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Revised estimates relating to the proposed programme budget for 2026

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Statement given by Pascale Baeriswyl, Permanent Representative of Switzerland

Unofficial translation

Mr. Secretary-General,
Madam Chair,

Switzerland thanks the Secretary-General for his report, as well as the ACABQ for its valuable work.

The United Nations is at a critical juncture. We support the efforts being made, while ensuring that reforms are accountable and sustainable, because today's decisions will shape the UN of tomorrow.

Allow me to raise two points:

First, reforms must be guided by a clear strategic vision. In this regard, Switzerland has serious reservations about relocations that are not directly linked to the common administrative platforms or to the payroll consolidation. With the exception of these two cases, Switzerland shares the concerns expressed by the ACABQ in its report that the proposed relocations are based on insufficient justification. No cost–benefit analysis nor long-term risk assessment has been provided. Experience shows that relocations entail significant risks due to the fragmentation of teams and the loss of institutional knowledge. It would be irresponsible to accept such uncertainty. Several reports of the Joint Inspection Unit (JIU) also highlight the errors made in past relocations. It is imperative that we do not repeat them.

A sound justification is all the more essential given that the purpose of these revised estimates is to generate savings; yet, as the Secretary-General's report notes, the relocations produce

no savings in 2026—they require additional resources, and some even generate increased costs. Relocations therefore represent additional costs for Member States—costs that should only be undertaken with a clear understanding of the risks and within the framework of a coherent, long-term strategy capable of strengthening our Organization rather than weakening it.

Second, Switzerland believes that it is imperative for our decisions to be accompanied by robust monitoring and evaluation mechanisms. The reforms under consideration are not mere technical adjustments; they affect the very way in which the UN delivers on its mandates. Member States must therefore empower existing evaluation mechanisms to accompany their implementation. We must be able to measure results, verify that efficiency gains are indeed achieved, and—ultimately—adjust our approach if our choices risk weakening the UN.

Madam Chair,

As its ultimate stewards, we, the Member States, have the collective responsibility to ensure that reforms strengthen rather than weaken the Organization. Our responsibility is not only budgetary—it is moral. Let us ensure that this pivotal moment is marked not by shortcuts but by a responsible path—one that preserves the UN's ability to serve the peoples of the world and to meet the challenges of tomorrow.

I thank you.