Economic and Social Council

Distr.: General
6 April 2015

Original: English

2015 session
21 July 2014-22 July 2015
Operational activities segment

Summary record of the 9th meeting
Held at Headquarters, New York, on Monday, 23 February 2015, at 10 a.m.

President: Ms. Mejía Vélez (Vice-President) .... (Colombia)

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* Reissued for technical reasons on 17 February 2016.

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In the absence of Mr. Sajdik (Austria), Ms. Mejía Vélez (Colombia), Vice-President, took the Chair.

The meeting was called to order at 10.15 a.m.

Opening of the segment

1.   **The President**, opening the operational activities segment, said that the main objectives of that segment, namely, to fulfil the mandated role of the Council in reviewing progress in the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and to contribute to the Council's recently launched dialogue on the longer-term positioning of the United Nations development system in the context of the post-2015 development agenda, were closely linked. For instance, effective implementation of the system-wide mandates established in Assembly resolution 67/226 was necessary for the longer-term positioning of the United Nations development system in the post-2015 era. However, the system also had to be adjusted in order to better support the implementation of the new universal and unified development agenda. Member States recognized that the post-2015 agenda would constitute a very different mission for the United Nations development system than the current agenda driven by the Millennium Development Goals (MDGs). In particular, the system would have to face the challenge of pursuing simultaneously the twin objectives of poverty eradication and integration of the economic, social and environmental dimensions of sustainable development. The emphasis on integration would also require it to strengthen significantly its coordination capacity, at both the inter-agency and intergovernmental levels.

2.   An important objective of the quadrennial comprehensive policy review process had always been to strengthen the system-wide coordination of operational activities for development. The common regulation of voluntarily-funded operational activities clearly had many benefits for the overall effectiveness and efficiency of the United Nations system. However, several processes common to all the entities engaged in the delivery of such activities, namely those relating to programming, operations, results-based management and evaluation, were at present regulated differently by different entities. The forthcoming sessions of the dialogue on the longer-term positioning of the United Nations development system would provide an opportunity for Member States to examine that important issue more carefully.

3.   Discussion on the future of the United Nations development system must also be grounded in a common understanding of the drivers of change in its broader environment. Among such drivers were the need to provide coherent and integrated support tailored to the changing needs and priorities of programme countries; increased demand for improved efficiency, lower transaction costs and greater use of national capacities and systems at the country level; growing demand by programme countries for more effective and participatory governance of the United Nations development system, particularly the major funds and programmes; increased demand for results and accountability, including with regard to the implementation of system-wide mandates established by the General Assembly and the Council; greater competition from other development cooperation actors; and the growing realization that many global issues could not be addressed effectively without a collaborative and multi-stakeholder approach.

Keynote address

4.   **The Deputy Secretary-General** said that 2015 was a historic juncture for the United Nations. In the course of that year, the Organization aimed to adopt a truly ambitious sustainable development agenda and to reach agreement on a new universal and meaningful climate agreement. Other important milestones would be the Third World Conference on Disaster Risk Reduction to be held in Sendai, Japan, in March 2015, and the third International Conference on Financing for Development, to be held in Addis Ababa in July 2015, at which the international community was to agree on a concrete framework to underpin the financing of the ambitious global development agenda. 2015 was thus a landmark year, during which the United Nations would set its direction for the next 15 years. It had already broken new ground, having brought an unprecedented range of views into its preparations for the post-2015 agenda. It had engaged people from around the world and across a wide spectrum of partners. Member States and others had been joined by millions of citizens worldwide, who were raising their voices for the future they wanted. The breadth and level of such participation was clearly reflected in the bold ambition of the proposed sustainable development goals, which reflected an integrated, universal and potentially transformative

agenda and clearly built on the lessons of the MDGs to address the world's many interlinked challenges, including poverty, environmental degradation and social marginalization.

5. It was important to use 2015 to invest in accelerating progress towards the MDGs. Such progress would be a springboard to a future free from poverty and a life of dignity for all. He was proud of the role being played by the United Nations development system to support implementation of the MDGs, and was particularly grateful for the efforts of the international community to accelerate the achievement of the water and sanitation targets. The high level of engagement was a reminder that the world was different from when the Millennium Declaration and MDGs had been conceived. However, with such heightened engagement came heightened expectations. The decisions to be taken in 2015 would have major implications for millions of people around the world, as well as for the operational activities for development of the United Nations system, which must be prepared to implement the decisions adopted. It was therefore important to reflect on past experience and discuss future common action. The Council's dialogue on the longer-term positioning of the United Nations development system in the context of the post-2015 development agenda, which represented a first opportunity for collective reflection on those issues, was certain to strengthen a common understanding of the way forward and the resolve to embark on it.

