



**STATEMENT ON BEHALF OF THE
ASSOCIATION OF SOUTHEAST ASIAN
NATIONS BY AMBASSADOR BURHAN
GAFOOR, PERMANENT REPRESENTATIVE
OF SINGAPORE TO THE UNITED NATIONS
ON MANAGEMENT REFORM OF THE UNITED
NATIONS, 4 DECEMBER 2017**

Thank you, Mr Chairman.

1 I have the honour to speak on behalf of the 10 Member States of the Association of Southeast Asian Nations (ASEAN) on the Secretary-General's report: "Shifting the management paradigm in the United Nations: ensuring a better future for all", and the associated report of the Advisory Committee on Administrative and Budgetary Questions.

2 ASEAN aligns ourselves with the statement made by Ecuador on behalf of the Group of 77 and China.

Mr Chairman,

3 ASEAN is encouraged that as we take the first steps towards reform, the Secretary-General has engaged in extensive consultation with Member States. We reiterate that for the success of any reform effort, the buy-in and trust of Member States are critical. To this end, we hope that the Secretary-General and his team will continue their outreach and consultations with Member States, and continue this positive, open, and transparent process.

4 ASEAN has heard the Secretary-General's call for change. We agree that it is important to make the Organisation fit for purpose, and enable it to deliver on its mandates. We welcome the steps that the Secretary-General has already taken, to examine where processes can be simplified, identify low-hanging fruit for early dividends, and most importantly, create a sense of momentum across the UN system for change.

5 ASEAN will examine these proposals with an open mind. We will engage actively in discussions in the weeks ahead, and lay out our views on the substance of the proposals. For now, let me outline some core principles that will guide our discussions.

6 First, ASEAN welcomes the Secretary-General's focus on delivery and results. In evaluating the proposals before us, we will focus on how these proposals can achieve desired outcomes, particularly in making the Organisation more effective and efficient in delivering on the ground. The Secretary-General has identified a clear list of challenges. We will work with him on mapping out solutions.

7 Second, reform must increase transparency and accountability to Member States, and we are pleased that the Secretary-General places high importance on these goals. ASEAN emphasizes that any change to the presentation of information must offer more transparency and accountability, not less. It must provide sufficient information to enable Member States to better analyse the Secretariat's performance, and assess how it has delivered with the resources entrusted to it. The two reports before us offer some useful ideas. They are worth further study.

8 Third, reform must be carefully managed. It must not impact mandate delivery on the ground. Adequate risk mitigation measures must be put in place. And reform must be dynamic: able to assess, reflect, learn, and adapt at each phase. ASEAN therefore reiterates the importance of a roadmap for implementation, to guide each stage with clear objectives, safeguards, benchmarks, and indicators of achievement. We would like to see the detailed proposal before implementation begins. We should proceed with purpose, but also with prudence.

Mr Chairman,

9 In closing, let me reaffirm that the 10 Member States of ASEAN share the Secretary-General's goal to build a better United Nations, and a more effective Organisation that can make a tangible difference, especially in helping Member States achieve the 2030 Agenda for Sustainable Development. This is a collective journey, where all 193 of us have an equal stake, and ASEAN will engage constructively towards the achievement of our common goal.

Thank you.