



Chief Executives Board for Coordination

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

(8 and 9 April 2024, United Nations Office at Nairobi)

Executive Summary

The forty-seventh session of the High-level Committee on Management (HLCM) was generously co-hosted by the United Nations Office at Nairobi (UNON), the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat) at UNON, on 8 and 9 April 2024. Member organizations of the United Nations System Chief Executives Board for Coordination from across the United Nations system participated at a high level. The International Civil Service Commission (ICSC), the staff federations, the United Nations Medical Directors Network, the United Nations International Computing Centre and the Young United Nations network were present as observers.

The United Nations Sustainable Development Group's Business Innovation Group joined the first half day of the meeting to coordinate and strategically align itself with the Committee on the collective drive towards operational reforms within the United Nations system for cutting-edge business operations. HLCM specifically focused first on progress, opportunities and challenges with the Common Back Office framework, which was just launched for Kenya, and will be implemented in Brazil, Jordan, Senegal, United Republic of Tanzania and Viet Nam, in the near future. HLCM committed itself to accelerating the mainstreaming of global shared services, towards increased efficiency, improved service delivery and overall business transformation, in a coordinated effort with the Business Innovation Group to move operational efficiency progress on the ground.

Considerable progress was reported regarding the United Nations Digital ID programme, a flagship initiative that provides the United Nations workforce with a universal, system-wide digital identity solution. The United Nations Digital ID programme was on the cusp of going live with the first use case on facilitating separation upon retirement across participating organizations. There was palpable enthusiasm by Committee members to join the Digital ID programme, and the roll-out of the digital transformation solution to new use cases and expansion to other organizations across the United Nations system is set to continue.



The Committee recognized the importance of rejuvenating the United Nations system's organizational culture and driving transformation, with UN 2.0 as the guiding vision. A dedicated session benefited from a presentation from the Executive Office of the Secretary-General ahead of UN 2.0 week and the results from the UN 2.0 survey conducted among 30 HLCM entities, which offered insights into the UN 2.0 implementation journeys where investments to boost capacity become a reality. HLCM as a platform enables organizational shifts in expertise and culture across the entire United Nations system and is committed to monitoring progress and providing overall guidance for the UN 2.0 process, in coordination with the Executive Office of the Secretary-General.

The Committee is devising a new, holistic and cross-functional approach at the United Nations system-wide level to ensure the health, safety and well-being of staff, combining in a synergetic manner the portfolios of the Occupational Health and Safety Forum, the United Nations Medical Directors Network, and the United Nations System Mental Health and Well-being Strategy. To that extent, the Committee endorsed the creation of a new United Nations Occupational Health and Safety Coordination Mechanism, which includes an Occupational Health and Safety Coordinator and a lean secretariat. This will support the United Nations system's entities in fulfilling their obligations to protecting the health, safety and well-being of United Nations personnel. In parallel, HLCM adopted the United Nations Medical Directors Network Strategy 2023–2030, a crucial contribution to the United Nations system governance and support structure for health and safety and was presented with advances with the implementation of the United Nations System Mental Health and Well-being Strategy for 2024 and beyond.

Work on the prevention and response to sexual harassment in the United Nations system continued through the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the United Nations System, which has commenced its work at the start of 2024. HLCM discussed and approved the Group's workplan for the 2024/25 period and remains committed to address the issue and give it the necessary leadership attention.

In response to the call by CEB to harness artificial intelligence to optimize organizations' operations, the HLCM task force on the use of artificial intelligence in the United Nations system is working on a normative guidance and model policy for the United Nations system on the use of artificial intelligence, which will be finalized by October.

The Committee took note of the progress made on the implementation of the CEB Strategy for Sustainability Management in the United Nations System, 2020–2030, the operationalization of mutual recognition, efforts towards diversity, equity and inclusion, as well as supply chain digitalization.

The Committee exchanged views with the Vice-Chair of ICSC and staff federation representatives on the ongoing comprehensive compensation review of ICSC. While acknowledging the increasingly challenging funding environment of some of the United Nations system organizations, it was widely acknowledged that programmatic delivery can only be successful through a high-performing and motivated workforce, and hence continued employer attractiveness was seen as a key driver for the review from the organizations' side.

The Committee received an update from the Under-Secretary-General for Safety and Security on the recently completed holistic review of the United Nations Security Management System footprint and budgets, which set out security requirements, entity roles and responsibilities, sources of funding, and related trends over the past five years, inclusive of all member organizations of the Security Management System.

The data are the first step towards enabling truly evidence-based decision-making for optimizing the allocation of security resources. The Committee agreed to a second phase of the review, that will examine systemic improvements in the use of Security Management System resources.