6. The United Nations development system was valued for its normative role, credibility, impartiality and access to specialized knowledge. Those values enjoyed widespread support among both older and younger generations worldwide, and it was important also to reach the next generation. The report of the Secretary-General on the implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review (A/70/62-E/2015/4) showed that encouraging progress was being made in ensuring that the system worked in ways suited to the proposed sustainable development goals. A total of 86 per cent of partner countries considered the United Nations a more relevant partner than it had been two years previously. Such a response invited and required a huge effort across the entire system. At a governance level, the United Nations was responding to Member States' call for more reporting through governing bodies on the quadrennial comprehensive policy review. At a country level, the Organization was shaping its country presence in line

with the more coherent approach expected by Member States, and ever more partner countries were adopting the "Delivering as one" approach. The direct feedback from Governments, indicating that engagement, transparency and alignment had increased significantly in "Delivering as one" countries, should be heard across all United Nations development system governance structures.

7. At the same time, a new development agenda required a United Nations development system that could change more quickly to meet rapidly evolving challenges. The system needed to become more flexible in responding to the different capacities and changing needs of Member States and should reduce significantly, and more quickly, the transaction costs associated with programming and reporting. To achieve a United Nations development system that was fit for purpose, a three-pronged approach was needed. First, differentiated responses were needed to respond to differentiated needs and capacities, bearing in mind the serious problem of inequality both within and between countries. At its best, a flexible and agile United Nations development system could bring integrated and tailored content to match the specific needs and aspirations of each partner country. Second, capacities must be improved to support Governments in leveraging partnerships. Institutional, financial and intellectual resources were becoming increasingly dispersed, while technological innovation was driving new forms of access. A United Nations development system that embraced innovation could help partner countries to tap into those assets with a view to achieving shared goals. Third, coordination and collaboration must be strengthened, both within the United Nations system and between the system and other actors. Given that Member States had primary responsibility for coordination, the main challenge for the United Nations development system was to provide the best possible support for national coordination. Such support included, but went beyond, the discussion on coordination within the system. The quadrennial comprehensive policy review in 2016 offered a fresh opportunity to ensure that the United Nations development system could operate as one in supporting Member States to achieve the post-2015 development agenda. More consultations on the longer-term positioning of the development system should also take place at the country level. Furthermore, given the ambitious nature of the proposed sustainable development goals, and the huge need for mobilization, it was important to reach out not only to foreign

ministries and development ministries but also to sector ministries, including finance ministries, as well as the private sector, civil society, and the scientific and technological communities.

8.   The United Nations development system had unique core strengths, including universal presence, legitimacy and convening power, depth and breadth of experience, and the capacity to support partner countries as they translated global norms and standards into national policy and action. It was thus uniquely tasked to confront current challenges. The Organization intended to build on its strengths, while also working to ensure that the United Nations development system functioned more coherently as one. If the ambition of the system was to match the ambition of all those who had helped to shape the post-2015 agenda, it should seek not only to confront future challenges but to overcome them. To that end, its various operational activities needed to be combined wherever there was a need or a demand. In his synthesis report on the post-2015 sustainable development agenda (A/69/700), the Secretary-General recognized that the challenges faced demanded new levels of multilateral action, based on evidence and built on shared values, principles and priorities for a common destiny. During the Organization's seventieth anniversary year, Member States had an opportunity to create a new vision and reality for the United Nations development system, with great consequences for countless millions of people around the world. They also had a chance to prove that building a future of dignity for all, and achieving good international solutions in the current complex and globalized world, was in the national interests of all Member States. He and the Secretary-General looked forward to the outcome of the Council's deliberations and stood ready to support its work at every stage.

Operational activities of the United Nations for international development cooperation

(a) **Follow-up to policy recommendations of the General Assembly and the Council** (A/70/62-E/2015/4)

Dialogue on the longer-term positioning of the United Nations development system (session III)

Special briefing: "Key policy messages from the Economic and Social Council dialogue on the longer-term positioning of the United Nations development system in the post-2015 era"

9.   **The President** said that the panel discussion to be held at the current meeting was a continuation of the dialogue on the longer-term positioning of the United Nations development system in the post-2015 era that had taken place at the 5th, 6th and 8th meetings of the Council's current session. A proposed road map for maintaining that dialogue over the next 18 months had been circulated to the members of the Council. The role of the system in the post-2015 development agenda was also being discussed through the process of intergovernmental negotiations on that agenda. In the course of the dialogue, Member States had clearly called for change, which would require all stakeholders to take ownership of the agenda and establish a more effective and coherent development system at the headquarters and country levels. By adopting the agenda, based on trust, respect and mutual accountability, the international community would establish a new global partnership for sustainable development.

10.   The dialogue would allow the Council to shape the response of the United Nations system to the new development cooperation environment. Business as usual was no longer an option and the time had come for the fourth major reform of the system. National ownership of the new, unified and universal agenda was essential to its implementation. The system should be tailored to States' priorities, which must be reflected in national sustainable development strategies and coordinated at the national level. The functions of the system should be reconsidered in the light of developing countries' changing needs. Although services must still be provided in countries recently affected by conflict, the focus should be on institution-building and capacity development.

