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## Summary by the President of the Economic and Social Council 2026 ECOSOC Partnership Forum and Coordination Segment

### Introduction

The Economic and Social Council (ECOSOC) convened its annual [Partnership Forum](#), chaired by the President of the Council, H.E. Mr. Lok Bahadur Thapa (Nepal), on 27 January 2026, and its [Coordination Segment](#), chaired by H.E. Mr. Paruyr Hovhannisyan (Armenia), Vice-President of the Economic and Social Council, on 28-29 January 2026.

Both meetings addressed the main theme of the 2026 session of the Council and the 2026 High-level political forum on sustainable development (HLPF), *“Transformative, equitable, innovative and coordinated actions for the 2030 Agenda and its SDGs for a sustainable future for all”*.

The present factual summary has been prepared by the President of ECOSOC in consultation with the Bureau of the Council, as mandated by General Assembly [resolution 75/290A](#).

### ECOSOC Partnership Forum: Partnerships as Delivery Mechanisms for the SDGs

The [2026 ECOSOC Partnership Forum](#) brought together Member States, the UN system and a diverse range of stakeholders to exchange ideas and highlight forward-looking actions and innovative partnerships to advance the 2030 Agenda. Through dynamic and candid discussions, the Forum served as an inclusive platform, fostering bold ideas and transformative partnerships to accelerate sustainable development.

To organize the Partnership Forum in consultation with stakeholders<sup>1</sup>, the President of ECOSOC established a 22-member informal advisory group, spanning regions and sectors, and convened an expert group meeting (EGM) in mid-November 2026 (click [here](#) for summary). In addition, DESA conducted a Global Online Stakeholder Consultation to solicit views, experiences and proposals from all relevant stakeholders on the role of partnerships in advancing the 2030 Agenda, which received inputs from 149 stakeholders across 49 countries (click [here](#) for summary report); The Forum was also informed by DESA’s Partnership Snapshot (click [here](#)) providing an overview of 12 noteworthy partnerships.

The Opening Session of the 2026 Partnership Forum featured remarks by the President of the Council and the Deputy Secretary-General, H.E. Ms. Amina Mohammed. Keynote remarks were delivered by Ms. Sheila Oparaocha, Director of ENERGIA International Network on Gender and Sustainable Energy (Zambia)

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<sup>1</sup> [A/RES/75/290 A](#), Paragraph 15.



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and Ms. Yensi Flores-Bueso, Member of the Independent Group of Scientists (IGS) for the 2027 Global Sustainable Development Report (GSDR) (Honduras).

The deliberations of the 2026 Partnership Forum centered on the SDGs that will be reviewed at the 2026 HLPF, with its SDG Action Segments focused on **Goal 6** (*Clean Water and Sanitation*), **Goal 7** (*Affordable and Clean Energy*), **Goal 9** (*Industry, Innovation and Infrastructure*), **Goal 11** (*Sustainable Cities and Communities*) and **Goal 17** (*Partnerships for the Goals*).

Four SDG Action Segments were co-organized by UN system entities in collaboration with stakeholder partners, including representatives from 11 Major Groups and Other Stakeholders Coordination Mechanism (MGoS CM). The Forum heard reports on the four SDG Action Segments by Ms. Joelle Solowiejczyk, Arcadis & the International Water Association (IWA) Young Water Professionals (Goal 6); Mr. Josh Oxby, SDG7 Youth Constituency (Goal 7); Ms. Anne Lee, United Nations Association of the United States of America (UNA USA) and Major Group for Children and Youth (MGCY) (Goal 9); and Mr. Remy Sietchiping, United Nations Human Settlements Programme (UN-Habitat) (Goal 11).

A dedicated Panel on SDG 17, moderated by the ECOSOC President, showcased three exemplary partnership stories that bring SDG 17 to life through concrete results on the ground. The panelists included Mr. Máximo Torero, Chief Economist of Food and Agriculture Organization of the United Nations (FAO), Ms. Roma Padua, Chief Business Innovator and President & Co-Founder, PHILIA Ventures Inc. and H.E. Mr. Mohamed Fathi Edrees, Permanent Observer of the African Union (AU) to the United Nations.

