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Held at the Palais des Nations, Geneva, on Thursday, 16 July 2009, at 3 p.m.

President: Ms. Gallardo Hernández (Vice-President) (El Salvador)

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In the absence of the President, Ms. Gallardo Hernández (El Salvador), Vice-President, took the Chair.

The meeting was called to order at 3.15 p.m.

Operational activities segment (continued)

Operational activities of the United Nations for international development cooperation (agenda item 3) (continued)

- (b) Reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund, the United Nations Children's Fund and the World Food Programme (continued)** (E/2008/34/Rev.1-E/ICEF-2008/7/Rev.1, Supp. No 14, E/2008/35, Supp. No 15, DP/2009/9, DP/2009/22, E/2009/5, E/2009/6-E/ICEF/2009/3, E/2009/14, E/2009/34 (Part I)-E/ICEF/2009/7 (Part I), E/2009/34 (Part I)/Add.1-E/ICEF/2009/7 (Part I)/Add.1), E/2009/36, Supp. No 16, and E/2009/L.11)

Dialogue session (continued)

The President said that the Council would continue the dialogue session by hearing statements on two major themes of the triennial comprehensive policy review of operational activities for development: challenges relating to the capacities of resident coordinators in the context of United Nations reform and system-wide support, and simplification and harmonization of the United Nations system.

She recalled that in 2007 the General Assembly, in its resolution 62/208, had requested the Secretary-General to report on an annual basis to the Economic and Social Council on the functioning of the resident coordinator system. The functioning of that system had held an increasingly prominent place in the triennial comprehensive policy review since 2004. The General Assembly had recognized that the system was a key instrument for the effective coordination of operational activities for development, including through the common country assessment and the United Nations Development Assistance Framework (UNDAF).

The resident coordinators were facing increasingly broad and complex challenges as a result of their new mandates and the conflicts and disasters affecting many countries. Moreover, resident coordinators were playing a key role in the implementation of reforms in connection with the

“Delivering as One” initiative. The General Assembly had therefore requested the Secretary-General to ensure that resident coordinators had the necessary resources to fulfil their role effectively.

Simplification and harmonization, aimed at ensuring the effectiveness and reducing the cost of United Nations operations, were also major themes of the triennial comprehensive policy review and held a central place in the annual reports submitted to the Council in that context.

The current dialogue would enable the Council to review the progress made and results obtained, together with the challenges facing the United Nations system in its development activities. It was important to hear the views that would be expressed on the support which the Council could provide to initiatives aimed at strengthening the capacities of resident coordinators and promoting reforms in order to harmonize operational practices.

Ms. Clark (Administrator of the United Nations Development Programme (UNDP)), speaking as Chairperson of the United Nations Development Group (UNDG), said that the resident coordinator system was the lynchpin of United Nations efforts at the country level, as evidenced by the 2007 triennial comprehensive policy review. It was essential to remain focused on the Millennium Development Goals, and country teams should draw attention to gaps in that area, since country-by-country analyses had revealed that some countries were lagging behind others in the achievement of the Goals.

The existing UNDAFs needed to be reviewed in order to respond to the current economic crisis and prevent reversals of gains made towards the Goals. Sustainable development and climate change issues should become the core of the efforts aimed at reducing poverty and attaining the Goals. Accordingly, she asked the resident coordinators to approach their host Governments and offer support in evaluating their policies and developing their positions for the negotiations in Copenhagen.

It was essential to coordinate the actions of the various United Nations bodies in order to obtain the best possible results in supporting country programmes; such coordination had a cost, however. It should be monitored carefully to ensure the best use of available resources. Moreover, the resources available to resident coordinators should be increased in order to

take better advantage of the competencies and mandates of the entire United Nations system in the development field, including outside agencies.

In 2008, UNDG had set up a Mutual Accountability Framework defining the division of labour between resident coordinators and United Nations country teams. It was agreed that the resident coordinator system would be managed by UNDP on behalf of all members of the United Nations development family. The resident coordinator would have an equal relationship with the other United Nations country team member agencies. It was his or her responsibility, however, to ensure that the strategic focus of the whole programme was in line with national development priorities. The members of the country teams were accountable for the results obtained in the areas where they played the leading role. UNDG would endeavour to ensure the implementation of those provisions at the country level.

