

2020 ECOSOC Operational Activities for Development Segment Chair's Summary

H.E. Mr. Juan Sandoval Mendiola, Vice President of ECOSOC, Deputy Permanent Representative of Mexico to the United Nations

The 2020 ECOSOC Operational Activities for Development Segment took place virtually over five half days, from 19 May to 27 May 2020. The meetings reaffirmed the segment's role as the prime oversight and accountability platform of the UN development system. It reviewed four years of progress in implementing the guidance provided by General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review of operational activities of the United Nations system (QCPR), as well as the progress in implementing General Assembly resolution 72/279 on repositioning of the United Nations development system (UNDS). This was the fourth and last operational activities segment (OAS) before Member States negotiate a new General Assembly QCPR resolution in autumn 2020.

Experts and high-level representatives of Governments and senior UN officials from the country, regional and global levels participated in the meeting (see [programme](#)). Thirty-six panelists and moderators participated, including nine Executive Heads out of a total of fourteen United Nations Specialized Agencies, Funds, and Programmes that took part in the conversation. Eight Resident Coordinators operating in 24 countries and territories, as well as six members of UN Country Teams participated in the Segment.

The segment was held in the midst of the COVID-19 pandemic, which has generated immense suffering and exposed fragilities across the globe, amplifying the call for the UN development system to act quickly and effectively in a collective, coordinated manner in support of countries. COVID-19 featured prominently in the discussions and the response to the crisis was seen as the first stress-test for the reformed UN development system in its ability to provide needed support to programme countries.

The discussions were informed by the report of the Secretary-General on the *Implementation of General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system* [A/75/79-E/2020/55](#), including its addendum on the [analysis of funding](#) of the UN development system and the annex containing the [monitoring and reporting framework](#) for the QCPR.¹ The segment also considered the second annual [report of the Chair of the UNSDG on the Development Coordination Office](#).²

¹ A/75/79/Add.1-E/2020/55/Add.1

² E/2020/54

Opening Session

At the opening of the segment, **the President of ECOSOC, H. E. Amb. Mona Juul** stressed that the COVID-19 response has not altered the commitment to achieving the Sustainable Development Goals (SDGs), but it has increased the urgency to act. She highlighted that COVID-19 was exposing existing inequalities, and amplifying the need to reach out to the most vulnerable people and countries. The President urged delegates to reflect on where the UN should be in four years, citing the Operational Activities Segment as a prime opportunity to identify where efforts need to be intensified and also a place to elaborate new ideas that could further strengthen support to the implementation of the 2030 Agenda for Sustainable Development.

“We need to overhaul the ways of working, and the culture – both throughout the UN system, and among donor and programme countries. The operational activities for development segment is a prime opportunity to see where our efforts need to be intensified.”

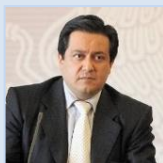
*H. E. Amb. Mona Juul
President of ECOSOC*



“The real challenges, but also the rewards of this Organization, are in the field. And this is the basis of our discussion.

Beyond the UN jargon and technicalities, the issues we will discuss are about making our 2015 pledge of leaving no one behind a reality, through effective multilateralism that delivers results to the people; that improves people living conditions in the field.”

*H. E. Amb. Juan Sandoval
Vice-President of ECOSOC*



ECOSOC Vice-President and Chair of the Operational Activities Segment, H. E. Amb. Juan Sandoval Mendiola, emphasized that the segment’s discussions should first and foremost be about people and improving results at country level. He hoped that the discussions during the segment would help bring the unresolved elements of the reform to a close, particularly the revamping of the UN regional assets and the strengthening of multi-country offices. The Chair also stated that the segment is the place to consolidate accountability mechanisms and platforms, ensuring that the UN development system works closely with Member States towards implementing the 2030 Agenda and ensuring no one is left behind. He encouraged a forward-looking vision from delegates, as decisions in the upcoming months will impact millions of lives

around the world and will shape the future of the 2030 Agenda for years to come.

In his keynote address, **UN Secretary-General António Guterres** stressed that the Operational Activities Segment is *the* instrument to guarantee that Member States have oversight and accountability in relation to the UN development system reform process.

The COVID-19 pandemic has not only made the task of eradicating poverty and achieving the Sustainable Development Goals (SDGs) more challenging, but also more urgent and necessary. The reforms that have transformed the Organization have put the UN development system on stronger footing, with the Operational Activities Segment helping shape the ability of the UN to respond collectively. He cited the Resident Coordinator’s role as critical in bringing together UN assets for the COVID-19-response.

