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Operational activities for development segment

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President: Ms. Azucena (Vice-President) (Philippines)

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In the absence of Ms. King (Saint Vincent and the Grenadines), Ms. Azucena (Philippines), Vice-President, took the Chair.

The meeting was called to order at 3 p.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation
(continued)

(a) Follow-up to policy recommendations of the General Assembly and the Council (continued)
(A/74/73-E/2019/14, A/74/73/Add.1-E/2019/14/Add.1, A/74/73/Add.2-E/2019/14/Add.2 and A/74/73/Add.3-E/2019/14/Add.3; E/2019/62)

Panel discussion: "What has changed on the ground in the early days of reform?"

1. **Mr. Rybakov** (Belarus), Vice-President, moderator, said that the new resident coordinator system was at the core of the repositioning of the United Nations development system. During the panel discussion, resident coordinators from each region would discuss how key actions were being implemented on the ground and what impact they were having.

2. **Ms. Gasarabwe** (United Nations Resident Coordinator, Humanitarian Coordinator and Deputy Special Representative of the Secretary-General in Mali), panellist, said that the United Nations had been supporting Mali in its conflict recovery and sustaining-peace efforts since 2012 through resident and non-resident agencies. The presence of the United Nations in the country was undergoing a profound shift at the strategic planning level following the adoption of a new national development plan for 2019–2023 and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) integrated strategic framework for 2019–2021, among other factors.

3. Following the repositioning of the United Nations development system, the functions of the Resident Coordinator and the United Nations Development Programme (UNDP) resident representative had been delinked successfully, a new UNDP resident representative had taken office and efforts were under way to recruit Resident Coordinator Office staff. The process of formulating the United Nations Sustainable Development Cooperation Framework for 2020–2024 had provided the opportunity for United Nations agencies, funds and programmes to participate in the reform process. In that context, the recent common country assessment represented an evidence-based diagnosis of the situation in Mali and had been used to

develop a participatory approach to the theory of change.

4. Successful multi-stakeholder consultations had been held in Mali as part of the process of preparing for the voluntary national review. The initiatives led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to enhance resource mobilization for the financing of Sustainable Development Goal 5 and the implementation of Security Council resolution 1325 (2000) on women and peace and security had been positive exercises that had brought the country team and MINUSMA together to increase the Government's awareness of the Sustainable Development Goals and to enhance national capacities aimed at the protection and promotion of women's rights.

5. The ongoing relocation of multiple agencies to one site would lead to improved efficiency and more cost-effective service delivery. Transparency in communications had also been improved with the launch in December 2018 of a dedicated country team website that showed the results and impact of United Nations work in the country.

6. With a view to making the United Nations reform a reality, the country team in Mali was working to harmonize planning instruments and cycles and to optimize comparative advantages; realign collective support for the implementation of the 2030 Agenda for Sustainable Development; strengthen joint planning and analysis between the country team and MINUSMA; strengthen national ownership of the 2030 Agenda by all stakeholders; analyse existing funding mechanisms and propose readjustments through an independent evaluation; and implement a resource mobilization strategy for the 2030 Agenda, including through the creation of a national Global Compact network.

7. **Mr. Lazzarini** (United Nations Resident Coordinator, Humanitarian Coordinator and Deputy Special Representative of the Secretary-General in Lebanon), panellist, said that, despite limited resources, political challenges and security concerns, Lebanon had shown exceptional commitment and solidarity by opening its doors to over one million refugees fleeing war-torn Syria. The United Nations in Lebanon was supporting the Government and its people in addressing the multiple challenges the country now faced, including stunted economic growth, a deteriorating fiscal position, high unemployment and growing humanitarian and development needs.

8. In the context of the United Nations development system reform agenda, the United Nations in Lebanon was reviewing the way it worked together as one United

Nations across the humanitarian development nexus in various ways, including by reinforcing its partnership and engagement with key actors, such as the World Bank, which had culminated in the signing of a partnership compact for the period 2018–2020, and conducting joint data collection and assessments. There was a renewed focus in Lebanon on the Sustainable Development Goals. The Government had submitted its first voluntary national review in 2018 and had undertaken to develop its first national vision for sustainable development, setting out its ambitions for 2030. In that regard, the United Nations in Lebanon was working to ensure that the United Nations Development Assistance Framework became a real compact between the United Nations and Lebanon in support of the 2030 Agenda.

