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Operational activities for development segment

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President: Mr. Chimbindi (Vice-President) (Zimbabwe)

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In the absence of Ms. Stoeva (Bulgaria), Mr. Chimbindi (Zimbabwe), Vice-President, took the Chair.

The meeting was called to order at 10.05 a.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/78/72-E/2023/59, A/78/72-E/2023/59/Add.1 and E/2023/62)

Interactive dialogue: “Deploying regional assets of the United Nations development system to support countries to address cross-border issues”

1. **Mr. El Hillo** (Regional Director of the Development Coordination Office for Africa), moderator, said that the focus of the interactive dialogue would be on leveraging the regional assets of the United Nations development system for strategic support to resident coordinators and country teams, with a view to implementing the 2030 Agenda for Sustainable Development. In recent years, subregional and regional perspectives had been prioritized. Regional collaborative platforms were identifying opportunities for strengthening cross-border, subregional and regional initiatives. Such strengthening across country teams would ensure more impactful results. The panellists would provide a good perspective on developments in the different regions of the world.

2. The interactive dialogue would explore how the United Nations development system was helping to address critical cross-border and transboundary development priorities; what innovative approaches had been explored to leverage the new structures established under the reform of the development system; possible opportunities and challenges; the lessons learned in implementing the 2030 Agenda through subregional and regional actions; and how Member States could help to boost the regional capacity of the development system to respond to cross-border challenges and maximize opportunities.

3. **Mr. Salazar-Xirinachs** (Executive Secretary, Economic Commission for Latin America and the Caribbean (ECLAC)), panellist, speaking via video link, said that most countries in Latin America and the Caribbean were part of the migration cycle and the region accounted for 15 per cent of all migrants in 2020. Intra-regional migration was also on the rise. In partnership with the United Nations development system, ECLAC was providing support to resident coordinators and country teams, to address the structural

causes of migration and displacement. The Regional Collaborative Platform for Latin America and the Caribbean had established an advisory board on the Comprehensive Development Plan for El Salvador, Guatemala, Honduras and south-southeast Mexico to facilitate the implementation of such a plan as a system-wide strategy. A five-year implementation agenda had been envisioned, with 114 costed projects organized into four pillars: economic development; social well-being; environmental sustainability, climate change and disaster risk reduction; and the comprehensive management of the migration cycle. Implementation had advanced at the national level, and Guatemala, which had made the most progress, was a pilot country.

4. Many regional sustainable development priorities also required cross-border approaches in policy areas, which could drive the synergistic implementation of multiple Sustainable Development Goals. Action was urgent, as only 25 per cent of the Goals were on track to be achieved in the region by 2030, 48 per cent were showing slow progress and 27 per cent were regressing. In the context of the green energy revolution, in 2022 ECLAC had established a permanent technical dialogue forum on lithium innovation, technological development, and value addition at the request of Argentina, Bolivia and Chile. ECLAC was working with both public and private entities through that platform, which had enabled regional cooperation, knowledge exchange, capacity-building and discussions on new technologies and productive innovation. The recent entry of the Mexican national lithium company into that forum highlighted the value of such transboundary initiatives for transformative sustainability strategies.

5. ECLAC was also promoting a subregional climate finance initiative to respond to the unique vulnerabilities and financing needs of Caribbean small island developing States, many of which were not sufficiently met by the financing criteria of the international financial architecture. The proposed Caribbean Resilience Fund would secure development financing for adaptation and mitigation initiatives. With respect to international trade and regional economic integration, ECLAC actively promoted cross-border economic integration to foster productive diversification, new investments in strategic sectors, employment and resilience. That was being done in collaboration with regional integration bodies, and by working with other regional commissions on a biennial trade facilitation survey that supported initiatives to expedite the cross-border movement of goods.

6. ECLAC was supporting the Pacific Alliance to improve trade in services, mainstream gender equality in trade policies, and map cross-border production links,

as it had done for the Andean Community, the Southern Common Market (MERCOSUR) and the Central American Common Market. In addition to collaborating on those and other issues with regional and subregional organizations, it had updated the regional architecture of the United Nations development system to facilitate access to regional public goods and expertise for regional coordinators and country teams, in their efforts to address Goal-related gaps. At the recently held Forum of the Countries of Latin America and the Caribbean on Sustainable Development, Member States had recognized and welcomed efforts to harness the regional assets of the United Nations development system to support implementation of the 2030 Agenda and national sustainable development efforts.

7. **Ms. Eziakonwa-Onochie** (Assistant Administrator and Regional Director for Africa of the United Nations Development Programme (UNDP)), panellist, said that uncertainty, volatility, multiple crises, and shrinking multilateralism and solidarity were hampering the socioeconomic development of the African continent, which was negatively affected by challenges including inflation, debt, inequality and poverty. At a time when more development funding was needed, external debt service payments due in 2023 were anticipated to exceed \$22.3 billion. African exports had contracted and official development assistance was dwindling. The cost of borrowing for many African countries had skyrocketed, owing largely to biased credit ratings. Against that backdrop, the United Nations development system continued to maintain its focus on development approaches that built resilience and strengthened African agency. The aim was to ensure that the continent would never again be caught unprepared for development emergencies such as those created by the coronavirus disease (COVID-19) pandemic and the war in Ukraine. That approach was strongly aligned with both the 2030 Agenda and Agenda 2063: The Africa We Want, which, if robustly implemented, would help the continent to better mitigate shocks, and increase shared prosperity and sustainability.

8. Accordingly, the Regional Collaborative Platform for Africa was a vital architecture that would place the United Nations development system in a position of strength. In addition to its opportunity and issue-based coalitions, the Platform focused on addressing transboundary and cross-border issues, and on ensuring that country teams and resident coordinators had the support they needed to accompany countries along their development paths. Regional approaches were needed in the areas of climate change, trade and regional integration, migration, data and statistics, and support for resident coordinators and country teams, since the

strength of each national development outlook would invariably contribute to the strength of subregional and continental prospects. Special emphasis must be placed on the countries that were the furthest behind. The Platform therefore deployed regional knowledge and resources to support work at the country level and influence transboundary actions, by providing a comparative perspective of country-level policymaking.