The Secretary-General stated that the UN development system is on track in implementing the mandates of the 2016 QCPR and repositioning resolutions. The Resident Coordinator is being recognized as *the* empowered and impartial leader that the system needs at country level, supported by a new generation of United Nations country teams that are better adapted to country needs and able to harness expertise throughout the system. New cooperation frameworks are now based on integrated support to Governments, and business operations are becoming more efficient with emphasis on transparency and accountability.

There remains some unfinished business, including scaling up partnerships and pushing ahead with the challenging but necessary work on increasing efficiencies. Also, further efforts are required to diversify the skills of Resident Coordinators and meet their funding needs.

The Secretary-General emphasized the urgent need to conclude the reviews of UN regional assets and multi-country office arrangements. The Secretary-General's report includes proposals for a regional system-wide offer that is more organized and collaborative, and for strengthened support to countries, particularly small island developing states, served by Multi-Country Offices. He also invited Member States' feedback and forward guidance on the system-wide strategic document submitted in July 2019.

In closing, the Secretary-General emphasized the opportunity for the next QCPR to be forward-looking, focusing on how the UN development system can ensure accelerated joint efforts in the implementation of the 2030 Agenda during the Decade of Action and help governments 'build back better' from the COVID-related crises.

UN Deputy Secretary-General and Chair of the United Nations Sustainable Development Group, Ms. Amina Mohammed, presented the second annual **report of the UNSDG Chair on the UN Development Coordination Office (DCO)**, which provides a critical input to inform oversight of the Resident Coordinator system by ECOSOC.

The Deputy Secretary-General emphasized that the new Resident Coordinator system is the backbone around which UN entities are taking steps to strengthen support to the 2030 Agenda, as well as the driving force enabling action by UN country teams (UNCTs) on the ground.

To this end, she highlighted three areas that illustrate the value of coordination to help drive transformation on the ground. Firstly, the new Resident Coordinator system is helping increase collaboration in UNCTs and foster alignment to national needs and priorities, as evidenced in the responses to the DESA Programme Country Governments survey. Secondly, the stronger authority and impartiality of Resident Coordinators is driving behavioral changes in UNCTs and a more collaborative culture. This is being supported by the new Management and Accountability

"In the space of a single Quadrennial Comprehensive Policy Review, we have deeply transformed the UN development system, and we have done so in time to ensure we can better support countries as the world faces the greatest global human crisis in generations."

"The next QCPR can look deeply into how the UN development system can ensure accelerated efforts as we embark on the Decade of Action for the SDGs – and help governments recover better from the pandemic. We must continue to step up cooperation in core areas where the interlinkages are strongest and our impact the greatest."

H.E. Mr. António Guterres
Secretary-General
United Nations



“Working together, we have made history in creating a fully dedicated coordination function for development at the heart of the United Nations. As COVID-19 reminded us, this was both necessary and urgent to ensure the UN remains relevant and responsive to the challenges of the 21st century.”

“Time has come to leverage our reforms and maximize the impact of our coordination function.”

Ms. Amina J Mohammed
UNSDG Chair and
Deputy Secretary-General
United Nations



Framework³ which has helped change the way UNCTs work, increased Resident Coordinators influence in decision-making and better positioned them to avoid duplication in the work of UN entities. Thirdly, partners and UN entities are increasingly engaged in the work of UNCTs whether physically present in-country or supporting the work from elsewhere, and pooled funding mechanisms are increasingly used, enhancing joint analysis and programming.

The Deputy Secretary-General cautioned that her report also highlights challenging areas that will require more attention. These include consolidating behavioral changes in UNCTs, ensuring all members receive consistent messaging from their headquarters as the reforms unfold, and securing sustainable and predictable resources for the RC system. The Assistant Secretary-General of the Development Coordination, Mr. Robert Piper, responded to all questions related to the RC system, and DCO specifically.

Summary of discussions and key messages

Broad support was expressed on progress made in implementing the reforms to reposition the UNDS. There was strong recognition that significant achievements have been made in the space of a single QCPR cycle, but some challenges remain, and more work is required to institutionalize the reforms.

Member States commended the tremendous amount of change that has been achieved over the course of the last four years in response to the ambitious mandates set out in General Assembly resolutions 71/243 and 72/279. Beyond the overall satisfaction and positive feedback, Member States also recognized that there is still a way to go to consolidate and institutionalize the reform efforts, and that this requires leadership at all levels to catalyze system-wide behaviour changes in line with the repositioning.

