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President: Mr. Massari (Vice President)(Italy)

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

The meeting was called to order at 3.05 p.m.

Agenda item 9: Special economic, humanitarian and disaster relief assistance
(continued) (A/78/73-E/2023/61)

Panel discussion: “Preparing for the future: reinforcing and expanding partnerships and innovating at the global, regional, national and local levels”

1. **The President** said that the climate crisis, the global food security crisis and complex protection risks were not only increasing humanitarian needs to unprecedented levels but were also challenging the humanitarian system. Partnerships for humanitarian action with local and non-governmental organizations (NGOs), think tanks, Governments, the private sector, international financial institutions, development banks, civil society, academic institutions and the United Nations were therefore vital and indispensable. Such partnerships would need to leverage new technology, and enable communities and actors on the frontline of humanitarian response efforts to fully harness their capabilities and operate as agents of change. The panel discussion would identify practical procedures for promoting the localization of humanitarian assistance and for reinforcing the role of affected people and communities through stronger partnerships. It would also consider examples of innovative initiatives.
2. **Ms. Doughten** (Director, Humanitarian Financing and Resource Mobilization Division, Office for the Coordination of Humanitarian Affairs) said that the Office for the Coordination of Humanitarian Affairs, as coordinator of the humanitarian system, sought to maximize collaboration based on partnerships with Member States, regional organizations, the United Nations and its agencies, NGOs, international financial institutions, the private sector and people affected by crises themselves. For example, when Türkiye and the Syrian Arab Republic had recently been hit by earthquakes, coordination through the International Search and Rescue Advisory Group and the United Nations Disaster Assessment and Coordination system had permitted the United Nations, the Governments of the disaster-affected countries, donor Governments and humanitarian organizations to rapidly convey desperately needed resources to hard-hit areas.
3. The Office and the General Assembly had established the Central Emergency Response Fund, which had allocated more than \$2.6 billion since 2006 to humanitarian crises. More than two thirds of Member States had contributed to the Fund.
4. The country-based funds of the Office promoted participation at the local level by supporting local NGOs and women-led organizations and bolstering local communities. For example, 28 per cent of its total funds of \$1.23 billion in 2022 had been allocated directly to national and local humanitarian organizations.
5. Despite persistent underfunding of humanitarian appeals, the partnership between the Office, the Inter-Agency Standing Committee, humanitarian organizations and donors remained incredibly strong, and the humanitarian response plans managed by the Office continued to receive record amounts of funding.
6. The Office was seeking to encourage new and innovative partnerships in order to address future challenges. As collective action on climate change was essential, it had established a climate team to explore ways and means of partnering with climate actors and experts in order to anticipate and respond to climate-related crises. The Office was also collaborating with the World Bank on the implementation of food security crisis preparedness plans. The aim of the Connecting Business initiative was to engage the private sector at country level before, during and after emergencies in order to increase the scale and effectiveness of humanitarian responses and recovery.
7. According to the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator, the priorities of affected communities must drive humanitarian response efforts, and local actors must be supported and empowered to deliver the response wherever possible. The Office had therefore launched its flagship initiative in four countries in 2023 to explore how that might be done in practice.

8. **Ms. Alingué** (Minister of State for Economic Prospective and International Partnerships, Chad), panellist, said that her Government's vision of the future was based on three goals: the completion of the country's political transition by the end of 2024; alignment of the National Development Plan 2024–2028 with the 2030 Agenda for Sustainable Development; and commitment to Agenda 2063 of the African Union.

9. With a view to achieving the aim of political transition, the Government of Chad had set up a partnership that was built on a basket fund to cover the costs of a number of activities such as the constitutional referendum scheduled for late 2023 and the presidential and legislative elections to be held in late 2024. So far, 9 per cent of the total amount had been received, 18 per cent of commitments were expected to be received, and a further 72 per cent would be required.