Progress had been made with regard to the modalities for appointing resident coordinators, the aim being to recruit well-trained officials from within or outside the United Nations system. Achieving that aim required a reinforcement of the system for assessing and enhancing competencies and improving career planning. In that regard, it was also important to ensure that the objectives of the United Nations in respect of diversity and gender equality were achieved. Thus, in March 2009, 32 per cent of resident coordinators were women, 49 per cent came from developing countries, and 33 per cent came from institutions outside UNDP.

The work of resident coordinators and members of United Nations country teams had become increasingly diversified and more complex, and the resident coordinators often had to carry out several activities at once. Hence the need to enhance the strategic planning and coordinating capacities of resident coordinators, in particular in countries undergoing crises. UNDG would give priority to the strengthening of capacities for formulating policies upstream.

UNDG and all relevant institutions would continue to draw lessons from the pilot projects launched under the "Delivering as One" initiative so that the work carried out would better match national development priorities. She had met the resident coordinators in the eight pilot countries and was

impressed by the progress made in that regard. The assessment reports in 2008 showed that the Governments of the pilot countries were taking greater ownership of United Nations programmes at the national level and that the United Nations country teams were better adapting their capacities to the needs of the countries concerned.

Mr. Aitken (Assistant Director-General of the World Health Organization), speaking as Vice-Chairperson of the High-level Committee on Management, said that in order to rationalize the work of resident coordinators and enhance the effectiveness of the United Nations system, what was needed was to harmonize business practices across the whole system, not only at the country level.

The resident coordinators of the eight pilot countries had recently said that the missions entrusted to them by the headquarters of various United Nations bodies were too numerous and diverse. The High-level Committee on Management had begun to develop a set of harmonized practices in order to remedy that situation and increase the efficiency of United Nations actions towards the year 2015.

The 19 proposals put forward to that end were divided into three groups: projects that could be undertaken immediately; analyses and reviews that would contribute to the implementation of projects; and feasibility studies to determine if the measures being considered were worthwhile.

Additional resources would be necessary for the implementation of proposals and projects; about US\$ 20 million would be required in order to move forward quickly. In that regard, he thanked New Zealand for its financial contribution, which had already been used to harmonize procurement procedures. Additional expected funding would allow for progress in other fields such as harmonization of budget methodologies, common treasury services or the creation of a unique Web portal and a global statistical database for the entire United Nations system. It would also be useful in coordinating recruitment procedures and human resource management, which would increase efficiency.

It was important for Member States to endorse the harmonization and simplification proposals, since State support was necessary in order to recommend such improvements throughout the system.

Mr. Skau (Sweden), speaking on behalf of the European Union, said that it was critical to have an effective resident coordinator system to organize country-level development assistance. The role of resident coordinators was central, in that they ensured respect for a common vision in implementing programmes and preparing reports.

The Secretary-General had noted that progress had been made in improving the resident coordinator system. In that regard, the mutual accountability framework was particularly important as an internal management tool, in that it allowed resident coordinators to hold members of country teams accountable, and vice versa.

It was important to ensure that resident coordinators were properly resourced to deliver, especially in crisis and post-crisis situations. Given the role they played as coordinators of humanitarian action, it was critical for them to perform to a high standard in that area. The European Union joined with the undg Chairperson in urging United Nations bodies to support efforts to recruit qualified staff for resident coordinator posts.

The European Union welcomed the progress made towards simplification and harmonization of United Nations business practices, which would contribute to more efficient delivery of development assistance. In that regard, priority should be given to practices that would yield the greatest programmatic results at country level.

There were urgent calls from within the United Nations system and in the field to accelerate the modernization and reform process, including improving processes for common services, human resource planning and system-wide assessments. In particular, harmonization of human resource management procedures was necessary in order to provide opportunities for staff mobility. The European Union stood ready to support necessary decisions for reform in the different boards of United Nations agencies and to consider contributing financially in order to implement those reforms. It would like to know what else its member States could do to support action to promote that crucial agenda.