HLCM held an extensive and insightful exchange on the current funding challenges facing United Nations organizations, and the approaches and measures being put in place to address some of these challenges.

I. Introduction

1. The High-level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its forty-seventh session on 8 and 9 April 2024 in Nairobi, generously co-hosted by the United Nations Office at Nairobi (UNON), the United Nations Environment Programme (UNEP) and the United Nations Human Settlement Programme (UN-Habitat). The meeting was chaired by the Chair of HLCM, the Under-Secretary-General for Management Strategy, Policy and Compliance, Catherine Pollard, and by the HLCM Vice-Chair, the United Nations Deputy High Commissioner for Refugees, Kelly T. Clements.

2. The HLCM Chair welcomed new HLCM members, as well as guests, including representatives from the International Civil Service Commission (ICSC), the staff federations and the Young United Nations Network.

3. The agenda, as adopted by the Committee, focused on the following themes:

- (a) Joint Session with the Business Innovations Strategic Results Group of the United Nations Sustainable Development Group on “Delivering efficiency through innovation and consolidation of United Nations system business operations”
 - (b) United Nations Digital ID
 - (c) UN 2.0 – Forward-looking Culture and Cutting-Edge Skills for Better Impact
 - (d) Staff health, safety and well-being
 - (e) International Civil Service Commission comprehensive review of compensation and allowances system
 - (f) Addressing sexual harassment in the United Nations system
 - (g) Outcome of the United Nations Security Management System resources review
 - (h) Prioritizing funding for joint initiatives in times of funding constraints
 - (i) Any other business
- Coordination Group on Mutual Recognition
 - High-level Committee on Management task force on the use of artificial intelligence in the United Nations system
 - Strategy for Sustainability Management in the United Nations System, 2020–2030
 - Diversity, equity and inclusion
 - Supply chain digitalization

4. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

II. Joint Session with the United Nations Sustainable Development Group’s Business Innovation Group

5. The forty-seventh session kicked off with a joint session of the High-level Committee on Management (HLCM) and the United Nations Sustainable Development Group’s Business Innovation Group on the theme “Delivering

efficiency through innovation and consolidation of United Nations system business operations”, to enhance strategic collaboration between the two bodies and align on key aspects of business operations reform for the realization of the Secretary-General’s vision for UN 2.0. The joint session featured two segments: the first one focused on the Common Back Office framework, with a spotlight on the roll-out of the first Common Back Office in Kenya; the second segment focused on global shared services, as also enabled by the HLCM-United Nations Sustainable Development Group mutual recognition statement.

6. In her opening remarks, the Chair of HLCM emphasized the importance of operational efficiency in achieving the United Nations’ mandates and delivering on collective commitments towards Member States and stakeholders. She highlighted the complementarities between HLCM and the Business Innovation Group, as many members belong to both bodies, both of which are concerned with the opportunities that are offered through the modernization and digitalization of United Nations system business operations, in order to improve impact and realize efficiencies. Noting that cutting-edge business operations are a critical element in ensuring that the United Nations system remains operationally fit for purpose, the HLCM Chair called for HLCM and the Business Innovation Group to work hand-in-hand to accelerate progress.

Segment 1: Common Back Offices

7. The first segment was opened with a video message from the Deputy Secretary-General who stressed the importance of the Common Back Office initiative, and the significance of the first fully fledged Common Back Office launched in Kenya. She called for less spending on administrative costs on buildings, cars and procurement services and more on the people and planet that the United Nations serves, with no efficiencies for the sake of efficiencies, but ultimately for better results at scale.

8. In her opening remarks, the Co-Chair of the Business Innovations Group, Hannan Suleiman, recalled that the work of the Group is guided by the Efficiency Road Map. She also shared the upcoming Common Back Office milestones following the launch of the first Common Back Office in Kenya (hosted by UNON), with the roll-out in the United Republic of Tanzania (to be hosted by the World Food Programme (WFP)), in Brazil and Viet Nam (to be hosted by the United Nations Development Programme (UNDP)), in Jordan (to be co-hosted by the United Nations Children’s Fund (UNICEF)) and the United Nations Office for Project Services (UNOPS), followed by Senegal (to be hosted by UNICEF). The initial plan has been met with challenges, owing to the different operating and governance models of United Nations entities, as well as sunk costs and existing operational systems and capacities across the different countries where Common Back Offices are being attempted. At the same time, the potential staff impact and lack of clear incentives for collective action have also been a concern, together with the differing quality of service provision from the service providers, as well as the need to update legal agreements. Learning from the experience in Kenya has helped with advancing the implementation of the next Common Back Office. Streamlining data collection has shortened the implementation time for countries such as Jordan and Senegal. Other lessons learned include the need for adequate time for negotiation, phased implementation of services, balancing flexibility and predictability in financing models, and the importance of continuous improvement for realizing efficiency gains. Moreover, where no existing service provision team is in place already, an approach based on advanced payment is required for the service provider to be able to invest in offering high quality services. In addition, the Business Innovations Group has agreed on competition as the default criteria for countries to host future Common Back Offices, along with the creation of a dedicated task team and refining the opt-out protocol.

