priorities of LLDCs. Any reform efforts must enhance, not diminish, the capacity of these offices to deliver targeted assistance to countries in special situations.</i></li> <li>• <i>We emphasize the critical need for tailored support measures and additional resources that match the severity of our challenges. This includes expanding technology transfer, ensuring flexible and robust financing mechanisms, and enhancing capacity-building to stimulate innovation and strengthen resilience.</i></li> <li>• <i>For LLDCs, a more robust and responsive United Nations backed by equitable global partnerships and sustained political will is not optional; it is fundamental to our development pathways. Together, let us leverage the UN80 Initiative to reinvigorate trust in multilateralism and build a future in which no landlocked country is left behind.</i></li> </ul>
<p>China</p>	<ul style="list-style-type: none"> <li>• <i>Due to the withholding of funds by the largest contributor the operation and effectiveness of the Organization are facing serious challenges.</i></li> <li>• <i>The Secretary General has launched the UN80 initiative to promote reform of the UN so as to achieve better quality and high efficiency. This mission is critical. It requires the Secretary General's deep involvement. We look forward to a positive and effective outcome.</i></li> <li>• <i>4 points:</i> <ol style="list-style-type: none"> <li>1. <i>It is imperative to defend and uphold authority of the UN. Reform is aimed at strengthening not weakening the organization. As the international situation gets more complex and volatile there's the greater need to support the UN in playing a central role. The international system with</i></li> </ol> </li> </ul>



	<p><i>the UN at its must be preserved. This is the fundamental direction and end goal of the reform which must be maintained.</i></p> <ol style="list-style-type: none"><li><i>2. It is necessary to promote the balanced development of the three pillars: peace and security, development and human rights are mutually reinforcing. Therefore, they should be promoted in a balanced way. As we speak the implementation of the 2030 Agenda is seriously lacking behind schedule. The momentum of international development cooperation is sluggish and insufficient. Reform should be focused on prioritizing development in terms of mechanism and resources.</i></li><li><i>3. It is important to enhance the effectiveness of the work of the UN, a leaner UN, that is more efficient, physically responsive and influential is in the interest of all, reform based on the interests of all of the membership. As such it is necessary to enhance transparency, strengthened consultation among member states builds the broadest consensus possible. Reform should not be used as an excuse for any country's failure to fulfill its financial obligations.</i></li><li><i>4. It is essential to safeguard the interests of the developing world. The vital interests of developing countries must be fully taken into consideration, the representation and voice must be effectively enhanced. No country should be allowed to place its interest above those of Member States and sacrifice their legitimate rights and interest of developing countries to certify its own needs.</i></li></ol>
<p><a href="#">Australia</a></p>	<ul style="list-style-type: none"><li><i>• First, we acknowledge efforts to move quickly to reduce costs and duplication. Our priority must be on the ground delivery of outcomes - a 'one UN' approach with one budget and one set of outcomes – in continuing our efforts to leave no one behind.</i></li><li><i>• Second, the focus on mandates is a stark reminder that we can only reform together – UN80 must be an endeavour of both the UN leadership and Member States.</i></li><li><i>• We as Member States establish mandates without sunseting others. Meetings are getting longer and more complex. Agendas are overflowing. And we cannot expect the UN system to continue to absorb the impact.</i></li><li><i>• Third, we consider the work on structures will have the most enduring impact. And we look for a UN which is streamlined, coordinated, effective and fit for the future. We look forward to the recommendations on the consolidation of agencies.</i></li></ul>



	<ul style="list-style-type: none"> <li>• <i>We have had many of these processes in the past. This one cannot be just another one, divorced from the real-time downsizing in other UN centres, especially Geneva, and field offices around the world. We can't be New York-centric.</i></li> <li>• <i>We ask the Secretary General to drive a connected agenda – to reform the UN, as one.</i></li> <li>• <i>Importantly, no region can be left behind – Southeast Asia hosts UN hubs that should be considered in the use of lower cost duty stations.</i></li> </ul>
Morocco	<ul style="list-style-type: none"> <li>• <i>First we commend the Secretary General for his timely and visionary UN80 Initiative. Morocco sees it as a vital opportunity to modernize the Organization, enhance its efficiency and make it more responsive to today's global challenges.</i></li> <li>• <i>Second, we welcome the emphasis on coherence across the UN system as well as the commitments to inclusive consultations. We believe that for reform to succeed ownership by Member States is essential. This process must remain transparent, member-driven, and anchored in the principles of the UN Charter. We need to ground reforms in the 2030 Agenda and the Pact for the Future, focusing on practical operational improvements and simplifying procedures not added layers of complexity, and strengthen coordination between UN entities and Member States for greater impact on the ground.</i></li> <li>• <i>Third and finally, on financing we reiterate that reform cannot succeed without financial sustainability. Liquidity challenges remain a serious concern. Morocco as an early contributor to the 2025 regular budget reaffirms its commitment to a well resourced and effective UN.</i></li> </ul>
<a href="#">Russian Federation</a>	<ul style="list-style-type: none"> <li>• <i>We are convinced that Member States should be most actively involved in preparing proposals for the UN-80 initiative, which we generally support.</i></li> <li>• <i>Let me point out that this is not the first time the UN has faced financial difficulties. The organization found itself in a similar situation in the late 1970s and early 1980s. At that time, member states voted on each section of the UN regular budget and subsequently transferred payments with great delays and not always in full. In connection with the resulting serious cash deficit, with the active participation of the Fifth (Administrative and Budgetary) Committee of the General Assembly, the “Group of 18” was formed, also known as the “Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations”.</i></li> <li>• <i>In 1985, this group prepared 83 recommendations, most of which were approved by the General Assembly in resolution 41/213 of 19 December 1986. I would like to draw the attention of those present to</i></li> </ul>