11.   The 2012 quadrennial comprehensive policy review had not resolved the problems of fragmentation, competition and high transaction costs. Coherence and coordination, both within the system and between the system and other development actors, should be improved, and the emphasis within the system should shift from convergence to integration of operations. Funding should be adapted to varied contexts and needs. Since funds were limited, initiatives should be focused on where they would be most valuable and the risk of dispersion should be avoided. The composition, role and working methods of existing governance structures should be reviewed to enhance the system's effectiveness and allow it to respond better to the

current situation. After 2015, the system would need to help Governments build inclusive partnerships which made best use of resources and expertise. Such partnerships were essential to democratic and inclusive national dialogues. After the segment, the Bureau would circulate a consolidated summary of the Council's deliberations, including the panel discussion. The dialogue would result in the General Assembly's adoption of a visionary and ambitious resolution on the quadrennial comprehensive policy review in 2016.

Panel discussion: "The longer-term positioning of the United Nations development system in the context of the post-2015 development agenda"

12. **Mr. Steven** (Center on International Cooperation, New York University), moderator, said that although 2015 was certainly a landmark year for the international development system, the Center on International Cooperation was already placing a major focus on 2016 and asking whether the new development agenda would make an immediate difference to the way in which business was done. Unless progress against economic, social and environmental goals significantly accelerated in the first five years of the new agenda, the foundations for success in the 2020s would not be laid. It was important to recall just how ambitious the new agenda really was and to keep on asking whether the current vision for the longer-term positioning of the United Nations development system was fit for purpose to deliver that scale of ambition.

13. Many of the most important targets of the proposed sustainable development goals were zero-based and could be met only if all people — including those living in the most vulnerable and disadvantaged countries, as well as those who were most vulnerable and disadvantaged in all countries — benefited from sustainable development. In order to ensure that no one was left behind, the strategic and delivery challenges of the post-2015 agenda must not be underestimated. Its universal nature also required the profound engagement of government ministries in all countries, not just those with experience of implementing the MDGs.

14. The proposed new sustainable development goals brought fresh and exciting challenges into the heart of the development agenda. For example, the protection of children from violence and abuse would stand alongside the longstanding commitment to child survival and development reflected in the MDGs, and,

in the area of education, there would be a significant shift in focus from access to quality of delivery. The international community would be under immense pressure to respond to young people's demand for economic transformation, and there would be a growing need for genuine integration of all three pillars of sustainable development.

15. All those challenges could be met only through the participation and commitment of a much greater range of partners, and the redirection of major flows of investment and finance. The much larger and bolder set of tasks facing the international community in the context of the post-2015 agenda would require an alliance of forces that went far beyond what had been seen to date, as well as a readiness to invent totally new ways of working. The panellists would explore the demands that those tasks placed on the United Nations system and would examine the functions, funding, structure and partnerships that would deliver impact in the post-2015 era. The United Nations system could be effective only if it remained smart and focused in its use of authority, energy and financial resources.

16. **Mr. Silberhorn** (Germany), Parliamentary State Secretary to the Federal Minister for Economic Cooperation and Development, panellist, said that as part of the reform of the United Nations development system in the context of the post-2015 development agenda, it was important to strengthen the preventive branch of development cooperation policy. It had become clear in many fragile situations, particularly with regard to the Ebola epidemic, that faster, more timely and more adequate action must be taken by the international community. In that regard, while his Government appreciated the proposal made by the World Bank Group President to establish a pandemic emergency facility, it believed that still more should be done. The German Chancellor, together with the Prime Minister of Norway and the President of Ghana, had presented the United Nations Secretary-General with a six-point plan to ensure faster and more timely action in emergency situations. The United Nations should act as a catalyser in such cases.

17. Better collaboration between humanitarian and development actors was needed in both crisis and post-conflict situations. Development cooperation should not follow on from humanitarian aid but should be present right at the beginning of a crisis; early investment in such areas as water and sanitation, basic health care and education was essential. In post-

conflict situations, institution-building capacity must also be strengthened, especially at the subnational level. The United Nations often had a role to play as the implementer of last resort, providing logistics, convening power and staff in emergency and post-conflict situations.

18. Coherence between development actors and within the United Nations system should be improved. A promising example of such coordination was the Regional Refugee and Resilience Plan (3RP) for Syrian refugees; however, there was also a need for better coordination by the United Nations with the World Bank Group and the European Union, whose response to the Ebola epidemic had demonstrated what could be achieved. It was important to eliminate duplication, lower the transaction costs of development actors, reduce fragmentation and avoid senseless competition for financial resources; such changes would encourage donors to make a bigger contribution. The unique role of the United Nations, its global legitimacy, neutral status and convening power should be strengthened and, to that end, the United Nations development system should focus on developing, agreeing and monitoring implementation of global goals and standards. His Government proposed that a political declaration referring to the reform of the United Nations development system should be included in the outcome document of the post-2015 agenda. The Council should also consider the establishment of an independent high-level forum to follow up the process of optimizing the Organization's development work.

19. Lastly, people-oriented communication was vital, since it was hard to convince citizens of the necessity and importance of development cooperation in the context of the proposed new sustainable development goals. Rather than using the term "post-2015 agenda", his Government preferred to talk about a "contract on the world's future" in order to make it clear that everyone was concerned and everyone had an obligation to take action. The Organization's seventieth anniversary was a good time to undertake the reform of the United Nations development system. In that regard, it was important to create confidence and an enabling environment among all partners, generate greater public awareness of development cooperation and make it clear that words must lead to action.