9. The Resident Coordinator for Kenya, Stephen Jackson, and the selected Common Back Office service provider, represented by Chris Kirkaldy, Director for Division of Administrative Services at UNON, shared their experiences with the establishment of the first Common Back Office and early lessons learned. Both highlighted the important and evolving role of the resident coordinator when it comes to establishing a Common Back Office. In the preparatory phase, the resident coordinator plays a powerful convening role in driving the meetings, and when the Common Back Office launches, the resident coordinator moves into a different role, which is that of a neutral broker between the service provider and the clients, to build trust and maintain momentum. Mr. Jackson and Mr. Kirkaldy also shared the details of the process regarding the preparations for the Kenya Common Back Office, including potential issues with global heads of administration interfering with country-level operations, emphasizing the need for involvement and collaboration between global and country teams to avoid having things that were agreed at the local level overturned by Headquarters, and vice versa.

10. Priya Gajraj of UNDP, the selected service provider for the future Common Back Offices in Brazil and Viet Nam, subsequently expanded on the cost models that were tailored and applied for each location. For Brazil, the costs will be shared to leverage operational capacity in common services and on a pay-as-you-go basis for finance and protocol services, without UNDP charging a host cost recovery fee. For Viet Nam, the budget will be cost-shared for most services, with recent adjustments to the original proposal by UNDP to minimize additional staff costs and reflect feedback from the United Nations country team. Indirect costs remain at 0 per cent on common services. In terms of lessons learned, Ms. Gajraj stated that the right of first proposal works well for cases where there are functioning common services and common premises, and where the overall service quality is positively perceived by clients. Otherwise, future Common Back Office proposals should be considered on a competitive basis, as agreed by the Business Innovations Group. She also highlighted that the list of mandatory services should be reviewed based on the first Common Back Office cases and the trajectory of global and regional consolidation of several service lines by United Nations entities. Moreover, the Common Back Office process should not be one size fits all, but needs to be flexible to take advantage of what exists in each country and the United Nations country team dynamics.

11. In the ensuing discussions, concerns were raised by several Committee members regarding service levels, funding models and the impact on fragile country offices. There were also discussions on trends in creating Common Back Offices at the country level versus agency-specific global shared service centres, with consideration for location-dependent versus location-independent services. Organizations also expressed concerns about relinquishing control, ensuring cost-effectiveness and the complexity of opting in or out of Common Back Offices. Challenges related to staff union involvement, understanding costs and maintaining service quality amid increased demand were addressed. Suggestions were made to clarify criteria for coexistence of trends, streamline opt-in and opt-out processes, and improve understanding of cost structures.

12. The importance of flexibility, adherence to principles and rational decision-making in Common Back Office implementation was emphasized. It was acknowledged that while finance-driven rationality is important, other criteria such as local programme impact should be considered. The need for clear key performance indicators to track and ensure service quality was highlighted, along with a commitment to review business cases for value for money after one year.

13. In conclusion, it was recognized that lessons learned from ongoing Common Back Office implementations are valuable for future roll outs. Senior-level engagement, guidance from resident coordinators, and articulation of engagement

messages were deemed essential. Respect for organization-specific policies, consideration for disability inclusion, and consolidation of lessons learned were highlighted crucial for moving forward.

Segment 2: global shared services

14. The second segment, opened by Co-Chair of the Business Innovations Group, Sonja Leighton-Kone, put the spotlight on some of the global shared services that have not only been successfully introduced, but have also set a new benchmark for innovation across United Nations operations – United Nations Mobility, United Nations Accommodation, United Nations Medical and Wellness of the booking hub, UN Fleet, UN Web Buy Plus, the United Nations digital hub of treasury solutions and United Nations Digital ID. As horizontal United Nations system-wide initiatives, they require corporate commitment, engagement and investment so that service providers have a sense of certainty to further invest in them. Despite the progress and considerable cost savings that global shared services generate, most of the savings are by shared services provided internally within each organization, as opposed to across the system. Ms. Leighton-Kone called for a balance to be struck between the flexibility warranted by client entities and the needs of service providers for predictability, in order to increase the adoption of ready and mature global services across the United Nations system.