In the ensuing Plenary Session, a total of 41 interventions were delivered – 33 from Member States and eight from stakeholders which were identified through an open call. The Assistant Secretary-General for Economic and Social Affairs, Mr. Navid Hanif, and the President of ECOSOC made closing remarks. Alongside the main programme, 25 side events were organized in the UNHQ as well as across New York and virtually, connecting participants from around the world.

The key messages below reflect the discussions across the Forum's opening, plenary and closing sessions, the SDG Action Segments and the Panel on SDG 17.

## Key Messages

Against the backdrop of multiple, interlinked global crises, participants underscored that the scale and urgency of today's challenges require more than incremental approaches. They emphasized the need for deeper and more durable cooperation – grounded in shared interests and responsive to current realities – particularly for countries and communities under significant pressure, including least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing States (SIDS) and other countries in special situations.

In this context, many Member States underscored that partnerships must be treated as indispensable delivery mechanisms rather than optional add-ons, emphasizing that they should be results-oriented, accountable and aligned with national priorities, supported by foresight-driven approaches, with inclusive engagement of multiple stakeholders. Throughout the Forum, participants highlighted how demand-driven partnerships aligned with local needs can drive collective progress and deliver tangible impact.



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Participants therefore viewed the 2026 ECOSOC Partnership Forum as more than a convening space; it is a working platform that advances collaboration that is country-led, context-responsive and grounded in trust. In marking the 80th anniversary of ECOSOC, participants viewed the Forum as especially timely for building momentum and alignment ahead of key milestones on the multilateral calendar, including the 2026 HLPF and the 2026 UN Water Conference, and informing future directions for ECOSOC and the HLPF.

## Goal 6: Clean Water and Sanitation

Participants widely recognized **water insecurity** as a **cross-cutting risk** that compounds vulnerabilities, undermining health, resilience and other development gains, leaving SDG 6 off track amid **persistent gaps in governance, infrastructure and delivery capacity**. They underscored access to safe water and sanitation as foundational to dignity and well-being, highlighting the **disproportionate burdens borne by women and girls and vulnerable groups**.

Participants also stressed that closing the gap between commitments and results requires strengthening water governance, enhancing resilient water and sanitation infrastructure, and improving service provision **anchored in national planning** and reinforced by local implementation. The importance of **integrated approaches** was also highlighted, noting that investment in water can generate **spillover** benefits across energy, infrastructure and sustainable cities. Some participants also emphasized the need to **link humanitarian response, recovery and longer-term development** to preserve development gains and avoid the repeated rebuilding of water and sanitation systems.

**Partnerships** were consistently presented as a **central delivery mechanism for SDG 6**, enabling coordinated action across public institutions, local authorities, communities, the UN system, civil society and the private sector to mobilize resources and scale solutions with accountability. Participants emphasized that partnerships deliver most effectively when grounded in **shared risk and shared accountability – not only shared intent**. Some speakers underscored the need for a framework that makes the **business case for investing in water infrastructure – linking water security to labor and asset productivity** – and highlighted the importance of leveraging synergies between modern and legacy water systems. Participants noted the importance of building momentum ahead of the **2026 UN Water Conference** (2-4 December, UAE) and called for **integrated water partnerships** that inform the Conference and support broader ECOSOC/HLPF deliberations and follow-up.

## Goal 7: Affordable and Clean Energy

Delegations framed the **energy transition** as central to resilience, productivity and equity, and discussed various national pathways to enhance energy efficiency, expand renewables and strengthen energy security, **tailored to country contexts and priorities**. Participants underscored that accelerating SDG 7 will require massively scaled-up action through strengthened multi-stakeholder partnerships that mobilize innovative **public-private partnership**, including **blended finance**, to reinforce grid resilience and accelerate renewable deployment. A number of delegations emphasized that partnerships must include **concessional finance and technology transfer** to expand affordable access, address persistent rural energy gaps and reduce exposure to price volatility and other external risks for underserved and vulnerable communities. As a practical example, one delegation highlighted the global network of regional sustainable energy centres, noting its broad reach and support to dozens of LDCs and SIDS. A keynote



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speaker underscored that **progress in delivering SDG 7 should not be measured by global averages**, but by the **improved experiences of those furthest behind** in meeting their energy needs.

Some participants stressed that energy and AI are deeply interconnected, noting that AI may help optimize energy generation while **data centres are increasingly driving electricity demand**, and whether AI supports or undermines clean energy transitions will depend on the **rules and governance** shaping market structures, power concentration and inequality. The **2026 HLPF review of SDG 7** was highlighted as a key opportunity to assess progress and mobilize action to advance the Goal.

