



Distr.: General  
7 December 2023  
English only

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## Report of the High-level Committee on Management at its forty-sixth session

(5-6 October 2023, United Nations Children's Fund (UNICEF),  
Global Supply and Logistics Hub, Copenhagen)

### *Executive Summary*

The High-level Committee on Management held its 46<sup>th</sup> session on 5 and 6 October, generously hosted by UNICEF at their Global Supply and Logistics Hub, in Copenhagen. Committee members had the opportunity to see the largest humanitarian warehouse in action during a tour of the facilities. CEB member organizations from across the UN system participated at a high-level and the International Civil Service Commission (ICSC) and the Staff Federations were present as observers.

The session was preceded by a dedicated **Joint Session on the Use and Governance of Artificial Intelligence and Related Frontier Technologies** with the High-level Committee on Programmes (HLCP) on 4 October. This session built on prior work related to data, digital technologies, and Artificial Intelligence undertaken by the Committees and the deliberations on frontier technologies and the digital commons by the Chief Executives Board for Coordination (CEB). The session included a scoping discussion on AI governance and the role of the UN system as an input to the Secretary-General's efforts on this topic, including the work of the High-level Advisory Body on AI and the Summit of the Future. The discussions benefitted from the presence and active engagement of senior UN leaders, including Amandeep Singh Gill, Secretary-General's Envoy on Technology, Melissa Fleming, Under-Secretary-General for Global Communications; Tomas Lamanuskas, Deputy Secretary-General of ITU; and, Gabriela Ramos, Assistant Director-General of UNESCO for Social and Human Sciences. Committee members delved into critical issues surrounding the ethics of AI, human rights, information integrity, sustainable development, data governance, and business transformation.

**Key outcomes of the Joint Session** were the request by the Committees to the HLCP Interagency Working Group on Artificial Intelligence, with input from HLCP, as relevant, to develop a White Paper that presents a deep dive into existing global institutional models that could inform global AI governance, and existing normative frameworks, including international law, that could apply to AI; and the decision for HLCP to develop, with input from HLCP, as relevant, a system-wide normative and operational framework on the use of AI in the UN System, based on the UN Principles for the Ethical Use of AI, and taking into consideration its benefits and risks.



The HLCM regular session first took up **Occupational Health and Safety (OHS)**, a critically important piece for the organizations of the UN system to be able to carry out their mandates, which was accentuated by the Covid-19 pandemic. With the aim to improve the health and well-being of our workforce, HLCM examined options developed by the HLCM Forum on Occupational Health and Safety to foster the UN system's capacity in this area.

In an important step forward, the Committee decided to establish an inter-agency mechanism with OHS expertise responsible for advice and policy and with limited decision-making authority over the UN system. This mechanism will be managed by a UN-wide OHS Coordinator, supported by a lean Secretariat, and reporting to HLCM. The OHS Forum will further develop and report back to HLCM on the financial implications and cost-sharing options for HLCM's endorsement, so that the new mechanism can take up its functions by 2025. HLCM also discussed the importance of the presence of OHS expertise within all organizations of the UN system and will further examine if pooled capacity can be created for entities without dedicated OHS focal points.

The Committee significantly advanced efforts to protect and further the **Mental Health and Well-Being** of UN system workforce by endorsing the Mental Health and Well-Being Strategy for 2024 and beyond, as well as a Scorecard as the basis for system-wide reporting to the HLCM starting in 2025. The strategy put forward by the Mental Health Strategy Implementation Board was also informed by the Management Letter from the Joint Inspection Unit (JIU) on its review of policies and practices in this area.

HLCM underscored the importance and benefits of investing in the mental health and well-being of its workforce, agreed to the proposed resource requirements for the implementation of the Strategy, and decided to establish and integrate a time bound staffing structure to support the Strategy into the OneHR Secretariat in Bonn, Germany. To this end, the Finance and Budget Network would review and recommend a suitable cost-sharing model.

The HLCM Vice-Chair, and Chair of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System, Kelly Clements, gave a last update on the Task Force's efforts towards instilling an organizational culture that is conducive to **zero tolerance for inaction on sexual harassment** in the UN system. She also highlighted some of the results of the annual survey of organizations on reporting of sexual harassment. CEB members will receive an in-depth report at the upcoming Board's lunch session dedicated to this issue.

HLCM recognized the requirement for continuous and coordinated leadership attention to addressing sexual harassment and endorsed the terms of reference for the UN Executive Group to Prevent and Respond to Sexual Harassment in the UN System, which will take up its functions in January 2024 under the leadership of Ms. Hannan Sulieman (UNICEF) as Chair, and Ms. Marta-Helena Lopez (UN Secretariat) and Mr. Andy Staines (WIPO) as Vice-Chairs.

The Committee is determined to continue to give priority attention and visibility to this critical matter with the application of a coordinated system-wide approach to sexual harassment prevention and response, monitoring of progress and impact evaluation, capacity building, and communication and engagement with all relevant stakeholders, including victims and survivors.

HLCM received a briefing from the Vice-Chair of the International Civil Service Commission (ICSC) on their approach and perspective on the upcoming **Comprehensive Review of the Compensation Package** and from the Human Resources Network (HRN) on the modalities put in place to provide the organizations' input to the review. In the ensuing discussion, the need to maintain a competitive and sustainable package, which provides UN organizations with a capacity to recruit, retain and deploy staff of the highest competence in often dangerous and difficult conditions, was generally acknowledged.

Deliberations continued among Committee members in the closed session. The Committee decided to establish a Contact Group comprised of the HRN Co-Chairs and select HLCM members (WFP, UN-DOS, ILO) to act as a first point of entry for guidance for organizations, and asked the HR Network to develop a brief background document for alignment of positioning and messaging.

Building on the joint session on AI, HLCM looked into the important issue of **supply chain digitalization**. The Committee recognized that procurement and supply chain activities are at the core of programmatic impact and service delivery excellence and, as such, have become integral elements of the digitalization journey of many agencies. The Committee voiced strong support for the work of the Procurement Network in delivering a robust, agile, and end-to-end supply chain management enhanced by technology, modernizing the way we do business, and ensuring impact in achieving collective global mandates on issues such as efficiency, sustainability, and ESG targets.