9. Secondly, with a view to strengthening strategic engagement with partners, he had organized a series of joint meetings, including with the country's President, Prime Minister and Minister for Foreign Affairs to discuss the reform agenda and upcoming priorities for the United Nations in the country. He was also engaging regularly with funding partners.

10. Thirdly, ongoing efforts were being made to accelerate the harmonization of business operations, in particular by reducing the duplication of functions and administrative and transaction costs across United Nations agencies in Lebanon. The country team in Lebanon had also volunteered to act as a pilot with regard to the Secretary-General's commitment to establish common back offices for all country teams by 2022.

11. The United Nations in Lebanon remained fully committed to the reform process. However, in order for the reform to be a success, it needed to be supported by a shift in the engagement of Member States with the United Nations development system at the country, regional and global levels. It would be crucial for donors to ensure that all policy and programmatic engagement and support to agencies, funds and programmes fell under the United Nations Development Assistance Framework and for Member States to support the spirit of reform by moving beyond purely bilateral engagement.

12. **Ms. Boyd** (United Nations Resident Coordinator for Thailand), panellist, said that the reform could not be delivered on the ground by the Resident Coordinator alone – it required a shift in the mindset and behaviour of all country team members. Among positive developments in that regard, the staffing of the Resident Coordinator Office had become more structured; more United Nations agencies had become full members of the country team; and a new Sustainable Development

Goals funding window had encouraged more joint programming. Moreover, new internal guidelines, such as the new United Nations Development Assistance Framework guidelines and the mutual accountability framework, had provided the country team with a road map and greater clarity on individual and joint responsibilities. However, more guidance from Headquarters, with a greater sense of urgency, would be helpful.

13. The strengthening of the country team had led to improved reporting and accountability to the host Government. In the spirit of transparency, an annual report would be produced that gave an overview of the team's activities, funding and staffing. However, greater financial transparency was needed, as regional offices were struggling to disaggregate their funding and show what proportion went specifically to Thailand. Another aspect that could be improved was the sharing of data, particularly with regard to the Sustainable Development Goal milestones.

14. The country team had created more structured partnerships with the local Global Compact networks. Such structured partnerships were expected to lead to more strategic business engagement and innovative financing, which would help to harness the strengths of the private sector in the achievement of the Sustainable Development Goals. More broadly, resident coordinators were now better informed and linked at the global level, which made them better able to lead their teams and serve host Governments; however, at the regional level, communication and guidance could still be improved.

15. **Ms. Shackelford** (United Nations Resident Coordinator for Costa Rica), panellist, said that although Costa Rica had a clear vision of sustainable development through decarbonization and social protection mechanisms, it faced deep challenges in the implementation of the 2030 Agenda, such as financial constraints, a stagnant level of poverty, increasing inequality and mixed migration flows. However, the changes in attitudes, approaches and accountability that had taken place in the past year were good preliminary signs of the cultural and paradigm shifts required by the reform process. The delinking of the resident coordinator and UNDP resident representative roles had been positive and the resident coordinator system had been strengthened; the Government of Costa Rica was fully engaged in the reform process and recognized the role of the resident coordinator; and there was a clear commitment by the Economic Commission for Latin America and the Caribbean to collaborate closely with the United Nations development system at the national level. Her strengthened position as Resident

Coordinator had allowed her to better facilitate the Government's leadership in devising a humanitarian response for refugees. The country team was also focused on supporting Costa Rica forge innovative alliances and to develop a multi stakeholder ecosystem for impact investment.

16. However, certain long-standing practices were difficult to change. Some development partners at the country level were not fully committed to the reform and more incentives for change were also needed for agency staff. There was also a need for accountability mechanisms for agency heads, which should be monitored regularly by the regional management, with a direct link to the Resident Coordinator. In that regard, the management and accountability framework delivered clarity to country teams on the engagement of the resident coordinator at the agency level. Member States were called upon to invite resident coordinators and country teams to meetings and update them on issues relevant to the United Nations Development Assistance Framework.

