



1. On 16 November 2020, as the COVID-19 pandemic continued to reverse development gains and test the foundations of peace, global leaders from the African Union, the European Union, the International Monetary Fund, the World Bank and the United Nations committed to pooling their comparative advantages to deliver for the countries and people they serve. Facing a moment where colossal challenges will continue to loom in 2021 and beyond, responses must be delivered in synergy.
2. The theme of focusing efforts where impact will be the greatest – at country and community level – permeated the discussions, which drew attention to the asymmetry between what is needed to help countries respond and what is being made available. Particular attention was paid to areas of opportunity such as economic support for low-income and emerging economies – including debt solutions; flexible, tailored and coherent approaches by the international community, including in fragile, conflict and violence affected countries; and, investment in social safety nets.
3. Following remarks by United Nations Secretary-General, António Guterres, who called for a more effective and inclusive – “networked multilateralism” – the High-Level Panelists identified priority areas that would strengthen coherent responses, in response to the event’s intended outcomes:

Outcome One More Integrated End-to-End Policy and Implementation Support to Countries

1. Panelists indicated willingness to explore how to better coordinate efforts to deliver integrated end-to-end policy and implementation support to countries, drawing on the strengths of diverse stakeholders to leverage the potential of network multilateralism.

Outcome Two Enhanced Co-Convening Across the Humanitarian-Development-Peace Nexus in Fragile, Conflict and Violence Affected Countries

2. Panelists indicated willingness to examine how best to further enhance country-level planning and coordination, with particular attention on Fragile, Conflict and Violence affected countries building on the recommendations from the *Pathways for Peace* report and the OECD DAC Recommendation on the Humanitarian-Development-Peace Nexus.

Outcome Three Enhanced Collaboration on Economic Solutions for Countries

3. Panelists expressed interest and willingness to consider ways to work more closely together to see how best to provide countries the fiscal space for social spending needed to achieve the SDGs, including on relieving debt distress, to deliver targeted and scaled social safety nets and social protection, create and preserve jobs, and address the needs of the informal sector.
4. Harnessing the momentum generated during the High-Level Event, this President’s Report provides an overview of the key themes and messages from the meeting and presents opportunities for collective action.

SG KEYNOTE & HIGH-LEVEL PANEL DISCUSSION HIGHLIGHTS

5. **Mr. António Guterres, United Nations Secretary-General:** The awarding of the Nobel Peace Prize to WFP is confirmation of the message that food is peace. A more modern and inclusive type of multilateralism is needed, one that is more transparent, flexible and accessible. Humanitarian approaches were designed to respond to the multidimensional aspects of the pandemic but must be balanced with longer term recovery, addressing fragilities in global development, including climate, food systems, livelihoods, and they must better serve women.
6. **Ms. Kristalina Georgieva, Managing Director of the International Monetary Fund (IMF):** Ending hunger and famines is a moral imperative. At the same time hunger is the world's largest solvable problem. We can leverage our strengths to help structure and prioritize social spending together across organizations. The UN System and the Bretton Woods Institutions were all created to improve people's lives. The IMF committed to contributing its analysis and advice on how to best use resources at the country level, and to respond in times of crisis. Together, multilateral institutions must work together at every level to invest in resilient people, a resilient planet, and resilient finance.
7. **Mr. David Malpass, President of the World Bank Group:** Solutions are possible, and likely, when bold actions are taken. The priority must be flexible mission-driven partnerships led by developing countries and leveraging the comparative mandates, expertise and resources of partner organizations. International financial institutions continue to seek debt reduction and debt resolution solutions, with an eye to avoiding protracted debt restructuring processes that have delayed past recoveries and created cycles of unsustainable debt.
8. **Ms. Jutta Urpilainen, European Commission Commissioner for International Partnerships:** Reconciling people, planet and economy is essential to address worldwide hunger, malnutrition and food crises. The European Commission and Team Europe will leverage the European Green Deal to contribute to a transformational agenda for food systems.
9. **Ms. Josefa Sacko, African Union Commissioner for Rural Economy and Agriculture:** Enhanced coordination and cooperation is essential to avoid duplication and ensure the efficient use of available resources. African nations desire strengthened partnerships to achieve development objectives and call on partners to support national priority initiatives through both existing programmes and new investments. This will support the building of a resilient economy which will be key to Africa's recovery from the current economic, social and humanitarian crisis.
10. **Mr. Achim Steiner, Vice Chair, United Nations Sustainable Development Group, and Administrator, United Nations Development Programme:** It is expensive to be poor during the heart of the pandemic; smart integration and joint delivery are necessary to respond to what is being asked of the international community. The world is moving from an era of development aid to development cooperation; each entity must play its role. Humanitarians will still need to step in when a crisis has disrupted normal delivery, but the status quo is also not enough. Emphasis is needed on the upstream aspects of the process – common country assessments, planning and financial arrangements – to lay the groundwork for implementation.