The HLCM Chair introduced to the Committee the Secretary-General's Policy Brief on the **UN 2.0** "Forward-Looking Culture and Cutting-Edge Skills for Better UN System Impact" - a vision of a UN system equipped with 21st-century expertise and a rejuvenated organizational culture for more robust results, better support to Member States, and faster progress towards the Sustainable Development Goals. HLCM has already aligned its agenda to the priorities outlined in the Our Common Agenda report, and the Committee's entire portfolio is now structured along a series of workstreams that are strongly anchored to the framework provided by the "Quintet of Change". HLCM will continue to provide a platform to enable organizational shifts in expertise and culture across the entire UN System. In cooperation with the High-level Committee on Programmes, HLCM will monitor progress and provide overall guidance for the UN 2.0 process.

Contributing to a core point in the "Quintet for Change", the Committee continued to attach importance to **data management and protection**. The HLCM Task Team on Data Sharing has worked towards the development of a common data sharing agreement with a view to creating a UN ecosystem for information sharing and common decision making. HLCM welcomed the recommendations towards exploring the adoption of the Creative Commons license and ensuring that each organization has put in place a data classification. The Committee also urged the Task Team to look into avenues to ensure that UN data remains a global public good, while upholding the privileges and immunities of UN system organizations.

HLCM was presented with key take-aways from a series of three virtual workshops on **Sustainability Practices in UN Operations**, focusing on the greening of fleets, travel, and HQ buildings. The workshops, coordinated by UNHCR and chaired by WFP, FAO, and UNEP, aimed to share learnings and best practices as well as to identify potential collaboration opportunities. An in-person workshop covering building solarization for remote field-based locations is scheduled in Germany for mid-November.

HLCM also received a progress update on the **UN Digital ID Programme**, which is moving forward under the leadership of the new Programme Director and with six sponsoring organizations. The Executive Steering Committee has approved a new Charter for the programme. Work is ongoing on business requirements, technical specifications, branding and logo, and mock-ups and the sponsoring organizations are identifying resources, and ascertain their go-live readiness.

HLCM welcomed and endorsed the final version of the system-wide **Diversity Equity and Inclusion (DEI)** Glossary, DEI Vision and Principles and a compilation of DEI practices. These tools constitute a consequential step forward to advancing a diverse, equitable and inclusive UN system workplace, and the Committee is considering extending the mandate of the DEI working group.

Finally, the Committee received an update from the USG for Safety and Security on the recently commenced holistic review of the **UN Security Management System** (UNSMS) footprint and security budgets, which will set out security requirements, the roles and responsibilities of entities, sources of funding, and related trends over the past five years, inclusive of all UNSMS member organizations. HLCM requested that consideration be given to expanding the scope of the review to include the effectiveness of the use of UNSMS resources.

The Committee agreed to hold its 47<sup>th</sup> session on 8-9 April 2024, in Nairobi, Kenya.

## I. Introduction

1. The High-level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its forty-sixth session on 5-6 October 2023 at the UNICEF Global Supply and Logistics Hub, generously hosted by the United Nations Children's Fund (UNICEF). The meeting was chaired by the HLCM Chair, Ms. Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, United Nations, and by the HLCM Vice-Chair, Ms. Kelly T. Clements, Deputy High Commissioner for Refugees.
2. The HLCM Chair welcomed new HLCM members as well as guests, including representatives from the International Civil Service Commission (ICSC) and the Staff Federations.
3. The agenda, as adopted by the Committee, focused on the following themes:
  - a. Occupational Health and Safety;
  - b. Comprehensive Review of the Compensation and Allowances System;
  - c. Digital Supply Chain – Achievements and Aspirations;
  - d. Addressing Sexual Harassment in the UN System;
  - e. Data-Sharing Template/Agreement in the UN System;
  - f.1. UN 2.0 – Our Common Agenda Policy Brief 11;
  - g. Inter-Agency Workshops on Greening of Fleet, Travel, and Buildings;
  - h. Information Items
    - HLCM Cross-functional Working Group for Data and Cyber Risk
    - UN Digital ID Programme
    - Coordination Group on Mutual Recognition
    - Diversity, Equity and Inclusion
    - Inter-Agency Security Management Network (IASMN) Policies
    - Holistic review of the UN Security Management System (UNSMS)
4. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

## II. Occupational Health and Safety

5. The first substantive agenda item touched on two primary elements: options for a system-wide management of Occupational Health and Safety (OHS) and, secondly, the “2024 and beyond UN System Workplace Mental Health and Well-Being Strategy”.
6. The Chair of the Occupational Health and Safety (OHS) Forum, Raul Thomas, opened the discussion on the first element by emphasizing the pressing importance of Occupational Health and Safety in the context of the UN system for ensuring optimal workforce performance and organizational mandate fulfilment.