### **Goal 9: Industry, Innovation and Infrastructure**

Delegations highlighted that industrial and infrastructure capacity gaps remain key barriers to economic diversification, competitiveness and resilience. One delegation observed that repeated shocks can divert scarce resources toward rehabilitation and maintenance rather than advancement.

Delegations emphasized that structural transformation and inclusive industrialization require a **whole-of-system approach** – aligning policy, financing, capacity building and technology transfer – with **skills development at the core**, particularly for **developing countries** and **micro, small and medium-sized enterprises (MSMEs)**. As practical illustrations, one delegation highlighted a public–private plastics training centre, while another pointed to an employer-led skills-and-compliance programme to help MSMEs meet export-market requirements. Participants further underscored the need for coordinated multi-stakeholder partnerships with clear roles and accountability, including drawing on **the expertise of the United Nations Industrial Development Organization (UNIDO)** to support industrial upgrading and integration into global value chains.

### **Goal 11: Sustainable Cities and Communities**

Participants noted with concern that SDG 11 remains critically off track and that the global housing crisis affecting 3 billion people requires immediate, scaled action. Delegations reaffirmed adequate, safe and affordable housing as both a public and a private good, a fundamental human right and a foundation for sustainable development, peace and resilience.

Delegations emphasized that cities are essential spaces for coordinated action, yet local and regional governments are **increasingly mandated to deliver complex urban services with limited resources**. Participants underscored the need for **adequate financing** and **capacity-building** to enable local authorities to plan, implement and sustain results, highlighting the need for strengthened local public finance systems, catalytic de-risking instruments to crowd in private investment and community-led financing to expand local delivery capacity. They also underscored the importance of **data partnerships** to improve targeting, support the scaling of solutions such as informal settlement upgrading and track progress, while **integrating the needs and concerns of vulnerable groups** into urban and community planning.

Participants called for effective multi-stakeholder partnerships bringing together local and regional governments, local communities, public service providers, the private sector and international organizations to co-create and deliver resilient infrastructure, sustainable mobility and inclusive urban services. They stressed that housing and informal settlement action in particular should be anchored in



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**participatory governance** that aligns local planning with upgrading, secure tenure and clear accountability for delivery.

## **Goal 17: Partnerships for the Goals**

### *Debt distress and global financial architecture*

Many delegations recognized **debt distress** as a **systemic risk multiplier**, particularly for developing countries and countries in special situations, and called for more comprehensive and inclusive debt solutions, including debt relief and restructuring, alongside reform of the international debt architecture. Several speakers emphasized the need for **reforms of the global financial architecture** to reduce borrowing costs and expand fiscal space, including through more **responsive, adequately resourced multilateral development banks (MDBs)**.

### *Development cooperation*

A number of countries stressed the continued relevance of **official development assistance (ODA)**, calling for fulfillment of existing commitments and enhanced development effectiveness amid declining and increasingly volatile flows. They further emphasized that bilateral and multilateral development partners, including the UN system and the Bretton Woods institutions, should **align their cooperation programmes with national development strategies** to ensure **country ownership**, reduce duplication of efforts and maximize development impact.

**South–South and triangular cooperation** were reaffirmed as important modalities of development cooperation complementary to North–South cooperation. Several delegations highlighted the importance of **regionally driven solutions**, including in the areas of trade and regional connectivity. South–South cooperation was described as a practical, implementation-focused modality, while triangular cooperation was highlighted as a mechanism for scaling solutions and building trust.

A number of delegations advocated for **predictable concessional financing** to support sustainable graduation from LDC status. Several delegations stressed that **eligibility** for concessional finance should better reflect **structural vulnerabilities** and **differentiated risk profiles**, including for SIDS and vulnerable middle-income countries (MICs) whose vulnerabilities are often obscured by income-based classifications. One participant further noted that **disaster recovery financing** remains inadequate and fragmented, underscoring the need to strengthen the **humanitarian–development nexus**.

### *Trade and regional integration*

A number of delegations highlighted **regional trade integration** as an avenue for advancing trade-led industrialization, strengthening regional integration and supporting structural transformation, with the **African Continental Free Trade Area (AfCFTA)** referenced as a key initiative. Several delegations also pointed to **connectivity corridors** as practical enablers of market access and integration, including for landlocked developing countries (LLDCs). One delegation underscored the importance of an open, rules-based multilateral trading system, with the WTO at its core.