	<p><i>the fact that in the past, reform was developed from the very beginning by Member States, and not by the UN Secretariat. In this regard, it can be assumed that the logical outcome is the approval by the State Administration of the results of the work of experts on administrative, budgetary and personnel issues.</i></p> <ul style="list-style-type: none"><li>● <i>In the current circumstances, when we were literally confronted with the fact that the Secretariat was developing the UN-80 initiative, the Russian delegation took careful note of the ideas that were already being developed and that "popped up" in the media from time to time. Apparently, by the seriously frightened staff. A few words about these ideas and what, in fact, is the goal of the initiative.</i></li><li>● <i>The Russian Federation is ready to work on the "revitalisation" of the UN on the basis of its Charter, which remains relevant. It is important not to forget the reasons that caused the current serious financial difficulties: lack of financial discipline, arbitrary action by major donors to impose non-consensus functions and mandates, excessive reliance by the Organization on voluntary contributions (which, as we understand, are particularly under threat) bureaucratic internal management processes, redundancy of leadership positions, poor progress in achieving equitable geographical representation, and frequent overstepping of the UN Secretariat's mandate as enshrined in the UN Charter, the rapid loss of the main value of UN employees - their real impartiality, which served as a guarantee of strong legitimacy.</i></li><li>● <i>The outline for UN-80 being prepared on the 38th floor may become - at best - a starting point for further development and intergovernmental discussion of possible changes. The main thing is that this process should be accountable to the Member States and fully transparent. In our opinion, the involvement of independent expert bodies - JIU and ACABQ - can also be very useful in achieving the goal that the Secretary-General has set for himself.</i></li><li>● <i>Questions arise about the role of the Chief Executive Board, one of whose key tasks is to ensure that there is no duplication of work among UN system organizations. Given the parallelism already identified by the task force, it is hardly possible to say that the Heads of State Coordination Council is coping with the implementation of its mandate. A reform is overdue with the aim of expanding the powers of member states to manage its functioning.</i></li><li>● <i>A separate problem is the high cost of goods and services purchased by the UN and its organizations. We believe it is necessary for the working group to conduct an analysis of the current situation in order to propose measures to ensure reasonable prices for purchased</i></li></ul>
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	<p><i>goods and services. We note that optimization of procurement activities can allow significant savings for Member States.</i></p> <ul style="list-style-type: none"><li>● <i>It is important to use the potential of the working group to develop parameters for interstate consultations. We expect the working group to provide an objective analysis of the problems and the reasons for their occurrence. Any potential changes should not undermine the current activities of the UN and its system organizations.</i></li><li>● <i>At the same time, we note that, in our opinion, the Secretary-General is indeed trying to protect the UN, albeit in his own way. We call on the Secretary-General to rely primarily on the positions of Member States in order to strengthen our Organization through joint efforts.</i></li></ul>
<p><a href="#">South Africa</a></p>	<ul style="list-style-type: none"><li>● <i>South Africa supports the UN80 Initiative approach that addresses the three areas of engagement, namely, striving for efficiencies and improvements; the implementation of all mandates; and the need for structural changes and programme realignment. In doing so, we need to consider the following:</i><ol style="list-style-type: none"><li>1. <i>Firstly, it is vital, to recall the need of Member States for efficiencies, cost saving and systemic coherence, which predates the current financial constraints and liquidity management crisis of the United Nations;</i></li><li>2. <i>Secondly, there needs to be a clear differentiation made between the mandate of the UN Secretariat and that which can be done in implementing the UN80 Initiative vis-à-vis the important role of Member States and the need for the latter to exercise their authority and prerogative in providing strategic and political direction;</i></li><li>3. <i>Thirdly, the core mandate of the United Nations, as espoused within our Charter, should remain as the guiding beacon. This is the golden thread that should run through all intended interventions, actions and activities of the UN80 Initiative.</i></li><li>4. <i>Fourthly, in doing so, the commensurate and guaranteed assessed contributions of Member States need to be made readily available for the UN80 Initiative to gain further traction. Taking on this ambitious project, against the backdrop of looming financial uncertainty, needs to be faced head-on. The gradual replacement of assessed with voluntary contributions makes our situation even more precarious since the withdrawal or reduction of such resources could potentially derail what we are fervently setting out to achieve.</i></li><li>5. <i>Fifthly, as a result, each of the three areas of engagement of the UN80 Initiative should receive requisite and equal attention, not one at the expense of another. In doing so, on</i></li></ol></li></ul>



	<p><i>mandate review and programme alignment, the aspirations of Agenda 2063: the Africa We Want, should be closely aligned with the recently adopted Pact for the Future and feed into meeting the goals of Agenda 2030 and SDGs.</i></p> <p>6. <i>Lastly, on efficiencies and improvements, the impact of this restructuring process, especially in relation to human resources and the continued maintenance of certain UN posts, would have to be contextualised against strengthening the important principle of equitable geographical representation within the UN Secretariat and wider UN system. Furthermore, we need to give consideration to the rejuvenation of the Organization.</i></p>
<p><a href="#">Japan</a></p>	<ul style="list-style-type: none"> <li>● <i>First, I appreciate this meeting and starting this important dialogue process between the Secretariat and the Member States.</i></li> <li>● <i>Meaningful reform can only be achieved through the full and active engagement of Member States and their decisions. It is the Member States' shared rights and responsibility to remain informed, to seek common ground, and most importantly, for us to take decisive action.</i></li> <li>● <i>Second, eighty years have passed since the founding of this Organization. To remain relevant and effective, the United Nations must evolve to reflect the realities of the 21st century. Substantial and meaningful reform is warranted with transparency to the Member States and their decision-making genuinely representing the world as it is today including through the reform of the Security Council.</i></li> <li>● <i>Third, streamlining the mandates, namely, eliminating duplication and sifting through outdated mandates where necessary, is essential to consolidating the work of the United Nations around what is truly needed. This will enable the Organization to better deliver on its responsibilities including those of the Pact of the Future and increase its credibility.</i></li> <li>● <i>Fourth, let us also recall that the strength and uniqueness of the United Nations lies in its comprehensive approach—encompassing three pillars, peace and security, development, human rights, plus humanitarian activities, and last but not least, rule-making for global governance. These functions must continue to guide us as we strive to restore trust in this indispensable institution.</i></li> </ul>
<p>Egypt</p>	<ul style="list-style-type: none"> <li>● <i>We fully support as a founding member the UN80.</i></li> <li>● <i>We have been calling for some administrative reforms so naturally now it's happening we totally support.</i></li> <li>● <i>This process needs to be inclusive, transparent and enjoying the full buy-in of us, Member States.</i></li> <li>● <i>We hear you SG clearly that the GA will consider the outcomes of this.</i></li> </ul>