20. **Mr. Toikeusse** (Observer for Côte d'Ivoire), Minister of Planning and Development, panellist, speaking via video link from Abidjan, said that in the

four years since the Ivorian crisis, his country had been rebuilt by men and women working together to achieve peace and reconciliation and stimulate economic recovery. Economic growth had now reached almost 10 per cent, infrastructure had been rebuilt and investments were returning. Under the leadership of President Ouattara, progress had been made towards the implementation of the National Development Plan 2012-2015, which laid the foundations for the President's vision for the period 2012-2020. The United Nations system had stood alongside Côte d'Ivoire during those difficult times, helping to manage the emergency and humanitarian response and plugging gaps in State capacity. His Government had involved all its partners in drafting the National Development Plan, and had received considerable support and advice from the United Nations system, led by the United Nations Development Programme (UNDP).

21. As a result of dialogue between his Government and the United Nations system, the priorities of all United Nations agencies present in Côte d'Ivoire had been aligned with the priorities of the National Development Plan; the United Nations system had also been involved in the mobilization of resources for implementation of the Plan. In particular, Côte d'Ivoire had received nearly $11 million from the Peacebuilding Fund for that purpose, and would receive a similar amount over the next four years. It had also received support from the United Nations Population Fund (UNFPA) to conduct a population and housing census, set up its national population office and organize consultations, including on the post-2015 agenda. Furthermore, all its partners had met with the Prime Minister in order to coordinate their activities with those of the State and had been involved in the elaboration of the forthcoming national development policy, which drew on the conclusions of the first High-level Meeting of the Global Partnership for Effective Development Cooperation, held in Mexico City in 2014.

22. The support provided by the United Nations system had thus made an important contribution to capacity-building, strategic advisory work and resource mobilization in Côte d'Ivoire. His Government now intended to work towards increasing its mobilization of internal resources, including tax resources, combating exploitation and illicit cross-border financial flows, and addressing emerging issues. For that reason, capacity-building also needed to focus on sustainable

development, the green economy, renewable energies, climate change and the mobilization of public-private partnerships. Both the Government and the United Nations system should be guided by results; however, the results achieved must be those of the Ivorian Government supported by all its partners, not those of a single United Nations agency.

23. Africa was a region with undeniable strengths, including strong economic growth, regional integration that offered huge opportunities, improvements in governance, political will and in some countries, including Côte d'Ivoire, high-quality human resources. It was important to build on those strengths, with the ongoing support of the United Nations system. The new opportunities provided by the "Delivering as one" approach should be reflected in the post-2015 agenda.

24. **Mr. Rattray** (Observer for Jamaica), panellist, said that, according to the World Bank classification, Jamaica was an upper-middle-income country. However, despite its rich natural assets and robust development in such areas as mining, manufacturing, construction and tourism, it faced many complex development challenges. It was one of the world's most heavily indebted countries, with high unemployment, high child and maternal mortality and sluggish economic growth; it also faced catastrophic climate change effects. Official development assistance (ODA) was not a major source of development finance, averaging just 1 per cent of gross national product and 3 per cent of central government expenditure since 2005, although it did support several important national sectors. The Government primarily relied on domestic resource mobilization and international private flows to finance development.

25. The United Nations was working with the Government to initiate a development effectiveness framework that would ensure the transparent use of assistance to address national priorities in a synergistic manner. If Jamaica was to become a developed country by 2030, it would need sustained catalytic ODA and technical assistance. Its top priority was to achieve national capacity development and employment growth, with support from both bilateral and multilateral development partners. Most developing countries preferred to receive development cooperation from the United Nations if the assistance was of the same technical quality as that provided by other bilateral and multilateral institutions. In that regard, the United Nations development system must be able to provide high-quality differentiated technical assistance in an equitable and inclusive manner that empowered vulnerable and marginalized groups.

26. In addition to its involvement in the development effectiveness framework, the United Nations had assisted his Government to establish a Climate Change Department, to take forward the process of eliminating human trafficking, and to launch a project on social cohesion, among other activities, and had held consultations in Jamaica on the post-2015 agenda, with the aim of ensuring that previously marginalized groups had a voice in the development process. Given that the sustainable development goals would be universal in nature and would apply to all countries, the United Nations was best placed to promote their implementation, with the assistance of its Member States. It would be particularly important in the post-2015 era for the United Nations development system to deliver technical support to middle-income countries in line with their specific requirements, which primarily were for the provision, at minimal transaction cost, of capacity-building and technical assistance at the human, institutional and system-wide levels. That was the approach being taken by the United Nations in Jamaica. Nonetheless, very few middle-income countries had sustainably attained developed country status to date, because the World Bank classification of a middle-income country was based on gross national income per capita, which was not a good indicator of reduced economic vulnerability. The middle-income country classification would be more relevant if it focused on the UNDP human development index or utilized the structural-gap approach proposed by the Economic Commission for Latin America and the Caribbean.