Ms. Schwabe-Hansen (Norway), after highlighting the difficulty of the resident coordinator's job, announced that Norway had decided to support the reinforcement of the resident coordinator system,

which was essential in certain urgent situations such as natural disasters. It was pointless to build new structures around the resident coordinator; rather, country teams already in place could provide the coordinator with all the necessary support, just as the United Nations Development Operations Coordination Office had an important role to play in the matter. Norway supported the Office's activities and invited United Nations bodies, especially the specialized agencies, to do so as well, possibly by allocating human resources. Harmonization of United Nations business practices would be impossible without simplification, and only at that cost could the reforms be successfully implemented, provided, however, that all the agencies and bodies were involved. Norway had decided to contribute as much as 15 million kroner (approximately US\$ 2.3 million) to the harmonization action plan and invited all stakeholders — both donors and agencies — to help finance that process.

Ms. Heyvaert (Brazil) said that before the resident coordinator system could be strengthened, it must be independently evaluated. She requested clarification of the statement by Mr. Khijih, Permanent Secretary of the Ministry of Finances and Economic Affairs of the United Republic of Tanzania, to the effect that the savings achieved as a result of the "Delivering as One" programme in his country could not be used for the country programme, owing to the complexity of UNDP rules. That was a very important point for most of the developing countries.

Mr. Ayub (Pakistan) said that while the promotion of harmonization and simplification of business practices could be a matter for the United Nations System Chief Executives Board for Coordination (CEB), the implementation and supervision of the process should be carried out by the Economic and Social Council. He asked to what extent the resident coordinators, supported by the country teams, were reporting to the national authorities on progress made against the results agreed in UNDAF, as requested in General Assembly resolution 62/208. He also asked how UNDP could guarantee that the cost of strengthening the resident coordinator system would not reduce resources allocated for development.

Mr. Steeghs (Netherlands) noted with satisfaction that a growing number of resident coordinators came from outside UNDP and expressed the hope that the trend would continue and that the various agencies would see the resident coordinator position as an

opportunity for career development for their staff. As for harmonization of business practices, it was important to devote both financial and human resources to the initiatives proposed for that purpose.

Ms. Lida (France) said that her delegation was convinced that in order to respond effectively to national priorities, United Nations agencies should be supported by a participatory, accountable resident coordinator system. The new tools made available to the coordinators had enabled them to establish the specific responsibilities of the main stakeholders who managed the system and to become involved in the quest for coherence. France called on the agencies, as individual bodies and as part of UNDP, to continue their efforts, in particular with a view to strengthening the role of the resident coordinators in resource mobilization, giving a more detailed and systematic account of their participation in the system and deepening harmonization measures, especially with regard to submitting to the national authorities reports on progress made by the country teams, and developing results-based management tools. Although coordination was not an objective in itself, it seemed that, in countries in transition, it was indeed an issue, and therefore France wished to know what specific support measures were envisaged to strengthen the role of resident coordinators in those countries. The harmonization and simplification of business practices had been aided by the acceleration of reforms in the framework of pilot experiments under the “Delivering as One” initiative; it was now time to continue the work already undertaken to evaluate the initial results of those experiments and reduce the transaction costs.

Ms. Kinsley (United Kingdom) said that the United Kingdom had recently published a white paper reaffirming its commitment to the United Nations and its desire to support its work within available resources. She asked what UNDP intended to do in order to recruit resident coordinators and keep them on board in countries in crisis or post-crisis situations. Her delegation considered harmonization and simplification of United Nations business practices to be critical, and it would be very useful to be able to gauge the results of the pilot experiments being carried out. Without wishing to get ahead of herself, she noted that the United Kingdom was quite interested in the proposals that had been offered.

Mr. Koudelka (Czech Republic) asked for more information on what roles might be played by resident

coordinators. He stressed that harmonization of United Nations business practices must be accompanied by simplification.

Ms. Emery (New Zealand) recalled that her country had been one of the first to contribute to the Plan of Action for the Harmonization of Business Practices in the United Nations System. She asked what other types of contributions were expected, besides those of donors.

Ms. Ortiz de Urbira (Observer for Spain), noting the wide scope of the harmonization action plan, asked how the priorities had been divided up among the many areas involved and how the plan would be implemented, given the shortage of resources. She also wished to know what criteria had been used for selecting the heads of the various projects and whether the tasks were shared among the agencies on a voluntary basis, for example. She also wondered about how the experiences of the pilot countries in the “Delivering as One” initiative would be incorporated. In her view, all initiatives should be encouraged and supported by adequate financing, which would entail a commitment at the highest levels of responsibility of the various agencies.