7. Detailing the OHS Forum's 6th activity report, reference was made to the high-level outcomes from the 2023 OHS survey, which revealed advancements in certain areas like pre-deployment training, as well as a noticeable lag in implementing comprehensive OHS systems within organizations. While 31% of organizations had fully implemented the system, 33% had not initiated any steps. The rest were in divergent stages of implementation.
8. The Chair of the OHS Forum then steered the conversation towards the three proposed modalities for an OHS management system to strengthen OHS preparedness, effective OHS risk management, and timely response to OHS incidents or crises at headquarters level and in the field. The first option, maintaining the current operational format with the OSH Forum, was dismissed as non-viable and not ambitious enough. The second proposition included an inter-agency mechanism with OHS expertise, managed by an OHS Coordinator with a lean secretariat, and with limited decision-making authority. The third, and most comprehensive option, included the establishment of a dedicated OHS coordinating entity with OHS expertise and decision-making authority over the UN system on OHS matters. It was noted that the latter two options both required cost-sharing, with the third option demanding more financing. The debate on these options within the OHS Forum had yielded a clear majority for the third option, with some OHS Forum members raising concerns about the potential financial implications and the governance structures of the proposed entity in the third option.
9. The importance of adequate structures for OHS was accentuated by data revealing that fatalities and injuries attributed to OHS outstripped those related to security concerns. Drawing a parallel to the UN system's approach to security funding, the Chair of the OHS Forum made an argument for the imperative of channelling adequate resources towards OHS initiatives. The dual importance of sufficient OHS measures, both from an ethical standpoint and a business perspective, was underscored.
10. For the subsequent deliberations, HLCM Members were asked to consider the implementation of an OHS focal point with expertise at headquarters level for each entity, and on the preferred option for an inter-agency OHS management system. Representatives expressed their appreciation for the efforts and progress made in the OSH Forum. There was a collective acknowledgment of the need for each entity to have an OSH focal point.
11. With regards to the OHS management system, the collective inclination was to progress with a system that acknowledges and enforces OHS across the UN system. While there was some support for the third option, most Committee members voiced their preference for option two, viewing it as a balanced approach that permitted adaptability in the future, and as a steppingstone towards option three. The second option was seen as the most viable, in particular with regards to the current financial landscape. One agency called to consider a reinforced mandate for the Forum, led by a dedicated Organization, similar to the new Executive Group to Prevent Sexual Harassment
12. It was emphasized that while the well-being of staff was paramount, the financial constraints of their respective entities could not be overlooked, and that more clarity on the financial implications of the second option was required before making a final decision. One entity stressed its financial constraints and indicated that it would not be able to support any cost-sharing at present. It was noted that the functions of any mechanisms put in place would need to be clearly delineated to ensure that there would be no overlap with existing structures.

13. The HLCM Chair concluded the item on the OHS mechanism by proposing that option two be adopted in principle. She suggested a review of its implementation after three years, with the intent of deciding on the next steps. The Chair also mentioned some additional considerations, like the idea of a pooled approach for focal points and the need to elaborate cost-sharing arrangements. With a view to have the mechanism in place by 2025, it was recommended that the OHS Forum further develop these proposals, including a possible cost sharing model, which the Finance and Budget Network would then review for financial soundness.
14. The HLCM Chair introduced the item on the UN System Workplace Mental Health and Well-being Strategy underlining the importance of the topic in light of the recent Covid pandemic, adding that the recent review of the JIU and respective Management Letter addressed the issue as well.
15. The Chair of the Mental Health Implementation Board reminded the Committee on the background of the issue and elaborated on the progress made under the guidance of the multidisciplinary interagency group, which included representatives from Staff Federations.
16. The Committee received a high-level overview on the pillars and elements of the proposed 2024 and beyond Mental Health Strategy. The Chair of the Implementation Board emphasized that the Strategy was guided by data derived from system-wide reporting using the Mental Health scorecard, by the recent review of the JIU, by the WHO Workplace Mental Health Guidelines and by the WHO/ILO Workplace Mental Health Policy Brief. The 2024 and beyond Mental Health Strategy was shared with the members of the Committee in advance, together with an Implementation Guide and an updated Scorecard. HLCM was asked to adopt the three deliverables.
17. Referring to the JIU review into mental health practices and policies, the Chair highlighted the overall trends in mental health related cases and the associated economic risks, underscoring the high costs of inaction and the occupational health and safety responsibilities to staff members. While the current strategy had been supported by voluntary contributions from some of the participating organizations, it had been suggested to establish a more sustainable funding model. In line with the HLCM request at its 44<sup>th</sup> session, the Implementation Board presented a staffing structure to sustain and carry on the work already completed, while emphasizing the time-bound nature of the proposed secretariat and respective staffing.
18. HLCM was presented with three budget proposals for 2024 and was asked to decide on the location of duty of the proposed new secretariat. Budget projections were presented for Vienna, Geneva and Bonn, which had been favoured due to their proximity to headquarters and to efficiencies in travel costs.
19. In the ensuing discussion, members of the Committee noted with appreciation the work done, and acknowledged the need to continue addressing mental health issues and improving staff well-being, while also emphasizing the potentially high cost of inaction. Explicit support for the Strategy and Scorecard was widespread.
20. Regarding the staffing structure, several participants emphasized that any secretariat should be lean and time-bound, while delivering its services in the most efficient manner. Some organizations underlined that it would be useful to locate the secretariat in a duty station that served as headquarters for many organizations, thus reducing the cost of travel and improving the effectiveness of the programme, given the nature of the proposed secretariat as a

coordination body among member organizations' headquarters. Several organizations suggested that a decision on resources would best be taken holistically, with due consideration to the resource requirements of other related activities, and pointed to the need for a formal review of the proposed cost-sharing model by the Finance and Budget Network.

21. One agency raised concerns about the establishment of new coordination mechanisms, especially in light of the financial constraints currently prevalent in most UN system organizations, and suggested that, to the extent possible, new structures should be established within existing resources, and following discussion and endorsement by the relevant HLCM Networks.

#### **The High-Level Committee on Management:**

##### ***OHS Management Mechanism***

22. *Adopted in principle an Inter-agency mechanism with OHS expertise, managed by an UN-wide OHS Coordinator reporting to the HLCM, responsible for advice and policy and with limited decision-making authority (option 2 in CEB/2023/HLCM/17), reviewing experience with the mechanism after three years of operating.*
23. *Requested the OHS Forum by the HLCM's 47th session in spring 2024 to propose a cost sharing arrangement for the OHS mechanism, to subsequently be reviewed for its financial soundness by the Finance and Budget Network.*
24. *Requested the OHS Forum to propose by the HLCM's 47th session in spring 2024 a pooled approach for OHS focal points for interested entities, including a cost-sharing arrangement.*

