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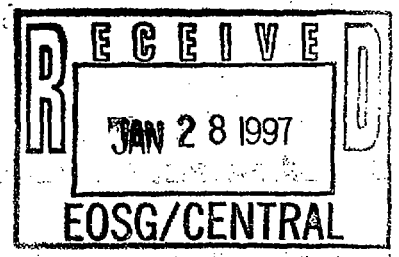
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CABINET DU SECRÉTAIRE GÉNÉRAL

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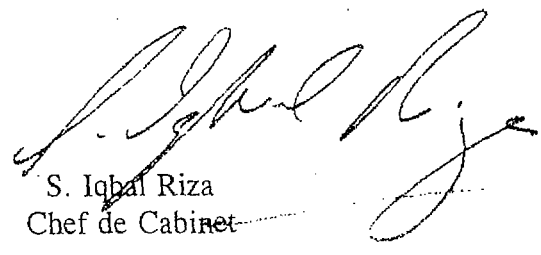


22 January 1997

Excellency,

Further to your meeting with the Secretary-General on 20 January, I enclose herewith an Aide Mémoire outlining the Secretary-General's approach to the reform process. You may wish to share it with other participants at that meeting. A copy of the paper has also been sent to the Chairmen of the Regional Groups.

Please accept, Excellency, the assurances of my highest consideration.


S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Ismail Razali
President of the General Assembly
New York

AM (UN Reform)
M. Staver Regional Group
EOSG

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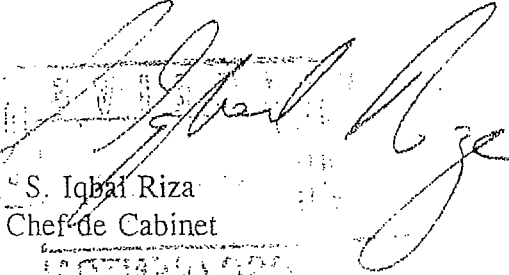
23 January 1997

Excellency,

As part of the dialogue that the Secretary-General intends to maintain with Regional Groups, and as a follow-up to his meeting with your Group on 20 January, the Secretary-General has asked me to convey to you the attached Aide-Mémoire outlining his approach to the reform process.

You may wish to share the Aide-Mémoire with members of your Group.

Please accept, Excellency, the assurances of my highest consideration.


S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Youssoufou Samba
Chairman of the Group of African States
New York

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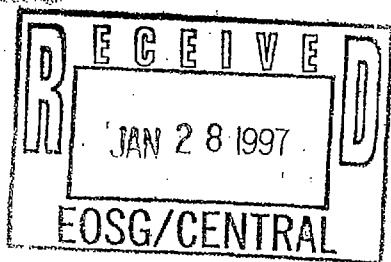
23 January 1997

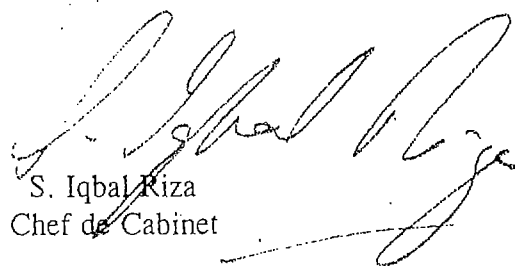
Excellency,

As part of the dialogue that the Secretary-General intends to maintain with Regional Groups, and as a follow-up to his meeting with your Group on 22 January, the Secretary-General has asked me to convey to you the attached Aide-Mémoire outlining his approach to the reform process.

You may wish to share the Aide-Mémoire with members of your Group.

Please accept, Excellency, the assurances of my highest consideration.




S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Enrique Paguaga Fernandez
Chairman of the Group of Latin American
and Caribbean States
New York

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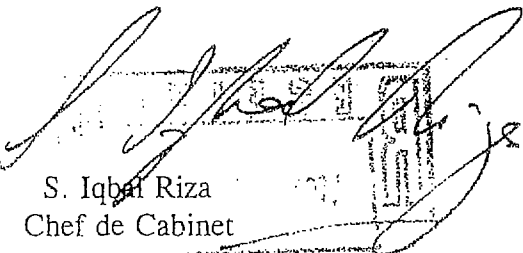
23 January 1997

Excellency,

As part of the dialogue that the Secretary-General intends to maintain with Regional Groups, and as a follow-up to his meeting with your Group on 21 January, the Secretary-General has asked me to convey to you the attached Aide-Mémoire outlining his approach to the reform process.

You may wish to share the Aide-Mémoire with members of your Group.

Please accept, Excellency, the assurances of my highest consideration.