11. **Mr. Mark Lowcock, United Nations Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator of the United Nations System:** The eradication of famine is at risk, and immediate action is required. Shareholders of international financial institutions need to enable them to provide more, faster and more effective support to the most vulnerable countries. Humanitarian funding must continue for operations in countries that do not have the institutions or capabilities to reach the people in need of assistance. Investment is needed in basic health services and sanitation. Peace and stability are critical.
12. **Mr. Ulrich Seidenberger, President of the World Food Programme Executive Board and Permanent Representative of Germany to WFP, FAO, IFAD:** In this historical moment of multiple crises we have to rethink our entire humanitarian and development system, and to aim for breakthroughs by dismantling our own respective silos. Dismantling siloed approaches takes more than improved collaboration; it also demands integrated policy and implementation support.
13. **Mr. David Beasley, World Food Programme Executive Director:** Coordinated responses are essential to respond to complex problems. In an era when needs are exacerbated by conflict, climate change, and pandemics, the global community must come together to achieve sustainable change. Multilateral structures must adjust their approaches to respond to modern challenges and invest in prevention.

MEMBER STATE INTERVENTIONS

14. **Mr. Gerd Müller, German Federal Minister for Economic Cooperation and Development:** There is no return to old ways of thinking—we must act in solidarity worldwide and come up with the political will to act now. COVID-19 is not just a health crisis or a food crisis but a social and economic one—350 million jobs have been lost and the United Nations has a funding gap of USD 10 billion. Provided the necessary political will of the international community, a world without hunger by 2030 is still possible—a coordinated donor investment of an additional USD 14 billion per year in the agriculture sector for food security and rural development has the potential to make this a reality.
15. **Other Member State Representatives** welcomed the panelists' insights and the prospect of improved collaboration within the international community. Including international financial institutions and bilateral development partners in the effort will unify the message to countries, streamline planning and potentially reduce the administrative burden for governments. Better cooperation and collaboration will help shift the focus to strategic planning, mobilization of resources, implementation and the grounding of programmes in the needs of communities and households. Board Members also asked the panelists a series of questions (see *Detailed Summary* below).

NEXT STEPS

16. The WFP Secretariat, as facilitators, will share the summary President's Report from the event and follow up with the participating organizations to identify specific opportunities and windows for action. A final report will be submitted to the principals of the participating organizations, which is to include concrete actions that have been agreed in consultation with the respective focal points.