##### ***Mental Health Strategy***

25. *Endorsed the 2024 and beyond Mental Health and Wellbeing Strategy and the Scorecard as the basis for annual report to HLCM through the HR Network, starting 2025.*
26. *Approved the proposed time-bound staffing structure and resources of the secretariat and requested the FB Network to review and agree on the cost-sharing mechanism for the overall budget.*
27. *Agreed to locate the secretariat in the OneHR center in Bonn, Germany.*

### **III. Comprehensive Review of Compensation and Allowances System**

28. The item was opened by the HLCM Chair recalling the General Assembly's request for the ICSC to conduct a comprehensive review of the UN system compensation and allowances system every five years. The Chair welcomed the presence of the ICSC Vice-Chair, Mr. Boguslaw Winid, and asked him to brief the Committee on the modalities put in place by the ICSC in response to the General Assembly's request.
29. The ICSC Vice-Chair briefed the Committee on the scope, objectives and approach of the comprehensive review of the compensation and allowances system, emphasizing that the review would focus only on Professional and higher categories. Issues related to the post adjustment system would be addressed separately by the Advisory Committee on Post Adjustment Questions (ACPAQ).



30. The ICSC Vice-Chair further emphasized the need for data and cooperation from organizations, and expressed appreciation for their support in the ongoing staff survey on the compensation and allowances system. Committee members would be receiving the results from the survey for their respective organization in the beginning of 2024.
31. The Vice-Chair also underlined that the United Nations would be the only large international organization that reviews its compensation system with a five-year periodicity, and that the ICSC intended to recommend to the General Assembly a review every ten years, not least with a view to reducing the resource implications for the ICSC Secretariat itself.
32. In his concluding remarks, the ICSC Vice-Chair stressed that the comprehensive review was a resource-intensive exercise, whose proper completion risked being negatively impacted by the recent decision by the FB Network to reduce the Commission's operational budget.
33. The Co-Chairs of the HR Network underlined that the Network had created an internal Working Group to ensure a timely and constructive collaboration with the ICSC and its Secretariat, and to contribute practical insights on the rationale and objectives behind individual compensation elements, supported by data and case studies. The Finance and Budget Network had also been invited to nominate representatives in the Working Group.
34. The Working Group Co-Chair expressed gratitude for the collaborative spirit of the ICSC and Staff Federations. The Co-Chair highlighted that the upcoming HR Network meeting in Turin provided an opportunity for the organizations to align their positions, taking into account the diversity of their respective mandates as well as the need to continue to attract and retain staff with the highest standards of efficiency, competence, and integrity, in accordance with article 101 of the UN charter.

**The High-Level Committee on Management:**

35. *Expressed appreciation to the ICSC Vice-Chair and to the Staff Federations for their constructive engagement in the preparatory phase of the compensation review, and looked forward to continuing its engagement with all stakeholders involved in the review, including through the ad-hoc HR Network Working Group and by participating in and contributing to the upcoming ICSC working groups.*
36. *Decided to establish a Contact Group comprised of the HRN Co-Chairs and select HLCM members (WFP, UN-DOS, ILO) to act as a first point of entry for guidance for organizations, and asked the HR Network to develop a brief background document for alignment of positioning and messaging.*

#### **IV. Digital Supply Chain – Achievements and Aspirations**

37. The Committee discussed the emergence of AI and digitalization as transformative forces and examined their potential to revolutionize procurement and supply chain functions, with a focus on the benefits these technologies offer, the challenges they pose, and the role that the UN system could play in guiding this transformative journey.
38. Ms. Angela Kastner, Chair, Procurement Network, and Director, Procurement and Supply Services, WHO, introduced a series of speakers from the World Bank Group, WIPO, UNICEF and UNHCR on cutting-edge initiatives and experiences involving digitalisation in procurement and supply chain

management. The presentations centred around the Network's common vision for supply chain resilience, driven by technology, as well as around the opportunities and challenges of transforming the supply chain function. Common themes coming out of the presentations included:

- **Evolution of Supply Chains and Procurement:** The landscape of supply chains and procurement has evolved rapidly, driven by technological advancements, particularly in the era of artificial intelligence. These changes are essential for meeting global mandates in programme delivery, operational efficiency, and financial and environmental targets.
- **Technology's Impact:** Technology can enhance efficiency and reduce costs by automating routine tasks in order processing, invoice reconciliation, and inventory management. Predictive analytics and forecasting can revolutionize procurement, offering better decision-making and real-time visibility.
- **Resilience and Sustainability:** Resilient and responsive procurement and supply chain functions are necessary to achieve sustainability and environmental targets. Real-time tracking and monitoring can improve both cost savings and environmental impact.

39. Members were supportive of the Procurement Network's efforts towards digital supply chain transformation and underlined the clear benefits in collaborating and learning from each other in this space. The Committee appreciated the impact of the UN system in supplying goods and services, noting that the procurement function should be re-assessed as a means to deliver impact instead of merely seeing it as a process. At the same time, the need to take in due consideration different regulatory frameworks across organizations was emphasized.
40. The Committee recognized that procurement and supply chain activities were at the core of programmatic impact and service delivery excellence and, as such, had become integral elements of the digitalization journey of many agencies. The Committee voiced strong support for the work of the Procurement Network in delivering a robust, agile, and end-to-end supply chain management enhanced by technology, modernizing the way we do business, and ensuring impact in achieving collective global mandates on issues such as efficiency, sustainability, and ESG targets.
41. The HLCM Vice Chair thanked the Procurement Network and its Digital Supply Chain Initiative for the progress made in modernizing the business processes through technology. She called on HLCM members to look at investing more in digital common standards across organizations and sharing best practices to go "further and faster as a collective." She also requested the Procurement Network to explore putting together a set of principles to guide a system-wide supply chain transformation.