9. An opportunity- and issue-based coalition had been established to ensure effective and efficient macroeconomic management and accelerated inclusive economic transformation and diversification, under the leadership of the Economic Commission for Africa (ECA), UNDP and the United Nations Conference on Trade and Development (UNCTAD). That coalition supported the advancement of the African Continental Free Trade Area (AfCFTA) at both the regional and country levels. A single market would foster inclusive prosperity across the continent, and it was therefore important to bolster national implementation strategies, provide knowledge products and technical assistance – especially for women and young people – help countries to accelerate readiness for implementation and mainstream AfCFTA into national development plans. In fact, the African Union had chosen “Acceleration of AfCFTA Implementation” as its theme for 2023, to reflect the importance accorded to the matter.

10. Support was also forthcoming in the area of climate finance, and an opportunity-based approach had been adopted to innovation, in order to explore different possibilities for transformation. New technologies would be key for leveraging those opportunities for transformations. The African Union was very active in the areas of peace, security and development. However, some challenges remained, and United Nations agencies continued to operate within and not across borders. As United Nations Sustainable Development Cooperation Frameworks and institutions were country-based, it was particularly challenging to adopt transboundary working methods and structures. Member States should take the regional approach into account. The ability to choose what action to take was important and the United Nations development system should no longer simply dump ideas on the continent without regard for local development intelligence or innovative solutions. African people should be encouraged to take control of their own destiny.

11. **Mr. Mar Dieye** (Special Coordinator for Development in the Sahel), panellist, speaking via video link, said that the deployment of United Nations assets to address cross-border and transboundary issues in a region like the Sahel was extremely critical for programme countries. While global and regional trends

were becoming increasingly transnational and transboundary, policies and programmatic responses tended to be increasingly country-centric, with low resonance at the border level as a result of limited fiscal space and overly centripetal governance systems. That situation placed binding constraints on the territorialization of public policies and led to ungoverned or undergoverned spaces at the cross-border level, which could result in low levels of human development and different types of crises. The United Nations integrated strategy for the Sahel provided a framework to help address that issue. The most recent mapping of activities implemented by United Nations agencies, funds and programmes in the region showed that 44 per cent of programme portfolios addressed cross-border issues. While that development was commendable, in a region with low gross domestic product (GDP) per capita and low GDP per square kilometre, the extent of the challenge required the expansion and scaling up of cross-border and transboundary programmes, through substantially increased and well territorialized financial resources, with multi-year commitments.

12. The United Nations development system in the Sahel was taking a certain number of measures to that end. It was ensuring that all the policy and programmatic instruments of country teams incorporated cross-border, regional and transnational dimensions, when and where relevant. Under the integrated strategy for the Sahel, the region had forged the concept of “resident coordinators without borders and resident coordinators beyond borders” to illustrate and integrate the notion that United Nations programmes should take cross-border and transboundary dimensions into account. By the end of the year, the strategic frameworks and country programmes of the 10 countries included in the integrated strategy would incorporate that strategy and, in so doing, effectively address cross-border, regional and transnational challenges. Through the reform of the United Nations development system and the implementation of the integrated strategy, the practice of designing and implementing multi-agency, multi-donor and multi-country programmes had been developed, to address subregional and cross-border challenges.

13. A series of Sustainable Development Goals accelerator programmes had been launched in the food systems, water and industrialization sectors, since a regional approach to those critical priority areas was the only way to bring about the much-needed structural transformation of the interconnected economies of the region. An innovative series of Sahelian predictive

analytics had been developed to guide proactive policymaking and programming in the region, by factoring in the evolution of long-term trends such as climate change and population dynamics, which were global and cross-border in nature. Furthermore, since data and information systems were critical for addressing multifaceted challenges, such as transnational organized crime, a database had been developed on trafficking in arms, migrants, medical products, oil products and minerals, with the issuance of several Transnational Organized Crime Threat Assessments led by the United Nations Office on Drugs and Crime. Those Assessments had uncovered a growing and disturbing economy of trafficking, which was a major statistical blind spot for national accounts, and therefore difficult to address using policy responses.

14. The unique knowledge products developed as part of the integrated strategy would further guide programmatic and policy responses, and enable all regional stakeholders and partners to improve preventive actions. Cross-border and transboundary issues should be at the heart of policies and programmes geared towards accelerating the realization of the Goals in the region. To be effective, those policies and programmes needed more widescale and long-term support. Regional frameworks, such as the United Nations integrated strategy for the Sahel and the United Nations Support Plan for the Sahel needed to be adequately funded in order to enable more comprehensive, holistic, coherent, targeted and efficient collective responses.

15. **Ms. Sekkenes** (Resident Coordinator for the Lao People’s Democratic Republic), panellist, speaking via video link, said that in 2021, Bangladesh, the Lao People’s Democratic Republic and Nepal had all been recommended for graduation from the least developed country status. Owing to the challenges brought about by the COVID-19 pandemic, a slightly extended five-year window had been agreed, to enable each country to prepare and plan for a transition from the international support measures established for the least developed countries and seize the many opportunities that accompanied graduation. In the light of the deficits in funding and financing for those countries and the resident coordinator system, the transition should be smooth and allow each country to continue the development momentum that had brought it to the threshold of graduation and secure its achievement of the Sustainable Development Goals. That would be a difficult feat, however, since graduation from least developed country status had implications for trading relations, borrowing terms, legal arrangements and grant eligibility, among other things. There was therefore a

need to mobilize resources, build capacities, upgrade knowledge, build awareness, promote partnerships and monitor progress.

16. The technical expertise that could help countries to tackle those challenges was dotted across the globe and the many parts of the United Nations development system. Key technical knowledge sat at global headquarters, in regional hubs or in highly specialized entities. Those entities could provide in-country programmatic support and the Technology Bank for the Least Developed Countries could provide twinning support. The Governments of the least developed countries were tasked with the challenge of rationalizing all of the available expertise and support. With their limited capacities, they were being asked to engage with multiple United Nations agencies and various development management processes, across the spectrum of support channels. Ultimately, the effectiveness of the assistance provided for graduation from least developed country status was suboptimal, and more integration was needed to guarantee the mix of policies required for future multidimensional challenges.

17. However, the reform of the United Nations development system and the subsequent creation of independent and empowered resident coordinators and country offices had changed how that dispersion affected graduating countries. In recognizing the unique opportunities presented to Bangladesh, the Lao People's Democratic Republic and Nepal, the resident coordinators of those countries had been able to broker and support intergovernmental collaboration, anchored by country-level development coordination, and harness specialized support from global and regional assets. Data capacities had been engaged to support the development of smooth transition strategies and South-South dialogue. The inter-agency task force on graduation and smooth transition was helping to support national priorities, in collaboration with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. In addition, the Economic and Social Commission for Asia and the Pacific was being leveraged to access regional expertise.