Ms. Clark (Administrator of the United Nations Development Programme (UNDP)), speaking as Chairperson of the United Nations Development Group, said it was true that the job of resident coordinator required many different qualities and abilities. In addition to being responsible for coordinating country teams, the resident coordinator would be, by definition, the resident representative of UNDP, whether or not he or she had come from that agency, but would not be responsible for leading its programmes and activities; in view of the enormity of the task facing United Nations agencies in over 50 countries, the country directors currently had that responsibility. In countries where there were United Nations missions, the resident coordinator would also be a Deputy Special Representative of the Secretary-General. In cases of humanitarian crisis, he or she would be the designated humanitarian coordinator. The responsibility was a heavy one, and the long distance from home did not make it any easier; hence the coordinator needed assurance of support in his or her work. It was thus important for the country to explain clearly to the country team members that the resident coordinator was the leader of the team. The qualities needed for that difficult and demanding job included

leadership capabilities, good judgement — for the coordinator was acting in a politically sensitive environment — and team-building skills. The better the management and accountability system, the more respect would be given to the endeavours of all stakeholders in the system, and the more attractive the post would be. She understood that there was a plan to increase the remuneration of Deputy Special Representatives of the Secretary-General. As for the support provided to resident coordinators, it had been proposed to take into account the complexity of the specific situation in each country and try to improve coordination between donors in connection with strategic planning. She did not have specific information on possible obstacles to the use, in country programmes, of the savings resulting from the “Delivering as One” initiative; she would look into the matter, since it was important to have a clear picture of the situation before encouraging countries to make such savings.

Mr. Aitken (Assistant Director-General of the World Health Organization), speaking as Vice-Chairperson of the High-level Committee on Management, responding to a question from New Zealand, said that one of the most important projects of the Committee was to ensure the adoption by the whole United Nations system, within two or three months, of international public accounting standards. Some funds and programmes, such as the World Food Programme and the World Health Organization, had already adopted those standards, which represented very significant progress in respect of harmonization.

As for the Plan of Action for the Harmonization of Business Practices, he explained that one of the High-level Committee’s priorities was to ensure that national interests were respected when the system intervened in the field: to that end, the Plan provided for harmonization of procurement procedures, inter-agency service centres, a reporting system and a common directory, together with coordination of human resource policies, which would be very important in the long term.

By consensus, the agencies selected the leading body among them best suited for a particular role: often that was UNDP for procurement, WFP for agricultural development, and so on. As for inter-agency coordination, the most important factor was direct contact between chairs, although there was also, of course, coordination at the CEB level and on the

ground. Lastly, in reply to a comment by the Netherlands concerning resident coordinator posts, he said that it would indeed be appropriate to inform the staff and make an effort to promote assignments to resident coordinator posts as part of career planning, with the possibility of being reassigned to headquarters.

Operational activities of the United Nations for international development cooperation (agenda item 3) (continued)

(a) Follow-up to policy recommendations of the General Assembly and the Council (continued) (E/2009/103, A/64/75-E/2009/59, E/2009/61, E/2009/68, E/2009/75, E/2009/76 and E/2009/85)

General debate (continued)

Mr. Ayub (Pakistan) said that the operational activities segment had taken on special significance in the current crisis, since the Council had to reflect on how the United Nations system could best help the developing countries meet the immediate challenges. While welcoming the steps taken to enhance coherence and coordination and to strengthen national participation in elaborating United Nations documents, he said that much still remained to be done in several areas.

First, more information was needed on whether the savings achieved through greater coherence of activities were reinvested in development programmes. Second, given that many felt that the persistent imbalance between core and non-core funding had its root in the lack of coherence at country level, it was important to ensure an expanded financial base that was sufficient for development assistance. Third, the Bretton Woods institutions should intervene at national and international levels and, with bilateral donors, participate in all integrated approaches to development cooperation. Fourth, the United Nations system should help strengthen national capacities by making the best possible use of national competencies and national systems for support services, which would result, in particular, in reducing transaction costs. Fifth, the United Nations system should make use, as far as possible, of national professional staff and consultants, ensuring that their skills matched the priorities defined in UNDAF and common programmes. Sixth, resident coordinators should contribute to national development processes. Although part of the United Nations system,

they should, like the country teams, submit progress reports to national authorities. The cost of the system must not be deducted from funding intended for development programmes. Seventh, harmonization and simplification of business practices in all funds and programmes could be promoted through CEB and supervised and implemented through the Economic and Social Council. Lastly, evaluation of pilot projects under the “Delivering as One” initiative should be a national process, pursuant to General Assembly resolution 62/208. His delegation was also in favour of a second level of evaluation, with precise criteria, in order to facilitate intergovernmental examination of the results.

