Additional ITA Comments and Reflections on the Organizational Arrangements and Capacity Paper

- The strengthening of the UNRC system in country-specific context merits more elaborated proposals and concrete actions. The relevant policies need to adapt to the situational variation in terms of country-specific context. There may be several models to be followed.
  - First, the "delivering as one under one UN logo" model which may be more appropriate for small developing countries with small-scale UN involvement. The UNRC can work as a full power agent representing all the UN agencies' work in the relevant country or even several countries adjacent to each other geographically. In this model, the UNRC assumes the decision-making and implementation competency in terms of UN-sponsored programs.
  - Second, in countries where due to historical causes one or a few UNDS agencies dominate the work and programs related to UN agencies, the UNRC may mainly focus its work on collaboration with these UNDS agencies and coordinate other UNDS agencies to play more of a supportive role. By taking this role, the UNRC may have certain specific mandates related to some program budget, mainly working under a power-sharing arrangement with the dominating UNDS agencies.
  - Third, under some circumstances a lot of UNDS agencies have established institutionalized working relations with their respective governmental ministries or offices in the country. It would be a little difficult for the UNRC to take a more influential role other than a pure coordinator or broker. Otherwise it may take great efforts to reshape and transform the various working relations the UNDS has established in its long-time cooperation with the national governments.

- The pros and cons for the first and second options introduced should not include references to barriers and potential resistance from Member States/Programme Countries. The pros and cons for the first option should state that "lack of confidence in neutrality of potential service provider has been a barrier in the past."

- The first recommendation makes reference to integration – but Integration of what? The recommendation should also mention the aim of reducing overheads and 'enabling' functions.

- In addition to their reporting line to agency heads, resident coordinators should report to the new Deputy Secretary General for Sustainable Development as an acknowledged system-wide authority."

- The seventh recommendation should be rephrased to read "UNDS entities should adopt a common human resource management policy to ensure staff capacities are fully aligned with SDGs and their particular mandates. Progressively, all UNDS staff should be able to be flexibly deployed across various entities."

- The recommendation on the Office of DSG and its Strategic Executive Team should include the CEOs of UNDS and humanitarian entities (which, in practice, might only include OCHA). There needs to be representation from the humanitarian side or the divide will become even deeper.

- There is reference to SDGs and their particular mandates, but SDGs are not mandates. In general, the recommendation regarding common human resource policy is unclear.

- How will regional commissions be supported in their new role? As you know, I remain skeptical about the suitability of handing them these particular responsibilities.

- The last recommendation regarding the wider multilateral landscape also needs to include the humanitarian system and not just the IFIs.