There was strong consensus on the need to now shift gears in the repositioning and move from policy discussions at headquarters to implementation at country level. At the same time, as space is enabled for the system to cultivate consolidation and implementation, it is essential not to lose the momentum and energy of the reform efforts.

The COVID-19 response was cited as a stress-test for the reform as it requires a well-coordinated and efficient UNDS that is able to adapt to rapidly changing contexts. Achieving the SDGs has never been more challenging, urgent and necessary. At the outset of the Decade of Action, COVID-

³ Available at: <https://unsdg.un.org/resources/management-and-accountability-framework-un-development-and-resident-coordinator-system-0>

19 has not changed the goalposts but it has shifted the starting position and we are now farther away from achieving the SDGs.

COVID-19 was a frequent reference throughout the discussions. Several Member States highlighted that the pandemic is a stress-test for the UNDS to demonstrate that the repositioning efforts are enabling a more coherent and better coordinated, whole-of-system UN response at country level. Many presenters from the UN System indicated that the UNDS reform has helped them to have a more coordinated response to the pandemic, for instance, they have needed to work together to request funds from the UN COVID-19 Response and Recovery Fund.

The pandemic is a harsh reminder of persistent inequalities between and within countries, which the 2030 Agenda aims to address as one its overarching objectives. As such, Member States emphasized that accelerating efforts to achieve the sustainable development goals is more critical than ever in leading an effective post-COVID recovery, while ensuring that no one is left behind. Implementation efforts should be redoubled in order to build back better, and the role of Resident Coordinators (RCs) and United Nations country teams (UNCTs) in supporting governments to tackle COVID-19 was acknowledged as being of utmost importance.

Eradicating poverty in all its forms remains the highest priority and overarching objective of the UNDS. The COVID-19 pandemic further underscores the need for RCs and UNCTs to deliver integrated policy advice through a whole-of-system approach in all programme countries.

Member States underscored the responsibility of the UNDS to put poverty eradication and sustainable recovery from COVID-19 at the heart of their collective offer. The need to reach vulnerable groups and those at risk of being left behind was emphasized by many. Women and girls, those working in the informal sector, children and the elderly were mentioned as some of those hardest hit.

Member States reiterated the importance of integrated policy advice delivered through a whole-of-system approach. It was underscored that this collective approach to delivery will foster a more coherent, integrated and coordinated UN system that will ensure complementarity of development activities and deliver better development impact and results at country level. Integrated policy advice that draws on expertise across the UN system, spans the three dimensions of sustainable development and is coherent at all levels is a key element to providing whole-of-system support to Member States.

As the largest channel of multilateral aid, the UN development system has a crucial responsibility to uphold in remaining fit-for-purpose. Maximizing impact will entail strengthening partnerships both, across the system and with other key players, including international financial institutions (IFIs) and the private sector as well as enhancing support for South-South cooperation.

COVID-19 has also highlighted our interdependence and the vital importance of multilateralism. Effective multilateralism, that delivers results for people, is the only way to combat a pandemic that knows no borders. Firm support for strengthened multilateralism was widely echoed. Support for the UN's lead role in the fight against COVID-19 was emphasized alongside the imperative to uphold multilateralism, strengthen international solidarity, safeguard world peace, prevent economic recession, and help developing countries cope with the challenges of COVID-19.

Strengthening partnerships was a common thread throughout the discussions. Member States highlighted that the UNDS should focus on activities where it has a comparative advantage vis-à-vis other actors and should look at the possibilities of closer cooperation and partnerships with various stakeholders. Strengthened partnerships were flagged as being necessary with international financial institutions (IFIs), as well as regional and sub-regional actors and the private sector. Furthermore, examples of coordination at national level with donor countries were mentioned.

As a complement to other modalities, South-South and Triangular Cooperation, and the UNDS role in strengthening national capacities to facilitate these partnerships, was recognized as a critical aspect to spurring SDG implementation. The development of a UN system-wide strategy on South-South and Triangular Cooperation, was welcomed.

Having an empowered Resident Coordinator in place to lead and coordinate the response of UN Country Teams was underscored as the centerpiece of the reform efforts. The revamped Resident Coordinator system is enabling UNCTs to be better positioned to support governments, in an integrated and effective manner, to attend to country needs, protect vulnerable groups and build back better in the aftermath of the COVID crisis.