	<ul style="list-style-type: none"><li>• <i>This reform process should be comprehensive overruling the entire 'business as usual' approach. This needs time and thorough consideration. What we heard today from the SG is very comforting and ambitions, they are quite great.</i></li><li>• <i>Since we cannot find a way to ensure that all of us pay in full and on time, fiscal prudence alone will not solve the problem. We should have more flexible rules, more creative rules, let me put it that way. We should shift to implement a more profitable business model Mr. Secretary General.</i></li><li>• <i>As Member States, we need to look at our drawing board, not just calling for change to happen at the Secretariat. We need to change the way we do business.</i></li><li>• <i>Reform should not be at the expense of the staff and the human resources. We are happy to see that the SG said he is consulting with the staff unions. Those people have been making great compromises and achievements and we should have them fully on board while embarking on those reforms.</i></li></ul>
<p><a href="#">United States</a></p>	<ul style="list-style-type: none"><li>• <i>The United Nations remains essential to resolving complex international challenges, first among them maintaining international peace and security, and addressing the causes of armed conflict. The UN must return to its principal purpose and the Secretary-General is uniquely positioned as the Chief Administrative Officer to lead this endeavor.</i></li><li>• <i>At a time when many governments are facing budget reductions and reprioritization, the United Nations must refocus on effective delivery of its core purposes. This includes better delivery where it matters most: at the country-level.</i></li><li>• <i>Mr. President, the United States looks forward to hearing about a singular strategic vision of the organization for this moment, and receiving concrete, and specific proposals, on how the UN will achieve greater efficiency and cost savings, eliminate duplication, and consolidate functions.</i></li><li>• <i>We recognize that many UN entities are already taking steps to streamline operations to continue implementing priority mandates.</i></li><li>• <i>The most significant way to achieve savings is to cut posts, as the majority of costs are non-discretionary staff costs.</i></li><li>• <i>The generous package of compensation and benefits should also be closely looked at.</i></li><li>• <i>While relocating staff to lower cost duty stations may be appropriate for some functions, shifting international staff alone will not achieve significant savings.</i></li><li>• <i>Likewise, there are many duplicative mandates and functions throughout the UN system. The UN must review offices and agencies</i></li></ul>



	<p><i>that have similar functions or mandates and make proposals to eliminate, streamline, or merge them.</i></p> <ul style="list-style-type: none"> <li>● <i>Using system-wide shared services and leveraging the scale of operations of the UN system can also achieve savings and drive greater coherence and collaboration.</i></li> <li>● <i>Mr. President, the 80th anniversary of the United Nations is an appropriate moment to take bold steps to ensure the organization is fit for purpose. We all must have the courage to do so.</i></li> <li>● <i>Far from sabotaging the UN, such reform efforts are indeed critical to saving it.</i></li> </ul>
Romania	<ul style="list-style-type: none"> <li>● <i>We think the UN80 is very timely and also the best response we can provide to maintain and strengthen the relevance of the United Nations.</i></li> <li>● <i>This is perhaps one of the most consequential proposals for the UN and by consequence for the multilateral system. We also see it as a dignifying tribute to the San Francisco spirit and a very strong connection with the Pact for the Future that our leaders adopted in September last year.</i></li> <li>● <i>Mr Secretary General your leadership and authority are crucial for laying down the ground for targeted reform. I seize the opportunity to commend you for the ambitious targets that are in your briefing and to express our full support for your vision.</i></li> <li>● <i>I'm also pleased to see the focus your initiative places on mandate review and implementation. Streamlining and repurposing of the UN agenda is one area where tangible results can be immediately observed, and we should shift our focus from duplicating mandates to mandate implementation.</i></li> <li>● <i>Combine and merge is the right approach as you also said and this introspection should lead to a significant overhaul not cosmetic changes.</i></li> </ul>
<a href="#">Switzerland</a>	<ul style="list-style-type: none"> <li>● <i>Multilateralism is undergoing unprecedented upheaval, with a resurgence of violations of the normative framework that has preserved global peace for eight decades and attacks on the very principles that underpin multilateral action: dialogue, cooperation, and consensus building. Switzerland calls on all stakeholders to urgently recommit to these principles and unwavering support for multilateralism. This is a prelude to any reflection on reforms and efficiency measures that should strengthen the impact of our joint action across the three pillars of the organization. The legitimacy of the UN rests on its mandates and its normative role.</i></li> <li>● <i>Switzerland supports your initiative, which should not only address immediate cost-saving requirements, but also streamline the organization's work, make it more efficient, and improve its impact</i></li> </ul>



	<p><i>in the medium and long term. At the same time, we must not lose sight of ongoing reforms and existing structures, particularly the Resident Coordinator system, which transcend institutional silos, effective inter-agency coordination in certain areas, and existing synergies that strengthen the strategic relevance of UN institutions. The proposed reform measures must therefore remain targeted and proportionate. Strengthening the efficiency, coherence, and impact of multilateral action must be our guiding principle.</i></p> <ul style="list-style-type: none"><li>● <i>In particular, we see significant risks in making short-term, general cuts without a clear strategic vision, or in relocations that would lead to false economies and fragmentation of the system.</i></li><li>● <i>At a time when the organization's financial resources must be reduced, only an approach focused on strengthening and maintaining existing synergies can be truly responsible. In this regard, allow me to recall that Geneva already has established clusters in several thematic areas, each with a strong focus on the needs on the ground and support for Member States. These clusters constitute a unique ecosystem on which it would be wise to build. Any relocation should aim to strengthen the impact of UN activities in the medium and long term and not be motivated solely by immediate savings. Similarly, the essential work of prioritizing efficiency measures must be based on solutions already developed within the most innovative organizations, both in Geneva and elsewhere. Switzerland is fully aware of its responsibility as a host and member state and remains strongly committed to the organization's principles.</i></li><li>● <i>Before concluding, allow me to ask you a few questions:</i><ul style="list-style-type: none"><li>○ <i>How do you plan to strengthen the political and strategic relevance of the UN system beyond efficiency issues?</i></li><li>○ <i>How do you plan to coordinate the various ongoing UN reforms (e.g., UNDS, UN Reset)? And how will you ensure that the entire system can be consulted on this matter, including resident coordinators at the national level?</i></li><li>○ <i>How can the "UN80" initiative strengthen institutional coordination and thus reduce silos?</i></li><li>○ <i>What is your vision for the role of global headquarters such as New York and Geneva in the future of the organization?</i></li><li>○ <i>How will you inform member states more regularly and transparently, in New York and in other multilateral hubs?</i></li></ul></li></ul>
<p><a href="#">Poland</a></p>	<ul style="list-style-type: none"><li>● <i>Timely and effective delivery of mandates should be the Organization's main priority. Poland will welcome proposals of structural changes to the United Nations system, with a view to better utilize available resources and modern technology, to unleash</i></li></ul>