10. The funding strategy for the 2030 Agenda for Sustainable Development and the Agenda 2063 had identified potential internal and external sources. Funds had already been received from China, France, the Russian Federation, the United States of America, the European Union, the United Nations, the International Monetary Fund, the World Bank, the Inter-American Development Bank, the African Development Bank, the Central African Development Bank and the Arab Bank for Economic Development in Africa. Emergency relief had also been received in response to the coronavirus disease (COVID-19) pandemic, the impact of climate change, regional insecurity and population displacement.

11. Chad had received more than 600,000 refugees since 2003 as a result of the conflicts in Darfur, the Central African Republic and Cameroon, and it had received about 135,000 Sudanese refugees since 15 April 2023. In addition, more than 1.3 million internally displaced persons had been registered owing to the effects of climate change, particularly the floods of 2022.

12. Chad reaffirmed its determination to save the country from humanitarian emergencies and to promote development by expanding innovative local, national, regional and global partnerships. It would greatly appreciate investments in the country's structural development and support for the private sector, for modernization of public services and for investment in human capital. It was essential to improve data collection procedures, to promote the coordination of local, departmental and provincial community action committees, to create entrepreneurship networks that involved young people, women and civil society, and to open up regional and continental markets through the Economic and Monetary Community of Central Africa, the Economic Community of West African States and the African Continental Free Trade Area.

13. **Ms. Baghli** (Observer for the Organization of Islamic Cooperation (OIC) to the United Nations Office and other international organizations in Geneva), panellist, said that multiples crises, including conflicts, natural disasters, climate change and forced displacements, were unfolding at an unprecedented pace around the world. OIC member States, most of which were low-income countries, were not immune from such phenomena. The OIC General Secretariat was therefore increasingly engaged in humanitarian activities with the Islamic Solidarity Fund, the Islamic Development Bank, the Islamic Organization for Food Security and other OIC institutions. OIC had set up a humanitarian trust fund in Afghanistan to implement projects for the benefit of the Afghan population.

14. OIC was building partnerships with key actors at the global, regional, national and local levels in order to render humanitarian responses more effective. It had also expanded its cooperation with a large number of United Nations organizations. A new plan of action for 2023–2026 developed by OIC in cooperation with the Office for the Coordination of Humanitarian Affairs, aimed at ensuring effectiveness and complementarity of responses and solutions, would soon be adopted. A humanitarian plan of action for 2022–2025, adopted in September 2022, aimed at consolidating cooperation between OIC and the Office of the United Nations High Commissioner for Refugees (UNHCR) on capacity-building, protection and solutions. UNHCR had also signed an agreement with the Islamic Development Bank on the establishment of the Global Islamic Fund for Refugees. OIC had established a partnership with the Directorate General of the European Civil Protection and Humanitarian Aid Operations to enhance bilateral cooperation on key humanitarian policy areas and humanitarian operations for Afghanistan, the Sahel region, the Horn of Africa, the Rohingya

people and the Middle East. It had also entered into partnerships with the United States Agency for International Development (USAID) and the Norwegian Council for Refugees.

15. Multilevel and multi-stakeholder partnerships were pivotal for the implementation of high-quality humanitarian and development activities and for responding to highly complex humanitarian crises.

16. **Ms. Clements** (United Nations Deputy High Commissioner for Refugees), panellist, said that, according to a UNHCR report published the previous week, there were currently 110 million forcibly displaced persons around the world, including 2 million Sudanese in the two months since the conflict broke out in April 2023 alone.

17. As UNHCR had focused to a greater extent in recent years on cooperation with local and national organizations, local actors had accounted for 57 per cent of its expenditure on partners in 2022, and 84 per cent of its partners were currently local actors. A growing number of such organizations were led by displaced or stateless persons and refugees. Local authorities, municipalities and faith-based groups were also key partners.

18. UNHCR was expanding its partnership with international financial institutions, since some 75 per cent of forcibly displaced persons were being hosted by low- and middle-income countries. Donors had set aside \$6 billion for the eighteenth to twentieth replenishments of the International Development Association, of which \$3.6 billion had already been expended or committed. Such replenishments were important for host communities and host countries.