17. To avoid internal misunderstandings, clarification was needed on the role of UNDP as an integrator platform for achieving the Sustainable Development Goals. In addition, greater efforts were required to ensure implementation of the gender parity strategy and more joint funds were needed to stimulate coordination and eliminate rivalries and divisions.

18. **Ms. Sinanoglu** (United Nations Resident Coordinator for Bosnia and Herzegovina), panellist, said that Bosnia and Herzegovina lacked a comprehensive, country-wide development agenda. The country team had therefore prioritized the development of a common vision, language and data set against which the country could measure its progress towards the Sustainable Development Goals. In that context, Bosnia and Herzegovina would soon submit its first voluntary national report on its implementation of the Goals and had begun work on a voluntary national framework. Given its previous lack of an overarching development vision, aside from its aspiration to accede to the European Union, that constituted a breakthrough, for which United Nations efforts and funding had been essential. The Resident Coordinator Office had taken on the role of convenor, facilitator and resource mobilizer and other agencies had contributed expertise and support. To develop and launch the framework, her Office had brought together eight agencies, including the World Health Organization, UNDP and the United Nations Children's Fund (UNICEF). Initial cynicism had given way to successful cooperation.

19. The deep divisions within and among the countries of the Balkans had hindered their development. In response to a request from Bosnia and Herzegovina to the Secretary-General for support for reconciliation activities, the Resident Coordinator's Office had developed an action plan for the Western Balkans on reconciliation, trust-building and social cohesion. The plan, which incorporated a whole-of-United Nations approach, had been a direct outgrowth of the development system reform efforts.

20. There had been notable efficiency gains as part of the reform efforts. In 2014, the Resident Coordinator's Office had relocated to a United Nations House and, since then, additional agencies had moved in, which had resulted in cost savings for the United Nations and promoted greater information-sharing and collegiality among the various staff members. Other efficiencies included a vehicle pool and the sharing of information technology services and translators. Although those changes had been under way for some time, they had accelerated with the announcement of the reforms in 2018. Despite lingering competition among agencies, there were signs of increased trust.

21. **Mr. Shawesh** (Observer for the State of Palestine), speaking on behalf of the Group of 77 and China, said that reform efforts required a change of culture that allowed resident coordinators to effectively control country teams on the ground in accordance with the dual accountability system. However, the Group stressed the important role of national Governments, and in particular the need for resident coordinators to report to host Governments on the implementation of the United Nations Development Assistance Framework, as specified in General Assembly resolution [72/279](#).

22. In advancing common business operations, efforts should be placed on empowering resident coordinators and streamlining reporting lines. In that context, Member States would welcome more information on the management and accountability framework, the United Nations system-wide strategic document and the United Nations Sustainable Development Cooperation Framework. While the Group recognized the efforts and progress made by the resident coordinators, it would also welcome additional information on the challenges that they would face in the future and on the legal status of the new resident coordinators.

23. The new United Nations Sustainable Development Cooperation Framework should be prepared and analysed in consultation and agreement with national Governments, and the principle of national ownership and leadership in the process should be emphasized. A set of guidelines could contribute to the objective of

achieving a strategic, flexible and results- and action-oriented Development Assistance Framework, while promoting its implementation in accordance with the specific circumstances of each country. Member States should also be a part of discussions regarding the new guidelines for the Cooperation Framework.

24. The Group would welcome more information on the work of the United Nations Development Assistance Framework design team, the new United Nations Sustainable Development Cooperation Framework, the timeline of consultations on the Cooperation Framework with national Governments, the role of the United Nations country team design process as part of the Cooperation Framework and the role of the respective agencies. It also requested more information on the critical areas identified in paragraphs 61 and 64, and on the term “national stakeholders” in paragraph 53, given the role of the host Government as set out in resolution [72/279](#). More information should be provided about the basis, mandate and source of funding for the development of a team of human rights advisers, which was of concern to the Group; the mechanism to be employed by country teams to integrate into their work the principle of “leaving no one behind”; the inconsistent data on the funding required for resident coordinators; the timing for negotiation of the Cooperation Framework; and whether the guidelines would be made public in consultation with Member States.