18. Given the financial landscape, the context of graduation from least developed country status and the compounding crisis, economists had a critical function in the offices of resident coordinators. Better and more integrated support from across the development system had been delivered, under the new generation of Sustainable Development Cooperation Frameworks. With the country-driven process, tailored, coherent support from across the system had been developed to translate the vision of the Doha Programme of Action

for the Least Developed Countries into practical implementation on the ground, with a view to engaging those countries.

19. **Mr. Vongnorkeo** (Lao People's Democratic Republic) said that it would be challenging to implement the smooth transition strategy for countries graduating from the list of least developed countries following its adoption. He wished to know how the regional and global assets of the United Nations development system could be consistently and reliably engaged to support the work of country teams, led by the resident coordinators. The Secretary-General had pointed out that graduation should be a reward and not a punishment. In that regard, more information on what could be done to ensure the allocation of sufficient graduation resources would be appreciated.

20. **Ms. Pindera** (Canada) said that transborder concerns such as climate change and migration were absolutely critical for informing country frameworks, helping to overcome sustainable development challenges, and addressing nexus issues like humanitarian relief and disaster assistance. Her delegation particularly appreciated the suggestion that country teams should be seen as borderless, which reflected its concerns about challenges that would impede the achievement of the Sustainable Development Goals. In that regard, further elaboration was needed on how the common country analysis had informed the Sustainable Development Frameworks, to enable country teams to focus not only on challenges, but also on priorities and opportunities.

21. **Ms. Tarnutzer** (Observer for Switzerland) said that regional insights were welcome, since they allowed for an appreciation of challenges and opportunities for strengthening regional transboundary cooperation. The Development Coordination Office should follow up on the recommendations of the evaluation done by the Office of Internal Oversight Services, namely, to conduct a needs assessment among the offices of resident coordinators and humanitarian coordinators, so as to clarify the role of regional teams on regional collaborative platforms and increase their leadership and impact. The evaluation had also mentioned the possible lack of incentives for United Nations entities at the regional level to collaborate and the sometimes unclear accountability lines between the Development Coordination Office and regional entities. The views of the panellists on those challenges would be welcome.

22. **Mr. Salazar-Xirinachs** (Executive Secretary, Economic Commission for Latin America and the Caribbean (ECLAC)), speaking via video link, said that the issues of debt and fiscal space were very important,

as were the implications of the debt service burden for many countries, particularly middle-income countries, such as the majority of those in Latin America and the Caribbean. While considerable progress in debt restructuring had been made for the least developed countries, almost nothing had been done for middle-income countries. At the request of the Secretary-General, ECLAC had recently published a study that included an analysis of the fiscal space and debt situation of Latin American countries. The study, which had been conducted in partnership with the Department of Economic and Social Affairs and UNCTAD, also reviewed proposals for reforming some aspects of the international financial architecture. It sought to contribute to the focus being placed by the entire development system on those issues, and documented how Latin American countries were paying significant interest on their debts, ranging from 2 to almost 5 per cent of GDP. It also demonstrated how successful fiscal reform in Colombia had managed to mobilize 1.5 per cent of GDP. In keeping with those results, any effort in the area of debt could be as, or even more impactful. Most countries needed both internal and external mobilization to open up fiscal spaces for investment in the Sustainable Development Goals.

23. At the recently held Forum of the Countries of Latin America and the Caribbean on Sustainable Development, seven transformative initiatives had been proposed to accelerate the achievement of the Goals. Such acceleration would be crucial to bolster growth, which had been very low in the region. Most of the initiatives concerned areas covered by issues-based coalitions, including sustainable tourism, digital transformation, regional economic integration, the so-called care society, the energy transition and related industries, and the export of modern services. The United Nations development system was also working in many of those areas, in alignment with the fundamental transitions that the initiatives were seeking to promote.

24. **Ms. Eziakonwa-Onochie** (Assistant Administrator and Regional Director for Africa of the United Nations Development Programme (UNDP)) said that that African region had adopted an initiative aimed at recognizing the nexus between regional peace, security, development and humanitarian action. Such initiatives were facilitated by the existence of political offices that focused on peace and security. A bridge was being built between those political offices, country teams and the Regional Collaborative Platform for Africa. An additional subregional issues-based coalition had been created in the Horn of Africa region, along with an Office of the Secretary-General that covered the region

at the political level. As a result of the foregoing, information and analytics were being exchanged to feed into the development of cooperation frameworks. Synergies were being used to leverage the full expertise of the entire United Nations system and development system in order to inform programme design and planning at the political and security levels.

25. **Mr. Mar Dieye** (Special Coordinator for Development in the Sahel), speaking via video link, said that the opportunities-based coalitions brought together all the regional frameworks, such as the United Nations integrated strategy for the Sahel and others. The Sahel region was using that strategy to guide all interventions. When agencies submitted their programmes to executive boards, they needed to fully integrate the programmes of other agencies. When that was not the case, those agencies were asked to revisit their programmes. In the Sahel region, programmes were integrated and put into a so-called “programme bank”. Very often, donors were part of the problem as they tended to have preferred agencies and finance their specific parts of programmes in silos. Donors in the Sahel should support more integrated programmes that had been submitted by various agencies.

26. **Ms. Sekkenes** (Resident Coordinator for the Lao People’s Democratic Republic), speaking via video link, said that, thus far, the work done to engage regional and global elements of the United Nations development system to support the elaboration of smooth transition strategies had begun to show what was possible. However, the real test would be to maintain the momentum throughout the process of graduation from least developed country status. Sustainable Development Cooperation Frameworks provided the formal structure for United Nations engagements, and set out the rules and responsibilities of the different parts of the system, including non-resident agencies. It was important to clearly outline the expectations for engagements, in both the overarching Cooperation Frameworks and in the joint work plans developed for their implementation, in order to appropriately plan and deliver support in and across countries. Annual updates of the common country analysis informed annual work plans.