	<p><i>the potential of the UN staff, and to ensure seamless cooperation within the system.</i></p> <ul style="list-style-type: none"><li>● <i>We need to refocus the United Nations from the process to the effect, and take a close look at all our discussions and committees and decide whether the outcomes are matching expectations, and are results-oriented. We should follow our own advice consensually adopted in the resolution on the revitalization of the GA, including in regard to streamlining of the agenda and frequency of some items being considered. We have to remember that every minute in a conference room, every word written, translated and published has an attached cost. Let's value those minutes.</i></li><li>● <i>I wish to refer to the main administrative problem the Organization faces right now – the liquidity crisis. We expect from the Secretary-General to propose a realistic budget for the Organization and once it is adopted by this General Assembly, we treat it as a commitment.</i></li><li>● <i>In conclusion, please allow me to pose a question to the Secretary-General:</i><ul style="list-style-type: none"><li>○ <i>As comprehensive data is crucial both for the planning stage of the reform as well as to inform the analytical work of the oversight bodies and the International Civil Service Commission, how do you want to ensure seamless cooperation of all UN system organizations in this respect?</i></li></ul></li></ul>
<p><a href="#">Indonesia</a></p>	<ul style="list-style-type: none"><li>● <i>FIRST, efficiency must be guided by performance and impact. Efficiency does not necessarily mean reduction—it must mean effective and coherent service delivery. UNRWA is a powerful example. For millions of Palestinian refugees, it is not just an agency—it is a lifeline of dignity and survival. Any structural or budgetary reform must strengthen, not constrain, its ability to deliver its mandate... ensuring its financial sustainability. Where compassion is most needed, efficiency shall not mean austerity.</i></li><li>● <i>SECOND, the moment for reform is now—and the Pact for the Future must be our guide. The Pact represents our collective commitment and a roadmap for a revitalized UN and multilateral system. The UN80 Initiative must complement and be anchored in the Pact, ensuring coherence, legitimacy, and shared ownership. Reform must be inclusive, transparent, and grounded in the will of those whom the Organization is intended to serve.</i></li><li>● <i>THIRD, a stronger UN requires a Secretariat that embodies delivery and accountability. One that is agile and aligned with the values and mandates of Member States.</i></li><li>● <i>The Charter is clear: the Secretariat serves the membership.</i></li></ul>



	<ul style="list-style-type: none"> <li>• <i>Reform of its structure or working culture must therefore emanate from, and remain accountable to, the collective will of Member States.</i></li> </ul>
<p><a href="#">Hungary</a></p>	<ul style="list-style-type: none"> <li>• <i>However, in order for the organization to function effectively, it is crucial to ensure that cooperation is built on the foundation of mutual respect and evidence based approaches.</i></li> <li>• <i>Mr. Secretary-General, we particularly welcome the ambition to streamline administrative services, reduce parallel operations, increase cooperation and build on synergies across agencies, as this would be instrumental in creating a more robust, agile and impactful UN system.</i></li> <li>• <i>We also fully support your efforts to rationalize UN programs and entities with overlapping mandates, as well as the strategic aim to reduce the Organization's presence at high-cost locations in the interest of long-term financial sustainability.</i></li> <li>• <i>We believe that optimizing the operational footprint of the entire Organization is essential to ensure a more agile and cost-effective UN system, as the system has to be prepared to focus on the needs of Member States and of our citizens with as little overhead cost as possible.</i></li> <li>• <i>In this regard, the UN shared service centers serve as a good practice. We recognize the strategic importance of Global Shared Services Centers (GSSCs) in supporting UN agencies to focus on core mandates. We believe optimizing the GSSC network is crucial for improving cost-effectiveness and operational excellence across the system.</i></li> </ul>
<p><a href="#">Ghana</a></p>	<ul style="list-style-type: none"> <li>• <i>This effort requires a close partnership between the Secretary-General and Member States to succeed. The Secretary-General, in driving his own actions, would not go far, and Member States, in preserving our established interests, would prove unhelpful.</i></li> <li>• <i>On the Financial Situation of the UN, we acknowledge that while the dire financial situation presently facing the Organization is a reality, financial cuts should not be the basis for reform or restructuring. Rather, the impact of the mandate delivery should be the focus, even as every effort is made to implement a high culture of efficiency.</i></li> <li>• <i>In this regard, while there is scope for rationalizing agencies, funds, and programmes to reduce duplications, redundancies, and waste, the focus on delivery should not be lost in any such exercise.</i></li> <li>• <i>We emphasize the importance of the initiative in preserving the faith of young officials in their career prospects within the Organisation, as it will help maintain long-term continuity and succession planning, while fostering the development of a diverse workforce.</i></li> </ul>



	<ul style="list-style-type: none"><li>● <i>On Peace and Security, we note that while important elements from the HIPPO report have been implemented, the peace and security pillar of the United Nations could still benefit from additional reforms and restructuring, including the need to:</i><ul style="list-style-type: none"><li>○ <i>match resources with the importance of the United Nations' prevention work and efforts towards preventing conflicts and building and sustaining peace.</i></li><li>○ <i>Align and structurally interlock United Nations peace operations with the efforts of regional organizations, where available, by leveraging on their existing capacity for early warning, mediation, and peace enforcement, among others. Any efforts to enhance efficiency must preserve the integrity and essential functions of the Organization. Proposals aimed at achieving efficiencies through the reduction of duplications and redundancies should not result in the dismantling of agencies, funds, or programmes that deliver critical services to Member States.</i></li></ul></li><li>● <i>On Development, over the years, due to the lack of dedicated and committed funding for the United Nations' work in the development space, it has remained an area with limited impact. This pillar of the Organisation's work should be carefully reviewed during the process.</i></li><li>● <i>A new business model is necessary, as the current model has consistently failed to deliver the desired outcomes. In further interactions in this area, Ghana will share its detailed comments.</i></li><li>● <i>To conclude, in reviewing the Organisation after 80 years, we must understand what Member States can do best within their own national contexts and identify areas where global action by the United Nations in support of national efforts is more meaningful. A failure to distinguish properly the areas of unique national competence and the blurring and intrusion of roles may not serve the Organisation and its Member States well.</i></li><li>● <i>Transparency and accountability must be central to the process to ensure the General Assembly's oversight responsibility at all stages.</i></li></ul>
<p><a href="#">Timor Leste</a></p>	<ul style="list-style-type: none"><li>● <i>We are deeply concerned with the erosion of the international rule of law and efforts to weaken the international system, such as reversing economic integration and multilateral cooperation. Timor-Leste hopes that the UN80 initiative will promote and strengthen the UN's founding principles as outlined in the Charter. The UN80 process should enhance the UN's effectiveness in maintaining international peace and security.</i></li><li>● <i>All UN Member States must unite to reinforce the UN's capacity in the areas of conflict prevention, mediation, and peacebuilding.</i></li></ul>