### *Data, technology and evidence-based delivery*

Delegations emphasized **evidence-based approaches**, supported by stronger data systems and science, to improve decision-making and strengthen accountability, including through more robust



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monitoring and evaluation frameworks. Several delegations highlighted **technology transfer** to boost productivity and strengthen domestic resource mobilization, including through digital platforms that enable micro, small and medium-sized enterprises (MSMEs) to streamline registration, payments and compliance, thereby broadening the tax base. Several speakers emphasized the need for appropriate **governance of emerging technologies**, including **artificial intelligence**, to ensure inclusive development outcomes, while others stressed the pressing need for **digital inclusion** to avoid deepening inequalities, particularly for women and marginalized groups.

### *Domestic resource mobilization and innovative financing*

Delegations highlighted **domestic resource mobilization** as essential to reducing reliance on declining ODA and strengthening fiscal sustainability, with one speaker underscoring the **role of MSMEs** in expanding the **tax base** and generating employment, particularly in developing countries. Several delegations emphasized the need for greater **alignment** of policies, financial flows and partnerships with national development priorities to improve coherence and predictability. Delegations also underscored the growing importance of **innovative financing**, with a strong emphasis on blended finance and the mobilization of **private capital** through accountable partnerships. An innovative diaspora financing model was presented as an example of leveraging **remittances** to address structural barriers and align financial flows with SDG priorities.

### *Partnerships*

Participants stressed that effective partnerships are **demand-driven**, **accountable** and grounded in **trust**, with meaningful civic participation and respect for human rights. Delegations also recognized the value of **community-led** and **locally anchored** partnerships for durable results and effective follow-through.

Speakers noted the need to leverage **public-private partnerships** (PPPs), aligned with national development priorities, to deliver at scale across areas including water and sanitation, energy access, infrastructure and urban development, while underscoring the need to strengthen institutional capacities and implementation arrangements to sustain delivery. Some noted that when **blended finance** and other **risk-sharing instruments** are used to mobilize private capital, it is critical to ensure enabling conditions – especially **policy clarity** and **predictable regulatory frameworks** – to support equitable and lasting outcomes.

One delegation highlighted high-level cross-border governance mechanisms – presidential summits and bi-national ministerial cabinets, supported by joint action plans with clear responsibilities and timelines – as a practical **multi-stakeholder partnership** model to align public and private actors in support of border integration and shared development priorities.

## Recommendations from the discussions at the Partnership Forum

Discussions at the Partnership Forum recommended that **ECOSOC**:

- **Shifts from reflection to results-oriented coordination**, strengthening its role as a central platform for partnership alignment, follow-up and delivery across the UN system, with outcomes informing the ECOSOC review and the HLPF, and situating these processes – alongside consideration of the UN80 initiative – as a moment of renewal focused on results.



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- **Uses the ECOSOC and HLPF reviews as leverage points to strengthen UN system coherence, reduce duplication, and ensure equitable representation of developing countries, including the Global South, in global partnership and financing frameworks.**
- **Adopts more differentiated approaches to vulnerability, including the use of multidimensional vulnerability indices alongside income-based classifications, and provide tailored and sustained partnership support to countries in special situations, including LDCs, LLDCs and SIDS.**
- **Strengthens evidence-based and foresight-driven coordination, drawing more systematically on the expertise of UN specialized agencies, functional commissions and data systems to support policy guidance and decision-making.**
- **Ensures regional dimensions are more fully integrated into ECOSOC and HLPF deliberations, recognizing the role of the UN Regional Economic Commissions in translating global commitments into country-level results.**
- **Ensures that outcomes from ECOSOC segments, forums and high-level conferences –including those related to financing, development cooperation and partnerships – feed coherently into the 2026 HLPF Ministerial Declaration and accelerate the SDG implementation.**
- **Scales up proven and replicable partnership models through ECOSOC mechanisms, positioning the Partnership Forum as a practical, action-oriented platform that showcases solutions and drives follow-up throughout the ECOSOC cycle.**
- **Enhances partnership accountability and impact assessment, including through stronger reporting and review frameworks that track results, support learning and inform best practice.**
- **Strengthens rapid-response and recovery-oriented partnership mechanisms, including pre-positioned financing, to better link humanitarian response, recovery and long-term development in disaster-prone contexts.**

## ECOSOC Coordination Segment: Strengthening coordination for sustainable development as ECOSOC marks 80 and looks ahead

The [2026 ECOSOC Coordination Segment](#) provided a platform for Member States, including former Presidents of ECOSOC and co-facilitators of relevant intergovernmental processes, ECOSOC subsidiary bodies, UN system entities and stakeholders to reflect on how the Council can strengthen its coordination role and deliver more transformative policy guidance in a rapidly changing global context.