27. At the national level, managing a successful graduation process would require the efficient use of all available public, private, domestic and international resources. The integrated national financing frameworks provided a structured approach to determining the best way of doing so. Effective multi-stakeholder development coordination led by the resident coordinators could be a valuable complement to graduation preparation processes, as the least developed

countries moved from being dependent on international support towards more diversified and sustainable financing of the Sustainable Development Goals. Under the reform, resident coordinators were already demonstrating their value by coordinating with country teams and leveraging global and regional assets for national processes and priorities. That experience could serve as a model for those countries approaching graduation, while also helping to tackle other key strategic issues, even those not necessarily transboundary or cross-border in nature. The facilitation of technically guided dialogue and peer support had proven to be an effective approach.

28. The method used for delivering resources was also crucial for achieving similar results. The pooling of funding had transformed incentives for cooperation and leveraged the lead role of resident coordinators. Independent evaluations of recent joint programmes in the Lao People's Democratic Republic had concluded that obligations under the joint programmes of the Joint Policy Fund to Advance the 2030 Agenda through Integrated Policy were seen as a significant strength, and ensured better inter-agency collaboration than under other approaches to joint programming.

29. **Mr. El Hillo** (Regional Director of the Development Coordination Office for Africa) said that the annual updating of the common country analysis was a step in the right direction. In some countries, however, things were progressing even more rapidly, and it was imperative to conduct regular checks and test assumptions on an ongoing and more frequent basis. The situation in the Sudan had, for example, surprised many persons, and called for more regularity in the testing of assumptions. The recommendations on the role of regional offices of the Office of Internal Oversight Services were prominently featuring in ongoing discussions on the Development Coordination Office.

30. **The President** said that the issue of credit rating should be examined, since the rating of one country could affect development and risk analysis within an entire region. New funding models tended to focus primarily on regions as a starting point, and the United Nations should find a way of addressing that practice. He wondered if there was a regional mechanism for ensuring coordination among the resident coordinators of different countries within a region. To surmount the problems posed by physical borders, programmes such as the One Stop Border Post could be funded to facilitate the movement of goods and services. Technology could also help to remove some of the impediments relating to physical borders. Africa was a continent of opportunities that was ready to work with all potential partners. However, more work needed to be done on the mindset

of Africans and their partners in order to change the image of the continent and better harness its resources. The paradox of a very rich continent with very poor people needed to evolve to leverage existing wealth. The formulation of programmes for the least developed countries, landlocked developing countries and small island developing States should be domesticated and incorporate the regional and transboundary dimensions. A synchronized approach to issues would facilitate interventions by international organizations and entities.

(b) Reports of the Executive Boards of the United Nations Development Programme/ United Nations Population Fund/ United Nations Office for Project Services, the United Nations Children's Fund, the United Nations Entity for Gender Equality and the Empowerment of Women, and the World Food Programme (E/2022/35 and E/2023/36)

Interactive dialogue with the executive heads of the United Nations funds, programmes and specialized agencies: "Working as one to help countries respond to today's challenges"

31. **Mr. Rae** (Permanent Representative of Canada to the United Nations), moderator, said that sustainable development had been affected by multiple crises and that the Sustainable Development Goals were off track for a number of reasons. There was a joint responsibility to maintain the shared ambition to strengthen the policies and programmes that would make it possible to achieve the Goals. The report of the Secretary-General on the implementation of General Assembly resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for the development of the United Nations system ([A/78/72-E/2023/59](#)) showed that the repositioned United Nations development system was delivering results. It had maintained the pace of reforms and made steady progress in responding to the mandates of Member States. The executive heads of the United Nations agencies played a critical role at the global level in working with their own boards and supporting the overall work of the system. They also ensured that programmes and policies were aligned with common interests and informed their staff on the importance of working as part of country teams, under the leadership of the resident coordinators.

32. The session would provide an opportunity to explore ways in which the system could improve its response capacity, strengthen its synergies in supporting the needs and priorities of countries, and maximize the impact of collective efforts. It had become necessary to eliminate duplication, address the constant challenges of the system and fully capitalize on the skill sets and

capacities of the agencies in question. The discussions would focus how the entities of the system were assisting countries to mainstream the integration of the three key dimensions of sustainable development. Examples of collaboration between the pillars and between organizations, in mainstreaming disaster risk reduction, would be welcome.

33. **Ms. Mizutori** (Special Representative of the Secretary-General for Disaster Risk Reduction), panellist, in a pre-recorded video statement, said that the United Nations Office for Disaster Risk Reduction was a relatively new member of the United Nations Sustainable Development Group, which it had joined in 2018, against the backdrop of the impact of the climate emergency and all other disasters on the sustainable development of countries. Given that disasters had the greatest potential to undermine development, the role of the Office within the Group was to ensure that disaster risk was integrated into all the decision-making and investments of the United Nations development system in support of Member States.

34. The work of the system in that regard was guided by the United Nations Plan of Action on Disaster Risk Reduction for Resilience: Towards a Risk-informed and Integrated Approach to Sustainable Development. That document had been approved by the United Nations System Chief Executives Board for Coordination in 2016 and had been recognized in General Assembly resolution [75/233](#) on the quadrennial comprehensive policy review of operational activities for the development of the United Nations system. The Senior Leadership Group on Disaster Risk Reduction for Resilience met every year to adopt cross-cutting recommendations for collective implementation, and had met the week before to deliberate on a set of recommendations that would guide the entire system on implementing General Assembly resolution [77/289](#) on the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030.

35. That structure allowed the system to converge around shared guidelines for boosting inclusive disaster risk reduction, strengthening risk governance, accelerating risk-informed programming and strengthening multi-hazard early warning systems, with the aim of ensuring that all efforts at the country and regional levels were risk-informed and led to the achievement of the Sustainable Development Goals. While the Office for Disaster Risk Reduction had little or no presence at the country level, the reformed resident coordinator system had made it possible to provide support to countries. The Office worked with country teams led by resident coordinators to firmly incorporate disaster risk

reduction and resilience into the design and review of the common country analysis, and in the implementation of the Sustainable Development Cooperation Frameworks. Disaster risk reduction was currently included in many Cooperation Frameworks, and, since the Office had signed 40 of those Frameworks, it had become a part of the respective country teams and able to provide direct support for implementation.