DETAILED SUMMARY OF DISCUSSIONS

KEYNOTE ADDRESS BY THE SECRETARY-GENERAL TO OPEN THE BOARD

17. The Secretary-General emphasized that the award of the 2020 Nobel Peace Prize to WFP sends the message that food is peace and hunger an outrage. WFP richly deserved the award, and the countries that so generously supported it deserve enormous appreciation.
18. The Secretary-General emphasized the need to focus on gender equality, noting that the planned 2021 Food Systems Summit would be an important opportunity to address the many challenges faced in the pandemic recovery.
19. Climate action: The United Nations is fully committed to building global coordination to achieve net zero emissions by 2050 and to ensure that all States, cities, businesses and companies establish their own transition plans to achieve that goal. Food systems, and thus WFP, are essential in this effort.
20. Peace: WFP was a messenger of peace and thus an essential messenger in the call to achieve a global ceasefire. When considering the future of multilateralism and the need for inclusive, "network multilateralism", WFP's winning the Nobel Peace Prize could be considered a symbol of the reset of global multilateralism in line with the declaration commemorating the Seventy-Fifth Anniversary of the United Nations.
21. Mr. Guterres thanked the donors who finance WFP but pointed to the huge shortfall that remains, currently USD 5 billion. He acknowledged the important role of the non-governmental organization partners that enable WFP to deliver to the people it assists, as well as the essential support of international financial institutions, including the IMF and the World Bank.

WFP RESPONSE TO THE SECRETARY-GENERAL'S ADDRESS

22. Thanking the Secretary-General for his remarks, the **EXECUTIVE BOARD PRESIDENT** stated that WFP being awarded the Nobel Prize gives renewed impetus to international collaboration and cooperation. Peace cannot be achieved without ending hunger, and hunger cannot be eradicated

in the absence of peace, and thus the Secretary-General's powerful call for a universal ceasefire during the pandemic must be heeded by all.

23. The **EXECUTIVE DIRECTOR** stated that WFP and the other organizations of the international system must always ask how they can render themselves obsolete. Siloed roles and ways of working, designed decades earlier, might not be ideal for achieving that in an era when need is driven by conflict and climate change and, currently, exacerbated by COVID-19. Early action to prevent famine and its attendant destabilization is critical to preventing massive and massively expensive refugee movements. Especially in moments of constrained resources, such action requires effective and efficient collaboration, and thus the subject of the High-Level Panel discussion is of great relevance.

OPENING OF THE HIGH-LEVEL PANEL "BREAKING THE SILOS"

24. Following the keynote address, the **EXECUTIVE BOARD PRESIDENT** opened the High-Level virtual Panel session on the theme of *"breaking down institutional silos and ensuring more integrated programming, funding and implementation"*.
25. The President characterized the topic at hand as systemic, far transcending the mandate of WFP. The parallel overlapping crises created by the COVID-19 pandemic, climate change, conflicts, the rising numbers of food-insecure people worldwide, water scarcity and the socioeconomic downturns caused by the pandemic call for a rethinking of the entire humanitarian and development system and the dismantling of silos to achieve breakthroughs rather than merely improved collaboration from within silos.
26. **MS. KRISTALINA GEORGIEVA, MANAGING DIRECTOR OF THE IMF**, stated that WFP, the IMF and the World Bank Group were created with the common objective of improving people's lives and, in her view, the best way to collaborate is for each to bring its comparative strengths to achieving that objective.
27. The strengths of IMF reside in three unique aspects of its mandate: the organization keeps a finger on the pulse of the world economy, analyses conditions in countries and globally, and provides advice on how best to use resources at country level. The IMF was a "first responder" in this particular time of crisis and it has helped to prioritize spending, a role that was particularly visible when it collaborated with partners like WFP to design social safety nets, define priorities and identify the most vulnerable people and how to reach them.
28. The year 2021 is set to be a very difficult one and IMF is focused on the pressing need, particularly in low-income countries, to provide governments with the fiscal space needed to buffer and recover from the impact of COVID-19. To achieve that, the IMF, with the World Bank, called for, and the Group of Twenty embraced, debt service suspension measures. Debt service suspension will not be sufficient for all countries, however, and the World Bank and IMF have also been making case-by-case arguments for debt restructuring.

