



**Economic and Social Council  
Operational Activities for Development Segment  
ECOSOC Chamber  
New York, 28 February to 2 March 2017**

***Draft Programme***

**Launching the implementation of the 2016 QCPR resolution:  
New beginnings**

*The primary purpose of the ECOSOC Segment on Operational activities for development will be to explore initial ideas around the key elements of the comprehensive proposals requested from the Secretary-General; identify concrete steps to be undertaken by the UN development system at headquarters level; and elaborate on the necessary action needed at country-level. The discussions will also look into how to enhance coordination of development efforts with sustaining peace and humanitarian assistance, to operationalize the calls of the resolution*

**Day 1 - Tuesday, 28 February**

**Morning Session**

**10:00am – 1:00pm**

**Opening**

□ H. E. Mr. Cristián Barros, Vice-President, ECOSOC

**Keynote speaker**

*“The future of the UN development system”*

□ Ms. Amina J. Mohammed, Deputy Secretary-General, United Nations

***Building a stronger UN development system for delivering on the 2030 Agenda***

This session would reflect on adjustments needed at system-wide and entity levels to improve the impact of the support provided to Member States to deliver on the 2030 Agenda. The session would also aim to flesh out concrete options and recommendations on when, where and how the system needs to come together to deliver common results, as well as when, where and how it would coordinate at global, regional and country levels.

**Keynote speaker**

H.E. Mr. Marcos Barraza, Minister of Social Development, Chile

**Moderator:**

Mr. James Cockayne, Head of Office, United Nations University, New York

**Panellists:**

- H.E. Mr. Thomas Silberhorn, Parliamentary State Secretary, Ministry for Economic Cooperation and Development, Germany
- Ms. Sisomboun Ounavong, Director-General, Ministry of Planning and Investment, Lao PDR
- Mr. Charles Assamba Ongodo, Director-General, Ministry of Economy, Planning and Regional Development, Cameroon
- Mr. Mukhisa Kituyi, Secretary-General, UNCTAD

*Possible discussion questions:*

- *What system-wide actions are most needed to enable better collective support and integrated approaches in the way the UNDS operates and is organized to maximize its impact at global, regional and country level?*
- *What is the UN development system expected to deliver in your country and for your country? Has the system effectively aligned its work with the 2030 Agenda? If not, what are your expectations from the system?*
- *What are the key elements of an improved funding architecture that incentivize cross-cutting, integrated action by the UN development system? How can these elements be realized? Is the current model for mainstreaming gender in the UNDS a good example in this regard?*

**Afternoon Session**

**3:00 – 6:00pm**

**Dialogue with Executive Heads of UN Funds, Programmes and Specialized Agencies**  
***Functions and Capacities to improve the UNDS collective support to the implementation of the 2030 Agenda***

This session will aim to further discuss concrete steps on the 2030 Agenda. It would contribute to identifying the contours of a system-wide outline of present functions and existing capacities at all levels and strengths and weaknesses of individual agencies of the UN development system. This discussion would lead to concrete ideas to address gaps and overlaps and how these would impact on organizational arrangements of the system.

**Moderator:**

Mr. Douglas Lindores, former Senior Vice President of Canadian International Development Agency, former Chair of UNDP's Executive Board

**Panellists:**

- Ms. Helen Clark, Administrator, UNDP
- Mr. Anthony Lake, Executive Director, UNICEF
- Mr. Babatunde Osotimehin, Executive Director, UNFPA
- Mr. Amir Abdulla, Deputy Executive Director, WFP
- Mr. Yannick Glemarec, Deputy Executive Director, UN-Women
- Mr. Greg Vines, Deputy Director-General, ILO

*Possible discussion questions:*

- *How are the strategic plans and integrated results frameworks for 2018-2021 being developed, consulted and discussed at inter-agency level? What can be done to further develop harmonized approaches, terminology and structure of the strategic plans? How will the new strategic plans they align with the provisions of the 2016 QCPR?*
- *What concrete actions must be taken in the short, medium and longer-term to enable the Resident Coordinator and UNCTs in relation to the way the system is organized at country level?*
- *What are the immediate steps that can be taken to ensure flexible, cost-effective and collaborative models of field presence aligned to national needs, to ensure the best support possible to the implementation of the Agenda? What further actions are needed at headquarters to allow the system to better operate as one in the field?*
- *What are the areas in which mandates of the 2012 QCPR remain unfulfilled? How to implement these mandates?*