36. The Office for Disaster Risk Reduction also provided support for capacity-building at the national level through training programmes in areas such as the calculation of disaster-related losses and damages and the scaling up of disaster risk reduction in humanitarian and fragile contexts. Although the workload of the Office, which was relatively small, was increasing, the need for risk-informed decision-making was strongly recognized by many resident coordinators. Most of them had confirmed that, in recent years, country teams had supported country capacities and integrated policy approaches to building resilience to disasters and extreme weather events. It was therefore essential to enhance the work of the Office within the United Nations development system.

37. **Ms. Russell** (Executive Director of the United Nations Children’s Fund (UNICEF)), panellist, said that countries around the world were facing many challenges, which the UNICEF Strategic Plan 2022–2025 was seeking to help them confront by setting out an organizational vision for delivering results for children and realizing their rights. The Plan also served as a programmatic road map for helping countries to accelerate progress on the Sustainable Development Goals. At the country level, that work was implemented through UNICEF country programmes, and its results were aligned with Sustainable Development Cooperation Frameworks and the national priorities set by Governments. Progress was gauged using the quadrennial comprehensive policy review of operational activities for development of the United Nations system, and UNICEF was held accountable for that progress by its Executive Board, to which it reported several times a year.

38. UNICEF was committed to ensuring that its programmes efficiently delivered results for children. It was regularly reviewing its working methods to identify areas for improvement and had formalized its global technical team initiative, which sought to strengthen the quality of its programmes in all country contexts. UNICEF was expanding its capacity by using virtual teams to bring technical experts together and share best practices and technical insight between headquarters, and regional and country offices. It had developed a country programme management package to provide

guidance for ensuring that UNICEF plans were fully aligned with Cooperation Frameworks, the Goals and national plans. Such a strategic approach to managing the cycle of programme planning and results management also helped to better respond to evolving contexts and to the specific needs of countries.

39. **Mr. Moreira da Silva** (Executive Director of the United Nations Office for Project Services (UNOPS)), panellist, said that developing countries had been disproportionately affected by multiple crises. Interdependence among countries and the multidimensional nature of those crises had become more evident than ever before. There were gaps in the areas of policy, financing and implementation capacity. In that context, UNOPS had recently presented its new, restated strategic plan covering the period up to 2025 for approval by its Executive Board. The Office was returning to its original mandate, which was to build the implementation capacities of its partners in order to contribute to the achievement of all Sustainable Development Goals, in particular in the areas of climate, energy and health. Coherence would be ensured in humanitarian, development and peace efforts, since UNOPS was uniquely placed to work simultaneously across those three dimensions, with 70 per cent of its activities being conducted in a fragile context. It did not engage in areas where other agencies had a clear mandate, such as de-risking investments, blending finance or impact investing. It also did not engage in any project that did not contribute to the advancement of the Goals or that increased greenhouse gas emissions when there were alternative solutions.

40. UNOPS had embedded contributions to the Goals and to climate action in its new results framework, and would be accountable for its impact on the Goals through procurement, infrastructure and project management. It was adopting increasingly integrated approaches that recognized the linkages among the different dimensions of sustainable development. Its analytical tools and technical assistance were being improved through new initiatives such as the national infrastructure and procurement context and opportunity assessments, which would help to identify the main procurement and infrastructure challenges facing countries. Those assessments would be a central aspect of UNOPS engagement in the common country assessments that informed the development of Sustainable Development Cooperation Frameworks.

41. **Ms. Russell** (Executive Director of the United Nations Children's Fund (UNICEF)) said that mainstreaming was absolutely critical in how United Nations entities assisted countries. Helping other agencies to integrate the three dimensions of sustainable

development was a critical part of the work done by UNICEF. That integration was key to achieving sustainable development, and was the only way to meet the needs of the children served by the Fund. In collaboration with its sister agencies, UNICEF was helping over 100 countries to integrate those dimensions into their national development plans and budgets. That assistance included a new approach to country programme planning and management, which featured strong linkages between humanitarian action, development and peacebuilding work, with an emphasis on delivering systemic change. The holistic approach to disaster response and long-term development was helping to address poverty, inequality and exclusion.

42. Integrated national financing frameworks were enabling country teams to support ministries of finance in 86 countries in the development of financing strategies to address the three dimensions of sustainable development. UNICEF was working with the International Labour Organization, UNDP and other partners as part of the Global Accelerator on Jobs and Social Protection for Just Transitions launched by the Secretary-General. That initiative aimed to accelerate access to social protection for all vulnerable families and children across the world. Under the leadership of the resident coordinators, many countries were in the process of developing national road maps to bring agencies together to achieve the ambitions of the Global Accelerator. In addition, UNICEF was part of the system-wide strategy for sustainable urban development. Along with other agencies, including the United Nations Human Settlements Programme (UN-Habitat) and the World Health Organization, UNICEF was supporting over 100 countries to strengthen local governance for children and programming in urban areas, with a special focus on slums and informal settlements. Resilient and inclusive communities were necessary to ensure sustainable development outcomes for children. UNICEF had a presence in most countries and took its coordination role and development responsibility very seriously.

43. **Mr. Moreira Da Silva** (Executive Director of the United Nations Office for Project Services (UNOPS)) said that UNOPS worked in 85 countries and had delivered over 1,000 projects in 2022, for a total of \$3.5 billion. It therefore had a presence in many countries, which was quite unique as it was linked to demand and associated with the implementation of projects. UNOPS worked in close collaboration with the resident coordinators and other agencies, and its approach was neither programmatic nor thematic. It was an implementation agency that worked with Governments and other entities that had the required expertise and

clear policy and programmatic mandates, but no physical presence in countries.

44. In Ghana, UNOPS was partnering with the United Nations Environment Programme on efforts to adapt to climate change through the development of a road map to identify climate resilient infrastructure needs. The nexus between infrastructure, the Sustainable Development Goals and climate was reflected in the fact that 92 per cent of all Goal-related targets depended on infrastructure and 79 per cent of all emissions were related to infrastructure. The global approach to infrastructure therefore needed to be dramatically changed if the Goals, and especially the climate-related Goals, were to be achieved. That would be done in partnership with the relevant agencies, in accordance with national development programmes. In Bangladesh, UNOPS was collaborating with UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to build national resilience.