25. With regard to improving common business operations, the Group would welcome more information on paragraphs 71 and 72 of the report, bearing in mind that the General Assembly had affirmed in resolutions [72/279](#) and [71/243](#) that such measures would be undertaken where appropriate. Accordingly, they should not be seen as an end in themselves. Greater emphasis should be placed on improving the delivery of services and supporting the implementation of the Sustainable Development Goals. Lastly, the Group would welcome more details about efficiency gains and their redeployment for development activities in the same programme country.

26. **Ms. Luo Jin** (China) asked what measures resident coordinators could take to strengthen cooperation with the host Government in supporting programme countries. Additional information on the difficulties faced by resident coordinators and on how they were reporting to host countries would also be useful.

27. **Mr. Nielsen** (Denmark) said that communication was critical to demonstrate how the United Nations was making a difference. In that regard, he asked resident coordinators to share their thoughts on how to enhance

communication at the country level. Further information on good practices being implemented to engage donors and strengthen collaboration at the country level, as well as on interlinkages with peacekeeping efforts, would also be welcome.

28. **Ms. Gren** (Observer for Finland) said that the guidance on the reforms provided by Headquarters was sometimes inconsistent or misunderstood by the country offices. She asked for clarification on steps that had been taken or would be taken to ensure that such guidance was consistent and sufficient, as well as on the role played by resident coordinators in ensuring that the country teams were aware of and acted on information regarding the reforms. Her delegation had seen indications that the new status of the resident coordinators was not always clear, particularly in countries with a strong regional United Nations presence, and wondered what could be done to better define their role in such situations.

29. Gender equality mainstreaming at the country level was of great importance. Finland would follow the expertise of the resident coordinators’ offices and cooperate with UN-Women in that regard.

30. **Ms. von Steiger Weber** (Observer for Switzerland) said that the development system now appeared to be better coordinated, with improved cooperation with host Governments and less duplication in programming. The United Nations Development Assistance Framework had fostered transparency. She asked the Resident Coordinator for Thailand to provide examples of innovative financing and was interested to know how the Resident Coordinator for Bosnia and Herzegovina had overcome the cynicism she had encountered in her work. All the panellists should elaborate on what policy guidance from the Council would be helpful.

31. **Mr. Saleh Azzam** (Observer for Lebanon) said that, while his delegation welcomed the smooth transition to the new resident coordinator system at the beginning of 2019, it was concerned that the suggested assignment of the Development Coordination Office as secretariat for the unified regional collaborative platforms could undermine not only the work of the regional commissions but also the objectives of the new platforms. Since, pursuant to Council resolution 1998/46, the regional commissions should take a leadership role in regional coordination efforts, they – not the Development Coordination Office – should serve as secretariat to the regional collaborative platforms. Capitalizing on existing networks would save money and time. His delegation also welcomed the Secretary-General’s intention to redeploy any efficiency gains to

other priority areas in the same region in order to advance sustainable development and requested that existing physical and administrative assets of the regional and subregional offices be considered in that regard.

32. **Mr. Issetov** (Observer for Kazakhstan) asked for more information on how the resident coordinators coordinated their work with colleagues in the region, and on whether the resident coordinators reported on their activities to the Secretary-General or some other body.

33. **Mr. Carazo** (Observer for Costa Rica) said that the United Nations had made efforts to build stronger links with civil society and had established a very positive relationship with ECLAC. His Government appreciated the Resident Coordinator's recognition of the positive changes taking place in Costa Rica; it would do its utmost to address the areas and sectors that needed improvement. As a middle-income country, Costa Rica faced constraints on funding for development and struggled to find resources for its programmes related to the Goals, and partnership with the United Nations was very important in that regard.

34. **Ms. Al Alusi** (Observer for Iraq) said that her country supported the independent role of the resident coordinators and emphasized that they should receive support at the regional level, which would help address challenges, provide skill and expertise and strengthen national outcomes in all activities on the ground. She asked how partnerships between the resident coordinator offices and the regional offices could be strengthened for the purpose of achieving the Goals.