27. From a funding perspective, the United Nations development system was a relatively small player in development cooperation in Jamaica. In recent years, United Nations operational activities in the country had averaged some US$ 10 million per annum, accounting for 7 per cent of programme aid in 2013. The three strategic programme areas in the United Nations Development Assistance Framework (UNDAF) 2012-2016 were environment, social empowerment, and equity and safety, security and justice. A total of nine United Nations agencies were present in Jamaica, but only UNDP and the United Nations Children's Fund (UNICEF) had operational activities exceeding US$ 1 million in 2013. The lack of common regulation of the operational activities carried out by various

United Nations system entities entailed substantial transaction costs for Governments; it could also result in inefficiencies and limit the Organization's ability to capitalize on opportunities for synergies in programming and operations across entities. If the United Nations development system was to remain an important partner of Governments in programme countries in the post-2015 era, it would need to rethink its organizational model, especially at the country level, since the current model had been developed for a different era and a different development context. Ways must be found to marshal the system's broad expertise and analytical capacity and better apply it to the needs of developing countries. In order to remain fit for purpose, it needed to work seamlessly across entities to deliver operational activities and better apply its technical know-how to maximize national capacities and systems.

28. **Ms. Grignon** (Observer for Kenya), panellist, said that the policy formulation and implementation support received by her Government from United Nations agencies had been instrumental for the development of appropriate policies in various economic sectors. In particular, UNDP had supported the formulation of Kenya Vision 2030, the long-term development blueprint that aimed to transform Kenya into a middle-income country by 2030. The United Nations system had also supported her Government's implementation of the MDGs, and had helped it to enhance human and institutional capacity development in the public sector, in such areas as staff training, modernization of institutions, resource-based management and public service accountability. Furthermore, it had supported awareness-raising, capacity development and peacebuilding to help foster the peaceful coexistence of diverse communities in Kenya. Nonetheless, lessons could be learnt from a number of challenges that her Government had encountered, in particular the lack of any harmonization of monitoring and evaluation systems between the United Nations system and the Government; the absence of real-time data on progress made in the implementation of programmes and their impact; the lack of harmonized systems and procedures, including procurement processes, payments and accounting systems; poor coordination among United Nations agencies, leading to a lack of visibility on their projects; inadequate capacity of private sector and civil society organizations to understand Government procedures, United Nations programming requirements and aid effectiveness principles; a failure to align United

Nations funding and technical support with national priorities; and partial funding for development projects.

29. With regard to the alignment of functions in the context of the post-2015 development agenda, United Nations programmes should be tailored to local situations at the national and subnational levels, in order to help countries to prepare for the post-2015 agenda and its implementation. The United Nations system should also embrace and use country systems for reporting on expenditure; some United Nations agencies were still operating outside the UNDAF by engaging in off-budget activities in certain key areas, which complicated matters for the countries concerned. As for funding practices, effective fundraising was needed to ensure an increase in total income from multiple sources, while, with regard to capacity and impact, an even greater emphasis should be placed on enhancing human and institutional capacity development in order to improve public service delivery. In the area of governance structures, priority should be given to developing national programmes whose impact would trickle down to the grassroots level. As for partnerships, strong interlinkages were needed, including between Governments, non-governmental organizations, civil society and the private sector. Lastly, in the context of organizational arrangements, the United Nations system should forge closer working relationships with Governments.

30. Bearing in mind that each country had its own development priorities, the United Nations should support capacity development at the national level in order to promote the effective implementation of existing national development plans. It was important to build on what already existed and seek to align it with the post-2015 agenda, in order to enhance and strengthen the action already taken by Governments. United Nations agencies should also support the preparation and formulation of national development plans and appropriate sector policies, as well as capacity-building for statistical bodies, since data integrity at the national level would be critical for the implementation of the post-2015 agenda. In that regard, it would be important to draw on the lessons learned during the implementation of the MDGs in various countries.

31. The United Nations system should be coherent in the delivery of its functions. While some steps had been taken in that direction, much remained to be done. Increased coordination and coherence would reduce the

bureaucracy and complexities of the United Nations system. The "Delivering as one" initiative should be fully operationalized, since there was still a lack of harmonization among various agencies. The United Nations system should also embrace mutual accountability, with both the Government and the United Nations system being held accountable for the use of funds in a particular financial year.

32. The post-2015 development agenda would require suitable means of implementation. In that regard, relevant financing would need to come from both public and private domestic resources. The United Nations had a role to play in strengthening the capacity of tax authorities to mobilize domestic revenue resources, and should also advocate for the reform of the international financial institutions in order to achieve fair and equal representation for developing countries. Capacity development was important for statistical bodies, owing to the need for disaggregated data to track progress in the implementation of the post-2015 agenda; it would also be vital to raise awareness of the development agenda at the legislative level and strengthen the capacity of parliaments to adopt legislation to ensure the necessary mobilization of resources. In addition, capacity-building would be needed to ensure that the post-2015 agenda was aligned with existing national development plans and priorities. Lastly, the United Nations system should limit off-budget financing for accountability purposes.