45. **Ms. Wegter** (Denmark) said that the United Nations development system had a crucial role to play in mainstreaming gender and climate considerations, and all the entities of the system needed to contribute both individually and towards a shared goal. Country-level joint programmes addressing gender equality and women's empowerment had decreased in number. Those issues were perhaps being addressed individually, but possible interpretations of that trend would be welcome. In the same vein, country teams had reduced their mainstreaming of environmental considerations into programme and policy advice, and views on that development would also be appreciated. It would also be interesting to have an assessment of the obstacles facing efforts to mainstream gender and climate considerations. Since there were many cross-cutting issues that required system-wide cooperation, and no single entity could assume the lead on a particular issue, the agencies should explain how they were working together to address those issues and overcome the challenges involved therein.

46. **Ms. Robledo López** (Mexico) said that the United Nations development system offered assistance to countries by integrating the three dimensions of sustainable development through projects that made it possible to harness synergies among the agencies of the Rio Conventions. Nature-based solutions were best suited for advancing those agendas and a cross-cutting perspective should be promoted in order to incorporate gender, human rights and intergenerational perspectives into environmental and climate actions and policies. Resources should be mobilized from different sources to finance the initiatives implemented by different actors.

The rights of Indigenous Peoples and local communities should be recognized and respected, and additional resources should be channelled for the achievement of the Sustainable Development Goals. Cross-cutting cooperation and mainstream disaster risk reduction by could be effectively improved by fully operationalizing the Santiago network for averting, minimizing and addressing loss and damage associated with the adverse effects of climate change in order to catalyse technical assistance from relevant organizations, entities and networks. The United Nations Office for Disaster Risk Reduction, the resident coordinators and the country teams should play a key role in ensuring compliance in that regard.

47. **Mr. Hjielmaker** (Sweden) said that in the lead-up to the upcoming sessions of the executive boards of the New York-based entities, reports had been circulated on how those entities were contributing and complying with expectations. While his delegation appreciated the considerable efforts being made and their positive outcomes, there needed to be a shift away from processes towards more joint development results. Entities should take full ownership of and integrate reforms and coordination into their operations. In the context of system-wide ownership of the reform, the notion of agency compliance seemed to be very passive and outdated, given that the reform had entered its fifth year. Provisions under the repositioned United Nations development system could no longer be viewed as an "add-on" for individual agencies, funds or programmes. As a substantial donor, Sweden expected full ownership and proactive engagement from all United Nations entities, with a view to achieving more effective and efficient joint development results. Member States had an important role to play with respect to funding and to the structures of the governing boards.

48. **Ms. Castonguay** (Canada) said that her delegation looked forward to interventions concerning the integration of gender and climate considerations. In addition, it wished to better understand what could be done by country teams to further incentivize joint funding at the country level, for greater coherence around national priorities, while avoiding all forms of competition and duplication.

49. **Ms. Kalis** (United Kingdom) said that strong leadership from resident coordinators and heads of agencies was critical to achieving the Sustainable Development Goals and supporting the most vulnerable populations. There were too many instances where heads of agencies were not following the requirements set out in the Management and Accountability Framework, and not enough resident coordinators were contributing to the performance appraisals of heads of

agencies or being consulted when agencies selected their country-level representatives. The Framework underpinned the United Nations in-country reforms, so agencies should play their part in fully implementing it. The panellists should indicate what additional steps could be taken to unlock the critical progress needed in that regard. Approximately 50 per cent of host Governments had encountered difficulties in accessing the expertise of non-resident entities, which marked a decline in comparison to the preceding year. Given the myriad of challenges facing many countries, the full expertise of the United Nations system should be harnessed to better support country needs. More information would be welcome on the steps being taken to provide access to expertise in areas where individual entities were not present on the ground. In the light of continued progress on back-office consolidation, it would be interesting to know what efficiencies had been realized through common back-office functions, and what would be done to accelerate those efficiencies within the next year.

50. **Mr. Chang** (United States of America) said that the relationship between the resident coordinators and the United Nations agencies was critical for their joint ability to meet the needs of their programme countries and deliver on the Sustainable Development Goals, as well as for the smooth functioning of country teams. Unlike the agencies, the resident coordinators had no mandate to conduct projects or deliver programme results. The United Nations and its Member States needed to adopt a balanced approach to handling the dynamics between resident coordinators and agencies by empowering the resident coordinators to effectively lead and coordinate country teams while fostering and encouraging agency initiatives and joint actions. Based on their experience working with the Management Accountability Framework, the executive heads should explain which of its areas could benefit from full implementation, refinement or revision, to help the United Nations agencies, country teams and resident coordinators to better collaborate to meet the needs of country programmes. Since organizational culture and personality tended to play a role in the relationships between resident coordinators and agencies, ideas for approaching the culture-personality issue and ensuring smooth relations would be appreciated.

51. **Mr. van der Straaten** (Observer for the Kingdom of the Netherlands) said that his delegation welcomed the improved coherence and collective work of country teams under the leadership of the resident coordinators. For the acceleration of country-level efforts to achieve the Sustainable Development Goals, it was essential for resident coordinators to be enabled and empowered to

utilize their convening power and bring the system together to do more than the sum of its parts. As the resident coordinator system entered its fifth year and moved beyond its initial phase, the results and the impact on the ground needed to be more visible, especially in terms of the joint integrated response to the multiple crises. The true test of the repositioned United Nations development system was its capacity to deliver better results on the ground. However, given recent reports of limited impact on the ground, it remained a challenge to work jointly across pillars in a consistent manner. He wondered what the United Nations funds, agencies and programmes could do, in partnership with the resident coordinator system, to address those challenges, and what collective action could be taken by Member States to that end. Further details would be welcome on how the reform of the development system could result in more impact on the ground, from a cross-pillar and joint working perspective, so as to maximize the full potential of both resident and non-resident entities.

52. **Ms. Russell** (Executive Director of the United Nations Children's Fund (UNICEF)) said that gender was a priority for UNICEF, given its work with mothers and children, and its focus on adolescent girls. If the specific needs of adolescent girls were not addressed, there was a risk that they would become victims of child marriage and other debilitating problems. Accordingly, gender needed to be integrated throughout the work of the United Nations development system, as it was integrated into the work of the Fund. UNICEF worked in close coordination with other agencies, such as UN-Women and the United Nations Population Fund, on issues including child marriage and female genital mutilation, which affected girls and women in particular, with a view to obtaining results in those areas. Gender inequality was a challenge in every country in the world, and required very comprehensive approaches to be resolved.