The discussions were informed by an [informal note prepared by the Secretariat](#), as mandated in General Assembly [resolution 75/290A](#), which provided an integrated policy analysis of the work of ECOSOC subsidiary bodies and UN system entities in 2025, along with recommendations for action by the Council, its subsidiary bodies, the UN system and Member States.

At the opening, the Vice-President (Armenia) emphasized that, as ECOSOC marks its 80<sup>th</sup> anniversary amid overlapping crises, coordination must serve as a measure of the effectiveness and credibility of



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multilateralism. He underscored that the Council's complex architecture is one of its strengths, which must be harnessed to translate collective priorities into coherent and impactful action. He invited Member States to use the Coordination Segment to provide clear guidance to the ECOSOC system to strengthen coherence, foresight and accountability in support of the 2030 Agenda and beyond. Speaking on behalf of the Secretary-General, H.E. Ms. Amina J. Mohammed, Deputy Secretary-General of the United Nations, emphasized that for eight decades ECOSOC has advanced dialogue and coordinated action in support of sustainable development and human rights. She welcomed the Council's continued efforts to strengthen the UN development system, in line with the UN80 Initiative's vision of more effective delivery for people and planet, and underscored that, amid interconnected crises ranging from conflict and inequality to climate change and emerging technologies, ECOSOC is once again called upon to demonstrate that global cooperation can deliver, by catalyzing coordinated, data-driven and inclusive action across the UN development system, including on financing for sustainable development and the implementation of global commitments.

The [programme](#) of the Segment began with reflections on ECOSOC's historical role and impact, moving to current coordination highlights and challenges, stakeholder engagement in the Council's work and discussions on follow-up to recent global outcomes, and concluding with a forward-looking discussion on revitalizing ECOSOC, in the context of UN80 and the upcoming review of GA resolution [75/290 A](#) and [B](#), to respond more effectively to present and future challenges.

The Segment generated a broad range of concrete proposals and strategic thinking, as highlighted below.

### *1. The discussions reaffirmed a strong collective commitment to the work of ECOSOC.*

The Segment heard from former Presidents of the Council, co-facilitators of relevant processes, Chairs of ECOSOC subsidiary bodies, representatives of UN system entities and stakeholders, whose interventions recalled ECOSOC's founding vision as the central convening platform of the United Nations development pillar and as a key connector across peace, development, human rights and humanitarian action. Exchanges underscored that strengthening ECOSOC is achievable not through additional complexity, but through clearer political guidance, stronger oversight and more purposeful use of its convening power. Enhanced visibility and efficiency, informed by lessons learned from past reforms, the Council's institutional memory and its role in fostering coherence, foresight and accountability across the system were also proposed. Participants stressed the importance of reaffirming ECOSOC's Charter-mandated role as a principal organ of the United Nations and of strengthening coherence and institutional coordination with the other principal organs, in particular the General Assembly and the Security Council. They further emphasized the need to enhance complementarity and collaboration with subsidiary and related intergovernmental bodies, including the Peacebuilding Commission and the Human Rights Council, to ensure greater system-wide coherence.

To enable the Council to fully exercise its Charter-mandated role, participants emphasized the importance of strong ownership and political leadership by Member States, expressed through focused and actionable direction to align the work of the ECOSOC system with national priorities, translate global outcomes into clear and tactical guidance for implementation, reinforce accountability through stronger feedback mechanisms, , systematic integration of cross-cutting issues – including gender equality – and meaningful engagement of stakeholders, so that coordination moves from process to responsibility and



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from commitments to delivery, resulting in coordinated action and tangible results on the ground. Public reporting on results from discussions at the Council and regular briefings to Member States were emphasized.