33. **Mr. Schneider** (Observer for Luxembourg) said that the post-2015 development agenda was taking shape and the international community was moving towards a sustainable development model. Roles and responsibilities in the development system would be redefined and the added value of each actor re-evaluated. Luxembourg had for many years encouraged United Nations agencies to work together within the "One United Nations" approach; progress had been significant but insufficient. The Secretary-General's report on the quadrennial comprehensive policy review (A/70/62-E/2015/4) showed that no single body was to blame, but that the United Nations system and donor and recipient countries must work together to ensure that the system was relevant to the post-2015 development agenda. Accordingly, Luxembourg had decided to provide a greater proportion of its non-core contributions as flexible rather than tightly earmarked contributions and had encouraged agencies to work together on joint programmes where their respective expertise was required. The expected results had not always been achieved; it was counter-productive for donors to impose a common framework on United Nations agencies when the capacity or will to comply was lacking. Closer cooperation was needed if the United Nations system was to remain relevant after 2015.

34. The common objective of eradicating poverty was by definition multisectoral, as were the other fields in which the Council operated, such as health, education and rural development. The changing needs and priorities of developing countries meant that the various components of the system needed, more than ever before, to work in synergy. Specific expertise must be brought to bear on multisectoral objectives through joint operations, services and offices, thereby improving effectiveness, reducing transaction costs and better supporting beneficiary countries.

35. The United Nations should help countries to strengthen their national systems and build capacity; the Secretary-General's report clearly showed which approaches in that area worked and which did not. The discussions on making the United Nations fit for purpose would focus the international community's efforts in that regard. His Government subscribed to the principle of aid effectiveness, in line with the conclusions of the fourth High-level Forum on Aid Effectiveness, held in 2011 in Busan, Republic of Korea, and the High-level Meeting of the Global Partnership for Effective Development Cooperation, and was one of the few countries which allocated more than 1 per cent of its gross national income to ODA. The third International Conference on Financing for Development in Addis Ababa in July 2015, the United Nations summit for the adoption of the post-2015 development agenda in New York in September 2015 and the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in Paris in December 2015 would be held under the Luxembourg Presidency of the Council of the European Union.

36. **Ms. Haynes** (Trinidad and Tobago), speaking on behalf of the Caribbean Community (CARICOM), said that the post-2015 development agenda would be more dynamic and integrated and broader in scope than the MDGs. The flexibility of United Nations development programmes, their links to poverty eradication and sustainable development and their relevance to national

and regional development priorities must therefore be further improved.

37. The quality of development aid was more important than the quantity. Improvements in coordination such as those resulting from the UNDAF should be implemented more urgently across the development system. They should apply not only to countries which had adopted the "Delivering as one" approach but across and beyond the United Nations system, and should be implemented in synergy with regional approaches. A revised development assistance matrix clearly indicating the priorities of United Nations entities and regional and subregional agencies should be established to ensure cost-effectiveness.

38. The Community was concerned about the increase in non-core contributions for development activities at a time when core contributions remained stagnant. Although, as stated in the Secretary-General's report, the increase showed that donors continued to value United Nations programmes, core contributions could be more flexibly, effectively and impartially allocated across the development system than non-core contributions could. Donors should follow the example of Luxembourg in reducing the amount of earmarked contributions.

39. Developing countries would require more institutional and capacity-building support to implement the post-2015 development agenda at national and regional levels. The Community had consistently called for more assistance in data collection and statistical analysis to allow its members to measure progress in achieving the sustainable development goals. Such capacity-building must also complement improvements in policy design and management so that the global development framework could be mainstreamed into national policies and strategies. Efforts to ensure that capacity development was placed at the centre of strategic planning in time for 2015 were essential to the implementation of the post-2015 development agenda and should be intensified.

40. **Mr. Egli** (Switzerland) said that many of the challenges facing the Council were linked not only to the post-2015 development agenda but also to the existing agenda. In considering how to move forward, therefore, the Council should consider what had hindered the implementation of the recommendations of the 2012 quadrennial comprehensive policy review. Although additional guidance on some aspects of those

recommendations was needed, they were substantial enough to obviate the need to start from scratch. The Council should also consider whether the review had contained so much material that the setting of implementation priorities had been difficult.

41. Innovative solutions were needed to prevent and address crisis situations using means already available through the quadrennial comprehensive policy review, such as system-wide funding mechanisms. Smoother transitions between development and humanitarian financing would improve effectiveness and coherence within the system.

42. He requested further information regarding the Organization's role at the national level, given that, as stated in the Secretary-General's report, the expectations of programme countries suggested there was a need for the United Nations to strengthen its role in economic growth and employment. The United Nations should play a qualitative rather than a quantitative role as a convenor of partnerships.

43. A system-wide strategy to reduce fragmentation was needed. The post-2015 outcome document should provide a strong mandate to render the system fit for purpose. He asked whether such a mandate should come from the development system, the Member States or a high-level panel.

