
Informal Ad Hoc Working Group on the Mandate Implementation Review

New York, 14 November 2025

Declaration read by Mr. Oliver Hoehne
Deputy Permanent representative of Switzerland

Distinguished Co-Chairs, Excellencies,

Switzerland thanks you for the opportunity to contribute to this discussion on mandate delivery — a crucial element of the UN's effectiveness and credibility.

During our tenure as an elected member of the UN Security Council, Switzerland led efforts to establish a resolution on the protection of humanitarian personnel. In the drafting and consultation process, we reached out to the Secretariat, sharing wording suggestions and were advised that in this particular instance, regular oral briefings by UN officials may be more effective than a requirement for regular written reports. This feedback helped us devise the mandate accordingly and prepare the ground for optimal modalities of mandate delivery.

This example illustrates what the briefing and consultation on **mandate creation** have shown in more depth: well-crafted mandates that define from the outset elements such as reporting modalities and frequency, expected outcomes, that build on existing knowledge and fill actual gaps, are key enablers for **effective delivery**. In short, a “good” mandate makes good delivery possible.

Co-Chairs, today I would like to make three points:

First, to have a more targeted discussion, we would like a **clearer understanding of what the Secretary-General can already do under his or her own authority** to especially improve delivery management. For example, “making better use of system-wide coordination platforms to avoid duplication”, such as the Inter-Agency Standing Committee or the Chief Executive Board, are measures – we believe – the SG can act upon today.

Second, regarding meetings and reports, Switzerland supports efforts to reduce their number, while improving the quality and accessibility of those that remain. Reports should be clearer, shorter and more focused. We could, for example, think about **introducing word limits**. Wherever feasible, **reports could be combined** – the Secretariat could propose where such streamlining makes sense. We also encourage the **use of different formats**, such as short update reports, instead of lengthy annual documents. In our own system, Swiss diplomats across the world have been instructed to privilege shorter reporting and analysis formats for their daily work, while retaining



more detailed reporting and analysis formats for specific situations at lesser frequency. There is no doubt we can learn and get inspiration from how the 192 other diplomatic services deal with the same challenges of information overload, acceleration, limited staffing etc.

Switzerland is also open to **exploring technical solutions**. Could artificial intelligence tools, for example, be used to cross-check reports for redundancies and duplication, or to provide cross-references to related reports? Given the successful experience of setting up the mandate registry, how about improving the technical interface for reporting, by creating an online space that allows for user friendly access to all products of existing mandates, taking into consideration multilingualism and accessibility for all? Switzerland stands ready to share its experiences in this regard.

Third, **real impact in mandate delivery depends on coordination and tapping into synergies**. Efficient mandate delivery requires entities to share knowledge and work hand-in-hand across UN hubs. Take human rights: the Human Rights Council in Geneva and the General Assembly here in New York must operate in lockstep. In addition, we may gain valuable insights from the Council's mandate implementation that are of relevance for our work here. So let's break down silos not only thematically but also geographically.

Thank you.
