

3. My Board colleagues, Mr. Liu Jiayi of the SAI of the People's Republic of China and Mr. Ludovick Utouh of the SAI of the United Republic of Tanzania, and I are united in our belief that we should not only provide the General Assembly with independent assurance on the use of Member States' funds, but should also actively promote improved efficiency and better governance and financial and operational management. There has surely been no better time in the life of the United Nations for the Board to discharge this role. Many of the modern management approaches and programmes which for too long were perceived as being little more than acronyms, such as "IPSAS", "RBM", "ERP" , "GFSS" or "CMP", are now beginning to permeate the system. It would of course have been better had they come much earlier and more consistently, but the benefits are coming within reach.
4. And these benefits are essential for you and your stakeholders. The UN system is under pressure as never before. Improved efficiency and cost-effectiveness are no longer optional, wherever you are in the UN world. This is because the organisation faces mounting public and political expectations and broadening mandates:
 - to respond to challenging man-made and natural disasters;
 - To deliver on ambitious

6. In that inescapable context, swathes of the UN system remain antiquated and lock too much of its constrained resources into ad

Secretariat of 10 or 20 years' time, based on our best understanding of what will be needed then and what will be available to deliver it. This vision should not be set in stone. How could it be? But it is a vitally necessary driver of change; a test of the merits of individual projects; and, perhaps most importantly, a means to convince member states and senior management to take the difficult decisions that might otherwise be postponed indefinitely.

17. With a shared vision for improved management, the UN's Secretariat would find it easier to act collectively, a key issue we have identified in a number of reports. I believe that with a shared vision, Leaders could be held to account more readily, both by this Committee and others. And with a shared vision, it would become easier – I think much easier – to know where to deploy this great institution's best management.

Conclusion

18. I have heard it said that the UN places too strong a premium on deep intellect and great diplomacy, and too little emphasis on the skills needed to manage complex change and deliver efficient quality day-to-day. I take a slightly different view. Who could object to deep intellect and great diplomacy? In many cases, their power has been felt as the Secretariat has turned projects around. But these are not alternatives to good management. In all these strengths, strategic attention to detail is key. The difference is simply which details one is paying attention to.
19. When it is time for blue skies thinking, there should be blue skies thinking. But when it is time for close and careful delivery, that needs to be in the UN's armoury too. And most importantly, when it is time to strip out unnecessary bureaucracy in order to gather additional resources for use at the front line – in vaccination programmes, peacekeeping, battling climate change and countless other important endeavours – the UN must be able to identify the waste and boldly take the steps to eradicate it.
20. Mr. Chairman, and members of the Fifth Committee, our Board remains committed to assisting you and management in successfully implementing the transformation programmes you have and your wider vision for how this organisation should be. We

stand ready, of course, to provide any support and advice we can. And I personally thank you once again for the opportunity to make this address to you.

21. This concludes my statement.