**The High-Level Committee on Management:**

42. *Took note of the progress of, and provided feedback on, the work of the Procurement Network in adopting new technologies to streamline processes and synchronize information, to become more agile and adaptable, and to base decisions on evidence, with increased impact on beneficiaries.*
43. *Requested the Procurement Network to work on supply chain digitalization, with a focus on developing workable modalities that can be leveraged through a system-wide approach.*

## V. Addressing Sexual Harassment in the UN System

44. The Chair of the CEB Task Force on Addressing Sexual Harassment in the Organizations of the UN System (Task Force), Kelly T. Clements, introduced the item to the Committee, highlighted accomplishments, and noted that the Task Force would conclude its work by the end of 2023. Observing that the Task Force had made significant strides in how sexual harassment is addressed appropriately in the UN system, including through the development of policies and tools for the prevention and response, she also acknowledged that a lot remained to be done.
45. Ongoing efforts in the four main work streams of the Task Force were detailed: with a focus on prevention and behavioural change, IOM and the UN Secretariat led efforts to advance and measure impactful trainings and communication standards. The Office of the Victims' Rights Advocate and the World Bank Group Victim continued to operationalize engagement and support for victims of sexual harassment and disseminated a training module in the UN system. The third stream, led by WFP and the UN Secretariat, involved the collection and analysis of results of the annual survey on reporting of sexual harassment, providing data to measure the impact of the Task Force's efforts and the imminent finalization of a results framework with forward looking indicators to foster innovative approaches to the prevention of sexual harassment. The last work stream, directed by UN Women, launched an online knowledge hub gathering materials and tools to address sexual harassment, accessible publicly for all interested stakeholders.
46. The Chair of the Task Force then shared some vital statistic from the annual survey, noting that there had been a welcome increase in reporting of cases of harassment since the establishment of the Task Force, with one in every 912 individuals in 2022 reporting an incident, up from one in 2400 in 2017. She cautioned however, that there was likely considerable underreporting still. The data from the survey underscored the urgency and the necessity of continuing efforts through the UN Executive Group to Prevent and Respond to Sexual Harassment (Executive Group), which would take up its functions in 2024. The Chair asked the Committee for the approval of the terms of reference of the Executive Group, which would remain a high-level forum aiming for the advancement of strategic policy development, capacity building, impact evaluation, as well as communication and engagement around the issue.
47. In the ensuing discussion, there was a unanimous recognition among HLCM Members of the strides taken by the Task Force towards making the UN system more inclusive, respectful, and safe. It was acknowledged that sexual harassment was a gender issue and one of abuse of power. The Committee highlighted the responsibility of leadership to demonstrate exemplary behaviour, to continually engage in conversation about the issue, and to advance trust in organizations in order to increase the number of people willing to come forward, aiding the reduction of incidents over time. The issue of low reporting rates, the potential retaliation faced by those who do report and the lengthy duration of investigations were identified as ongoing challenges. The importance of a victim-centred approach, including through engagement and transparent communication was stressed.

48. Several representatives from different entities appreciated the progress made, emphasized the importance of a zero-tolerance for inaction stance on sexual harassment, and affirmed their commitment to further collaboration and action within the Executive Group. Broad support was voiced for the endorsement of the terms of reference, and the establishment of a targeted work plan for the Group was encouraged.
49. The item was concluded with gratitude expressed to Kelly T. Clements by the Chair of HLCM and the Committee for her unwavering leadership and commitment, on the challenging topic of sexual harassment.

**The High-Level Committee on Management:**

50. *Took note with appreciation of the progress update on recent work of the CEB Task Force and its workstreams.*
51. *Renewed its commitment to collectively addressing sexual harassment within the UN system.*
52. *Approved the Terms of Reference of the UN Executive Group to Prevent and Respond to Sexual Harassment.*
53. *Requested the new leadership of the Executive Group, in consultation with the members of the Task Force, to establish a workplan for the Group and commence work at the beginning of 2024.*
54. *Requested a progress update from the Executive Group at the Committee's 47th session in fall 2024.*

## **VI. Data-Sharing Template/Agreement in the UN System**

55. The Committee discussed the recommendations put forth by the HLCM Task Team on Data Sharing. This work built upon the Special Dialogue on Value-Based Data Management and Analytics in the UN system which took place at the 44<sup>th</sup> session of the HLCM in October 2022, following which the HLCM **Task Team on Data Sharing** was launched “*to develop a common data sharing agreement, as a potential enabler of system-wide efficiency gains; and, to classify the different types of data based on risk and sensitivity, with a view to enable work on a category per category basis*”.
56. The Task Team was led by Mr. Stephen MacFeely, Director of Data and Analytics at WHO, who was also the co-Lead of the HCLP Working Group on International Data Governance, bringing important synergies across the two complementary HLCP and HLCM workstreams. Mr. MacFeely presented and introduced the work of the Task Team. The Task Team had explored certain elements that needed to be in place before a system-wide data sharing agreement could in place, among which:
  - **Licensing of public data**, with the possibility for all UN system organizations to adopt a Creative Commons (CC) BY 4.0 license.
  - **Classification of data**, with the recommendation for each organization to adopt one data policy and cybersecurity data classification, instead of two separate classifications.

57. In the discussions, several organizations expressed support for the use of CC by 4.0 licenses for data sharing, with some members expressing concerns related to commercial use and seeking further clarification from the Task Team regarding the scope of the CC license. Organizations also suggested having special terms in the CC license equivalent to their specific needs, allowing them to tailor the license to ensure specific safeguards.
58. The need to engage the legal offices of each organization and to ensure broad consultations across the UN system throughout this process was stressed. HLCM members noted that the terms and conditions of any adopted public data sharing license would need to be tailored for use by the UN system, in accordance with the provisions related to privileges and immunities.
59. The challenges related to data classification due to the high costs and complexities related to cleaning unstructured data and personal data were highlighted. This was compounded by the complexity around data ownership. It was suggested that the Task Team looked into developing guidelines around data cleaning and ownership. In the ensuing discussion, HLCM members requested the Task Team to provide further clarifications on the scope, commercial use, safeguards, and protection of privileges and immunities regarding the CC license, and to develop separate data protocols for each risk level.