Strong recognition was voiced for progress made in implementing the new Resident Coordinator system, which is seen as the most visible achievement of the repositioning, and a lynchpin of the reform process. In the context of COVID-19, a strong, fully functional Resident Coordinator system is indispensable to enable the system to support countries to build back better.

Many Member States confirmed that the Resident Coordinators are bringing the system together at country level in a way that has not been seen before. UNCTs are now better placed to support host country governments in supporting their efforts to achieve the SDGs, in responding to the current pandemic and in addressing future challenges in an integrated and effective manner.

The Resident Coordinators who joined the discussions from the field attested to the positive impact that the reform efforts have had on their ability to lead the UNCT, thanks to increased authority, RCO capacities and resources. UNCT representatives confirmed they benefit from stronger and impartial Resident Coordinators, both collectively and in the delivery of their entity mandates.

At the same time, Member States and RCs underscored the need to consolidate the implementation of the reinvigorated Resident Coordinator system, and that further cultural and organizational change is necessary at entity level and system-wide to consolidate and continue to build upon results achieved so far.

At the same time, there is need to take advantage of the existing push for changes in working practices and organizational culture, especially at the country level. Utilizing the new Cooperation Frameworks, UN country teams must step up joint planning, programming, and evaluation in order to reduce duplication and maximize impact. At headquarters level, UNDS entities need to ensure that the policies, incentives and right messages are in place to enable more joint work and collaboration at country level.

The new Common Country Analysis (CCA) and Cooperation Frameworks (CFs) are intended to ensure joint analysis, planning and programming at country level in response to national needs and

priorities to advance the 2030 Agenda. While only a handful of Cooperation Frameworks have so far been developed under the new guidance, the feedback from RCs and programme country governments on these has been positive.

Member States reiterated their call for greater coherence, collaboration and cooperation across the UNDS, as well as the need to step-up efforts to reduce competition and duplication of activities. COVID-19 was seen as an opportunity to show that the UNDS can pull together to provide a coordinated whole-of-system response to the humanitarian and socio-economic implications of the pandemic.

Member States noted that while collaboration across the humanitarian-development peace continuum is improving, more efforts are necessary to accelerate complementary action to better address needs in complex settings. As a major obstacle remains siloed funding streams, donors can play a key role by adopting processes and instruments that enable combined financing for development and humanitarian action.

There was wide recognition that the empowered Resident Coordinator and the new Cooperation Framework are an opportunity to ensure strong synergies across humanitarian, development and peacebuilding activities and focus on crisis prevention, in particular by addressing inequalities and vulnerabilities. Some Resident Coordinators and UNCT members shared positive experiences of working across UN pillars to address the root causes and drivers of instability and underscored the need to collectively “walk the talk” and deliver a UNDS offer in a whole-of-system approach to successfully tackle multifaceted crises, including in transition contexts. Member States noted the importance of sharing good practices and lessons learned on the humanitarian-development-peace interface to make progress in this area.

At the same time, participants stressed that more efforts are required to accelerate complementary action across UN pillars, including through focused partnerships between the UN system, programme countries and donors. In particular, in addition to competition over resources, siloed funding streams that cannot be pooled, high earmarking and single-year contributions continue to impede effective collaboration and coherence, especially between humanitarian and development responses. It was acknowledged that Member States can be instrumental in helping mobilize a more coherent and holistic support by addressing the largely separate development, humanitarian, environment and peace funding streams.

In the wake of COVID-19, Member States underscored the vulnerabilities that they face in retaining and forging new development gains. Several groups and delegations called for an in-depth reflection on how resources are allocated across UNDS entities in a manner that better captures the vulnerabilities of different groups.

The African Group welcomed the Secretary-General’s efforts to strengthen the quality and coordinated nature of UN support to African countries, and called for greater and further tailored assistance to address the additional development challenges raised by COVID-19 pandemic. The Group of Least Developed Countries (LDCs) welcomed the increased share of expenditures to LDCs and reiterated their requests to develop common UNDS guidelines for resource allocation to LDCs and to assist graduating countries with their national transition strategies. The Group of Landlocked Developing Countries (LLDCs) welcomed the ongoing work to develop a roadmap for accelerated implementation of the Vienna Programme of Action. The group also underscored the role of the UNDS

in assisting Member States to leverage partnerships for development. Delegations and groups from Small Islands Developing States pointed to multiple compound challenges their countries are facing, including their deep vulnerability to the impact of climate change, and stressed their critical need for tailored and specialized policy and technical support, also calling for a dedicated SIDS window for funding related to the COVID-19 response.