19. The Joint Data Center on Forced Displacement had produced useful data on how refugees could benefit the economy of communities in which they were located. The International Finance Corporation and UNHCR had therefore launched the “Creating Markets in Forced Displacement Contexts” initiative. They had focused initially on Brazil, Colombia and Kenya, and the results were quite impressive. Other initiatives were the Global Islamic Fund for Refugees, the Green Financing Facility and the Refugee Environmental Protection Fund.

20. UNHCR had sought to retain and broaden commitments from the private sector, which had increased in the previous year given the situation in Ukraine. Some 20 per cent of resources in 2022 came from private sources, which had helped fill gaps in funding for humanitarian action. It had introduced exciting new initiatives, such as the Refugee Environmental Protection Fund to invest in reforestation and clean cooking programmes in refugee settings. Lastly, the Office attached great importance to strengthening partnerships with other international organizations, such as the International Organization for Migration (IOM), the United Nations Children’s Fund (UNICEF) and the United Nations Development Programme (UNDP). An example of such partnership was the World Food Programme-UNHCR launch of a new vehicle leasing service for United Nations entities, which had the potential of saving the United Nations system tens of millions of dollars and coming up with solutions for the people served.

21. **Mr. Koehler** (Deputy Director-General, Directorate General of the European Civil Protection and Humanitarian Aid Operations), panellist, said that, according to the Office for the Coordination of Humanitarian Affairs, 350 million people around the world were currently in need of life-saving assistance, over 100 million people had been forcibly displaced and 43 million people in 55 countries were on the brink of starvation.

22. It was important to have more donors and other innovative forms of finance. On 22 May 2023, the Foreign Affairs Council of the European Union had undertaken to dedicate at least 10 per cent of official development assistance to humanitarian aid operations. It was also important to promote European partnerships with the African Union, the Association of Southeast Asian Nations, and Latin American and Caribbean countries. In addition, models of partnership with the private sector should be developed, not only as a matter of corporate social responsibility but also with a view to guaranteeing the security and safety of the private sector.

23. There were extremely competent organizations in every country that specialized in food security, medical aid, and protection of refugees and internally displaced persons. United Nations agencies allocated a large proportion of their aid through such local partners, even in countries that were plagued by conflict and civil war. The European Union had issued

guidelines on localization in March 2023 and on the awarding of funding contracts for humanitarian aid. It had also committed itself to the agreement under the Grand Bargain in 2016 to allocate at least 25 per cent of humanitarian funding to local organizations. The guidelines accorded priority to partnerships for the purpose of needs assessments, monitoring and the establishment of national and regional strategies. Localization had thus become part of the European Union toolbox.

24. **Mr. Young** (Managing Director, Boston Consulting Group), panellist, said that he wished to advocate for a greater sense of urgency, ambition and imagination in engaging the private sector in collective humanitarian action. When global corporations, regional multinationals and national local companies were prepared to partner with the humanitarian system, they could help to promote adaptation and resilience and drive innovation for the collective good.

25. At the World Humanitarian Summit held in Istanbul in 2016, the stakeholders present had agreed that humanitarian needs would never be met by traditional funding streams alone but would also require the participation of other parties, including the private sector. The Connecting Business initiative had been launched at the Summit to pilot networks of companies in disaster-prone countries that would act collectively to boost humanitarian capacities. Since the Summit, the private sector had become more aware of the need for companies to be resilient in the face of climate stress and shocks wherever they operated. Employees and stakeholders paid increasing attention to the performance of companies in the environmental and social spheres and companies were increasingly eager to be seen as forces for good. As a result, they were placing greater emphasis on finding more creative and innovative financial vehicles with which to mobilize capital. Concerns about climate change and sustainability were pushing companies everywhere in the world to engage with humanitarian issues.

26. The environmental and societal changes taking place provided an expanded basis for partnerships as the interests of companies aligned with those of society as a whole. When a disaster struck a country, it affected its businesses, their employees, their customers, their suppliers and the wider economy. Ensuring swift post-disaster stabilization and recovery was a matter of priority for the private sector. In the face of climate stress, businesses were taking urgent action to adapt their supply chains and enhance their business continuity planning in the knowledge that better-prepared companies helped to create better-prepared communities, better-prepared industries and a better-prepared country, making economies more resilient. In short, being a force for good was good for business as it strengthened brands and companies' connections with stakeholders.