**Day 2 - Wednesday, 1 March****Morning Session**

**10:00- 10:15 am**      ***Key messages of the Secretary-General's 2017 report on funding of operational activities of the UN system***

Mr. Wu Hongbo, Under Secretary-General, DESA

**10:15 - 11:30am**      ***Rethinking the funding and financing strategies of the UN development system to deliver on the 2030 Agenda***

This session would explore how the system can incentivize more contributions to existing funding modalities and the role of financing strategies to deliver on the 2030 Agenda, including capacity building. The potential of different funding and financing sources and mechanisms would be discussed with the aim to move towards a more efficient and sustainable funding approach, leveraging financing in support of programme countries needs and priorities, ensuring adequate funding of normative functions, and creating an enabling environment for the UN development system to operate as one.

**Moderator:** Mr. Bruce Jenks, Adjunct Professor, School of International and Public Affairs, Columbia University, Senior Advisor, Dag Hammarskjold Foundation, and former UNDP Assistant Secretary General

**Panellists:**

- Mr. Admasu Feyisa, Director a.i., UN Agencies and Regional Economic Cooperation Directorate, Ministry of Finance and Economic Development, Ethiopia
- Mr. Daovy Vongxay, Deputy Director-General, Ministry of Foreign Affairs, Lao PDR
- Mr. Gaudenz Silberschmidt, Director a.i., Coordinated Resource Mobilization, WHO
- Mr. Bjorn Gillsater, Manager, World Bank Group

*Possible discussion questions:*

- *What are the building blocks needed at HQ-level to shift the UNDS to move towards more integrated financing strategies? What types of funding are best suited to build a solid system-wide approach geared around such strategies?*
- *What would the next steps be to better align funding modalities with the functions of the UNDS, including the normative functions?*
- *What are the action priorities Member States need from the UNDS in order to achieve greater mutual ownership and accountability of the UNDS' work, and greater trust towards incentivizing a flexible funding?*
- *What actions must be taken for the UNDS and what functions are more relevant to build the capacity needed to help realize the potential of innovative financing mechanisms capable of mobilizing additional resources, public and private, to complement traditional resource flows?*

**11:30am – 1:00pm** *Improving the governance and coordination of the UN development system*

This session would aim to look into options for the report requested to initiate the necessary steps for the improvement of Member States' oversight by identifying concrete steps required to improve the governance architecture and the existing internal coordination mechanisms of the UN development system to enhance system-wide coherence and efficiency, reduce duplication and build synergy across the governing bodies and UN development entities. The discussion would also address the questions of leadership and authority, and the steps needed at headquarters level for change.

**Moderator:** Mr. Douglas Lindores, former Senior Vice President of Canadian International Development Agency, former Chair of UNDP Executive Board

**Panellists:**

- H.E. Mr. Ib Petersen Ambassador, Permanent Representative of Denmark to the United Nations, President, Executive Board of UNDP /UNFPA/UNOPS
- H.E. Mr. H.E. Mr. Walton Alfonso Webson, Permanent Representative to the United Nations, Antigua and Barbuda, President, UNICEF Executive Board
- H.E. Ms. Lana Zaki Nusseibeh, Permanent Representative of the United Arab Emirates to the United Nations, President, UN-Women Executive Board
- Ms. Helen Clark, undg Chair
- Ms. Alicia Barcena, Executive Secretary, United Nations Economic Commission for Latin American and the Caribbean