Mr. Supratikto (Indonesia) said that his delegation endorsed the statement made by the Sudan on behalf of the Group of 77 and China. The effectiveness of operational activities for development should be assessed on the basis of their ability to strengthen national capacities, eliminate poverty and promote economic growth and sustainable development, taking into account the priorities of the recipient countries. To that end, adequate and predictable funding was necessary, with a balance between core and non-core resources in order to prevent a fragmented approach to assistance. Given the number of world crises, it was important to set more specific deadlines for the achievement of the Millennium Development Goals and to measure progress by using well-defined indicators. In addition, donor countries must meet the targets established for official development assistance, and steps should be taken to strengthen coordination within the United Nations system and with donors, the private sector and civil society, while respecting the priorities, choices and sovereignty of States.

At the national level, the United Nations system must enhance the effectiveness of its activities and continue to promote reforms, while giving clear guidelines and reinforcing coherence. As for the resident coordinator system, his delegation supported, as a whole, the measures already taken, but highlighted the need to continue to implement General Assembly resolution 62/208. With regard to strengthening national capacities, his delegation hoped that South-South cooperation would not be considered a substitute for North-South cooperation but rather as a complement. He also welcomed the efforts towards system-wide coherence being made in the five defined

priority areas. Lastly, he remained convinced that the contribution of the United Nations development system was critical to the achievement of development goals.

Ms. Kakimzhanova (Kazakhstan) said that the advantages offered by the United Nations system for the implementation of operational activities for development lay in its neutral, objective and trustworthy stance. The United Nations system should move ahead with its efforts to improve its efficiency, establish accountability mechanisms and harmonize procedures for resource mobilization. In view of the current crisis, it was evident that the indicators established for the various Millennium Development Goals would have to be aligned with the socio-economic realities of each country. The United Nations Development Assistance Framework was particularly important in times of crisis. The third development framework for Kazakhstan (2010-2014), signed in April 2009, included as priority areas economic and social well-being, preservation of the environment and good governance.

Her delegation highlighted the need to ensure a more equitable distribution of assistance among countries and delivery of assistance with maximum efficiency and timeliness. Although the “Delivering as One” approach was often successful, it was evident that the establishment of a single budgetary framework would require all stakeholders to make additional efforts. It was important, moreover, to improve coordination and cooperation between the United Nations system and the Bretton Woods institutions. Her delegation welcomed the progress made in strengthening the role of resident coordinators, in particular by providing them with additional responsibilities and resources and ensuring their accountability. In Kazakhstan, the United Nations system, which had been active in the country since 1992, was clearly effective, although there was always room for improvement. Her delegation was in favour of simplifying procedures, provided that the system was thereby improved.

Mr. Shao Changfeng (China) said that, in the current difficult circumstances, the United Nations system had the difficult task of helping countries meet the internationally agreed goals. It should give priority to the main problems having worldwide repercussions and concentrate its efforts in four areas.

First, all funds and programmes should fully avail themselves of the opportunities afforded by the consensus forged at the High Level Conference on the World Financial and Economic Crisis and fulfil their development functions as a top priority. They should actively help implement national development strategies with the help of resident coordinators, who were responsible for promoting synergy with country teams under the direction of Governments.

Second, in order to ensure essential development financing, the developed countries must keep their official development assistance (ODA) commitments and increase their contributions to core resources for funds and programmes. The United Nations system, for its part, should immediately remedy the financial situation, in which the share of core resources was clearly insufficient.

Third, the United Nations system should more actively enhance the coherence and effectiveness of its assistance in order to build the national capacities of developing countries. Among other things it should ensure that Governments played a role in coordinating the preparation of development assistance frameworks, take better advantage of national competencies and technologies, promote national execution modalities and develop operational capacity-building programmes.

