

Statement of the Chairman
Advisory Committee on Administrative and Budgetary Questions

27 October 2015

**Framework for a global service delivery model of the
United Nations Secretariat**

(ACABQ report A/70/436, related report A/70/323)

Mr Chairman,

I am pleased to introduce the Advisory Committee's report on this subject, contained in document A/70/436.

The Advisory Committee welcomes the submission of the report of the Secretary-General as an initial effort towards the development of a detailed proposal for a global service delivery model of the United Nations Secretariat, and which highlights some of the key issues to be considered on this complex subject. The Committee is recommending that the General Assembly request the Secretary-General to submit a detailed proposal with a business case to the Assembly at its seventy-first session, taking into account the comments and recommendations in its report.

Mr Chairman,

Let me now highlight some of those observations and recommendations.

First, the Advisory Committee stresses the importance of ensuring that the global service delivery model of the United Nations Secretariat is comprehensive and encompasses the service delivery requirements of all parts of the Secretariat, including peacekeeping and the field missions. It emphasizes the need for a coherent approach that takes into account all on-going business transformation initiatives, maximizes synergies and avoids duplication and fragmentation.

Second, the Committee recommends that, in developing the detailed proposal, the Secretary-General should be requested to focus both on achieving improvements in the delivery of administrative support services and on reducing the related costs. It considers that the global service delivery model of the United Nations Secretariat should aim to achieve the most rational distribution of functions among different locations, and the most effective use of the existing United Nations Secretariat infrastructure.

Third, the Advisory Committee expresses its expectation that the detailed proposal for a global service delivery model of the United Nations Secretariat will be based on a thorough and detailed analysis. It also emphasizes the importance of providing full justifications and explanations on the methodology, criteria and assessment processes underpinning the proposal, in order to facilitate decision making by the General Assembly.

Fourth, the Committee highlights the need for strong leadership, governance and project management arrangements. It recommends that the Secretary-General be requested to ensure that the project enjoys high levels of cooperation and coordination across the Secretariat, and to instil, in particular at the senior management level, a sense of ownership and accountability for the success of the project.

Mr Chairman,

The shift to shared services will have an impact on organizational structures, lines of accountability, and working methods, processes and procedures. The Advisory Committee encourages the Secretary-General take this opportunity to review, streamline and align organizational structures, and to present any related proposals in his detailed report. The Committee also requests the Secretary-General to provide in his detailed report a comparative analysis of different approaches for funding of shared services and cost recovery.

In addition, given that the global service delivery model is intended to cover the requirements of the entire United Nations Secretariat, the Advisory Committee considers that the requirements for the future development of this initiative, if approved by the General Assembly, should be financed across all sources of funding. The Committee therefore recommends that the Secretary-General provide proposals for a cost-sharing formula between the regular budget, the support account for peacekeeping operations and extrabudgetary resources.

Finally, with regard to the resources proposed for the development of a detailed proposal in 2016, the Advisory Committee is recommending a reduction of 20 percent under consultants. The Committee is also recommending against a an additional appropriation, and recommending instead that that the additional requirements be charged to the contingency fund for the biennium 2016-2-2017.

Thank you, Mr Chairman.