*Possible discussion questions:*

- *What options are available for strengthening ECOSOC as forum for improved horizontal governance? What are the key elements that would ensure a Segment on Operational Activities for Development with immediate impact on a system-wide approach to operational activities?*
- *What are the concrete elements that Member States and Executive Board secretariats alike could take in the immediate term to improve the Boards' working methods? What are missing elements in the current joint meetings of the Executive Boards?*
- *What are the mechanisms that define clear and accountable roles across the system, if any? How can these be improved? Is there need for new ways, including in the Secretariat, to improve coordination, transparency and accountability?*
- *Which existing or other possible structure would best attain the goal of strategic system-wide direction across the UNDS? What are the demands for system-wide management structures to become a strong administrative counterpart to intergovernmental oversight? What are the immediate measures that can be taken to increase their transparency and accountability?*

**Afternoon Session****3:00 – 4:00pm*****Moving the QCPR forward at field level: Creating a common back office to function as a system***

This session would link changes at headquarters level with the actions needed on the ground to move towards a system that works as one. In 2012, a Business Operations Strategy (BOS) guidance note was developed, to facilitate common business operations in six service areas (common procurement, finance, ICT, logistics, human resources, and facility services) in support of UNDAF delivery. In 2014, the BOS was incorporated into the Standard Operating Procedures (SOPs) as the 'backbone' of the Operating as One pillar. The BOS is voluntary and does not include nor replace individual entities' operations plan; by the end of 2015, only 16 UNCTs had begun implementing it, and another 19 were developing it. Field offices indicated they had gone as far as they could in their efforts to harmonize business practices without further adjustments at headquarters. The session would be dedicated to moving the QCPR forward at field level, particularly with regard to creating a common back office for the UNDS to function as a system, based on the mandates of the 2016 QCPR as well as the unfulfilled mandates of the 2012 QCPR.

**Moderator:**

Mr. Thomas Gass, Assistant Secretary-General for Policy Coordination and Inter-agency Affairs, UNDESA

**Panellists:**

- Mr. Patrick Egli, Deputy Head, Division for Global Institutions, Swiss Agency for Development Cooperation
- Ms. Jan Beagle, Vice-Chair, High-level Committee on Management (HLCM), Deputy Executive Director, UNAIDS
- Mr. Jeremiah Kramer, Inspector and Chair, UN Joint Inspection Unit
- Mr. Sanaka Samarasinha, UN Resident Coordinator and UNDP Resident Representative, Belarus

*Possible discussion questions:*

- *What will it take to develop a real common back office at system and entity level? What are the main roadblocks to achieving this?*
- *What steps should be taken to ensure the BOS is meaningfully implemented across all its functional areas (common procurement, finance, ICT, logistics, human resources, and facility services)? What level of disaggregation is needed on the financial an efficiency savings of each function to allow Member States to provide strategic guidance?*
- *What tangible solutions does joining efforts through back office functions, including to the realization of the UNDAF, provide to the host nation?*

**4:00 – 6:00pm**      **General Debate**

<b>Day 3 - Thursday, 2 March</b>
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**Morning Session**

**10:00 – 11:30am**      ***From coordinated to integrated implementation of the 2030 Agenda: the development, humanitarian and peacebuilding nexus***

**Keynote speaker:**

- H.E. Mr. Peter Thomson, President of the General Assembly

Discussions on advancing joint efforts on the ground would continue by exploring concrete steps to operationalize the provisions of the QCPR that call for building synergies among development efforts, humanitarian assistance and peacebuilding. The panels would tackle the challenges of the development, humanitarian and peace nexus, with a view to building shared strategic sustainable development outcomes bridging the divides among development, humanitarian and peacebuilding efforts. This session would focus on moving beyond short-term assistance and engage development, humanitarian and peacebuilding actors to work collaboratively on joint risk analysis, needs assessments, practice response and a coherent multi-year timeframe.