29. It is also important to provide financial support on a scale commensurate with the impact of the crisis, and crucially important to target the most susceptible countries and the most vulnerable people within those countries. The success of joint efforts will be judged by their immediate effect but also by their effectiveness in building resistance to coming shocks; the most basic of lessons to be drawn from COVID-19 is that prevention is better than cure. Multilateral institutions have to work together at every level, from community to country to global level, to invest in resilient people, meaning healthy, educated people with the skills needed for the economy of tomorrow; climate resilience, a healthy agricultural system that can feed the world's population and human aspirations that respect and can coexist with our oceans, land and forests; and resilient finance, meaning financial sustainability on par with the action taken on people and the planet.
30. **MR. DAVID MALPASS, PRESIDENT OF THE WORLD BANK GROUP**, focused his remarks on food systems, debt and Fragile, Conflict and Violence affected contexts. While the current unprecedented global emergency requires international cooperation at every level, longstanding problems in the world food system are a key focus. Food systems are a major source of greenhouse gas emissions, biodiversity loss and water and air pollution. In East Africa, the triple crisis of the pandemic, economic collapse and the largest desert locust outbreaks in decades is stark proof of the vulnerability of harvests and the urgency of putting food systems on a more healthy, sustainable and prosperous track.
31. International cooperation is key to addressing such problems, with a well-coordinated effort at the country level of particular importance; the World Bank is seeking flexible, mission-driven partnerships led by developing countries and leveraging the comparative mandates, expertise and resources of partner organizations, prioritizing the ability to move quickly and effectively in response to country needs. On-the-ground coordination is particularly important in settings of fragility, conflict and violence, where no single organization can meet the challenge alone, and the Bank is eager to work with others at country level.
32. With regard to debt burden, the G20 Debt Service Suspension Initiative is providing much-needed breathing space for countries with a debt payment moratorium in place through 30 June 2021. In most cases, however, the moratorium postpones payments but does not reduce the ultimate debt burden. At the World Bank and IMF annual meetings in October 2020, the World Bank Development Committee asked the World Bank and the IMF to propose actions to address low-income countries' unsustainable debt burdens. The two are thus seeking debt reduction and debt resolution solutions, with an eye to avoiding the sort of protracted debt restructuring processes that delayed past recoveries and created cycles of unsustainable debt. International cooperation is critical, as is increased transparency, to better balance the interests of people with the interests of those signing the debt and investment contracts.
33. In terms of resources, the World Bank moved rapidly to deploy its full financial capacity and is on track to commit a record USD 160 billion over 15 months, including grants and concessional financing. A fast-track COVID-19 response is being used for the purchase of health supplies and fast-track financing for vaccine procurement and distribution, supported by technical advice from the Bank. In response to the global food security crisis, the Bank stepped up investments to strengthen food security in client countries, especially in those marked by fragility, conflict and

violence, and developed the International Development Association's Crisis Response Window to provide early response financing for slow-onset crises, including food insecurity in low-income countries. Mr. Malpass closed his remarks by saying that despite the daunting challenges, he is optimistic that solutions are possible, even likely, and is encouraged by the bold actions being taken.