**The High-Level Committee on Management:**

60. *Took note of the progress of, and provided feedback on, the work of the Task Team to date.*
61. *Endorsed the following recommendation from the Task Team:*
- *Each organization should adopt a data classification, where this could be a single or common classification, for both data policy and cyber-security purposes;*
    - a) *organizations that already employ a data classification can continue to use that classification. Organizations that do not yet have a data classification (or are considering adopting a new classification) should adopt the classification recommended by the UN Secretariat (ST/SGB/2007/6) and the forthcoming revision;*
    - b) *organizations should use and adapt their classifications taking into account the context in which data management takes place i.e. take into consideration other factors beyond the data sensitivity classification e.g. whether the data contain PII, or belong to a specific business or function domain.*
    - c) *a formal concordance should be compiled so that organizations can assess how their data will be treated by a partner organization.*
62. *Requested the Task Team to continue its work, with a focus on examining whether a separate set of data sharing protocols are required for each data class (high risk, low risk etc.) and developing appropriate recommendations. The Task Team might also consider how organizations might formally inventorize and classify their data holdings and develop guidelines around data cleaning and ownership.*
63. *Requested the Task Team to provide further clarifications on the scope, commercial use, safeguards and protection of privileges and immunities regarding the CC license, in close consultation with legal offices.*

## VII. Our Common Agenda : UN 2.0 – Forward-Looking Culture and Cutting-Edge Skills for Better UN System Impact

64. The HLCM Chair informed the Committee that the Secretary-General had issued a series of 11 Policy Briefs to provide more detail on certain proposals contained in Our Common Agenda, and to support Member States in their deliberations as they prepared for the Summit of the Future. The latest Policy Brief was entitled: UN 2.0 – Forward-Looking Culture and Cutting-Edge Skills for Better UN System Impact. The Chair noted that UN 2.0 contained a vision for a UN system equipped with 21st-century expertise and a rejuvenated organizational culture for more robust results, better support to Member States, and faster progress towards the Sustainable Development Goals.
65. The HLCM Chair indicated that the UN 2.0 Policy Brief was accompanied by a portfolio illustrating real-world impact of UN 2.0 initiatives from more than 130 UN country teams and organizations. Central to achieving the vision of UN 2.0 was a quintet of skills that had the potential to enhance the work of all UN Entities, the so-called “Quintet of Change”, which included data, innovation, digital, foresight and behavioural science.
66. The Chair finally recalled that the HLCM had already aligned its agenda to the priorities outlined in the Our Common Agenda report, and that the Committee’s entire portfolio was now structured along a series of workstreams that were strongly anchored to the framework provided by the “Quintet of Change”, demonstrating its unwavering commitment to the Secretary-General’s vision outlined in his UN 2.0 policy brief.

### The High-Level Committee on Management:

67. *Committed to support the operationalization of Secretary-General’s vision towards a UN system equipped with 21<sup>st</sup>-century expertise and a rejuvenated organizational culture for more robust results, better support to Member States, and faster progress towards the Sustainable Development Goals.*
68. *Would monitor progress and provide overall guidance for the UN 2.0 process in cooperation with the High-level Committee on Programmes (HLCP).*
69. *Would periodically discuss the resulting scorecards prepared by the UN 2.0 Accelerator task team.*

## VIII. Inter-Agency Workshops on Greening of Fleet, Travel, and Buildings

70. As a follow-up to the presentation on Sustainability Practices in UN Operations at the 45<sup>th</sup> session of the HLCM, the Committee was presented with key take-aways from a series of three virtual workshops, focusing on greening of fleets, travel, and HQ buildings. Through the presentation of pre-session surveys, selected case studies from various UN agencies, and interactive discussion sessions, the workshops, coordinated by UNHCR and chaired by WFP, FAO, and UNEP, aimed to share learnings and best practices as well as to identify potential collaboration opportunities. An in-person workshop covering building solarization for remote field-based locations was scheduled in Germany for mid-November.

**The High-Level Committee on Management:**

*71. Took note with appreciation of the work conducted until now. Thanked UNHCR and the agencies that had co-led the series of workshops, and requested them to distil lessons learned and possible follow-up actions, for consideration by HLCM at its Spring 2024 session.*

**IX. Information Items****a) HLCM Cross-functional Working Group for Data and Cyber Risk**

72. A written update from the Cross-functional Working Group for Data and Cyber Risk was shared with the Committee in advance of the session. The update included two documents: the Common Approach to Ransomware; and, the Maturity Model for Cyber Data Risk.
73. With respect to the common approach to ransomware – The recommendations that emerged from the ransomware working group focused on preparing against ransomware attacks and decreasing their impact, and notably included the decision not to pay, to establish Standard Operating Procedures, the implementation of a modern cybersecurity management system based on Zero Trust and the review of standard terms of reference with vendors in terms of ransomware propagation. Collective defence measures were also proposed, including a UN system wide ransomware response retainer (facilitated by interagency response mechanism such as UNICC) and the pursuit of shared Indications of Compromise (IoC).
74. With respect to the Maturity Model for Cyber Data Risk - The previously adopted Reference Maturity Model for Risk Management was used as the base document, and the model was applied to data and cyber risk. Five maturity levels were defined that presented organizations with a tool to measure their own progress, and to identify potential cyber/data improvements to be made.
75. The Chair thanked the Working Group for the hard work in delivering these products, and encouraged Committee members to take note of the updates and to consider incorporating these tools into their internal policies as appropriate.