*2. The Segment highlighted the significant coordination already taking place across the ECOSOC system and the need to build on these efforts to maximize results.*

The Segment featured joint presentations by Chairs of ECOSOC subsidiary bodies and representatives of UN system entities, highlighting coordinated follow-up to the 2030 Agenda and other recent global outcomes, as well as collaborative efforts across the ECOSOC system to support implementation of the 2025 Ministerial Declaration and the SDGs under review at the 2026 HLPF<sup>2</sup>. Discussions underscored the importance of recognizing and building on existing coordination across ECOSOC subsidiary bodies and the UN system, including through integrated, nexus-based approaches that reflect the interlinkages among the Goals and support implementation at national and local levels.

At the same time, participants highlighted persistent challenges stemming from fragmentation across mandates, funding streams and reporting cycles, which continue to hinder more effective coordination. Many called for a clearer division of labour among subsidiary bodies, more targeted guidance from ECOSOC, strengthened joint planning and consolidated reporting on cross-cutting priorities, alongside enhanced partnerships across sectors and levels of governance. Several delegations emphasized the need to improve coherence across subsidiary bodies' and UN entities' mandates and delivery mechanisms, including through mapping overlaps and complementarities, and to establish stronger feedback and accountability loops between ECOSOC, its subsidiary bodies and the HLPF. Participants further underscored the importance of structured follow-up to ECOSOC subsidiary bodies' recommendations and of adopting more integrated, problem-driven and implementation-oriented approaches across functional commissions, expert bodies and regional commissions.

These measures were seen as particularly important for addressing transboundary challenges—such as those related to water, energy and associated risks—which require collective solutions beyond national boundaries, including through regional cooperation mechanisms, nexus-based approaches, trust-based partnerships, and closer alignment and coordination across existing UN system strategies, collaborative implementation plans, and the work programmes, reporting frameworks and operational activities of UN system entities, recognizing that no single institution can deliver these outcomes alone.

Discussions reaffirmed that coordination is most effective when it is problem-driven, implementation-focused and locally grounded, aligned with national policies and budget processes – including on financing for development and debt-related follow-up – and responsive to country and regional realities, prioritizing delivery and results over process. The importance of data-driven decision-making, including the use of metrics beyond GDP, measurable outcomes, stronger accountability mechanisms, trust-building, and structured engagement with youth, civil society, the private sector and marginalized communities was also highlighted, to ensure that global commitments translate into tangible results for people on the ground.

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<sup>2</sup> SDGs 6 (clean water and sanitation), 7 (affordable and clean energy), 9 (industry, innovation and infrastructure), 11 (sustainable cities and communities) and 17 (partnerships for the Goals).



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### *3. Stakeholder engagement was identified as a critical enabler of effective policy guidance.*

The Segment brought together speakers from civil society organizations engaged in the work of the Council through diverse entry points. Civil society perspectives were also integrated throughout the programme, including through their contributions to expert discussions. H.E. Mr. Lok Bahadur Thapa (Nepal), President of the Council, conveyed the key messages of the Partnership Forum, underscoring that partnerships are a critical instrument for accelerating progress on the SDGs under review, particularly where challenges are most acute, and that effective partnerships must be inclusive, demand-driven and aligned with national priorities, moving beyond dialogue toward delivery through co-creation with local actors, cross-sectoral collaboration, capacity-building and resource mobilization.

ECOSOC and its subsidiary bodies were repeatedly described as the primary gateway for stakeholder participation in the United Nations, with panelists and several delegations stressing that such engagement should be predictable, transparent and accessible, and that meaningful participation must move beyond consultation toward early, structured and sustained involvement across the full policy cycle – from agenda-setting and analysis to implementation, follow-up and review. Interventions highlighted that civil society, youth, women’s organizations, Indigenous Peoples, the private sector, academia and humanitarian actors contribute essential data, operational knowledge and lived experiences that strengthen the legitimacy, relevance and impact of intergovernmental outcomes. Speakers emphasized the value of institutionalized engagement mechanisms, including the Major Groups and Other Stakeholders framework, youth networks such as the GenJust Youth Network, and constituency-based coordination, which preserve Member State primacy while enabling shared ownership and accountability.