34. **SECRETARY-GENERAL GUTERRES**, who had to leave the session early due to other commitments, offered his thoughts before departing. In his view, multilateralism is moving away from being essentially intergovernmental and silo-organized, with each entity focused on its own problems, mandates and rules. Governments no longer have a monopoly on political action; in a digital world, a multi-stakeholder approach is clearly needed, and the intergovernmental dimension of multilateralism has to move towards work with civil society and the business community.
35. It is also clear that the siloed approach no longer works. If multilateralism can break silos, become inclusive and have everyone work toward a common objective, it will have a key role to play in the needed global governance. The world needs softer, more agile and more comprehensive multilateral forms of governance to be able to respond to pandemics, climate change, lawlessness in cyberspace, inequality and the many other threats facing society. This discussion that we are having today thanks to WFP is exactly the direction we need to move towards.
36. **MS. JUTTA URPIAINEN, EUROPEAN COMMISSION COMMISSIONER FOR INTERNATIONAL PARTNERSHIPS**, outlined the Commission's plans to address the worldwide hunger, malnutrition and food crises being exacerbated by COVID-19. The top priority was to reconcile people, planet and economy under the European Green Deal. The Deal is heavily weighted towards sustainable agriculture and sustainable consumption, with a "farm to fork" strategy at its heart, setting out a transformational agenda for food systems.
37. The policy themes for the next European Union budgetary cycle will be sustainable agriculture, nutrition, human development and biodiversity. Those priorities will also be addressed through three important building blocks: transformative initiatives related to food and nutrition security and sustainable agri-food systems, with a *Team Europe* approach; continued work with multilateral actors for effective partnership and coordination, for which events like the United Nations Food Systems and Nutrition for Growth Summits would be important opportunities to define ambitious outcomes beyond Sustainable Development Goal 2; and the humanitarian-development-peace nexus, critical for preventing and dealing with devastating food crises at the national, regional and global levels.
38. **MS. JOSEFA SACKO, AFRICAN UNION COMMISSIONER FOR RURAL ECONOMY AND AGRICULTURE**, addressed the question of how the international community can better support Africa. Building resilient economies will be key to Africa's recovery from the current economic, social and humanitarian crisis, which, while directly caused by COVID-19, is being compounded by conflict, civil unrest, terrorism, climate change and locusts.

39. The continent needs to develop plans and incentives to preserve employment and wages; develop and implement social protection policies and programmes to secure the informal sector and most vulnerable populations; strengthen and develop the capacity of the African productive sector to meet its own needs in alleviating the economic and social impacts of pandemics; develop policies enabling agricultural innovation to promote appropriate technologies and practices for farmers, rural youth and women; fully utilize the Agreement Establishing the African Free Trade Area as a means of boosting intra-African trade and mitigating the decline in African gross domestic product; and end conflict.
40. Africa needs to strengthen its partnerships and work with all its development partners to achieve its development objectives; however, enhanced understanding of the local political and economic reality of African nations is a critical basis for any support to African Union Member States, and development partners are asked to step up financing for national priority initiatives through both existing programmes and new investments. The African Union Commission is calling for enhanced coordination and cooperation to avoid duplication and ensure the efficient use of available resources; the strengthening of national and local institutions, guided by the principle of subsidiarity for ownership and sustainability; and the strengthening of mutual accountability mechanisms. Africa's growth is important for Africans and for the world, but a peaceful Africa requires a prosperous Africa, and vice-versa.
41. **MR. ACHIM STEINER, VICE CHAIR, UNITED NATIONS SUSTAINABLE DEVELOPMENT GROUP, AND ADMINISTRATOR, UNITED NATIONS DEVELOPMENT PROGRAMME**, began his remarks by pointing out that humanitarian interventions addressed an absence of normality, the antithesis of which should be a normal development pathway. Part of the answer for a new form of collaboration and interaction within the United Nations family, including its partners like the African Union and the European Union, is the recognition that development cooperation has fundamentally changed: the world has been moving from an era of development aid to an era of development cooperation, with each entity playing a different role and humanitarian organizations stepping in when conflict or natural disaster disrupts normal delivery processes.
42. The United Nations System and its partners still need to look to a future in which development cooperation is not just a function of per capita gross domestic product but is embedded in an understanding of how societies arrive at consensus in the choices they make. It is important to remember that before COVID-19 struck, many societies were seeing political protests against inequality, sustainability, climate change and vulnerability. In such a setting, the tools established 30 or 40 years earlier are in large part anachronistic. There is a distinct role for humanitarians, and humanitarian principles, but it is time for a multilateralism "reset".
43. Having a Resident Coordinator that can act as a United Nations Country Team lead and a humanitarian lead is a significant step forward in making institutional inertia less of an issue, but more emphasis is needed on the upstream aspects of the process – common country assessments, planning and financial arrangements – to lay the groundwork for implementation. There is a yearning within the United Nations, "We the Peoples", to redefine the focus and context of, and contemporary approaches to, working together as an international community.