Several delegations and groups stressed that traditional measures to evaluate development based on macroeconomic indicators do not reflect the particularities and challenges of developing countries nor the multidimensional nature of the 2030 Agenda, and that efforts to advance multi-dimensional measurements of sustainable development should be stepped up. The Like-Minded Group of Middle-Income Countries called on the UNDS to take the lead in this regard, and SIDS and other delegations additionally highlighted the need for concrete proposals to adjust UNDS programming and resource allocation to better reflect vulnerability considerations.

There was general support for the recommendations of the Secretary-General that aim to make multi-country offices (MCOs) better equipped to support the countries they serve, and the need to move forward to implement the proposed measures.

There was broad support for the Secretary-General's proposals on strengthening MCOs, and the work carried out by the system in consultation with Member States to inform the Secretary-General's recommendations. Some Member States highlighted that not all MCOs cover small island developing states (SIDS) and not all SIDS are covered by an MCO.

The urgency to proceed with ensuring more and better support to countries and territories covered by MCOs, particularly small island developing states (SIDS), was underscored by many SIDS and their partners. The importance of establishing a North Pacific Office and better serving the specific needs of the Caribbean region remained high on the agenda.

Looking ahead, Member States called for continuous monitoring and reporting on the implementation of the MCO recommendations, once Member States have endorsed the proposals. Ensuring that MCOs can cater to the need of every country and territory served, both through improved coordination and programme measures, would require continuous engagement with the concerned Member States.

Efforts towards a more organized and collaborative UN development system at the regional level were welcomed by Member States. Guiding principles on the way forward include preserving existing mandates of UNDS entities and carrying out a region-by-region assessment of how to implement the reform proposals

Member States highlighted that effective use of the UN's regional assets is critical to achieving the 2030 Agenda, as well as enabling an immediate and longer-term response to the COVID-19 outbreak. They were encouraged that the proposals allow for each region to remain tailored and respond to the specific regional needs. The importance of harnessing each region's particularities in the implementation of the reform proposals was stressed.

Many emphasized that the proposals, including the regional coordination platforms, must not affect the existing mandates of any UNDS entity that operates at the regional level, nor duplicate or undermine the work done by the Regional Commissions. Several Member States commended the

policy leadership, substantive research and convening power of the Regional Commissions. The contribution by agencies, funds and programmes, along with the new offices of DCO, was also noted.

The complexity of the regional review process and outcomes were taken into consideration. A number of questions still remained, mostly around Member States' oversight over various dimensions of the proposals, as well as decision-making processes at regional level. Nonetheless, the importance of a coherent, effective and efficient approach at regional level was acknowledged as a priority.

Enhanced transparency and accountability was a central theme throughout the segment, and Member States agreed that notable progress has been made in this regard. At the same time, they stressed the need for the system to continue taking steps to strengthen efforts in this area, as well as results reporting that is linked to resources.

Enhanced transparency and accountability featured prominently in all dimensions of the discussions, in particular in relation to the repositioning of the UN development system. The role of ECOSOC, and in particular the segment, was highlighted as *the* global platform for Member States' system-wide governance, oversight and accountability.

Many Member States stressed that a key element of transparency and accountability is evidence-based reporting. They expressed their satisfaction with the evidence-based analysis and reporting of the Secretary-General and of the Chair of the UNSDG. With regard to country level, Member States reiterated their expectation for Resident Coordinators and UNCTs to ensure transparency and accountability, including through provision of an annual country results report to the government.

On improving system-wide evaluation, some Member States requested more information and clarification on the proposed system-wide evaluation office, its budget and how this would complement and collaborate with existing evaluation mechanisms, including the Joint Inspection Unit, the Office of Internal Oversight Services, the United Nations Evaluation Group and individual entities' evaluation offices. Finally, in terms of the System-wide Strategic Document, Member States will need to reflect further on how to take this forward.

In terms of the funding of operational activities for development, Member States reiterated long-standing concerns including the level of core funding, the lack of breadth of the funding base and the continuing competition over resources between UN entities. The chronic erosion of core funding was emphasized as a key limiting factor in delivering better response to the COVID-19 pandemic. While the Funding Compact is still too recent to gauge results, there was general acknowledgement of progress made on the commitments by both Member States and the UNDS.

As the majority of UNDS entities have seen an erosion of core funding, Member States underscored the importance of core and other flexible forms of funding and of broadening the donor base. Core funding has been indispensable in allowing the UNDS to repurpose in response to the pandemic.