Participants further called for addressing persistent participation barriers, particularly for grassroots actors from developing countries, LDCs, LLDCs and SIDS, through simplified procedures, improved transparency in consultative-status processes while keeping it consistent with intergovernmental decision-making in line with ECOSOC resolution 1996/31, hybrid modalities, capacity support and clearer feedback on how inputs are reflected in outcomes, including in gender-responsive and youth-inclusive decision-making. Discussions emphasized that trust-based, cross-sectoral partnerships and broader engagement with other development actors, and information- and capacity-sharing “bridges” are essential to translating global commitments into action on the ground, reinforcing ECOSOC’s role as a connector between institutions and the people they serve.

### *4. ECOSOC’s role as a platform for the follow-up and review of global outcomes from major UN Conferences and Summits was strongly emphasized.*

Discussions highlighted the Council’s distinctive function in translating normative frameworks into actionable policy guidance that can inform national planning and implementation, while supporting coherence across sectoral and intergovernmental processes. Particular attention was given to ECOSOC’s role in supporting the follow-up to the Sevilla Commitment, the Doha Declaration of the Second World Summit for Social Development, the Awaza Programme of Action, the Antigua and Barbuda Agenda, the Doha Programme of Action for LDCs, as well as preparations for the 2026 United Nations Water Conference, and in ensuring that these processes reinforce and accelerate the integrated implementation of the 2030 Agenda. Participants called for more systematic and coordinated follow-up within the ECOSOC system, including regular feedback to Member States on how guidance is being taken up, improved reporting on results and stronger alignment across work programmes and cycles. Strengthening follow-



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up through ECOSOC was seen as essential to ensure that commitments emerging from major conferences and summits are effectively translated into action, and that the system coordinates in a manner that supports implementation at national and regional levels.

Panelists and delegations emphasized that accelerating implementation of the SDGs requires a decisive shift from commitments to delivery at scale, underpinned by a step change in integrated analysis, data and information to better inform policy and investment decisions and create incentives for collaboration. Urbanization, energy systems and infrastructure were identified as decisive drivers of sustainable development, with integrated solutions needed to simultaneously reduce emissions, enhance sustainability and strengthen resilience to climate, economic and geopolitical shocks. Speakers underscored that resilient infrastructure and reliable access to water and energy – particularly in rapidly growing urban areas and informal settlements – are prerequisites for inclusive growth, human capital development and job creation, while insufficient progress in these areas risks triggering cascading setbacks across the Goals.

*5. The importance of active engagement of Member States in the upcoming reviews of ECOSOC and the HLPF, and the Council's review of subsidiary bodies was underscored.*

The Segment brought together key players from pertinent review processes and from across the ECOSOC system, including co-facilitators of the ECOSOC–HLPF review and the mandate implementation review, senior United Nations leadership, Chairs of subsidiary bodies, academic and policy experts, and representatives of civil society and youth constituencies, who reflected on strategic imperatives to strengthen ECOSOC's role in coordinating the UN system and enhancing its authority, coherence and results-orientation in the context of UN80 and the forthcoming reviews of ECOSOC and the HLPF, and of ECOSOC subsidiary bodies.

The need to ensure system-wide coherence across the GA review of ECOSOC and the HLPF, the UN80 initiative, the mandate implementation review and other related reform processes was emphasized, with calls to avoid fragmented or siloed approaches and to reinforce complementarity between the General Assembly and ECOSOC to reduce duplication and institutional fragmentation. Several delegations underscored that coherence must also extend to work cycles, reporting frameworks and mandates, including through rationalization of mandates, alignment of review calendars and improved feedback loops between ECOSOC, its subsidiary bodies and the HLPF.

Discussions highlighted that the ongoing review process provides a critical opportunity to move from form to function, strengthening ECOSOC's coordination, oversight and convening roles, improving alignment across work cycles, enhancing follow-up to subsidiary body recommendations, and closing the gap between global commitments and delivery on the ground. Panelists underscored that ECOSOC is most effective when it acts as a problem-solving platform, organizing its work around concrete development challenges, leveraging its convening power, subsidiary body expertise and review mechanisms, and supporting more mission-driven, outcome-oriented approaches to sustainable development.

Member States emphasized the importance of clear political guidance, strengthened Secretariat support and improved information flows, including regular briefings to different stakeholders to demonstrate how ECOSOC guidance is taken up across the system. Several delegations stressed that data-driven decision-making, results-focused reporting and attention to risk, resilience and disaster prevention



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are essential to enhance accountability and impact. Participants further highlighted the need to strengthen ECOSOC's role in connecting normative guidance with implementation, including through closer interaction with international financial institutions, enhanced attention to financing for development, debt vulnerabilities and development finance architecture reform, and stronger links between global policy guidance and country-level realities.