44. **MR. MARK LOWCOCK, UNITED NATIONS UNDER-SECRETARY-GENERAL FOR HUMANITARIAN AFFAIRS AND EMERGENCY RELIEF COORDINATOR OF THE UNITED NATIONS SYSTEM**, sounded an alarm: the human species' greatest achievement, which is to eradicate famine as a feature of the human experience, is at risk – not because of a shortage of food, of which there is plenty, but because of climate change, conflict and the economic contraction arising from the COVID-19 pandemic. Immediate action is required on four fronts: first, shareholders of international financial institutions need to enable them to provide more, faster and more effective support to the most vulnerable countries; second, because some countries, even if relatively well-resourced, do not have the institutions or capabilities to reach the people in need of assistance, billions of dollars are needed for organizations like WFP and the Red Cross to operate in places where tragedies are occurring like in Yemen and South Sudan; third, because disease kills more people during famines than hunger does, investment is needed in basic health services and sanitation and for organizations like UNICEF, WHO and Médecins sans Frontières; and fourth, peace and stability need to be established, as recognized by the Secretary-General in his call for a global ceasefire. The bad news is that rather than the calm that is needed to create the space to avoid multiple tragedies, conflicts are expanding. The good news is that the problems are not expensive to solve – WFP shows that a mere 20 to 30 US cents a day can save a child. Unless something changes, however, multiple global tragedies are set to play out over the next 12 months, with a huge loss of life. The Global Humanitarian Overview for 2021, to be released on 1 December, sets out in detail what needs to be done to prevent millions of children from losing their lives. Immediate action can at least buy time, after which the world's focus can return to promoting resilient and sustainable development.

MEMBER STATE INTERVENTIONS

45. **MR. GERD MÜLLER, GERMAN FEDERAL MINISTER FOR ECONOMIC COOPERATION AND DEVELOPMENT**, pointed out that COVID-19 is an economic, social and hunger crisis as well as a health crisis. Noting the shortfall in the funding needed by the United Nations, including WFP, the Minister called for worldwide solidarity to tackle the crisis; the strengthening of institutions, including by turning the World Health Organization into a world pandemic centre and convening a global crisis council; debt restructuring to supplement the debt service moratorium; and renewed political will to achieve Sustainable Development Goals 1 and 2.
46. **MR. JOHN BARSÁ, ACTING ADMINISTRATOR OF USAID**, noted that the United States strongly endorses the collaborative approach of the Panel, and that humanitarian needs are at an all-time high, requiring new partnerships and ways of doing business. He noted USAID's own efforts to strengthen the linkages between humanitarian, development and peace programming, including through changes to government-wide and internal USAID structures. He also noted that the US Government is integrating its policy, diplomatic and programmatic response efforts in select countries through its Global Fragility Strategy, bringing together a variety of resources in order to maximize impact.
47. **OTHER EXECUTIVE BOARD MEMBERS AND REPRESENTATIVES** welcomed the panelists' insights and the prospect of improved collaboration within the international community. Including international financial institutions and bilateral government development partners in the effort

will unify the message to countries, streamline planning and potentially reduce the administrative burden on governments. Better cooperation and collaboration will help shift the focus to strategic planning, mobilization of resources, implementation and the grounding of programmes in the needs of communities and households.