44. **Mr. Rattray** (Observer for Jamaica) said that the role of the United Nations in national economic growth and employment was particularly relevant to Jamaica, which had lost access to concessionary financing and other support mechanisms when it had attained upper-middle-income status, even though its average growth rate for the preceding four decades had been only 1.5 per cent and its unemployment rate was currently 13.5 per cent, with youth unemployment at 31.9 per cent, female unemployment at 18.4 per cent and gross domestic product at between US$ 5,000 and US$ 6,000 per capita. Its energy costs were US$ 0.38 per kWh, an amount higher than the countries with which it was competing, and the cost of its annual oil imports was 25 per cent greater than its export revenues. Its current account deficits were accumulating, its ratio of debt to gross domestic product was 145 per cent, and its oil expenditure was equal to two thirds of its import revenue. Despite its status as an upper-middle-income country, therefore, competition, growth and employment remained challenges.

45. In its communications with stakeholders, the United Nations should take into account the time needed to implement the post-2015 development agenda. Ample funds to pay for the implementation of the agenda existed in the global stock of investment capital, the asset base of institutional investors and global savings stocks, but needed to be mobilized and matched to development needs. Pension funds, sovereign wealth funds and endowment funds had long-term liabilities and were ideally placed to invest in energy and infrastructure. To make that possible, however, the United Nations needed to establish consumer protection agencies and credit bureaus and enable Governments to issue bonds in local currency rather than through international markets. Domestic regulatory structures and institutional capacity would need to be improved in many countries before the agenda could be implemented. International, national and local structures must be coherent or expectations for fast results after 2015 would not be met.

46. **Ms. Grignon** (Observer for Kenya) said that the mandate for rendering the system fit for purpose should come from Member States. When States had taken ownership of such mandates at the national level, they had implemented them successfully.

47. As a lower-middle-income country, Kenya relied more on domestic tax revenue than on ODA to finance expenditure. It was therefore strengthening its tax system to provide a core resource base.

48. **Mr. Silberhorn** (Germany), Parliamentary State Secretary to the Federal Minister for Economic Cooperation and Development, said that the post-2015 development agenda must be implemented through the complementary efforts of United Nations development actors and the World Bank Group, the European Union, the African Union, regional development banks and other public and private donors. In addition to establishing the areas which should be given a high priority in such implementation, the Council should decide on avenues which the United Nations should not pursue.

49. The private sector should be involved in the mobilization of domestic resources through the enhancement of development cooperation, capacity-building, public financial management and tax and customs revenue; the elimination of illicit financial flows; the shaping of financial markets; the leveraging of domestic resources through development banks; and

the implementation of private investments in ways which favoured development.

50. The question of whether ODA should be used to fight poverty in least developed countries or to improve domestic resources in middle-income countries was linked to legitimacy, effectiveness and accountability, and therefore to discussions regarding global public goods, resilience and vulnerability. A sectoral approach was needed in justifying spending on middle-income countries.

51. **Mr. Wang** Dazhong (China) said that the dialogue should improve the international community's understanding of the needs of developing countries and enhance the work of the United Nations development system. United Nations development organizations should capitalize on the system's strengths to increase coordination and cooperation. Development frameworks should be grounded in country ownership and leadership so that programmes were aligned with national development priorities. A balance between regions, nationalities and genders should be struck in the selection of resident coordinators, whose approach to the provision of assistance should be determined by recipient countries' differing needs and levels of development, and whose work should respect the coordinating role of recipient Governments. The national character and development requirements of recipient countries should be taken into account and their choices respected in the promotion of integrated services. The United Nations should provide targeted assistance in response to the differing needs of least developed countries, middle-income countries, landlocked developing countries and small island developing States; an inflexible, one-size-fits-all model was inadequate.

52. **Mr. Lennartson** (Sweden) said that the proposed road map for the continued dialogue on the longer-term positioning of the United Nations development system was essential to the implementation of the post-2015 development agenda. The Council should clearly endorse it as an excellent platform for a shared analysis of the system's future functioning, value added and impact. The role of the United Nations in the implementation of the agenda would require thorough deliberation to ensure that the system's financing, institutional arrangements and governance were based on a shared vision in which silos and competition were abandoned and expertise was mobilized through an integrated response to complex challenges. The relevance of the United Nations system would depend on

its ability to tailor its responses to needs in different countries. Coherence and delivering as one would remain essential, and the standard operating procedures must be implemented. However, integration required more than coherence; the gaps between development, humanitarian assistance and peacebuilding must be bridged.

53. Partnerships were essential to inclusiveness, accountability and making best use of resources and expertise. The United Nations played a central role in bringing together actors to achieve shared goals. Progress should be made on the arrangements for partnerships, which were essential to the post-2015 strategic positioning of the United Nations.

54. **Ms. Colín Ortega** (Observer for Mexico) said her delegation recognized the importance of differentiating the priorities of different countries and further discussing the position of middle-income countries, particularly with regard to the measurement index used for country classifications. The implementation of the post-2015 development agenda required a more coherent United Nations development system and the proper functioning of the high-level political forum for sustainable development, under the auspices of the Council, as the framework for reviewing and monitoring the sustainable development goals in coordination with the General Assembly and the Council.

55. The new system would require high-level decisions, intersectoral initiatives at the national level, more coordination within the system and better arrangements for international cooperation and development financing, in line with the process initiated following the fourth High-level Forum on Aid Effectiveness and the first High-level Meeting of the Global Partnership for Effective Development Cooperation. Such coordination should be considered at the third International Conference on Financing for Development, to be held in Addis Ababa in July 2015; it would require coherent policies, stronger national capacity and international implementation and monitoring mechanisms.