35. **Mr. Black** (Canada) said that his delegation would like to see an annual interactive discussion with the resident coordinators during the operational activities for development segment, given that Member States had expressed a desire for more and better information on the impact of the reform proposals on activities in the field. He asked whether development efforts received the appropriate mix of joint and pooled funds to support the resident coordinators and drive reform efforts. Did the resident coordinators feel that they had the proper resources and expertise to support innovative methods of financing for development?

36. **Ms. Hine-Maycock** (United Kingdom) asked the panellists to share their views on the greatest obstacles to reform. It would be interesting to know how lessons learned could be formally or informally shared within regions and with country teams.

37. **Mr. Amaral** (Brazil), noting that the delinking of the resident coordinator function from UNDP had taken

place without there being a clear management and accountability framework in place, said that he would like to know what challenges had arisen for the resident coordinators in the absence of such guidelines. In order to foster the participation and engagement of host Governments, resident coordinators should strengthen communications with them and inform them of what to expect from the reform process. Although it was difficult to change the mindset that led to competition among agencies, resident coordinators should maintain their efforts in that regard and act as mediators.

38. **Ms. Srisawang** (Observer for Thailand) said that a more independent, empowered and credible resident coordinator system was the way forward. Her delegation agreed that reform was the joint responsibility of the United Nations development system and Member States. She asked what challenges the resident coordinators had faced or expected to face in that regard and what host Governments could do to support them.

39. **Ms. Juul** (Norway) said that the resident coordinator role had been delinked from UNDP before the guidelines had been prepared and before the new independent role and its relationship with the United Nations country team had been properly defined. Her delegation was interested to hear how that had affected the resident coordinators' work and their collaboration with the United Nations country teams. She would like to know how many agencies included the resident coordinators in the performance assessments of their country representatives, and how many agencies reported regularly to the resident coordinators on progress under the United Nations Development Assistance Framework.

40. Previously, non-resident agencies had usually been represented in the country by a double-hatted resident coordinator who also represented UNDP. Now that the resident coordinator was independent, she wondered whether a non-resident agency would be represented by the resident coordinator or another agency. That issue was crucial to the independence and neutrality of the new resident coordinator role. She asked the Resident Coordinators for Mali and Lebanon whether their new reporting lines had created challenges. She would also be interested to know whether the implementation of the integrated strategic framework for Lebanon had presented challenges.

41. **Mr. Chumakov** (Russian Federation) said that the priorities of the host Governments must be the top priority of the country teams and resident coordinators, and indeed the entire United Nations development system. Although reports and statements had referred to the "nexus" between development, humanitarian action

and peacebuilding, specific information was scarce on the related plans of the Joint Steering Committee to Advance Humanitarian and Development Collaboration. His delegation requested that a briefing be held so that agency heads and Secretariat representatives could provide more detail on those plans. It was important to ensure respect for the division of labour between the agencies while at the same time making sure that their work was coordinated, pursuant to General Assembly resolution [71/243](#). The success of the reforms rested on a shared understanding among all parties.

42. **Ms. Werdermann** (Germany) said that she would like to know whether joint programming and a higher share of pooled funding could help lessen competition among agencies. She asked whether there were plans to increase pooled funding, and whether it was more useful in some contexts than others.

43. **Ms. Saran** (Observer for South Africa) asked how the resident coordinator system planned to advance and organize expertise within the United Nations country teams in response to national priorities and within the context of the 2030 Agenda. Also, in line with the development of a new generation of country teams, how would the United Nations system address the presence of agencies that Governments deemed irrelevant or no longer useful?

44. **Ms. Leyva Regueira** (Observer for Cuba) said that while her country valued resident coordinators and recognized their authority over the United Nations country teams, it also defended national ownership of the process. She asked the panellists to expand on the role of national Governments within the mutual accountability framework. The panellists had said that they did not always have the necessary information about activities carried out by other entities on the ground, but it was worth noting that national Governments also faced a similar lack of information about the activities of non-governmental actors. A mechanism for reporting activities to Governments should therefore be implemented in the short term.