	<ul style="list-style-type: none"> <li>• <i>Timor-Leste supports and welcomes this initiative to enhance efficiency and accountability within the organization, thereby improving the delivery of its mandates across the three pillars: international peace and security, human rights, and sustainable development.</i></li> <li>• <i>We believe the UN80 initiative will also help accelerate the effective implementation of the Sustainable Development Goals (SDGs) and the Pact for the Future, which requires profound reforms.</i></li> </ul>
<p><a href="#">Zambia</a></p>	<ul style="list-style-type: none"> <li>• <i>We recognise that for the United Nations to deliver effectively in this dispensation, there is a need to reform the institution and address inefficiencies. However, these reforms should not result in the ultimate reduction of support to Member States.</i></li> <li>• <i>We further, recognise the need to ensure that certain key areas of mandate are preserved in order to sustain the momentum that we are trying to recover.</i></li> <li>• <i>The sustainable development goals remain one of the most significant intergovernmentally agreed commitments that seeks to address the development challenges faced by many countries.</i></li> <li>• <i>There is a need to ensure that the outcome of reforms under the Initiative do not undermine the limited progress made and development gains achieved since the adoption of the SDGs. Neither should they stall the desired progress over the next five years. Therefore, focus should remain on the Sustainable Development Goals.</i></li> </ul>
<p><a href="#">Zimbabwe</a></p>	<ul style="list-style-type: none"> <li>• <i>We therefore welcome the establishment of a Taskforce to undertake an internal review of the organisation, structured around three vital pillars: identifying operational efficiencies, assessing the implementation of mandates from Member States, and exploring deeper structural reforms and programme realignment. These are necessary steps if the UN is to become more agile, responsive, and aligned to current and future demands.</i></li> <li>• <i>As we anticipate the proposals from this exercise, we underscore the importance of anchoring reform on the core principles of integrity, transparency, and professionalism. Equally, we emphasise that reform efforts, particularly those involving cost-saving measures, must be guided by considerations of equity—including gender balance and equitable geographical representation. We also emphasise the importance of the Pact for the Future as a guide to this process.</i></li> </ul>
<p><a href="#">Ecuador</a></p>	<ul style="list-style-type: none"> <li>• <i>The UN80 Initiative should not be seen as a mere exercise in institutional survival, but rather as an opportunity to realign the Organization, address inefficiencies, and, above all, restore</i></li> </ul>



	<p><i>confidence in multilateralism, which will only be possible if we make it work better for the people it serves.</i></p> <ul style="list-style-type: none"> <li>● <i>Ecuador supports the UN80 Initiative and trusts in the Secretary-General's judgment to make the adjustments the organization requires, which include seeking efficiencies within existing agreements, effectively implementing mandates received, and evaluating structural changes.</i></li> <li>● <i>In this regard, the UN will be attentive to the proposals developed by the internal working group led by Under-Secretary-General Guy Ryder.</i></li> <li>● <i>As part of its commitment to the improved functioning of the Organization, Ecuador, together with Portugal, has organized the UNITAR workshop on the Relationship between the General Assembly and the Security Council, an event that is being held in parallel with this meeting.</i></li> </ul>
<p><a href="#"><u>Dominican Republic</u></a></p>	<ul style="list-style-type: none"> <li>● <i>Over time, we have witnessed sustained growth in the workload of this Organization, a reflection of its central role as an irreplaceable forum for international dialogue. At the same time, various challenges have intensified, including geopolitical challenges, the liquidity crisis, and widening inequalities. In this context, we underline the importance of any reform process being based on substantive, open, and transparent consultations with Member States, particularly regarding pragmatic aspects.</i></li> <li>● <i>We also appreciate the Secretary-General's commitment to ensuring that this work does not represent an additional burden for the delegations. We believe it is essential to avoid duplication of workflows or the creation of new requirements without adequate streamlining of existing structures and processes.</i></li> <li>● <i>Taking into account the concerns expressed, we reiterate our support for encouraging efforts and implementing a process that maintains the founding principles of the United Nations at its core, mainstreaming the dimension of peace and security as common goods and using the goals and indicators of the 2030 Agenda and the Compact for the Future as reference frameworks for the successful implementation of this initiative. Along these same lines, we must prevent the pursuit of efficiency from becoming a pretext for weakening priority programs or neglecting the needs of the most vulnerable.</i></li> </ul>
<p><a href="#"><u>Malaysia</u></a></p>	<ul style="list-style-type: none"> <li>● <i>The challenges before us are monumental. We have less than five years to realise our pledge for the attainment of the SDGs. In September last year, we adopted the Pact for the Future, reaffirming</i></li> </ul>