S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Win Mra
Chairman of the Group of Asian States
New York

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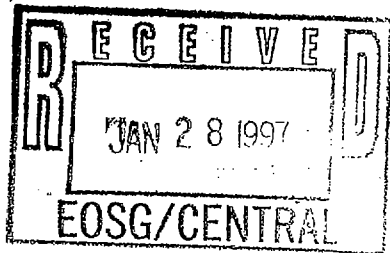
23 January 1997

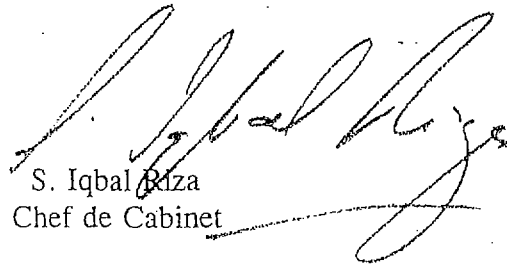
Excellency,

As part of the dialogue that the Secretary-General intends to maintain with Regional Groups, and as a follow-up to his meeting with your Group on 15 January, the Secretary-General has asked me to convey to you the attached Aide-Mémoire outlining his approach to the reform process.

You may wish to share the Aide-Mémoire with members of your Group.

Please accept, Excellency, the assurances of my highest consideration.




S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Ion Gorita
Chairman of the Group
of Eastern European States
New York

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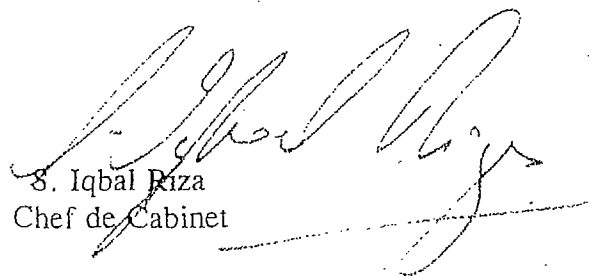
23 January 1997

Excellency,

As part of the dialogue that the Secretary-General intends to maintain with Regional Groups, and as a follow-up to his meeting with your Group on 17 January, the Secretary-General has asked me to convey to you the attached Aide-Mémoire outlining his approach to the reform process.

You may wish to share Aide-Mémoire with members of your Group.

Please accept, Excellency, the assurances of my highest consideration.


S. Iqbal Riza
Chef de Cabinet

His Excellency
Mr. Benny Kimberg
Chairman of the Group of Western European
and Other States
New York

UNITED NATIONS REFORM**Aide-Memoire****Introduction**

The Secretary-General is dedicated to the creation of a more relevant, effective and responsive United Nations.

Without reform, the United Nations cannot realize the original vision of the Charter, nor adapt and respond effectively to the far-reaching changes that are occurring in the international political and economic arena. The Secretary-General is convinced that reform is in the best long-term interests of all Members' States of the United Nations, both developed and developing countries.

The Secretary-General's approach to the reform question

Meaningful reform must be rooted firmly in a consensus among governments on the role, functions and responsibilities of the United Nations. It requires the creation of a coherent policy base to guide changes in United Nations structures and methods of work; mutually reinforcing actions by governments and by the Secretariat; and the coming together of different actors around common themes and common objectives.

The Secretary-General will move ahead with managerial reforms that are within his authority while, at the same time, putting forward proposals that can help promote political consensus on those aspects of reform that require decisions by Member States.

The Secretary-General's reform strategy has three basic complementary components. All of them are being initiated in parallel. All of them should produce tangible results during the course of this year, with a view to the adoption of a comprehensive package of reforms at the fall session of the General Assembly.

In order to assist the Secretary-General in coordinating and advancing the reform process, Mr. Maurice Strong has been appointed by the Secretary-General Executive Coordinator on Reform.

Managerial Reform

The first reform component involves expanding and accelerating the managerial reforms and efficiency review processes currently underway.

Building on this work, the Secretary-General has challenged senior programme managers and all United Nations staff to help develop further managerial improvements that can be implemented in the short-term, and that can significantly strengthen Secretariat efficiency and cost-effectiveness.

The Secretary-General expects these measures to cover the whole spectrum of management: the way the Organization manages its financial resources; the way it manages personnel; and the way it manages its operations. The Secretary-General is committed to a far-reaching streamlining and simplification of United Nations' administrative processes. This should lead to savings and free resources for investments in information technology and management training, and for programmes that can achieve concrete results on the ground.

The Secretary-General is equally committed to strengthening the independent internal oversight function established in the Organization through the Office of Internal Oversight Services. This should include a strengthening of internal control standards, and more effective methods of costing and evaluating the quality of United Nations work products.