**The High-Level Committee on Management:**

- 76. Took note with appreciation of the update from the Cross-functional Working Group for Data and Cyber Risk that summarized progress and presented a Reference Maturity Model and Roadmap for Cyber and Data Risk Readiness in the UN System, and a common UN system approach and response to the threat of ransomware.*
- 77. Encouraged member organizations to consider incorporating these tools into their internal policies, as appropriate.*

**b) UN Digital ID Programme**

78. The Committee was presented with the state of play of this initiative. The next steps for the Programme included developing a minimum viable product and operating model, with support mechanisms, change management, communications, and scalability plans.
79. Since the 45<sup>th</sup> session, the UN Digital ID Programme conducted over 150 stakeholder engagements, including business units, information technology teams, service centers, staff federations, Office of Legal Affairs, and other HLCM networks. Other interested UN organizations, not part of the initial six sponsors, were also engaged.
80. In July 2023, the Executive Steering Committee approved the new Programme Charter (with a reformulated scope and timeline from the original Terms of Reference), and an approved Change Management Strategy.
81. The Programme was actively working on business requirements, technical specifications, branding and logo, and mock-ups – all in preparation for the start of the product development. The sponsoring organizations were also working hard to understand the effort on their side, identify resources, and ascertain their go-live readiness.
82. The Programme would present the state of play in October to the Executive Steering Committee, wherein the go-live of the solution would be discussed.

**The High-Level Committee on Management:**

- 83. Took note with appreciation of the progress update of the UN Digital ID Programme.*
- 84. Requested the continued coordination of the Programme across the six organizations and other HLCM networks and asked to be provided with a progress update at its 48<sup>th</sup> session in spring 2024.*

**c) Coordination Group on Mutual Recognition**

85. The Committee received a written progress update from the HLCM Coordination Group on Mutual Recognition, which it had established at its 45<sup>th</sup> session in April 2023 and whose primary objective was to coordinate the different strands that supported the operationalization of Mutual Recognition.
86. Activities completed by the Coordination Group included a number of briefings on various initiatives, the constitution of sub-groups on procurement, human resources, finance, UN Booking Hub, and UN Fleet, the imminent finalization of guidelines on mutual recognition, the development of FAQ's, the collection of success stories and a quiz for the benefit of all organizations.

**The High-Level Committee on Management:**

- 87. Took note with appreciation of the progress update and requested the Coordination Group to coordinate with HLCM networks for the revision of management policies to address bottlenecks in the application of the mutual recognition principle, formulate common comprehensive operational guidance, and provide HLCM with a progress update at its 47<sup>th</sup> session in 2024.*



#### ***d) Diversity, Equity and Inclusion***

88. The HLCM-HR Network Diversity, Equity and Inclusion (DEI) Working Group presented the final version of the DEI Vision and Principles and Compilation of DEI Practices, for adoption by HLCM.
89. The DEI Working Group also presented the initial draft terms of reference for a newly established Disability Inclusion subgroup, and solicited the Committee to provide any further feedback in writing. HLCM members were encouraged to nominate their respective experts for this subgroup under the relevant work streams.
90. The DEI Working Group emphasized the need for continued system-wide collaboration to promote diversity and inclusion with the UN system's workforce and workplaces. Building on the work done, it proposed that HLCM extended its mandate to (i) create an IT platform hosting the products, (ii) develop UN system-wide learning materials on DEI, (iii) define criteria or standards to assess practices against the DEI Vision and Principles and (iv) share the Compilation of DEI Practices through the IT platform.

##### **The High-Level Committee on Management:**

91. *Took note with appreciation of the progress of the Working Group and endorsed the DEI Glossary, DEI Vision and Principles and the DEI Compilation of Practices.*
92. *Took note of the ToR of the sub-group on Disability Inclusion and the proposal to extend the mandate of the Working Group until the end of 2025 covering new deliverables.*
93. *Agreed to provide feedback on the draft ToR of the Disability Inclusion subgroup and the extension of the mandate of the DEI Working Group in writing following the session.*
94. *Requested the DEI Working Group to present its progress report on Disability Inclusion at its 47<sup>th</sup> session in 2024.*

#### ***e) Inter-Agency Security Management Network (IASMN) Policies***

95. The Inter-Agency Security Management Network (IASMN) held its 38<sup>th</sup> session in June 2023, in Montreux, Switzerland. As part of the outcomes of this session, the IASMN approved two revised security management policies.

##### **The High-Level Committee on Management:**

96. *Was requested to consider the IASMN report and related new policies and provide any comments to the HLCM Secretariat by 13 October, with respect to the following requests:*
  - *To take note of the final report of the IASMN 36th session.*
  - *To endorse the revised policy on "Risk Avoidance: Alternate Work Modalities, and Personnel and Family Restrictions (Relocation and Evacuation)" (Security Policy Manual, Chapter 4 Section D).*
  - *To endorse the revised policy on "Armed Private Security Companies" (Security Policy Manual, Chapter 4 Section I).*

***f) Holistic review of the UN Security Management System (UNSMS)***

97. The Committee received an update from the USG for Safety and Security on the recently commenced holistic review of the UN Security Management System (UNSMS) footprint and security budgets, which will set out security requirements, the roles and responsibilities of entities, sources of funding, and related trends over the past five years, inclusive of all UNSMS member organizations..

**The High-Level Committee on Management:**

- 98. Took note of the update by the USG-UNDSS and requested that consideration be given to expanding the scope of the review to include the effectiveness of the use of UNSMS resources, for discussion by the Committee.*

**X. Any other business**

**Dates and venue of the next session**

99. HLCM accepted with appreciation the kind offer by the United Nations Office in Nairobi (UNON) to host the Committee's 47<sup>th</sup> session on 8-9 April 2024, in Nairobi.