27. In considering the contributions made by the private sector, it was necessary to look beyond the role played by corporate cash donations and philanthropy. The speed and scale at which companies operated allowed them to have an impact that went far beyond the cash that they contributed. When acting as partners for the humanitarian sector, they could supplement that sector's capabilities in almost every area, including logistics, communication, shelter, health care and food security. Owing to their enormous scale and reach, they could operate at the local level in a cost-effective manner, including by partnering with national local companies. The private sector prized speed and performance and was willing to set aggressive targets. Companies were imagination machines that brought innovation, new technologies and new processes in a broad range of areas, responding to every imaginable need.

28. Since the 2016 World Humanitarian Summit and the launch of the Connecting Business initiative, 14 countries were now hosting business networks comprising almost 790,000 businesses, all of which were ready to promote business continuity, reduce risks, and contribute to response mechanisms and disaster management. To date, the networks involved in the initiative had responded to 130 humanitarian emergencies and assisted over 23 million people. In 2022 alone, they had reached 5.5 million people affected by 32 emergencies, proving that the private sector was becoming an ever more valuable partner in the disaster management ecosystem. In conclusion, an increasing number of companies and investors were ready to engage as partners at the global, regional, and national levels, making contributions where they were most needed.

29. **Mr. Gunasegaran**, speaking on behalf of the major group for children and youth, panellist, said that increasingly frequent and severe weather events had devastated livelihoods, destroyed millions of homes, caused large-scale displacement and exacerbated food insecurity. Such events had affected countries' and communities' resilience and undermined their efforts to achieve the Sustainable Development Goals. Young people constituted a significant proportion of the population in many conflict and post-conflict settings and the humanitarian sector had a responsibility to protect their rights, address their specific needs and engage them in preparation, response and recovery efforts. Despite being critical responders in humanitarian crises, local young people were often left out of humanitarian agendas. However, engaging young actors was critical to the success of every humanitarian action. Local actors were on the front line of response and recovery efforts and provided invaluable insights into local challenges and potential solutions.

30. Mobilizing local networks helped to ensure more effective, efficient and accountable humanitarian response mechanisms. Young people today were capable of sharing their practical experience of localization agendas and reflecting on issues such as capacity-development, funding, coordination, leadership, decision-making and locally led early action. In that connection, the Compact for Young People in Humanitarian Action organized training sessions in improving preparedness for humanitarian responses.

31. Young people should be involved in all phases of humanitarian action and the resources for addressing their needs in humanitarian crises should be increased. Understanding the needs of local young people in humanitarian crises and engaging them as local partners would help to ensure the provision of inclusive humanitarian responses.

32. **Mr. Gómez Ocampo** (Colombia) said that the COVID-19 pandemic, wars, natural disasters and the deterioration of the climate had hindered the implementation of the Sustainable Development Goals worldwide and fuelled a rise in the number of internally displaced persons and refugees who required humanitarian aid. Although the world had never been so wealthy, levels of hunger continued to increase worldwide. Today, the human race was threatened with extinction because of global warming and climate change. People appeared to be oblivious to the realities surrounding them. It was necessary to protect nature because human life depended on it. It was essential to expedite the transition towards decarbonized economies that would respect nature and generate prosperity in Latin America and around the world. Regional coordination should be used to open up a new path towards economic development and the social transformation of Latin America.

33. Colombia recognized that States acting on their own would not be able to achieve all the Sustainable Development Goals by the 2030 deadline. In order to bring about genuine sustainable development, it would be necessary to involve and consult all civil society partners. Strategic partnerships should be promoted in order to generate effective action and mobilize the necessary resources to guarantee the full and effective implementation of the 2030 Agenda.