45. **Ms. Bárcena** (Executive Secretary of the Economic Commission for Latin America and the Caribbean) said that it was necessary to identify how the relationship between resident coordinators and regional commissions could be strengthened, for example by increasing the participation of resident coordinators in regional forums on sustainable development, working together on common country assessments and incorporating into the United Nations Development Assistance Frameworks the important agreements adopted at conferences of the regional commissions. It was also necessary to establish more dynamic links

between national Governments and resident coordinators.

46. **Ms. Shackelford** (United Nations Resident Coordinator for Costa Rica) said that one mechanism that fostered coordination between resident coordinators, United Nations country teams and host Governments was the joint strategic meeting held under the auspices of the United Nations Development Assistance Framework. However, that meeting was not always attended by high-ranking political officials and needed more engagement from Governments. Governments and resident coordinators should look to the United Nations Development Assistance Frameworks for guidance on coordination and communication.

47. Engagement with donors and development partners should be enhanced by strengthening mechanisms such as round tables. Her Office had excellent relations with donors and development partners, who participated in the universal periodic review process. Civil society and faith-based organizations were also important partners, especially in countries where civic space was shrinking. When it came to financing for development, joint programmes and pooled funds would ideally be the solution. With respect to coordination among agencies, at least two or three should be involved on a given project in order to enhance linkages across mandates. Since that was not always possible, however, her Office had considered joint work plans to link multiple agencies that were currently working separately. Much work had been done to develop innovative methods of financing development: United Nations entities had carried out development financing assessments and the Department of Economic and Social Affairs was supporting integrated national financing frameworks. Economists would soon be appointed to resident coordinator offices, a development that would support efforts in the area of financing.

48. **Ms. Boyd** (United Nations Resident Coordinator for Thailand) said that, while joint funding and pooled funding would be helpful, the real need was for more non-earmarked and predictable funding, which would allow the resident coordinators to seize opportunities and better support national Governments. With respect to reporting, it was important for Governments to report not only to the resident coordinators, but also to the United Nations country teams. The role of the resident coordinator was not to control information or to be present everywhere, but rather to facilitate cooperation and information-sharing among all mechanisms, subgroups and working groups. Similarly, resident coordinators could not fulfil their role if they were

unaware of collaboration between certain agencies and the Government.

49. Innovative financing tools could include green bonds, sustainable development bonds and insurance products for farmers. More important than the specific tools, however, were the partnerships with the private sector that gave the country teams access to specialized expertise on innovative financing and national economic trends. She expected that the appointment of economists to the resident coordinator offices would address gaps in that area.

50. United Nations agencies such as UNICEF and the United Nations Fund for Population Activities promoted the Sustainable Development Goals through their youth groups. However, agencies must also reach out to local governments. In Thailand, for example, various agencies had been involved in a roadshow on the Sustainable Development Goals, as part of the country team's accountability to the host Government at not only the national level but also the municipal and local levels.

51. **Mr. Lazzarini** (United Nations Resident Coordinator, Humanitarian Coordinator and Deputy Special Representative of the Secretary-General in Lebanon) said that competition existed not only among agencies, funds and programmes, but also between those entities and partners and donors. When implementing strategic cooperation frameworks with Governments, agreed priorities or joint programming, there was no reason to continue bilateral engagements outside the new United Nations Development Assistance Framework. The reforms required behavioural change, not only from United Nations agencies, but also from their partners. Donors wished to know what the agencies' short- and long-term priorities were before they made allocation decisions, and any failure on the part of the agencies to engage in such dialogue would only fuel competition among them. A decrease in the level of collective competition would constitute evidence that the reforms were working.

52. National ownership was a key issue. In Lebanon, his Office, together with the Government, had decided to extend the current United Nations Development Assistance Framework in order to help the Government develop its vision for implementing the 2030 Agenda. That would allow the United Nations and international financial institutions to align their country programmes and the United Nations Development Assistance Framework strategy with the new vision.