At the same time, there was a call for increased accountability and visibility of funds. In that sense, the Funding Compact, which aims to scale-up core and pooled funding while improving accountability and transparency, is ever more critical. At the heart of the Funding Compact is a balance of commitments on both sides; the UNDS has committed to accelerate results through increased collaboration and report on these results with greater transparency, while Member States

have committed to improve the quality, quantity, predictability and sustainability of funding for UNDS entities.

Member States acknowledged that there has been progress on both sides to implement the commitments of the Funding Compact, but also flagged areas of concern, including the need for greater collaboration, for reducing duplication of activities and competition over resources. Finally, there were calls for improved monitoring of the Funding Compact so that Member States can better track progress, and in turn incentivize delivery on commitments made, including by Member States themselves.

The sustainability of the Resident Coordinator system funding arrangements remains a major concern. The review of the Resident Coordinator system, including the way it is funded, that will take place in 2021, will be particularly critical in that regard.

“The Resident Coordinator system is the backbone of the UN’s ability to advance the 2030 Agenda. We depend on receiving the necessary resources to attract and retain the best talent, to invest in coordination systems and cutting-edge tools, backed by a global and regional support system that cross-fertilizes best practice across a global network of UN Country Teams.”

Mr. Robert Piper,
Assistant-Secretary-General
for Development Coordination



The need to ensure sustainable funding for the Resident Coordinator system was underscored by many Member States as well as UN representatives. As the centrepiece of the reform efforts, the RC system’s funding arrangements must be adequate and sustainable.

The transition to a new Resident Coordinator system was carried out smoothly and concrete results from more and better coordination are already visible, despite a shortfall in the resources raises in the Special Purpose Trust Fund in the first year of operations. Yet, moving forward, the full budget of the Resident Coordinator system will need to be capitalized to ensure the capacities, resources and continuity required for the reinvigorated system to live up to its promise.

A review of the current hybrid funding model for the Resident Coordinator system will form part of the mandated report on the overall functioning of the reinvigorated Resident Coordinator system that will be submitted to the General Assembly during its seventy-fifth session.

The way forward

The 2020 ECOSOC Operational Activities segment met as the world faces an unprecedented human crisis, on a massive scale of disruption not seen since the creation of the United Nations.

As we prepare to commemorate the 75th anniversary of the United Nations, today, more than ever, we need global solidarity and a well-coordinated multilateral response to protect those most vulnerable, and to help prevent or mitigate another such epic human crisis.

“Overall, this Operational Activities Segment demonstrates the importance you attach to the QCPR and the multiple ideas and views you bring to the review (...) You have been shaping ECOSOC as a platform for holding the UN development system accountable, and ensuring that its operational activities improve people’s lives.”

Mr. Liu Zhenmin,
Under Secretary-General
Department of Economic
and Social Affairs United Nations



Helping countries achieve their full potential, under their full sovereignty remains a vital element to preventing conflict and crises, maintaining peace and ensuring human well-being. It is a notion that grew organically out of the United Nations Charter and evolved into the modern understanding of development. With its rich and diverse expertise and its boots on the ground, the UN development system has been an unparalleled partner to support countries in advancing the global development agenda. At the same time, reform is not a one-time shot, but a constant endeavour. Success is contingent upon continuous efforts to leverage unique advantages, capacities for creativity and innovation, and the ability to shed old skins to evolve and rebuild stronger and better.

The segment showed the possibility of business continuity by providing, in a virtual manner, the space for countries to continue discussing key issues of the UN development system. It also provided further clarity on two pending mandates –the repositioning of the regional dimension and the review of MCOs– and the interaction showed the willingness to reach an outcome on both of them. In this regard, it is expected that agreement can be reached during the summer so that both ECOSOC and the General Assembly give the Secretary-General the mandate to proceed with the two outstanding issues of the UNDS reform.

The segment fulfilled an important responsibility of the Council, namely to serve as an accountability platform on system-wide performance, on the Resident Coordinator system, and on overall UN development system results. It reviewed progress against mandates agreed, assessed whether the system is best placed to fulfil its role in the most effective and efficient manner; and started paving the way for the new QCPR resolution to provide guidance for the next four years. As the Secretary-General highlighted in his report, this end-of-cycle review comes at a momentous time, as the world rethinks the assumptions of its geopolitical landscape, responsibility for global public goods, and models for inclusive and sustainable development.