48. The panelists were asked for their views on the following issues: how to best balance emergency humanitarian requirements with programmes aimed at building long-lasting change; what is the role of the private sector in achieving the Sustainable Development Goals; the reasons that global leaders had failed to heed the Secretary-General's call for a global ceasefire, and whether the proposal had any chance of being honoured in the future; the changes needed to ensure that a collaborative approach would produce better results; whether merging siloed, sectoralized agencies would help reduce fragmentation and harmful competition for scarce resources; the best way to ensure that collaborative programmes demonstrated increased transparency and accountability regarding the roles of participating agencies; and how collaboration could be achieved in countries where working with local and national governments to build their capacity proved impossible.
49. Concerns were expressed regarding how relations between United Nations agencies and national governments would work under a single channel approach, including how Resident Coordinators would collaborate with governments to prepare and implement country plans; how a country's option to choose could be reconciled with breaking silos; and what the roles and responsibilities of government would be in the new framework of arrangements.
50. Members also asked how the various partners could be harmonized and put on an equal footing given that each organization had its own set of rules and bureaucratic procedures, including in the case of the 450 public development banks operating at various levels around the world.
51. Finally, the panelists were asked what single change they would wish to see in the way donors finance their organizations to ensure the maximum impact of funding.
52. Responding to the questions and comments, **MS. GEORGIEVA** said that, for the IMF, taking decisive action to address the current crisis means recognizing where the needs are greatest: in low-income countries and emerging market economies that depend on sectors particularly hard-hit by the crisis. Large-scale support has to be directed where it will make the biggest difference. In her view, the IMF can achieve maximum impact by significantly expanding its capacity to provide concessional financing. The IMF asked its members to lend unneeded Special Drawing Rights, through the IMF, to countries in desperate need of liquidity. The IMF also needs subsidiary resources to provide concessionality at the level required. In addition, a very simple but important action for low-income countries with debt obligations toward the IMF is to suspend, and even waive, debt to prevent them from having to choose between saving lives and servicing debt, as well as from falling into arrears and worsening their financial positions. Finally, there is a need for transparency, in particular debt transparency, because it is difficult to make the best use of financial resources if it is not clear who is borrowing from whom, why and under what conditions.

53. In terms of the role of the private sector, an obvious lesson from the current crisis is that the countries with transparency, accountability and few obstacles to private sector growth have been the most resilient. Consequently, the IMF is implementing programmes to strengthen such fundamentals in countries, seeking to ensure that economies are well managed and that the private sector contributes to growth and well-being. This will not work, however, unless countries avoid the trap of growing inequality, which has been repeatedly shown to increase in the wake of pandemics. The IMF therefore supports tax systems shaped for the twenty-first century, allowing for progressivity where it can be achieved without harming growth, enhancing tax collection to improve the mobilization of public revenue and aiming for a 15 percent tax to GDP ratio, which is the minimum to enable governments to invest in infrastructure that supports growth and for social spending. The IMF also aims to work with other institutions on the design of social safety nets, which ideally should include “social safety ropes” —helping people help themselves.
54. Turning to the question of how development organizations could work together in a harmonized manner given that each has its own set of rules and bureaucratic procedures, Ms. Georgieva offered a vision of each organization operating on the basis of its comparative strengths with due regard for the others’ mandates, avoiding a “me too” phenomenon and working inclusively to avoid duplication. **MR. MALPASS** picked up on her point, reporting that the need for development agencies to cooperate and avoid duplication of effort has been extensively discussed by the G20. He favoured a robust process of country platforms that foster international coordination that best serve countries, particularly given the varying challenges that countries face. He underscored the need for country programmes to truly engage governments regarding their countries’ needs, a point that was subsequently echoed by **MS. SACKO**, who stressed the importance of governments owning their country programmes and, in the context of COVID-19 recovery work, taking the lead in advancing national development priorities in order to achieve a more resilient and sustainable recovery.
55. **MR. MALPASS** also responded to the question of how to maximize the impact of resources, expressing appreciation for ongoing International Development Association contributions, which enable the World Bank to provide badly needed grants and deeply concessional financing, particularly to the poorest countries. From the perspective of the World Bank, the focus should be on specific programmes to address the greatest challenges, including clean water, particularly given its connection with nutrition and health; electricity; and food systems, including choice of crops, seeds and fertilizer systems. The movement to create systems that are nationalistic, with the idea that a country’s output production could only be locally generated, is of concern. He also drew attention to dual exchange rates in some countries, which are costly and impede the impact of resource flows. Finally, social safety nets provide a system through which resources can be provided to families for nutrition and health, and viable safety social safety net systems still needed to be developed in many countries.
56. **MR. STEINER**, addressing the question of what single change should be made to maximize the impact of funding, said that while more core financing is always needed, the tools developed for measuring performance in a results-based management context are sometimes not effective at assessing whether an investment in core financing is actually delivering value or effectiveness on the ground. While he and his colleagues take results-based management very seriously, in his