53. UNICEF was very focused on its role in the area of climate and had been making efforts to reduce its own carbon footprint. It was also helping young people to be better educated on climate-related issues and take the lead in addressing them. Furthermore, in the context of its work, the Fund was seeking to help communities become more resilient and adapt to future climate change. Across the United Nations system, different entities concentrated on various aspects of the climate emergency and different agencies brought diverse strengths to the table. The resident coordinators were responsible for ensuring that issues were being addressed comprehensively by letting the agencies do their work while remaining focused on results.

54. UNICEF supported the reform of the United Nations development system and was very active in country teams and in the funding of programmes. The question of leadership was a critical one and, at its recently held global leadership meeting, the Fund had defended the need for good, strong resident coordinators who were capable of fulfilling their roles with the backing of all relevant partners. The mission of supporting children around the world would be better fulfilled if the resident coordinators were succeeding at their work. As one of the bigger agencies on the ground, UNICEF supported integration efforts and engaged in joint programming with other agencies, to varying extents of success. It was incumbent on resident coordinators to determine the best actors, in any given context, to embark on joint programming. The focus should remain on results in all instances, when deciding who was best suited for the work at hand. The Fund was fully compliant with the Management and Accountability Framework and was seeking to build the capacities of its own teams, in accordance with the provisions of the Framework, while submitting consistent reports to its Executive Board.

55. **Mr. Moreira Da Silva** (Executive Director of the United Nations Office for Project Services (UNOPS)) said that his Office relied entirely on the partnership approach, as it was driven by demand and the requests made by Governments and other United Nations agencies. In that regard, resident coordinators played a critical role, since they established the best approach to adopt through joint programmes. Joint programming was not an indicator of presence, but rather a way to increase knowledge and capacity. UNOPS actively cooperated with and was a signatory to all Sustainable Development Cooperation Frameworks, to which it brought expertise from its regional hubs.

56. The mainstreaming of gender perspectives was a standard practice that was fundamental to all UNOPS projects. There were very few joint programmes on gender equality, because that issue was incorporated into all programmes. Procurement could help to enhance gender equality when women played a leadership role in businesses and economic activity. In Yemen, for example, there was a project that had achieved excellent results in that regard. In other areas, such as energy, where ownership was more difficult to establish, significantly more financing was required, along with the contribution of all agencies to implementation. Infrastructure was key to energy transitions, which required the mobilization of many agencies, to ensure affordability and security. UNOPS was in the process of developing an enhanced results framework that would use all available indicators to increase accountability,

transparency and effectiveness in implementation. Under the comprehensive response plan UNOPS was required to report to its Executive Board on a monthly basis.

57. Needs assessments were being conducted in the areas of infrastructure and procurement. Those assessments could be helpful not only to partners and other agencies, but also to developing countries once strategies, joint programmes and the involvement of resident coordinators had been defined, as they could serve to inform policy, programme and strategy-related decisions. The practice was being applied in eight pilot countries and would soon be implemented in all areas of UNOPS involvement. Sustainable approaches to the implementation of all activities were included in the new strategic plan.

58. As an organization that concentrated solely on operations and implementation, UNOPS could support disaster risk reduction by building resilience in the communities where it worked and bridging the implementation gaps of Governments in the areas of infrastructure and supply chains. Infrastructural assessments could help to identify critical elements of national infrastructure systems, so as to prioritize resilient investments. Knowledge of particular contexts was crucial for decision-making in terms of investments. Assessments could also help to identify opportunities for building resilient supply chains, for instance, through supplier diversification. By focusing on infrastructure, the Office had managed to effectively enhance cross-pillar collaboration for disaster risk reduction by helping development partners and Governments to construct disaster-resistant infrastructure and increasing the resilience of communities against natural disasters. The Zimbabwe Idai Recovery Project, for example, was being implemented in partnership with the World Bank and the United Nations to address the early and mid-term resilient disaster recovery needs of affected communities, in collaboration with several other agencies.

59. **Ms. Russell** (Executive Director of the United Nations Children's Fund (UNICEF)) said that the Fund had recently participated in a high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030 with the Senior Leadership Group on Disaster Risk Reduction for Resilience. For the first time, there would be a whole-of-United Nations commitment for child-responsive disaster risk reduction, which would advance collective mainstreaming efforts in that respect. UNICEF had a dual mandate to respond to disasters and holistically approach long-term development. In the preceding two years, it had co-led inter-agency efforts to scale up the integration of

disaster risk reduction and climate change adaptation into humanitarian efforts. It had supported a disaster risk financing study, together with the International Organization for Migration, UNDP and the United Nations Office for Disaster Risk Reduction. Financing was key for accelerating progress on disaster risk reduction. Building back better after disasters was critical, and that principle was prioritized when supporting Governments with recovery efforts.

60. Since 2012, UNICEF had been a member of the Capacity for Disaster Reduction Initiative, which helped Governments to build capacities on disaster risk reduction and climate change adaptation and served as a platform for collaborative cross-pillar support. The year before, the “Today and Tomorrow” initiative had been launched, combining an unprecedented child-responsive mechanism for future cyclones, while managing current risks to build resilience and reduce disaster-related losses. At the country level, joint efforts with the United Nations Office for the Coordination of Humanitarian Affairs and UNDP were helping Myanmar to develop a disaster management plan for Shan State. That plan was child-responsive and included measures to build resilience to climate change. More solutions of that nature were needed, to extend across the entire disaster continuum. The United Nations system should work across pillars to pursue more opportunities to bring the development and humanitarian spheres together for disaster risk reduction. Doing so would require more flexible funding to bridge humanitarian and development activities, and support for delivering better integrated and longer-lasting results.

61. **Ms. Mizutori** (Special Representative of the Secretary-General for Disaster Risk Reduction), in a pre-recorded video statement, said that the political declaration of the high-level meeting on the midterm review of the Sendai Framework for Disaster Risk Reduction 2015–2030 provided crucial guidance on priorities for the coming years. It called upon the entire United Nations system to enhance support for the implementation of the key areas of the Sendai Framework, including strengthening the means of implementation, by improving access to data, technology and financing, and building capacities, particularly in countries in special situations.