Fourth, the reform of operational activities should be carried out gradually, taking into account the views of the developing countries and without specifying deadlines, in order to develop a feasible project that was acceptable to all. The reform of the resident coordinator system, in particular, should be envisaged on the basis of the particular situation of each country, ensuring that the recipient countries took ownership of the process. The “Delivering as One” initiative should be assessed, and his delegation hoped to hear from the pilot countries about their experiences.

Lastly, his delegation felt it was necessary to improve United Nations mechanisms for South-South cooperation and, in particular, to remedy the lack of resources and the malfunctioning of the coordination and management mechanism by strengthening, for example, the role of the High-level Committee on Management and the Special Unit for South-South Cooperation. China, for its part, would actively contribute to South-South cooperation, especially in

Africa, and would continue within its resources to assist the developing countries.

Mr. Moraru (Republic of Moldova) said he supported the Secretary-General’s analyses and approved of the recommendations formulated in his report on the triennial comprehensive policy review of operational activities for development. The economic and social progress achieved in many countries was clearly being threatened by the multiple current crises. That was particularly the case in Moldova, where the worldwide economic and financial crisis was affecting many sectors, accentuating the vulnerability of a country that was just emerging from a period of record drought followed by catastrophic floods.

It was important for the funds and programmes and specialized agencies to examine the situation of the various countries in order to provide an appropriate response to their needs and, if necessary, redirect their assistance, in particular towards the most severely affected low-income countries.

His delegation encouraged United Nations agencies to reflect on how they could join with other development partners to strengthen their complementarity and the fulfilment of their mandate, given the priorities of the recipient countries. The “Delivering as One” initiative should be further developed and improved.

In Moldova, United Nations agencies had actively collaborated on the implementation of UNDAF, under the direction of the resident coordinator and the United Nations country team, and some progress had been made. The country team had facilitated discussions between the donor community and the Government on ways of aligning aid with the priorities defined in the national development strategy. It would also be desirable to establish more regular contacts between the office of the resident coordinator and the Government unit in charge of coordinating assistance. The implementation indicators and some elements of the country programme and assistance framework should be reviewed as well, in order to incorporate the national development priorities and make the approach of the United Nations system more flexible. One of the lessons learned from the experience in Moldova was that United Nations agencies were better able to mobilize resources when they acted as a team. Since Moldova had associated itself with the statement made by Sweden on behalf of

the European Union, his delegation would refrain from commenting on the Secretary-General's reports mentioned in that statement.

Mr. Mule (Observer for Kenya) said that his delegation supported the statement made by the Sudan on behalf of the Group of 77 and China. He noted that the strengthening of United Nations operational activities required the mobilization of substantial resources. Monitoring mechanisms for those activities should be improved, notably by measuring results more precisely. In order for the "Delivering as One" principle to become a reality, all the agencies must participate in South-South cooperation; they should systematically take such cooperation into account in their programmes and mobilize resources to that end. Efforts should be made to reinforce the Special Unit for South-South Cooperation of UNDP, which played an important role as coordinator at the United Nations level. He drew attention to the United Nations High-level Conference on South-South Cooperation to be held in Kenya at the end of 2009.

Mr. Zainal Abidin (Malaysia) said that his delegation endorsed the statement made by the Sudan on behalf of the Group of 77 and China. With regard to funding, he noted with concern that the ratio between ODA and gross domestic product had fallen from 0.33 per cent in 2005 to 0.3 per cent in 2009 and that the current amount of assistance was less than the US \$150 billion needed in order to achieve the Millennium Development Goals. Moreover, contributions to the financing of operational activities had decreased in real terms in 2006 and had increased only slightly in 2007. The constant decline in core resources as compared to non-core resources was also a matter of concern. Malaysia had noted that 15 programme countries were receiving 60 per cent of bilateral assistance. His delegation hoped that the issue of aid allocation would be taken up at the Forum for Development Cooperation, to be held in 2010. Lastly, he noted that the lack of programmatic coherence was almost always caused by funding fragmentation.

As for simplification and harmonization, further efforts should be made to enable the United Nations to truly function as a unified system and reduce the costs of its operations. It was necessary, however, for initial expenditures to be made. With regard to the security of United Nations staff, his delegation hoped that the issue would be dealt with in further detail in a new report, taking into account the six key factors that

contributed to insecurity, including local dissatisfaction with United Nations operations.