34. Colombia formed part of the Partnering for Green Growth and the Global Goals 2030 (P4G) platform, which supported the achievement of the Sustainable Development Goals and the fulfilment of the Paris Agreement by speeding up the establishment of green partnerships and associations. That initiative mobilized a network of 12 member countries and 5 global organizations that channelled investments towards 70 organizations working in developing countries to improve food security, access to water and the use of renewable energy, among other areas.

35. In 2023, Colombia would host the P4G Summit, at which civil society stakeholders would be able to meet, form strategic partnerships and raise resources for the implementation of concrete measures. It was hoped that the active participation of all stakeholders would give rise to strategic partnerships that would play a key role in achieving the Sustainable Development Goals.

36. **Ms. Advani** (United Kingdom) said that partnerships were at the heart of the approach taken by the United Kingdom to humanitarian responses. Without strong partnerships, the international system would fail to achieve its aims. The Minister of State for Development and Africa of the United Kingdom had recently set out his vision for the future for international development, which recognized the need for full-scale cooperation between

countries, organizations, businesses and people. The United Kingdom had a long-standing history of partnerships with the United Nations, the International Red Cross and Red Crescent Movement, and international, national and local NGOs.

37. Her Government continued to work closely with its bilateral and multilateral partners, including the Group of Seven and the Group of 20, and the Security Council, to raise the political profile of humanitarian crises. Earlier in the week, the United Kingdom and Estonia had become the co-chairs of the Good Humanitarian Donorship initiative, which was the only large system-wide humanitarian donor group. The United Kingdom planned to use the initiative as a strategic forum for discussing and acting on critical issues relating to the international humanitarian system. It strongly supported efforts to build partnerships across the humanitarian and development sectors, including the private sector, academia, and the science and technology sectors. As a donor that supported both humanitarian and development work, the United Kingdom was well placed to support those partnerships. For instance, it worked closely with the World Bank Group to develop and implement food security crisis preparedness plans.

38. It was essential to ensure the meaningful participation and leadership of groups affected by humanitarian crises in order to restore agency to persons in need. For that reason, the United Kingdom had made the restoral of agency a key pillar of its humanitarian framework. It was committed to ensuring that international responses better reflected the voices, needs, experiences and aspirations of affected populations, including marginalized groups and women-led civil society organizations.

39. **Ms. Hasselfeldt-Sepe** (United States of America) said that the United States invested heavily in capacity-building in order to enhance the role of local actors in the humanitarian system. Capacity-building formed a key part of its mission to save lives, alleviate suffering and reduce the impact of disasters. It was important that local organizations, rather than donors alone, had a voice in evaluating capacities and identifying what capacity support was needed. The United States was reframing its approach as capacity-sharing and was taking steps to explicitly recognize the fundamental importance of mutual learning in community-donor partnerships. Recognizing that affected communities were often best placed to know their own needs, the United States worked with a wide range of local and national organizations to support organizational development and enhance technical capacities in the area of humanitarian assistance.

40. The United States used local partners' expertise and strengthened their capacities through formal training, mentorship schemes, subawards and direct funding. It looked forward to expanding its relationships with a more diverse range of local entities, including those led by members of marginalized communities and non-traditional or underused humanitarian organizations. It remained committed to empowering and elevating the voices of affected communities and ensuring that programming prioritized the needs, capacities and interests of vulnerable and marginalized groups.

41. Communities were not homogenous and neither were their needs. The United States recognized that the humanitarian sector needed to be more inclusive and reflective of the communities that they served. Many local actors, including NGOs, religious communities, and women-led organizations, currently did not have clear roles within the formal humanitarian response framework or effective mechanisms by which to influence the system. For that reason, the United States supported programmes that increased the vertical integration of local actors, including affected populations, women-led organizations, organizations of persons with disabilities, national disaster management agencies and agencies attached to the Red Cross and Red Crescent Movement. The United States was a co-signatory of the Grand Bargain and was actively engaged in ongoing discussions about the future of that initiative.

