



# HIGH-LEVEL UNDP-OECD ROUNDTABLE ON FRAGILITY AND TRANSITIONS IN HUMANITARIAN CONTEXTS

19 JUNE 2025 | 9am to 11am CEST | Venue: Room III Palais de Nations

*Coffee served at 8:45am*



## Context

The multilateral system is undergoing a seismic reset, one that goes far beyond a funding crisis or a coordination dilemma. What we are witnessing is a **structural realignment** of the multilateral order, born of hard constraints and long-ignored realities. Driven by political shifts among donors, **drastic funding cuts**, **shifting mandates**, and **deepening fragility**, the current landscape is challenging the foundations of how the international system responds to crisis, and the expectations on the role of development, peace and humanitarian actors alike in fragile and conflict-affected settings.

According to the **OECD States of Fragility 2025 report**, **2.1 billion people** - over a quarter of the world's population - now live in 61 contexts facing high or extreme fragility. These settings account for roughly **72% of the world's extreme poor**, and that figure is rising. **Yet, fragility is not confined to these settings**. It is increasingly recognized as a universal, systemic, multidimensional condition reflecting the dynamic interplay of political, economic, societal, environmental, human and security-related issues. Responses are challenged to be similarly dynamic, sustained, and adaptive. However, response capacity is declining just as fragility deepens, along with the increasing risk of institutional collapse, mass displacement, and recurring crisis.

Within this complex landscape, the Emergency Relief Coordinator launched the **“Humanitarian Reset”** in March 2025. The reset includes the proposal to drawdown humanitarian coordination mechanisms in an initial nine countries, which will bring a transfer of responsibilities to national institutions and to development actors. Countries like **Colombia, Libya, Iraq, Nigeria, and Zimbabwe** are already at the frontlines of this transition.

However, this transition is taking place against a sobering fiscal backdrop. **Official Development Assistance (ODA)** is being redirected toward domestic and security priorities. Bilateral aid budgets are stagnating. Global economic volatility—rising interest rates, inflation, and geopolitical tensions—is narrowing the space for predictable, long-term investment in crisis settings.

As humanitarian actors step back, **development and peacebuilding actors are being called upon to absorb greater responsibility—without a corresponding increase in financing, coordination, or policy support.** The long-standing call for greater complementarity across actors has now become a necessity. Simply handing over responsibilities or relying on sequential programming will not suffice. What is needed is a deliberate, joined-up approach that emphasizes **coherence, sustainability, and national ownership.**

This moment raises an urgent question: **What will it take to enable sustainable, nationally led transitions—and who is prepared to lead?**

The goal is not for development actors to replicate humanitarian roles, but to prevent reversals—to stabilize institutions, sustain essential services, and help communities recover. But this can only succeed if **national and local actors are positioned as agents of their own recovery,** with the tools, authority, and resources to lead. International engagement must be reconfigured to support—not substitute—domestic capacities.

That requires more than technical solutions. **It demands political will, strategic financing and partnerships grounded in trust and national legitimacy.** Applying traditional development models to fragile settings without adjusting for context will not only underperform—it risks repeating the very failures this reset seeks to address.

**Responsible transitions building on timebound and targeted early recovery engagements** are essential if we are to **deliver that are not only principled but also fit for purpose.** Transitions must be understood not as an exit strategy, but as a strategic pivot: stepping forward differently—**investing in national systems, shifting decision-making to national and local actors, and ensuring that humanitarian investments lay the groundwork for longer-term resilience.**

**If managed well, this transition could mark the beginning of a new compact across humanitarian and development actors—one that is more anticipatory, integrated, and accountable.**

## Objectives

The Roundtable is a critical step toward taking stock of what is shifting, what is missing, and what is needed in shaping this future. It invites Member States, UN agencies, International Organizations, civil society and other partners to engage in a forward-looking exchange on how the system can adapt to emerging realities in fragile and transition settings. It aims to:

- **Discuss humanitarian-development collaboration** through a political, financial, and operational lens — moving beyond silos toward more joined-up strategies in transition contexts.
- **Explore the real-time implications of accelerated humanitarian transitions for development and peace actors,** including practical challenges and risks to avoid systemic failure in fragile states.
- **Discuss actionable options** to strengthen the supply side of development assistance in contexts of protracted fragility and reduced humanitarian presence – including through national leadership, local partners, anticipatory financing, and shared accountability.

## Agenda

08:45 – 09:00 *Arrival and coffee*

09:00 – 09:05	<b>Opening Remarks</b> Shoko Noda, Assistant-Secretary-General and Crisis Bureau Director, UNDP
09:05 – 09:20	<b>The State of International Cooperation: Challenges and opportunities of current situation for the HDP Nexus</b> <b>Presenter:</b> Jonathan Marley, Policy Analyst, Conflict, Crises and Fragility, OECD International Network on Conflict and Fragility (INCAF)
09:20 – 09:50	<b>Q&amp;A</b>  <b>Facilitator:</b> Barbara-Anne Krijgsman, Senior Adviser, UN Partnerships, UNDP
09:50 – 10:10	<b>Panel: What Will It Take to Meet the Moment?</b>  <b>Panel members:</b> <ol style="list-style-type: none"><li>1. <b>H.E. Mr. Gustavo Gallón</b>, Ambassador Extraordinary and Plenipotentiary / Permanent Representative, Colombia</li><li>2. <b>Ms. Shoko Noda</b>, Assistant Secretary-General and Director of the Crisis Bureau, UNDP</li><li>3. <b>Ms. Ugochi Daniels</b>, Deputy Director General for Operations, IOM</li><li>4. <b>Mr. Jeremy Wellard</b>, Head of Humanitarian Coordination, ICVA</li></ol> <b>Facilitator:</b> Jonathan Marley, OECD INCAF
10:10 – 10:50	<b>Open Floor: Unpacking the Transition Dilemma</b>  <b>Guiding Questions:</b>  <b>Facilitator:</b> Jonathan Marley, OECD INCAF
10:50 – 11:00	<b>Closing reflections (UNDP)</b>

*For more information, please contact Ayano Nakazawa, UNDP Crisis Bureau, Strategic Partnerships and Communications team at [ayano.nakazawa@undp.org](mailto:ayano.nakazawa@undp.org).*