**Moderator:** Ms. Rima Salah, former Deputy Executive Director, UNICEF, former Deputy Special Representative of the Secretary-General, United Nations Mission in the Central African Republic and Chad

**Panellists:**

- Mr. Jan Kubis, Special Representative of the Secretary-General in Iraq
- Ms. Mbaranga Gasarabwe, Deputy Special Representative of the Secretary-General in MINUSMA, UN Resident Coordinator, UN Humanitarian Coordinator and UNDP Resident Representative, Mali
- H.E. Mr. Nawaf Salam, Permanent Representative of Lebanon to the United Nations
- Ms. Berit Fladby, Policy Director, UN Operational Activities, Department for UN and Humanitarian Affairs, Ministry of Foreign Affairs, Norway

*Possible discussion questions:*

- *How can the UN system move toward whole-of-system response to ensure shared strategic sustainable development outcomes? What actions are needed in support of such a holistic response?*
- *What are the lessons learned related to “one country, one United Nations framework” roadblocks? What obstacles remain and how can they be best addressed?*
- *What are current challenges of multi-hatted Resident Coordinators (RC/HC/DRSG/RR) and how can they be addressed?*
- *What are the necessary steps in the short, medium and longer-term to enhance dialogue between ECOSOC and the relevant peacebuilding bodies to promote system-wide guidance for coherence and complementarity of development and peace efforts on the ground?*

**11:30am – 1:00pm**    ***Integrated implementation of the 2030 Agenda: the role of the UNDS in LDCs, LLDCs, SIDS and countries emerging from conflict***

Following on the previous session, this high-level panel will engage Ministers from LICs, LLDCs, SIDS and MICs countries in identifying what tailored approaches to the needs, priorities and capacities of these different groups of programme countries to maximize the impact of support by the UNDS, also in relation to other development, humanitarian and peacebuilding actors.

**Moderator**

Mr. Manuel Montes, Senior Advisor on Finance and Development, South Centre, Geneva

**Panellists:**

- H.E. Mr. Muhammad Abdul Mannan, State Minister, Ministry of Planning, Bangladesh
- Ms. Amina Shaaban, Deputy Permanent Secretary, Ministry of Finance and Planning, Tanzania
- Mr. Raul Martinez Villalba, Director, International Organizations, Ministry of External Relations, Paraguay
- H.E. Mr. Ahmed Sareer, Permanent Representative of Maldives to the United Nations

*Possible discussion questions:*

- *How can the UNDS best put its absolute advantages in each of these different country groupings, in support of national needs, priorities and capacities?*
- *What should development, humanitarian and peacebuilding actors, other than the UNDS, be taking on?*
- *How can the UNDS maximize its reach and impact in different country groupings, whether in terms of facilitating South-south and triangular cooperation, policy advice and technical support through inter-country/multi-country, subregional and regional approaches?*

**3:00 – 4:30pm**    ***Integrated implementation of the 2030 Agenda: the role of the UNDS in addressing the needs and diverse challenges of Middle Income Countries***

The May 2016 ECOSOC event on the role of the UNDS in Middle-Income Countries (MICs) highlighted the need to move towards a multidimensional index to capture poverty in all its forms and dimensions and to recognize the specific needs and challenges facing the middle income countries, and the implications of country classifications that do not take into account the

vulnerabilities, volatility and mixed capacities of MICs, and for the system to provide efficient, effective, better-focused and better-coordinated support to middle-income countries. This session will aim to identify priority options forward in that regard, in support of MICs' efforts to overcome existing and emerging challenges and opportunities in achieving the sustainable development goals.

**Moderator:** Mr. James Cockayne, Head of Office, United Nations University, New York

**Panellists:**

- H.E. Ms. Olga Marta Sanchez Oviedo, Minister of National Planning and Economic Policy, Costa Rica
- H.E. Mr. Andrei Dapkiunas, Permanent Representative of Belarus to the United Nations
- Mr. Rene Mauricio Valdes, UN Resident Coordinator and UNDP Resident Representative, Argentina

*Possible discussion questions:*

- *What changes are needed in terms of the UNDS to better serve the needs of MICs in the context of growing capacities and new development actors?*
- *How can the UNDS maximise the existing and potential capacities of MICs to become engines of growth within their regions and globally?*
- *What are options to start developing a multidimensional index to capture poverty in all its forms and dimensions?*

**4:30 – 5:30p.m. [General Debate]**

**5:30 – 6:00 p.m. Closing**

- Mr. Wu Hongbo, Under-Secretary-General, DESA
- H. E. Mr. Cristián Barros, Vice-President, ECOSOC

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