42. **Mr. Alba Fernández** (Mexico) said that Mexico understood the importance of generating synergies among the strategic partners that worked to develop comprehensive, efficient and effective strategies for humanitarian action. Mexico was collaborating with the International Organization for Migration to produce graphic displays alerting migrants about the natural disasters to which Mexico was prone and the action that they should take in the event of an emergency or disaster. It was also working with the United States Government

on a project to strengthen the scope and capacities of the National School of Civil Defence. The project involved consolidating key infrastructure that would be used to conduct professional development and capacity-building activities and find solutions to specific problems in the most vulnerable regions in the country.

43. Mexico was also collaborating with the United Nations Development Programme to develop two national strategies. The first was a national strategy for comprehensive disaster risk management, to strengthen disaster risk governance by incorporating risk management into regulatory and budgetary tools and other related instruments. The second was a national strategy for resilient communities, to strengthen local capacities in disaster management by organizing community-based committees that were trained to reduce risks and respond to emergencies and disasters.

44. **Mr. Gürber** (Observer for Switzerland) said that, in view of the overstretched humanitarian system, the question of how to make humanitarian aid smarter had to be asked. Switzerland promoted a humanitarian response that was as local as possible and as international as necessary. His Government, a party to the Grand Bargain, had made localization a top priority in its role as one of the countries whose representatives chaired the Pooled Fund Working Group, which dealt with unearmarked country-based funds in which donors could pool contributions. It sought to help make funding more accessible to local and national non-governmental partners, promote capacity-building and contribute to the adoption of a strategic approach to localization by the country-based pool funds. It also facilitated the participation of local and national actors in working group meetings.

45. Country-based pooled funds had the potential to transform humanitarian financing. They helped make it possible to resolve a number of issues, including how to support localization, lighten administrative burdens and enhance coordination. Allocations to such funds went straight to the front line and to local actors who knew best what was needed.

46. Strengthening local actors not only led to greater efficiency in the use of humanitarian funds but also made it easier for the intended beneficiaries of humanitarian assistance to hold humanitarian actors to account. In that connection, he welcomed the Emergency Relief Coordinator's focus on accountability and the decision to make accountability a theme of the strategic plan adopted by the Office for the Coordination of Humanitarian Affairs. What was left, then, was for humanitarian organizations to put their words into action.

47. **Ms. Nzioki** (Observer for Kenya) said that she wished to know how humanitarian partners, particularly at the local level, were chosen, what steps were taken to ensure that, in view of the time-based nature of most initiatives, engagement was sustainable and what could be done, in the midst of pressing humanitarian needs, to make a stronger case for anticipatory action.

48. **Ms. Doughten** (Director, Humanitarian Financing and Resource Mobilization Division, Office for the Coordination of Humanitarian Affairs) said that there was a growing body of evidence showing that money spent on anticipatory action was well spent, as it went farther than money spent to mount a response. It made it possible, for example, to preposition supplies before a hurricane or typhoon hit. It was necessarily simply to continue adding to the body of evidence and to continue making the case for the benefits of the anticipatory approach.

49. **Ms. Alingué** (Minister of State for Economic Prospective and International Partnerships, Chad) said that she welcomed the focus on locally led action and the efforts that were made to listen more closely to the voices of local and national humanitarian actors. The focus on anticipatory action was also welcome, as such action, which included capacity-building, contributed to development.

50. The response to crises did not necessarily involve humanitarian action alone. Over a six-week period not long before, for example, some 135,000 people had fled the fighting in the Sudan for Chad. As some of those refugees had been armed, the response to the crisis also had to include a security component. It had to be a comprehensive response that helped maintain regional stability.

51. **Ms. Baghli** (Observer for the Organization of Islamic Cooperation) said that, only a few years earlier, OIC, initially a political organization, had not been involved in

humanitarian affairs. As forced displacement had badly affected the States members of the Organization, however, it had been compelled to take on a new role, setting up offices in the countries that had been hardest hit by the phenomenon.