	<p><i>our commitment to multilateralism, promising to accelerate the implementation of the 2030 Agenda.</i></p> <ul style="list-style-type: none"><li>● <i>Malaysia consistently supports reform measures to make the United Nations more democratic, effective, efficient, inclusive, sustainable, and transparent. Ensuring the UN's effectiveness is our shared responsibility. Malaysia takes its responsibility and commitment towards the UN and multilateralism very seriously. Malaysia consistently pays its assessed contribution to the Regular Budget in full and on time. This same commitment is reflected in our active participation in UN peacekeeping operations and support for various UN development and humanitarian initiatives. In this spirit, we urge all Member States to honour their financial obligations to the Organization, ensuring that it is always adequately resourced, to carry out its vital mandates for global peace, development, and human rights.</i></li><li>● <i>Malaysia appreciates the Secretary-General's pledge to consult closely and regularly with Member States on the progress of the UN80 Initiative.</i></li></ul>
<p><a href="#">Viet Nam</a></p>	<ul style="list-style-type: none"><li>● <i>As we consider the UN80 initiative, my delegation believes that it is important to adopt a comprehensive and systemic approach to reform - one that looks across the Organization in a holistic and integrated manner, and in synergy with other critical reform tracks, including the revitalization of the General Assembly and the reform of the Security Council.</i></li><li>● <i>We share the view with the Secretary General as stated in his 11 March letter that reforms should stem from assessment of the United Nations' fitness for purpose in carrying out its goals efficiently. Therefore, mandates delivery should be the primary driver for any reform, rather than resource constraints.</i></li><li>● <i>At the same time, reforms must be approached with prudence and depth. Proposals for reform go beyond mere considerations of resources or operational adjustments. They touch upon the fundamental nature, identity, and future direction of the United Nations.</i></li><li>● <i>Member states must be at the heart of this process. The UN is an intergovernmental organization created by and for its Member States. Our ownership, engagement, and oversight are essential to ensuring that any reform is sustainable, accountable and ultimately for the benefit of member states.</i></li><li>● <i>In this regard, we reiterate the importance of achieving and maintaining equitable geographical representation of the UN staff pre-, during and post reform, to maintain diversity and reflect the global nature of the organization.</i></li></ul>



[El Salvador](#)

- *We believe it is essential that this entire process be built on three fundamental principles: intergovernmental ownership, meaningful inclusion, and ongoing transparency.*
- *Let me highlight three specific points:*
  - *The review of mandate implementation must contribute to strengthening their fulfillment. Any streamlining must be subject to substantive consultation and have intergovernmental political validation.*
  - *We are open to new forms of organization, work, and deployment, but we emphasize that this should not weaken small states' access to decision-making centers or reduce the thematic capacities of key entities.*
  - *It is essential that this initiative be clearly and complementary to previously adopted intergovernmental commitments, without duplicating existing efforts.*
- *In this regard, we formulate the following queries:*
  - *How will this initiative align with other ongoing reform processes, such as the reform of the Human Rights Council, the General Assembly and its Main Committees, and the Committees of ECOSOC subsidiary bodies such as the CSW and the CSoCD?*
  - *Is there an intention to establish mechanisms for regular reporting to the General Assembly on the progress of this initiative, in addition to the informal consultations indicated by the Secretary-General?*
  - *Are there plans to gather substantive input from UN Country Teams on the practical implementation of the UN80 initiative on the ground?*
  - *Regarding organizational transformation, how does the Secretariat intend to ensure that staff restructuring, job profiles, and technical capabilities remain aligned with the mandates established by Member States, while also ensuring geographic diversity?*
  - *We understand that several structural reforms contemplated within the framework of the UN80 initiative would require additional resources, which is particularly complex given the current liquidity crisis facing the Organization. In this regard, how do you plan to implement these reforms in such a restrictive financial context?*
- *We emphasize the key role that the Fifth Committee of the General Assembly will play in this entire process, and therefore, we request that the Secretariat submit all documentation related to these*



	<p><i>proposals in a timely manner. This will be essential for the General Assembly to make informed decisions without compromising the time that delegations already have to devote to regularly reviewing the budgetary exercise.</i></p>
<p><a href="#">Senegal</a></p>	<ul style="list-style-type: none"><li>● <i>As we have just celebrated the 80th anniversary of the end of the Second World War and are preparing to commemorate its 80th anniversary, our Organization is facing financial difficulties that threaten not only the achievement of the 2030 Agenda, but more importantly, the implementation of the Pact for the Future that binds us to future generations.</i></li><li>● <i>A United Nations that must be ever more focused on its three fundamental pillars, more firmly established in a multilingual environment, ever more mindful of the geographical balance that makes it so rich, and endowed with substantial and adequate budgetary resources.</i></li><li>● <i>This is why it is so important for all Member States to pay their contributions to the regular budget and those of peacekeeping missions in full within the required timeframe, in order to provide the UN with sufficient and stable financial resources to break this financial impasse.</i></li><li>● <i>At this point, allow me to share the following four points:</i><ul style="list-style-type: none"><li>○ <i>First, the financial impasse, which my delegation mentioned earlier, must not be the main driver of reforms that would lead to reductions in program execution rates and questionable budget cuts.</i></li><li>○ <i>Second, to be successful, this Initiative must follow a transparent and inclusive process with the primary objective of improving the effectiveness and efficiency of mandate implementation.</i></li><li>○ <i>Third, the UN80 must not be just a budget-cutting exercise, but a genuine exercise in reforming the United Nations system to refocus our organization on its core business, in accordance with the three pillars of the Charter and without compromising the execution of important mandates for Member States like ours.</i></li><li>○ <i>Therefore, any structural changes or realignments of programs should be carried out in a concerted and consensual manner, in order to avoid the partial implementation of mandates or the suspension of the implementation of priorities or programs that are important to many Member States, particularly within the framework of the 2030 Agenda.</i></li></ul></li></ul>



	<ul style="list-style-type: none"> <li>○ <i>Fourth, this Initiative can bring the System's leadership and decision-making centers even closer to the people, who are the ultimate beneficiaries of its programs and activities.</i></li> </ul>
<a href="#">Malawi</a>	<ul style="list-style-type: none"> <li>● <i>Malawi welcomes the Secretary-General's commitment to making the United Nations more efficient and cost-effective.</i></li> <li>● <i>We stress, however, that the true measure of reform must be its impact on those furthest behind-not simply organizational streamlining or cost reductions. As the Secretary-General himself has affirmed, UN budgets are not just numbers on a balance sheet; they are a matter of life and death for millions around the world.</i></li> <li>● <i>Now, more than ever, the UN system's support is indispensable. While we support reforms that enhance efficiency, we emphasize that any restructuring must prioritize the strengthening-not the diminishing-of specialized offices and entities that serve as lifelines for the world's most vulnerable nations.</i></li> <li>● <i>Malawi stands ready to engage constructively with the UN80 reform process to ensure that reforms strengthen the development pillar of the UN ecosystem. Any reform, however, needs to build on recorded successes including scaling up best practices.</i></li> <li>● <i>We envision a United Nations where specialized support for vulnerable nations such as Malawi is enhanced.</i></li> </ul>
<a href="#">Croatia</a>	<ul style="list-style-type: none"> <li>● <i>The Pact for the Future that our Heads of State and Government adopted last September gives us the framework. It charts the way to our future. We know what needs to be done. We need now to support SG to propose how to increase impact, accountability, efficiency and transparency.</i></li> <li>● <i>From our side, we encourage the SG to be ambitious. The current situation requires bold and decisive actions. But the SG cannot do it alone. We, as Member States, also have to act boldly and ambitiously. We need to keep an open mind. And we need to discuss among ourselves with a lot of good will how we can support better delivery of mandates across all pillars of the UN and in full accordance with the UN Charter. And we might need to make some difficult decisions.</i></li> <li>● <i>We all have our priorities and specific national interests, but they cannot be imposed on others. Until we all benefit from our collective measures, no one will truly benefit, especially in our interconnected world where threats and challenges exceed national borders and capabilities alike.</i></li> </ul>
<a href="#">Türkiye</a>	<ul style="list-style-type: none"> <li>● <i>Türkiye welcomes and supports the UN80 Initiative, as we do all reform efforts aimed at making the United Nations more effective, responsive, and efficient.</i></li> </ul>



