

Note to the Secretary General

End-of-assignment-report

I am grateful and honoured for the opportunity to serve the United Nations.

After having served my five years term as the Under-Secretary-General of OIOS, I hereby submit my End-of-assignment-report.

Such a report is not mandatory for the Under-Secretary-Generals. However, I believe, that in particular for the USG/OIOS, it is important to submit an End-of-assignment-report on observations and conclusions, as OIOS is specifically established to assist the Secretary-General in his oversight responsibility of the Secretariat and with the overall purpose to enhance transparency and accountability and contribute to high efficiency, effectiveness and goal fulfilment in the Organization. As such it should be seen as a duty for the USG/OIOS to submit his/her End-of-assignment-report.

I feel compelled and duty bound to report the following conclusions of my report, which evolves around the question I put on its first page:

Is the United Nations now on the right path, more transparent, more accountable?

I address this question under four main headlines: Transparency, Accountability, Oversight and Management of Reforms.

My conclusion and answer follows from my detailed review of certain core aspects of the Organization.

In spite of all your good intentions pronounced in these respects, my answer to this question is regrettably: **No**

And at the end of my report I summarize my observations:

There is no transparency, there is lack of accountability. Rather than supporting the internal oversight which is the sign of strong leadership and good governance, you have strived to control it which is to undermine its position. I do not see any signs of reform in the Organization.

In more general terms I draw some conclusion on the situation in the Secretariat.

I regret to say that the Secretariat now is in a process of decay. It is not only falling apart into silos - the Secretariat is drifting, to use the words of one of my senior colleagues. It is drifting into irrelevance. You are the CAO and responsible for the strategic guidance and leadership of the Organization. You are the one responsible for providing perspectives and a way forward and to ensure a coherent approach in and by the Secretariat. Absence of strategic guidance and leadership manifests itself not only through failure to bring about change and reform of the Organization; it also manifests itself as a sort of an "adhocracy"; disintegrated and ill thought through "reforms" are launched without adequate analysis and with lack of understanding and a holistic view. The proposed mobility reform - as I address in detail in the report - is but one of the various initiatives recently put forward by the Secretariat, including strategic work force planning, continuing contracts, substituting the NCE-system for something else, accountability framework, enterprise resource planning, internal control framework. While there is an obvious requirement to integrate all of these initiatives to create a fully accountable and well-performing organization, no such attempts are made.

Rather than supporting and strengthening the USGs, your senior advisers, as partners in discharging your responsibility to manage the Secretariat, you are undermining their authority both by affording them short - one-year - mandates and also by exercising your direct authority over the appointments of their staff. This situation has of course negative effects on the operations of the organization. Undermining the USGs authority of appointments certainly also makes the compacts more or less irrelevant as there is no more any congruity between responsibility and authority. Such damage to the integrity of a core process in the Organization is also extremely harmful to the moral of the Organization.

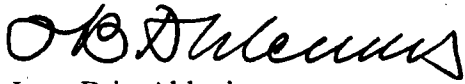
Rather than supporting OIOS as an important part of a well performing organization and as the office especially established to assist you in the discharge of your responsibilities as the CAO, you have strived to control it which is to undermine its position. I have explained in the report in great detail the basis for my conclusion on this serious issue.

The weakening of the Secretariat and its position in the eyes of Member States also translates into a weakening of the overall position of the United Nations, a reduced relevance of the organization.

We can regrettably see this decline over a broad scale - from small things to more important: the restricted access of Staff Members and the United Nations Spokesperson from Security Council's deliberations, that we are requested and finally forced to withdraw from MONUC and MINURCAT in spite of expressed concerns of the consequences for the humanitarian situation on the ground. Is there any improvement in general of our capacity to protect the civilians in conflict and distress? What relevance do we have in disarmament, in Myanmar, Darfur, Afghanistan, Cyprus, G20....?

I am concerned that we are in a process of decline and reduced relevance of the Organization. In short – we seem to be seen less and less as a relevant partner in the resolution of world problems. This inevitably risks weakening the United Nations' possibilities to fulfil its mandate. Ultimately that is to the detriment of peace and stability in the world. This is as sad as it is serious.

New York 14 July 2010



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Under-Secretary-General for Oversight Services

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