experience, governance by results is challenging for governing bodies, and it is high time to revisit the approach.

57. He is not opposed to the idea that siloed, sector-specific agencies could be merged to help reduce fragmentation and harmful competition for scarce resources, provided it was done to improve international cooperation in the long term rather than merely opportunistically in reaction to a crisis.
58. Regarding the concern that a single United Nations delivery channel might restrict a national government's options, he said that the Sustainable Development Cooperation Frameworks are not intended as a single channel, but rather as a sovereign negotiation between a country and the United Nations Development System about the country's top priorities and how the various agencies, funds and programmes can align behind a jointly developed programme and commitment to work together. Agencies, funds and programmes are globally mandated, and individual ministries would not lose their access to them. In addition, given the reality of how institutions are financed and national partnerships are created within the donor community, a single funding channel is not likely. The goal is greater cohesiveness, better coordination, joint planning and assessment, less waste and, above all, joint delivery, which, as intended by the Secretary-General's reform of the United Nations Development System, should benefit development cooperation overall, both for countries and for the donor community.
59. Reacting to a call from members for the international community to pull together to achieve greater action, particularly to achieve Sustainable Development Goals 1 and 2, MR. STEINER said that maintaining the ability to act as an international community requires particular focus under the current circumstances. The experience of the first wave of the pandemic, while not entirely reassuring, included heroic efforts. However, the current gap between what is needed and what is being provided is growing, and the harsh reality is that the world is headed in a direction where famine and hunger will grow worse for hundreds of millions, even in middle-income countries, if we simply fail to pull together.
60. Wrapping up the panel discussion, the **EXECUTIVE BOARD PRESIDENT** expressed the hope that it will be the first of many where change at the country level and coordinated stewardship/supervision at global level can be accelerated. He highlighted points made, including that practical collaboration among international partners is needed to improve results on the ground, including through regular meetings of the organizations participating in the discussion; that there is a need for increased domestic and international resources, including for debt relief and fiscal space; that communication needs improvement and mixed messages should be avoided; that it is necessary to focus on prevention in violence-affected and otherwise fragile countries and to promote national leadership and ownership; that the private sector and public development banks should be included in a complementary manner; that health services should be strengthened to address the diseases that during crises often have a greater impact than hunger; that beneficiaries should be targeted according to need rather than status; that the ceasefire called for by the Secretary-General is indispensable to the stability required for countries to recover; and that achieving a world free of hunger is no less than a moral imperative and solely subject to the political will of the international community and governments. He called on the organizations participating in the high-level segment to designate focal points to facilitate

further discussion and to prepare concrete proposals for possible “pathways to more integrated programming, funding and implementation” for discussion and action in the near future, perhaps during meetings of the IMF and the World Bank set for April 2021.

61. Providing the last word at the invitation of the President, the **WFP EXECUTIVE DIRECTOR** said that after 200 years of progress the world has slipped backward over the past five years. Given the accumulated wealth of nations and the right of every human on earth to food, there is no reason that hunger cannot be ended. There is thus an urgent need for the international community to collaborate more practically, realistically and strategically. He is confident that it will, and WFP is committed to doing its part.

END OF REPORT