	<ul style="list-style-type: none"><li>● <i>Reform efforts should be pursued in a spirit of cooperation—not competition—among the three pillars of the UN: peace and security, development, and human rights. A balanced and integrated approach among these pillars is essential to preserving the Organization’s integrity and delivering on its comprehensive mandate.</i></li><li>● <i>In this context, we support steps that aim to eliminate duplication across the system and improve resource efficiency. Strengthening the leadership and coordination role of Resident Coordinators at the country level can also enhance the coherence and impact of the UN’s work.</i></li><li>● <i>At the same time, reforms must not undermine the UN’s critical, life-saving operations on the ground, its protection of civilians, or its contributions to sustainable development. Weakening of these core responsibilities could lead to crises that endanger the security and stability of all.</i></li><li>● <i>The reform process should be firmly anchored in a commitment to the 2030 Agenda and the achievement of the SDGs and the shared objectives of the Pact for the Future.</i></li><li>● <i>Efforts to streamline the system must also safeguard the valuable expertise and institutional memory that UN agencies and programs have built over decades of work.</i></li><li>● <i>A reformed and empowered UN will continue to rely on Member States’ timely and full financial contributions to sustain its vital functions.</i></li><li>● <i>In this regard, we see merit in reducing staff numbers in high-cost duty stations as a practical cost-saving measure. Relocating staff and functions closer to operational hubs could not only reduce expenditures but also enhance effectiveness and field-level impact.</i></li><li>● <i>Türkiye, which hosts numerous UN offices in both Ankara and İstanbul, stands ready to contribute actively and constructively to the reform process.</i></li></ul>
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### **Secretary General of the United Nations – Response to Member States and Closing Statement:**

*Thank you very much, Mr. President, and I would like first of all to express my deep gratitude and appreciation for all the participants in the meeting, and especially for the extremely valuable interventions that were made, and that will help me also to clarify a number of very important points. And I would start by saying what this process is not, because sometimes in many of the interventions that were made, I felt a certain discomfort with the possibility of this process having a certain number of characteristics that were considered, I would say, less positive. First, this process is not a way to weaken our commitment to the values and principles of the UN and to accept a weakening of multilateralism.*



*On the contrary, this process is a process that aims to increase our capacity to make the Charter more relevant at a global level, to make international law more respected, and at the same time to make sure that we are fully able to support all multilateral processes and strengthen multilateralism. Second, this process is not a process to replace the Agenda 2030 or the Pact for the Future. This is a process that aims at creating better conditions for the UN to guarantee the implementation of the Agenda 2030 and the Pact for the Future.*

*And these will be permanent guidelines. Nothing will be done that will undermine our capacity to implement the Agenda 2030 or the Pact for the Future. That doesn't mean that it will be easy.*

*We all know the difficulties, the obstacles, and the problems that we face. Third, this process is not a process based on the idea of the back to basics. Let's consider the UN was created essentially to guarantee peace in the world, so let's forget about development, let's forget about human rights, let's forget about other areas, and let's concentrate on the basics.*

*No, I am a true believer that the three pillars, peace and security, development, and human rights, are three essential components of our activity. And there is no way to guarantee peace and security without development and without the respect of human rights. And so the idea that we can concentrate efforts on peace and security and forget about or reduce our efforts in development or human rights would be completely wrong.*

*And this will not be what we will do. And that is the reason why today I gave an example about the things that we are doing and I started exactly on how we can streamline, make more effective and more cost effective our response in the peace and security sector. On the other hand, this is not a process aiming at circumventing the member states and reduce the role of the member states in the decision making process in relation to the reforms that are, in my opinion, necessary.*

*On the contrary, we will be permanently, entirely at the disposal of member states. I already made four meetings with different groups of member states, and I'll make as many as necessary. Guy Ryder is at the disposal of member states, and I am at the disposal of the General Assembly to come as many times as possible into structured discussions on specific areas of interest of member states.*

*This is the first meeting in which I tried to present the global picture, but it's my interest that this is done in very close consultation with member states. But more than that, we are organizing things in order for namely the aspects that are related to the Secretariat to come through a revised budget process, which means that they will go through the ACBQ and the Fifth Committee. So, independently of the consultations with member states in the formulation of the proposals, we decided that the best way to conduct decision process in relation to the transformations that are necessary is to use the budgetary process in which the ACBQ, the Fifth Committee are part.*

*And our only appeal is for the member states in the Fifth Committee to be engaged in making sure that we reach the improvements that we want to reach in relation to our effectiveness and in relation to our cost effectiveness. And obviously, in relation to what escapes the Secretariat, it will be through the different decision bodies of the different agencies. They will have to go through those bodies.*

*And to the question, how will we guarantee the overcome of the disagreements of the agencies? The answer is, it is exactly through the construction of the clusters as a methodology of work in order to make sure that all agencies that are linked to the same objectives and that areas of potential conflict or of duplication will*



*address it and then will present to their governing bodies the necessary changes. The other idea is that this will reduce the support to member states.*

*And I want to tell you that the objective is exactly to conduct the reforms in order to not only maintain, but to the extent possible, be more effective in the support to member states. And here, there is a main consideration that I would like to make. And of course, it's not easy, but I think it's very relevant.*