56. United Nations funds and programmes should align their strategic plans with their country programmes in accordance with the post-2015 development framework, to ensure that they were able to participate in the implementation and evaluation of the framework. Initiatives promoting social inclusion and gender equality were needed if the agenda was to

transform living conditions in a sustainable, people-centred way.

57. The United Nations system would need to share its expertise and experiences with Governments and other development actors in order to provide a better focus for its country programmes, which should respect national priorities and the new development framework. The system should provide more assistance and training to eradicate poverty in a multidimensional manner and achieve sustainable development.

58. **Mr. Shearman** (United Kingdom) said that in implementing the post-2015 development agenda the United Nations must avoid delays such as those encountered in the implementation of the MDGs. The intergovernmental process would expedite the approval of the new goals and targets, and delegations were therefore responsible for ensuring that the challenges of implementation and communication were met. If the United Nations development system was to be fit for purpose it must be efficient and represent value for money. In line with the quadrennial comprehensive policy review, business practices should be simplified, the standard operating procedures should be implemented, the resident coordinator system should be improved and the system's focus should be on results, so that donor States could have confidence that their contributions were being used efficiently.

59. Attempts to improve coordination at the country level through the quadrennial comprehensive policy review were insufficient, and a more integrated and flexible model, based on national needs and the capacity of the United Nations, was required. A single integrated United Nations agency in each country, drawing capacity from around the system, would better meet the Organization's objectives than a large number of individual agencies.

60. The United Nations had core added value in convening and delivering resilience, which was essential to development, crisis and conflict prevention and rapid recovery. The lessons of crises such as the Ebola epidemic must be learned.

61. The role of the United Nations in setting standards and establishing policy and legal frameworks was clear, but its operational role was challenging. The priorities of Member States were high-quality development and effectiveness, but the resources of the United Nations were limited. Middle-income countries constituted a very large group with complex needs and,

if the United Nations was to add value in data collection and analysis, financing and economic development, it should prioritize its activities and ensure that it offered high-value services. In tailoring its programmes to so many countries, it would need to consider its capacity to provide technical assistance. He asked the panellists whether they would prefer the United Nations office in their country to remain as it was or to change significantly.

62.   **Mr. Dunn** (United States of America) said that the one of the critical challenges facing the United Nations development system was competition. Since the United Nations was no longer the only body capable of providing disaster relief and development programmes but existed alongside organizations such as the International Committee of the Red Cross, the Grameen Bank and the Bill and Melinda Gates Foundation, it should consider how it was best placed to achieve results and should adapt to the changing market. Its unique history, reach and resources gave it credibility and neutrality which must be put to good use. Demonstrating that quality, transparency, accountability and innovation were unifying priorities across the United Nations system would be the only credible way to show that it was best positioned to play a crucial role in delivering the required development results. Partnerships between the United Nations development system and civil society, academia and the private sector would be essential to unlocking resources and creativity to drive change. The United Nations should deploy the limited funds available to foster investment from the private sector, philanthropists, civil society and individuals. The need for system-wide standardization should be balanced with the need to recognize partners' specific needs and circumstances.

63.   **Ms. Grignon** (Observer for Kenya), highlighting the uncoordinated approach of most United Nations country offices, which competed for visibility during disasters and in planning for humanitarian assistance, said that, in future, those offices should complement each other and work closely with Governments, with respect for budgets and country development plans.

64.   The pillars of Kenya Vision 2030 were similar to those of the United Nations development system, since her Government believed in country ownership to ensure that national activities complemented those of the United Nations. If the goals of Member States were aligned with those of the United Nations, better use

could be made of limited resources. Cooperation between different United Nations offices in each country would be essential to that end.

65.   The United Nations system should stop the huge illicit financial flows from African countries, a sensitive matter insufficiently addressed in the past. If such flows were stemmed, the resources could be used to enable those countries to become developed. The United Nations should work with the African Union, in particular through initiatives such as the High-level Panel on Illicit Financial Flows from Africa, to prevent resources from leaving African countries and to reduce dependency on ODA. Capacity should be built to ensure that such resources were systematically used to enhance development.

66.   **Mr. Rattray** (Observer for Jamaica) said that the United Nations should capitalize on the great respect in which it was held in many recipient countries. It was uniquely placed to apply a human-rights-based approach to all of its development activities and to ensure that they improved the lot of the most disadvantaged groups. Despite the competition among development actors, the reach, resources, credibility and neutrality of the United Nations gave it an irreplaceable role in improving people's lives.

67.   **Mr. Silberhorn** (Germany), Parliamentary State Secretary to the Federal Minister for Economic Cooperation and Development, said that the post-2015 development agenda was a chance for the United Nations development system to coordinate its work with the humanitarian and security sectors. The uniqueness of the United Nations lay in its neutrality and its power to bring all actors together, rather than in its financial resources, which were of limited use without technical and implementation expertise. Development policy would therefore remain relevant. Coordination among United Nations agencies at the country level was most important where those agencies were weakest.

The meeting rose at 1 p.m.