Mr. Iboumraten (Morocco) said that his delegation associated itself with the statement by the Sudan on behalf of the Group of 77 and China. He noted that a judicious balance needed to be found between the requirements of change and reform, on the one hand, and the need to pursue the actions undertaken in each country, on the other hand. The strengthening of operational activities would involve better cooperation between the agencies concerned, particularly with the Bretton Woods institutions, and the mobilization of increased financial and human resources. UNDP should be called upon to help ensure the coherence of activities, for it was doubly qualified as the lead agency in the field of development and as an agency in charge of a coordination and consolidation mission within the United Nations system. With regard to human resources, the recruitment of new staff should take into account their experience and knowledge of the situation on the ground. It was highly desirable to select competent candidates from the developing countries. South-South cooperation and triangular cooperation, which were essential development tools, should receive the necessary support. Lastly, greater priority should be given to the implementation of the Paris Declaration on Aid Effectiveness.

Ms. Dillon (Ireland) said that Ireland supported the statement made by Sweden on behalf of the European Union. She noted with satisfaction that progress continued to be made at the country level. Thus, there was increased evidence that common country programming, the establishment of a common country fund and an empowered resident coordinator were all significant elements in improving the functioning of the United Nations system at country level. It was nonetheless essential to ensure that the resident coordinator could effectively lead the United Nations country team. The administrative burden of country teams should also be reduced. With regard to harmonization of business practices, her delegation welcomed the work done by the High-level Committee on Management. As for human resources, it was important to encourage mobility between agencies and take steps to improve the planning, recruitment, training and management of resources. The work done by the United Nations Development Group on combined reports was also very useful. As for financial

regulations, her delegation urged the funds, programmes and specialized agencies of the United Nations to continue their work on harmonization and simplification so as to reduce transaction costs, increase the use of national systems and build the financial management capacity of national partners.

Mr. Gaouaoui (Algeria) said that his delegation supported the statement made by the Sudan on behalf of the Group of 77 and China. With regard to document A/64/75-E/2009/59, his delegation had two comments. First, some countries or territories mentioned in the French version were not included in the English version, and vice versa. Second, in order to improve the presentation of information, it would be useful for the contributions of the various agencies to be broken down by country and region.

Mr. Amdermariam (International Federation of Red Cross and Red Crescent Societies) said that many youth volunteers of the Red Cross and Red Crescent had recently met in Solferino during the commemoration of the 150th anniversary of the movement. On that occasion, they had mobilized to launch an appeal to world leaders to recognize young people as agents and partners of change, allow them a greater role in decision-making and planning at all levels and ensure that they contributed more actively to the elaboration and implementation of programmes within their communities. To illustrate the interest of young people in the International Federation, he noted the activities carried out by the Liberian Red Cross for youth, which represented 50 per cent of the population of Liberia. Referring to the 3Cs (coherence, coordination and complementarity) approach in the context of operational activities, he said that the International Federation believed the man said to be very important in improving the quality, relevance and usefulness of the assistance delivered by the international community to vulnerable countries

Ms. Holst (United Nations Educational, Cultural and Scientific Organization (UNESCO)) said that UNESCO actively participated in the monitoring, at system-wide level, of the recommendations stemming from the 2007 triennial comprehensive review of United Nations operational activities for development and that its Director-General had submitted a detailed action plan for implementing the relevant recommendations of resolution 62/208, which also included the conclusions of the work of intergovernmental bodies relating to coherence and

delivering as one, the harmonization of business practices, financing and governance.

Ms. Pradhan (World Health Organization (WHO)) said that the contribution of WHO to the efforts to reform the United Nations system was a dual one. It consisted of promoting health in the framework of national development and strengthening the coherence and effectiveness of United Nations bodies in their development activities. In 2008, WHO had organized in Geneva a series of information meetings and exchanges of views with newly assigned resident coordinators on the ground in order to share experiences in the framework of the “Delivering as One” initiative, tackling issues relating to the management of operations and promoting harmonious collaboration between United Nations agencies in the countries. WHO also participated in an experimental project under the “Delivering as One” initiative in eight pilot countries and, in 2008, drew up a preliminary report on its experience in order to formulate guidelines for its personnel on the ground.

The meeting rose at 5.40 p.m.