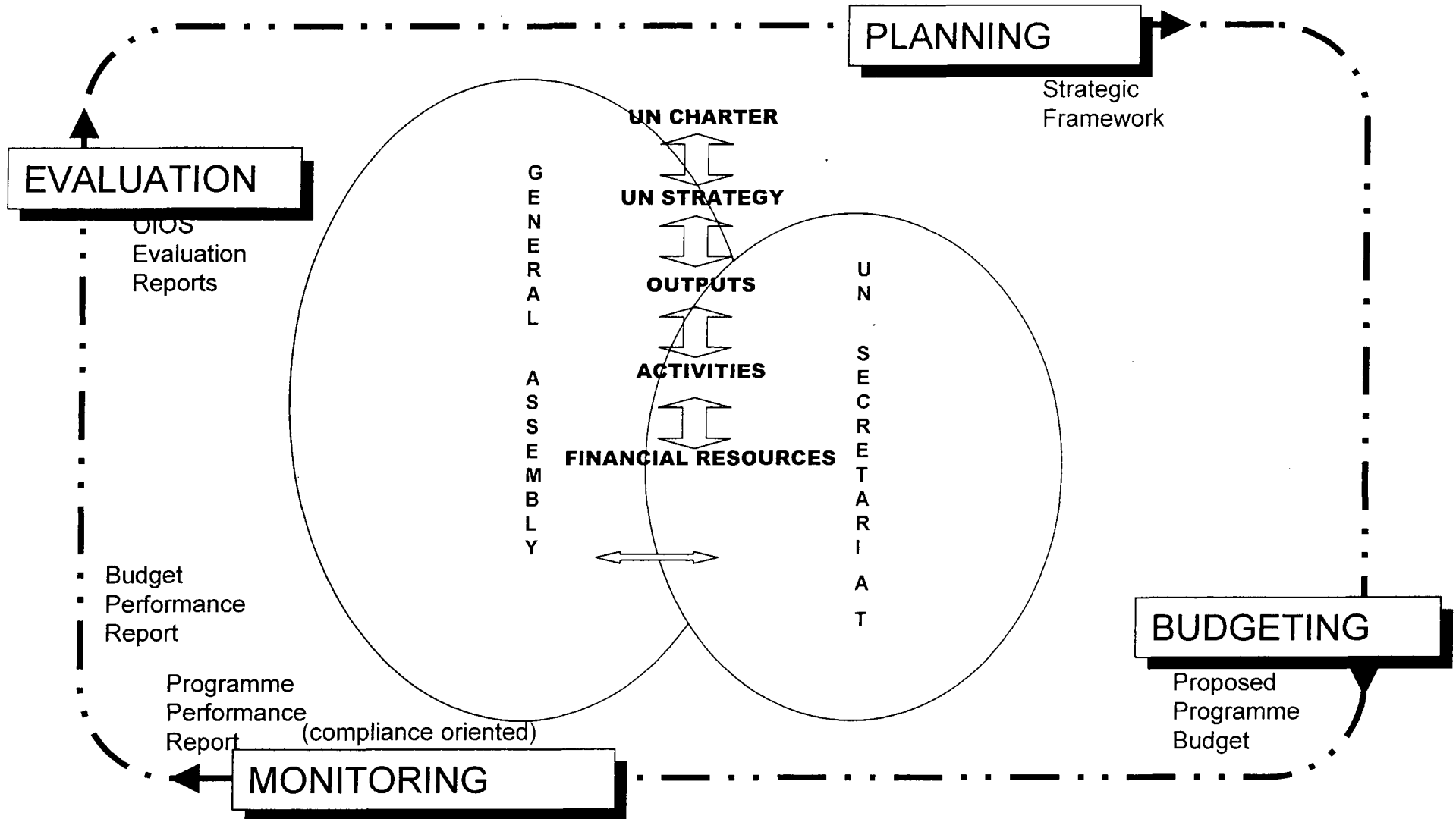


A Governance and Management Reform

- On an aggregate level support for “REFORM” – under concepts as ACCOUNTABILITY, TRANSPARENCY, RESULTS
- Other concepts have been: “holistic approach”, NO to “piece-meal approach”
- I note that the perspective is focused on reform in and of the Secretariat
- My contribution today is to focus on the budget process and I will refer to it as the **BUDGET DIALOGUE**, the dialogue between the Secretariat and the General Assembly, between the executive/management part and the legislative/governing part of the UN.
- The budget process is the **KEY PROCESS** in any organization and should incorporate all relevant elements - from Strategic Framework, PPR, evaluations, inspections, audit and the financial resources.
- The budget should be *the* vehicle for prioritization between different programmes and ambitions.
- The budget dialogue should be one and whole and incorporate and present all the funds deemed necessary for the fulfillments of programmes for the Programme period.
- The budget should be prepared in the Secretariat and discussed and decided by the General Assembly during a reasonable period of time.
- Today’s’ budget “dialogue” is highly dysfunctional; total disconnection with the RBM concept, dysfunctional time connection with the Strategic Framework; the budget document to the General Assembly is based on old information and presented on a technical and irrelevant level in substance; leads the GA to focus on details on posts and activity level instead of strategy and priorities.
- The irrelevant information has to be compensated by comprehensive ex-post information (4NI writes: 563 pages of written replies to 490 questions and approx 10,3mill \$ worth of Staff time); GA costs not accounted for
- A time consuming and frustrating process on both sides; “full speed ahead on the first gear”

- **Long overdue for in-depth reform - to ensure a relevant, organized and systematic dialogue between the Secretariat and the General Assembly on results/performance, reform proposals, priorities and resources, enabling the GA to decide on priorities and financial resources in course of one coherent and closely connected process.**
- **The holistic approach is the Accountability Framework: this is how we see the whole accountability architecture, the whole construction.**
- **All buildings start with the drawing of it and with establishing in place the foundations and the supportive pillars.**
- **A well framed budget dialogue incorporating and integrating other relevant processes is the foundation of any organization**
- **The importance in the launching of a reform is to widen the perspective from the Secretariat to the DIALOGUE BETWEEN THE SECRETARIAT AND THE GENERAL ASSEMBLY; a Project Group would be required to draw up such a project ensuring timeliness and relevance of information and efficiency and effectiveness in the dialogue: and then monitor the implementation.**
- **The last pages illustrate the existing dysfunctional process and how a relevant and effective dialogue should be construed in principle.**

Current GA-Secretariat Dialogue is "Deficient"



- Dialogue between GA and Secretariat is limited to inputs, activities and outputs; focused on posts
- Planning-budgeting-monitoring-evaluation cycle is disconnected and viewed as more of compliance matter; e.g. resources allocated before results are reported

GA-Secretariat Dialogue