52. OIC, which was still learning how to operate in the humanitarian field, could serve as a model for other regional organizations that wished to become involved in humanitarian affairs. Other humanitarian agencies, those of the United Nations in particular, had very much welcomed the Organization's decision to begin conducting humanitarian operations. As she had suggested earlier, those operations, which were facilitated by such financial institutions as the Islamic Development Bank, were generally accompanied by development assistance.

53. **Ms. Clements** (Deputy High Commissioner for Refugees, Office of the United Nations High Commissioner for Refugees) said that, without at least some optimism, it could be difficult to reach people, help find solutions to their problems and give them some hope. In fact, "hope away from home" had been chosen as the theme of World Refugee Day 2023.

54. UNHCR had relied on private sector entities, some of which had provided their expertise at no charge, to strengthen a cash programme for people fleeing the war in Ukraine and then for people who had remained. In general, the private sector played an important role in making the provision of humanitarian assistance more efficient.

55. An advisory board composed of 16 heads of organizations of refugees, stateless persons and displaced persons had been set up to help UNHCR review practices related to service delivery, including the guidance it provided to humanitarian workers in the field. The number of applications for support from the Refugee-led Innovation Fund, in which the applicant organizations, all led by refugees, had proposed better ways of working, had been overwhelming. One round of funding had concluded, and there had been both successes and failures.

56. Partnerships within the humanitarian system, including multi-stakeholder arrangements, should not be overlooked. There were also bilateral partnership opportunities. For example, she would shortly be travelling to Ethiopia with the Secretary-General of the International Telecommunication Union, which, although not ordinarily a partner of UNHCR, had become increasingly important in terms of connectivity for refugees and displaced people. Such partnerships could make a difference.

57. **Mr. Koehler** (Deputy Director-General, Directorate-General for European Civil Protection and Humanitarian Aid Operations) said that the current challenge was to translate into action the ideas on which all those who had taken the floor seemed to agree. No one could, for example, object in principle to anticipatory action, but in reality there were always stark choices. The money spent on anticipatory action was unavailable in the event of an emergency. Anticipatory action might ward off future hunger, but it would not feed the hungry of the day.

58. An anticipatory approach would require discipline. Such an approach might have to be accompanied by the introduction of quotas – 5 to 10 per cent of all funding could be set aside for anticipatory action, for example. Otherwise, there would always be compelling reasons not to set anything aside.

59. Talking about change, in particular at meetings such as the present one, was often easier than effecting it, not least in respect of localization. International and major regional humanitarian organizations had to interact more meaningfully with local NGOs, which were not mere subcontractors. It would be of great help for humanitarian actors to know that, on their arrival in Juba, Kabul or Panama City, for example, they would be met by local partners with whom they had maintained meaningful relationships.

60. **Mr. Young** (Managing Director, Boston Consulting Group) said that, despite the many problems to be wrestled with in the humanitarian space, there had never been more wealth on which to draw than there was currently. Never had there been more to work with, and, although change – embracing the private sector, for example, or making local NGOs genuine partners – was not always easy, it had to be attempted.

61. **Mr. Gunasegaran**, speaking on behalf of the major group for children and youth, said that listening to the voices of local partners, including young people, was essential to advancing the localization agenda.

62. **Ms. Doughten** (Director, Humanitarian Financing and Resource Mobilization Division, Office for the Coordination of Humanitarian Affairs) said that the scope, geographic and otherwise, of the innovative partnerships that she and others had touched on should be expanded. As humanitarian actors would not be able to meet growing humanitarian needs without addressing the root causes of poverty and vulnerability, humanitarian and development partners needed to cooperate. Although there was still much to do, considerable work had already been done to empower local partners.

63. As part of the pilot flagship initiative that she had referred to earlier, the country-level humanitarian leadership in four countries – Colombia, the Niger, the Philippines and South Sudan – was being empowered to engage locally. There would surely be some failures along the way, but what was important was to learn from them and to take what worked and make it a more sustained feature of humanitarian operations.

64. **The President**, thanking the participants in the discussion, said that, although there were limits to what a humanitarian response could achieve, there were ways, as the discussion had shown, of making it more effective.

The meeting rose at 4.45 p.m.