53. He was surprised that some Member States had indicated that the role of the resident coordinators was not well understood, as the communications sent by the

Secretary-General to all host Governments had been extremely clear. The resident coordinators were the representatives of the Secretary-General when it came to development activities in a given country and they were able to access all relevant available resources within the United Nations system. Regional commissions had a different role, which was to serve the Member States of a specific region.

54. While the "humanitarian-development nexus" was something of a buzzword, it had emerged from a context of protracted situations that required multi-year financial commitments. In Lebanon, certain projects could not be described as purely development-related or purely humanitarian-related, and the description depended in part on where the funding could be found. Enrolling a child in primary school, for example, required 8 to 10 years of predictable funding, and that money was primarily available from humanitarian funds because there had been a failure to shift to other types of funding.

55. A positive development in Lebanon was that all development partners believed their activities were mutually reinforcing. In other countries, humanitarian partners sometimes resisted becoming part of a broader framework that ultimately contributed to the stability or peace and security of the host country. In Lebanon, however, all such partners understood that supporting refugees and host communities, for example, contributed to wider attempts to address multiple internal and external challenges.

56. **Ms. Gasarabwe** (United Nations Resident Coordinator, Humanitarian Coordinator and Deputy Special Representative for Mali) said that the resident coordinator role involved being a leader, a manager and a facilitator. Each agency had its own mandate, and it was the job of the resident coordinator to bring them together towards a common goal by facilitating the development of joint analysis. Joint analysis was especially crucial in countries affected by conflict because of the overlapping nature of issues related to peace and security, development and humanitarian aid: for example, humanitarian need could increase as a result of a failure on the development side. Her Office had organized a one-day retreat for members of the Government and technical experts, who had reacted positively to the exercise. Since it was important to benefit from as broad a range of expertise as possible, she had requested assistance for a project from the United Nations Industrial Development Organization, even though it was not represented in Mali.

57. One of the greatest challenges she faced in her work involved funding mechanisms. It was important to

avoid an approach in which funds were assigned on an ad hoc basis to individual projects and instead maintain a coherent, programme-based approach. Existing aid mechanisms should continue to be used to engage with partners on the ground.

58. **Ms. Sinanoglu** (United Nations Resident Coordinator for Bosnia and Herzegovina) said that her own cynicism had evaporated when she had begun to see results. Agencies had invited members of her Office to their retreats and programme meetings and were newly enthusiastic about collaboration. In addition, she no longer needed to spend as much time on management and procurement matters, which gave her more time to educate herself on issues and focus on the bigger picture. The Development Coordination Office had been supportive, participating in regular webinars and dialogues. Moreover, current developments had given her the feeling of being part of a larger whole and more connected to Headquarters.

59. Government needs and wishes should be the top priority for resident coordinators. Mechanisms for reporting and consultation were well established and encompassed bilateral lines of communication with Government ministries as well as inter-agency cooperation. Individuals were encouraged to participate in the results groups, whose outcomes were brought to a steering board. Although those reporting processes were sometimes burdensome, robust coordination was necessary. Coordinated exchange of information needed to be enhanced also within the Government, as her Office had occasionally received conflicting information and competing requests from different parts of the Government, which bred confusion.

60. She commended UNDP for its recent work, especially in light of the fact that it had lost its senior leadership at short notice. UNDP was working diligently to undertake its new function as an integrator platform and provide services to countries and to the United Nations system without appearing to assume too dominant a role.

61. With respect to the issues of partnerships with donors and different types of funding, the example of Kyrgyzstan was instructive. In 2009–2010, that country had been in the vanguard of development reform, as it had had a Development Assistance Framework with donors such as the United Kingdom Department for International Development (DFID), the Asian Development Bank, the World Bank and the United Nations, which, together, had developed a joint country support strategy. It was unclear why that groundbreaking and successful initiative was not being replicated elsewhere.

62. **The President**, in response to the request for a dialogue on the work of the Joint Steering Committee, said that the day before the Council's humanitarian affairs segment, which was scheduled to take place in June in Geneva, there would be an event that would specifically address the nexus between humanitarian and development issues.

The meeting rose at 5.50 p.m.