62. A clear example of entities enhancing cross-pillar collaboration and mainstreaming disaster risk reduction was the implementation of the Early Warnings for All initiative, which was being co-led by the United Nations Office for Disaster Risk Reduction and the World Meteorological Organization (WMO). Early warning and early action were the most tangible ways of saving lives and livelihoods, in addition to being major

elements of disaster risk reduction measures and climate change adaptation policies. The initiative sought to cover the entire planet by 2027 with effective end-to-end multi-hazard early warning systems, which would lead to early action. Currently only half of all Member States had such a system, and even in those States coverage was not always extensive. Accordingly, the entire United Nations system had joined the initiative, with a view to leveraging their expertise to ensure that the four pillars of an effective early warning system would be present in all countries.

63. The first pillar on risk information was being led by the Office for Disaster Risk Reduction; the second pillar on forecasting and monitoring was being led by WMO; the third pillar on warning and communication was being led by the International Telecommunication Union; and the fourth pillar on preparedness on the ground for early action was being led by the International Federation of Red Cross and Red Crescent Societies. Several other entities, including UNICEF, UNDP, UN-Women, the Food and Agriculture Organization of the United Nations, Food for Peace and the Office for the Coordination of Humanitarian Affairs were joining the initiative. The Secretary-General had selected 30 highly vulnerable countries where initial efforts would be concentrated. The United Nations system would soon begin work with country teams, under the leadership of the resident coordinators, to assess the current status of early warning systems in each of those countries. Once gaps had been identified, support would be provided to Governments for developing a plan to fill those gaps and access financing. The ambitious initiative could be successfully implemented if the United Nations truly came together.

64. **Ms. Tarnutzer** (Observer for Switzerland) said that, with the reform of the United Nations development system entering its fifth year, the focus should be on results and impact, rather than on processes. It would be interesting to hear how agencies shared challenges and lessons learned in areas of joint engagement. The new integrated results framework outlined such areas of joint engagement, and indicated common and complementary indicators shared by several agencies. Individual and collective perspectives on achievements, challenges and knowledge management in those areas of joint engagement would be welcome.

65. **Mr. Bultrikov** (Kazakhstan) said that, in terms of mainstreaming the three dimensions of sustainable development, his Government had proposed an initiative to establish a United Nations regional centre for the Sustainable Development Goals in the town of Almaty, Kazakhstan, where 18 United Nations agencies with regional and subregional mandates were already

present. The centre would seek to coordinate the activities of those agencies, which were all working towards the achievement of the Goals in that region. Given the concerns raised about coordination between resident coordinators and agencies at the regional level, he wondered if UNOPS would be able to implement projects in the region, in collaboration with different agencies, for the achievement of the Goals.

66. **The President** said that responsibilities and mandates should be clearly delineated. In taking comparative and competitive advantages into account, it should be recognized that the United Nations could not do everything. Unrealizable commitments should not be made and work should be more rationalized and synchronized. More details should be provided on how the operations of individual agencies on the ground had been enhanced by the introduction of the repositioned resident coordinator system. Additional information would also be appreciated on how funding was affecting work on the ground and the setting of priorities, since the providers of funding often had their own considerations. The objective of the United Nations was to assist Member States in achieving their priorities and the Sustainable Development Goals, so as to improve the well-being of their populations. He therefore wondered if the mainstreaming of specific issues would hinder Member States in the determination of their own national priorities. With regard to disaster risk reduction, UNICEF had played a very critical role in Zimbabwe during the COVID-19 pandemic. In the lead-up to the upcoming high-level meeting on pandemic prevention, preparedness and response, more information was needed on how disaster risk reduction was being integrated to improve responses to pandemics.

67. **Ms. Russell** (Executive Director of the United Nations Children's Fund (UNICEF)) said that UNICEF had conducted an assessment on joint engagement in 2021 and had shared the results with other agencies and Member States. That assessment had demonstrated that constructive dialogue with Governments was critical and that gaps in capacity should be addressed. To that end, agencies needed to continuously reassess and share information. The Fund was committed to ensuring that its work on the ground reflected existing data and research, as well as past experiences. United Nations agencies needed to respect their mandates and areas of expertise while working to build the capacity of Governments. By providing Governments with support, guidance, research and the benefit of their accumulated experience, those agencies could help them to solve problems.

68. The reform of the United Nations system was not an end in and of itself, but rather a means to an end,

namely, to help countries to do better. The different parts of the system should not be mired in processes while trying to achieve that objective. Agencies should be allowed to carry out their mandates, while being held accountable and working closely with Governments. Resident coordinators could play a significant role by coordinating those efforts and underscoring human rights and child rights issues. While earmarked funding was constraining, flexible funding enabled United Nations agencies to respond quickly to new developments and make decisions on where monies could be channelled. The work done by UNICEF was based on country programme documents, which were prepared in consultation with Governments and in accordance with Sustainable Development Cooperation Frameworks. Those consultations made it possible for the Fund to help Governments by lending its expertise to the pursuit of their priorities. Coordination was not easy in practice, but progress was being made.

69. **Mr. Moreira Da Silva** (Executive Director of the United Nations Office for Project Services (UNOPS)) said that project evaluations should be used more consistently and frequently, in order to manage knowledge across agencies and allow those agencies and Governments to learn from results. UNOPS participated in regional issues-based coalitions, which were organized by regional commissions and regional collaborative platforms to gather knowledge for country teams. The Zimbabwe Idai Recovery Project included several agencies, which were working together to address the early and midterm resilient disaster recovery needs of communities. Its implementation was a good example of collaboration across multiple agencies, each having specific programmatic and normative mandates.

70. UNOPS was in a very unique and flexible position, because while it was present in many countries, that presence was associated with specific projects and not permanent. In its operations, it therefore depended heavily on the advice and guidance of resident coordinators to help implement projects. However, UNOPS and resident coordinators had completely different operational structures. UNOPS often worked from a multi-country office, which could cover up to seven countries, making it necessary for that office to engage on a permanent basis with seven or more resident coordinators. That situation could be challenging, especially when complicated by distance and geographical conditions. Coordination and collaboration were even more crucial in areas where there was no specific lead agency or entity, such as energy. The COVID-19 pandemic had underscored the interrelated nature of crises and projects should therefore be multidimensional in their purpose and

thematic approach in order to remain relevant. Resident coordinators could bring coherence and consistency to such projects.

71. UNOPS could help other agencies and Governments to advance the financing for development agenda by generating demand and creating conditions for bankable, high-quality projects, through technical assistance, capacity-building, infrastructural and project design, and partnership.

The meeting rose at 1 p.m.