Concrete progress should be made on all these fronts by mid-1997. This will prepare the ground for the Organization to function more effectively and efficiently within the strict no-growth parameters of the budget for 1998-1999 to be approved at the next session of the General Assembly, on the basis of the outline already approved by the Assembly. The aim is to enable the Organization, through greater administrative efficiency, to deliver, within the approved budget, more focused programmes and to pool capacities and resources around key priority objectives.

The Secretary-General's own Executive Office has been streamlined, and high-level posts in that Office reduced. The Secretary-General has also initiated the practice of frequent cabinet meetings encompassing not only Heads of Department but also the Heads of the various Programmes and Funds that are part of the Organization. These emphasize new levels of accountability and delegation of authority, the need for greater policy and programme coherence within the Secretariat, and the importance of team-work and continuous communication to avoid duplication and to achieve more successful results.

Sectoral groups have been established to provide policy leadership and coordination in key areas of the United Nations work: peace and security; humanitarian relief; economic and social affairs; and development operations. These groups will meet weekly. They will allow for regular and systematic exchange of information among different entities within the Organization working towards related objectives.

Simplification of Organizational Structures

The second component of the Secretary-General's reform strategy builds on these managerial measures and is aimed at a significant simplification and rationalization of organizational structures. The Secretary-General has already prepared the ground for a series of reviews in each of the major areas of the work of the Organization, bringing together Secretariat Departments as well as United Nations Programmes and Funds.

In this process, the comparative advantage and value that each of these entities adds to the total UN effort will be reviewed. Each activity will be examined for its contemporary value and relevance to the main objectives of the Organization. A core number of senior officials will lead the reform process in their respective areas, paving the way for a new approach to the structure of the Organization, built around its main strategic objectives.

The Secretary-General expects the process to lead to a significant reduction in layers of unnecessary bureaucracy at all levels.

The process will result in a comprehensive set of reform proposals that the Secretary-General intends to submit to the General Assembly at its session next fall.

Organizational reform involves changes in Secretariat structures. It also requires changes in the functioning and structure of inter-governmental bodies. While changes in Secretariat structures lie within the prerogatives of the Secretary-General, they nevertheless require endorsement by the

General Assembly. Changes in inter-governmental structures can only be affected by Member States.

Consensus-building within the membership

The third component of the Secretary-General's reform strategy thus provides for a systematic process of consensus-building among the membership of the United Nations. On matters that are not within the immediate managerial responsibility of the Secretary-General, he will exercise his prerogative to make proposals and put forward ideas that can help to build a new consensus among Member States.

In the first instance, he will do so in relation to the ongoing work of the inter-governmental Working Groups of the General Assembly that are addressing various aspects of reform. The Secretary-General will be working in close consultation and cooperation with the President of the General Assembly, and strongly supports the effort underway to expedite their work, so that the membership will be in a position to make an overall assessment of the progress made by all these Groups by June of this year.

* * *

National governments must address the challenge of defining the key objectives and policy direction of the United Nations, as well as address their institutional and operational implications. Decisions on how best to change and to adapt structures and methods of work must be rooted in the views and expectations of Member States. It is for sovereign Member States to set the policy parameters and to establish new priorities. It is for the Secretary-General to work within those parameters, to ensure that the United Nations achieves new heights of excellence and performance.

The Secretary-General believes that a new vision of the United Nations that pursues activities and priorities that are in the best interests of all Member States can be built.

The creation of a positive new political climate is essential to the ultimate success of the reform effort. The Secretary-General will spare no effort in working toward this goal. But he cannot accomplish this task alone. A climate of partnership between the Secretary-General and Member States must be accompanied by a renewed sense of partnership among Member States.

The consensus achieved at recent global conferences on approaches to development offers a strong basis for this effort. It is important that this policy convergence now be accompanied by further measures to enhance agreement among Member States on the main thrust and direction of the reform effort, as a positive process embracing the twin goals of relevance and cost-effectiveness. It must also be accompanied by a new climate of financial stability and predictability.

The above process concentrates on the United Nations itself, including its Programmes and Funds. It will be pursued bearing in mind the implications for the wider United Nations system. The specialized agencies, which have been established independently by governments and have their separate legislative and governing bodies, are also engaging in reviewing policy orientations and introducing managerial reforms. Executive Heads of all United Nations organizations and agencies, meeting in the Administrative Committee on Coordination reaffirmed their individual and collective commitment to pursue and intensify the reform effort, in order to strengthen the overall effectiveness and impact of the system in meeting the changing requirements of Member States (See SG/SM/6106).