Member States were encouraged to approach this moment of reflection with ambition and pragmatism, providing clear political direction and ownership, identifying shared and mutually reinforcing outcomes that strengthen coherence, accountability, inclusion and impact, reaffirm ECOSOC's centrality within the United Nations development pillar, and position the Council to exercise a more effective, credible and authoritative role in the years ahead. Several delegations emphasized that this includes upholding inclusivity, gender equality and meaningful youth engagement, ensuring that reforms enhance, rather than dilute, the Council's capacity to deliver for people on the ground and future generations.

## Recommendations from the discussions at the Coordination Segment

The Segment generated a broad range of concrete proposals and recommendations, as follows:

### A. Making coordination operational and results-driven

1. Clearer division of labour across ECOSOC subsidiary bodies and UN system entities to reduce duplication and fragmentation.
2. Strengthened joint planning, consolidated reporting on cross-cutting priorities and structured feedback mechanisms to enhance coherence, accountability and impact.
3. Regular briefings by the ECOSOC system to demonstrate how Council guidance is being implemented and to close the gap between policy guidance and delivery.
4. Ensure that reform and coordination efforts apply system-wide, beyond Headquarters and across all UN system entities.
5. Stronger connection between ECOSOC outcomes and country-level implementation, including through Resident Coordinators and UN Country Teams.
6. Data-driven decision-making, measurable outcomes, strengthened statistical systems and complementary metrics beyond GDP.
7. Mainstreaming disaster risk reduction, resilience and risk-informed approaches across ECOSOC segments and subsidiary bodies.

### B. Strengthening ECOSOC's authority, working methods and system-wide impact

8. Reaffirmation of ECOSOC's central role within the UN development pillar, including treatment on par with other principal organs, with strengthened political authority and oversight.
9. A structural reset of ECOSOC, sharpening its agenda, streamlining mandates and reporting lines, reducing overlaps and duplication across segments, and focusing on fewer, more strategic priorities through stronger results orientation and increased use of existing mechanisms rather than creating new structures.
10. A shift from procedural deliberation toward problem-solving, mission-driven and outcome-oriented approaches, including strategic use of public finance, innovation policy and public-private partnerships aligned with the SDGs.



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11. Stronger linkages between normative guidance and operational delivery across development, humanitarian, peacebuilding and human rights dimensions, including closer interaction with the Security Council, Peacebuilding Commission and the General Assembly to avoid fragmentation.
12. Enhanced engagement with international financial institutions (IFIs) and follow-up to financing for development outcomes, including predictable means of implementation, reform of the development finance architecture and strengthening its key role in linking development policy with financial governance and debt processes.
13. Strategic use of ECOSOC's convening power and institutional linkages to mobilize partnerships across governments, IFIs, private sector and regional actors to enhance system-wide coherence and collective delivery.
14. Enhanced role of the Bureau and President in the organization of the Council's work.
15. Alignment and coherence across the UN80 initiative, the ECOSOC–HLPF review, the mandate implementation review and other reform processes, guided by impact assessments and safeguards against regression on existing normative commitments.

#### C. Strengthening articulation with the HLPF

16. Improved alignment between ECOSOC and the HLPF, including work cycles, agendas and reporting frameworks.
17. Systematic transmission of ECOSOC subsidiary bodies' inputs to the HLPF and use of HLPF outcomes to inform subsequent ECOSOC work.
18. Strengthened accountability and peer-learning functions of Voluntary National Reviews, including proposals for greater comparability and potential follow-up mechanisms.
19. Enhanced effectiveness and visibility of Regional Forums on Sustainable Development and their contribution to global review processes.

#### D. Stakeholder participation and inclusive engagement

20. Meaningful, structured and institutionalized stakeholder engagement across the ECOSOC full policy cycle – from agenda-setting to follow-up and review – with improved accreditation and participation modalities, including dedicated dialogue tracks to enable earlier engagement in agenda-setting and policy development.
21. Amplification of the voices of youth, women, Indigenous Peoples, LDCs, LLDCs and SIDS, as well as of other groups in vulnerable situations.
22. Trust-based partnerships, co-creation with local actors and improved feedback on how stakeholder inputs are reflected in outcomes.

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