## Annex I

**List of Participants**

*HLCM Chair:* Catherine Pollard (Under-Secretary-General for Management Strategy, Policy and Compliance, UN)

*HLCM Vice-Chair:* Kelly T. Clements (Deputy High Commissioner for Refugees, UNHCR)

*HLCM Secretary:* Remo Lalli (CEB Secretariat)

*CEB Secretary:* Maaike Jansen (CEB Secretariat)

<i>Organization</i>	<i>Participant</i>
United Nations	
Department of Safety and Security	Unaisi Lutu Vuniwaqa
Office of Human Resources	Martha Helena Lopez
Department of Operational Support	Lisa Buttenheim
Office of Information and Communications Technology	Bernardo Mariano
Executive Office of the Secretary-General	Karen Lock
Office of Legal Affairs	Kathryn Alford
Resident Coordinator System/Development Coordination Office	Rosemary Kalapurakal
International Labour Organization	Hao Bin
Food and Agriculture Organization of the United Nations	Maurizio Martina Aiman Hija
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys ( <i>via Teams</i> ) Omar Baig
Joint United Nations Programme on HIV and AIDS	Tim Martineau
International Civil Aviation Organization	Arun Mishra
World Health Organization	Raul Thomas ( <i>via Teams</i> ) Angela Kastner Steve MacFeely ( <i>via Teams</i> ) Ramesh Shademani ( <i>via Teams</i> )
Universal Postal Union	Louise Razafy
International Organization for Migration	Irena Vojackova Michael Emery
International Telecommunication Union	Maria Traficanti

<i>Organization</i>	<i>Participant</i>
World Meteorological Organization	Brigitta Exterkate
International Maritime Organization	Azara Prempeh
World Intellectual Property Organization	Andrew Staines Alex Zegrea Bérénice Bessiere ( <i>via Teams</i> )
International Fund for Agricultural Development	Guoqi Wu
United Nations Industrial Development Organization	Yuko Yasunaga Natascha Weisert
International Atomic Energy Agency	Margaret Doane Mariela Fogante Peter Frobel
United Nations World Tourism Organization	Mikheil Ninua
United Nations Development Programme	Angelique Crumbly David Bearfield Andrew Rizk Thomas Jacob
United Nations Environment Programme	Kathleen Creavalle
Office of the United Nations High Commissioner for Refugees	Catty Bennet Sattler Hans Baritt ( <i>via Teams</i> ) Dominic Grace ( <i>via Teams</i> ) Benjamin Safari ( <i>via Teams</i> )
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Kaan Cetinturk
United Nations Children's Fund	Hannan Sulieman Katinka Rosenbom
United Nations Population Fund	Ib Petersen
World Food Programme	Laurent Bukera Sergio Arena ( <i>via Teams</i> )
United Nations Office on Drugs and Crime/United Nations Office at Vienna	Dennis Thatchaichawalit
United Nations Human Settlements Programme (UN-Habitat)	Stephen Slawsky
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Moez Doraid

<i>Organization</i>	<i>Participant</i>
United Nations Office for Project Services	Sonja Leighton-Kone
	Raad Gilyana
World Bank	Maria Dimitriadou
	Miranda Carington ( <i>via Teams</i> )
International Monetary Fund	Brian Christensen
World Trade Organization	Alison Holmes
<b>Other representatives:</b>	
United Nations Volunteers	Toily Kurbanov
Comprehensive Nuclear-Test-Ban Treaty Organization	Uday Dayal
International Civil Service Commission	Boguslaw Winid
Federation of International Civil Servants Associations	Tanya Quinn-Maguire
	Steven Eales
Coordinating Committee for International Staff Associations and Unions of the United Nations System	Nathalie Meynet
United Nations International Civil Servants Federation	Karin Esposito
	Mark Polane

## Annex II

### List of Documents

	<i>Title/description</i>	<i>Document symbol</i>
	Revised Provisional Agenda	CEB/2023/HLCM/15/Rev.1
	OHS Forum Sixth Activity Report - Options paper on UN-wide OHS coordinating mechanism	CEB/2023/HLCM/17
	Final Report - 2018-2023 UN System Workplace Mental Health and Well-Being Strategy	CEB/2023/HLCM/18
A	2024 and beyond UN System Workplace Mental Health and Well-Being Strategy	CEB/2023/HLCM/30
	Findings, conclusions and recommendations relevant to the CEB/HLCM from the review of mental health and well-being policies and practices in UN system organizations - Management letter of the JIU addressed to the UN Secretary-General in his capacity as CEB Chair	JIU/ML/2023/1
B	Briefing note by the HR Network - Comprehensive Review of Compensation and Allowances System	CEB/2023/HLCM/21
C	Briefing note - UNICEF Digital Supply Chain Transformation Strategy	n.a.
	Draft Terms of Reference for the UN Executive Group to Prevent and Respond to Sexual Harassment	CEB/2023/HLCM/22
D	Public Narrative Report on the Results of the 2023 Annual Survey on Reporting of Sexual Harassment	n.a.
	Internal Aggregated Report on the Results of the 2023 Annual Survey on Reporting of Sexual Harassment	n.a.
E	Recommendations by the HLCM Task Team on data-sharing	CEB/2023/HLCM/23
F	<a href="#">UN 2.0 – Forward-Looking Culture and Cutting-Edge Skills for Better UN System Impact</a>	n.a.
	<a href="#">UN 2.0 Portfolio Website</a>	n.a.
G.1	Update on inter-agency workshops on greening of fleet, travel, and buildings	CEB/2023/HLCM/24
H.A	Common Approach to Ransomware	CEB/2023/HLCM/25
	Maturity Model for Cyber Data Risk	CEB/2023/HLCM/26
H.B	Update Report on the UN Digital ID	CEB/2023/HLCM/27
H.C	Update from the Coordination Group on Mutual Recognition	CEB/2023/HLCM/28

	<i>Title/description</i>	<i>Document symbol</i>
	Third Progress Report of the HLCM-HRN Multidisciplinary Working Group on Diversity Equity and Inclusion	CEB/2023/HLCM/29
H.D	- DEI Updated Glossary	CEB/2023/HLCM/29/Annex1
	- DEI Vision and Principles (with an updated Vision)	CEB/2023/HLCM/29/Annex2
	- DEI Compilation of Practices	CEB/2023/HLCM/29/Annex3
	- DEI - Terms of Reference of the sub-group on Disability Inclusion	CEB/2023/HLCM/29/Annex4
	IASMN 38th Session – Final Report	n.a
H.E	Security Policy Manual: Chapter 4, Section D – Measures to Avoid Risk	n.a.
	Security Policy Manual: Chapter 4, Section I – Armed Private Security Companies	n.a.
J	Terms of Reference for review of United Nations Security Management System	CEB/2023/HLCM/FB/10