*When I was in UNHCR and I had more freedom in relation to the budget, we did a huge effort to reduce the money that we were spending with ourselves, UNHCR, and to increase the money we were spending with the beneficiaries and with the countries supporting the beneficiaries. In the Secretariat, we have a situation in which most of the money is spent with ourselves and very little is used in direct support to member states. And I think we need to make a serious reflection that maybe we need to have structures that are more streamlined, avoiding duplications, consolidation, creating conditions to spend less money with ourselves, and to have more money for direct support to member states, especially developing countries.*

*And in particular, the African continent was referred. It is one of my main objectives to have a system that is more able to really support member states, especially developing countries. And I think that we -- and this is linked to the other question, which is the question of mandates.*

*Of course, I have no authority to create or to reduce mandates. We will work in the implementation of mandates, but I make an appeal to all of you. Let's create an intergovernmental process, because it needs to be an intergovernmental process, to look into the mandates that exist today and to do a serious effort to avoid duplications and to make sure at the same time that those that are outdated disappear and that we concentrate efforts in those that are more relevant for the activities of the UN.*

*Because, to be honest, when I look at the number of reports that I make and that the Secretariat makes on all kinds of issues, and I look at the delegations of the overwhelming majority of the countries, namely the smaller countries, I have doubts that the member states can follow large chunks of the work that is done, large chunks of the reports that are produced. And I think it would be much better to have less paper and more capacity for everybody to follow everything that happens and to have a say in the work of the UN. And my appeal to all of you is to have a serious look into the mandates themselves.*

*For our part, we will try to see how best we can implement the mandates decided by you in a way that avoids also, from the point of view of implementation, duplications and inefficiencies that exist. On the other hand, this is not an answer to the liquidity crisis. The liquidity crisis is caused by one simple fact, the arrears.*

*The fact that we have a huge debt to the organization by, it's true, essentially one member state, a few others. And this is the reason why we have a liquidity crisis. And we won't solve a liquidity crisis by reforming the organization.*

*We solve the liquidity crisis by countries paying full and on time their contributions. What we also believe is that if we are more effective and more cost effective, first of all, we'll be more able to limit the impact of the liquidity crisis. And maybe we create motivations for payments to be more guaranteed in time and in full.*

*There was a question related to the Bretton Woods system. The Bretton Woods system is not participating in this reform. This reform is strictly in the context of the UN.*



*Of course, the cooperation with the Bretton Woods system is very important, but their decision-making processes are completely different and it would be impossible to do it together. To be able to have the maximum of possible decisions as early as possible, we are going to make a big effort to be able to present in September a revised version of our proposals to the budget, allowing for the budget approved for 2026 to already include many of the aspects that in between have been discussed and in between have been decided by, again, the budget process, which means going through the ACBQ, going through the Fifth Committee.*

*On the other hand, we are aware that this is a short period of time and so we admit that a number of other things will need to be looked at during the process for the elaboration of the budget for 2027. I hope that we will be able to make savings without undermining our capacity to deliver and that those savings will, of course, be helpful in the moment in which we are all aware resources are scarce. On the other hand, I would like to say a word about localizations.*

*We do not have the idea that the delocalization of services is the solution for all our problems. No. In some circumstances, a delocalization makes sense.*

*In other circumstances, it doesn't. But delocalizations are taking place as we speak. UNICEF has moved part of its back office to Nairobi.*

*ITC is prepared to send about 50 percent also to Nairobi. And UNHCR has substantially increased its participation in Nairobi. These are examples about Nairobi.*

*And why did I speak about Nairobi? Because Nairobi is in Africa. And there was a concern expressed that we might be abandoning Africa.*

*On the contrary, at the present moment, the processes of delocalization that are taking place are exactly to Nairobi. Because Nairobi has a huge campus, has a huge capacity to increase its space and its offer, and it has costs that are competitive. But that doesn't mean that we can move to Nairobi everything that is in New York or everything that is...*

*So that is exactly not the case. Delocalizations need to be seen on a case-by-case basis and decided by the bodies that are relevant in the entities that might be willing to delocalize. As obviously, delocalization means that some posts are eliminated in one place and created in another place.*

*It obviously means that the member states will be called to decide in relation to those processes. Finally, I would like to say that we are extremely, extremely committed to do everything possible to make our organization more and more a central instrument of the development of multilateralism, that we want to make sure that in a world where international law seems sometimes to be forgotten, that the charter, international law, international humanitarian law, international human rights law, all these things remain absolutely central in our work and absolutely central in our objectives in relation to the international community, and to say that we see this reform as a way to be much more effective in relation to the prevention of conflicts, in relation to the mediation of conflicts, in relation to peacekeeping and to peacebuilding, and simultaneously in relation to our capacity to support member states address the enormous challenges of development that at the present moment they face.*

*In depth, in lack of resources, and that we consider the development pillar to be an essential basis of our work, together of course with the conscience that in a moment in which human rights are being put into*



*question in so many parts of the world, this reform cannot be made by weakening our capacity to defend human rights everywhere. So our three pillars will be maintained, the equilibrium of the pillars will be preserved, and another thing that I want to say is that someone spoke about regional diversity. This is exactly one of the preoccupations that was discussed in the CEB.*

*We need to preserve at all costs an orientation that I have introduced since the beginning of our work, which is to increase progressively regional diversity, to have a better regional balance in the world, or geographical balance if you want, in the way we work. As we believe that this cannot be undermining the progress we did in gender parity or undermining the progress that we did in relation to people with disabilities, we need to make sure that when we do the operations that we'll do, and eventually in the areas where staff will be reduced, that we do it preserving those essential values. We want our organization to be more and more with an equilibrium in relation to the geographical distribution of its staff, and more and more committed to gender parity and more and more committed to give adequate protection to the people with disability and the conditions for them to be able to fully work in the organization.*

*But, and I conclude with this, we are entirely at your disposal through all the processes that, by the initiative of Member States, by our initiative, can be put in place to increase our dialogue, and we will fully respect, we will fully respect the institutional mechanisms of decision that are essentially, with the exception of the areas in which I have myself competence of Chief Administrative Officer, which are very limited as you know, most of the reforms that will be implemented will be a decision of Member States, and I count on the strong commitment of Member States to strengthen our organization. Thank you very much.*