15. Next was a presentation by the global shared services task team Co-Chair, Hans Baritt, on the evolution of global shared services over the years through the Efficiency Road Map, and the acceleration that came about with the coronavirus disease (COVID-19) pandemic and increased digitalization that enabled less location-dependent services to thrive. He explained the role of the global shared services task team as an amplifier in identifying new services and expanding existing mature services across agencies, with the main challenge of moving from ideation to realizing actual cost savings.

16. The Committee then heard presentations from four mature global shared services: (a) United Nations Mobility, United Nations Accommodation, and United Nations Medical and Wellness (United Nations booking hub), (b) UN Fleet, (c) UN Web Buy Plus, and (d) UNDP payment services, human resources benefits and entitlement, and payroll. The presentations focused on the benefits of the respective services, sharing testimonials and providing a clear understanding of the solutions offered.

- a. **United Nations Mobility, United Nations Accommodation, United Nations Medical and Wellness** (United Nations booking hub), presented by Sara Adam and Alessandra Bianchini of WFP. The United Nations booking hub is used by 17 entities aiming to innovate, streamline services, digitally transform operations and generate efficiency gains. The booking hub has served 3.5 million customers in 116 countries, yielding \$11.5 million in efficiency gains. The presenters advocated for more agencies to join in order to maximize efficiency and eliminate duplication through adoption of the three global shared services to embrace service innovation, digital transformation. Specific focus was given to United Nations Mobility which can greatly contribute to promoting ride-sharing programmes, thereby delivering significant reduction on emissions, optimization of vehicle utilization, and ultimately, achievement of cost savings through fleet right profiling and right sizing. Testimonials from the field emphasized the positive impact of these services on operations, efficiency, and environmental sustainability. The presentation underscored the importance of collaboration among agencies under the same United Nations brand or solution to fully leverage the potential efficiency gains offered by shared mobility services.

- b. **UN Fleet**, presented by Sara Adam and Philip Jones of WFP. UN Fleet, an initiative driving United Nations reform and sustainability efforts through leasing services, has signed agreements with 14 agencies, with 413 confirmed vehicle orders across 60 countries, including a significant portion of lower emission vehicles. Customer satisfaction was emphasized, with a satisfaction rate of 4.5 out of 5. The presentation provided an update on how the service has evolved to meet customer needs and underscored the importance of addressing concerns about loss of control and ensuring agencies feel supported in their use of the service. It also requested support from HLCM in encouraging client agencies to mainstream this service.
- c. **UN Web Buy Plus**, presented by Raad Gilyana of UNOPS. UN Web Buy Plus plays a key role in facilitating procurement services for over 20 United Nations agencies across nearly 100 countries. The platform's recent enhancements, such as the carbon emissions tool and the newest catalogues, aim to streamline the procurement process and promote sustainable practices. The benefits of UN Web Buy Plus include its user-friendly interface, reduced administrative costs and enhanced potential for collaborative and efficient procurement. However, challenges such as the lack of a unified procurement tool architecture and duplication of procurement efforts underscore the need for greater standardization and efficiency in the United Nations procurement ecosystem. UN Web Buy Plus as a One-UN e-catalogue can help tackle those challenges.
- d. **United Nations Development Programme payment services, human resources benefits and entitlement, and payroll**, presented by Sylvain St-Pierre. The UNDP Global Shared Service Centre offers tailored human resources and Payroll service modalities with flexibility and multilingual accessibility of the new platforms deployed, catering to local staff needs with support in eight languages. The adaptability of human resources and payroll services to meet varying agency requirements was emphasized, including different contract modalities. The introduction of a new personnel services agreement contract modality and the benefits of using the Quantum enterprise resource planning platform were also discussed. In addition, the presentation covered payment options and the importance of risk management and customer support in ensuring efficient service delivery. The focus for UNDP is on providing cost-effective, efficient and tailored services to support agencies in their core mandates.

17. In their discussions, Committee members highlighted the importance of collaboration towards efficiency, especially in exploring shared services and leveraging the expertise of other organizations within the system. There was a recognition of the potential benefits of common approaches in areas like diversity and sustainability. There was consensus that while cost savings are important, sometimes it is necessary to take a leap of faith and move forward with initiatives even without perfect information, with a view to long-term benefits and outcomes. There was also a strong emphasis on modernizing shared services through the adoption of advanced technologies and innovative solutions. This includes leveraging cloud-based infrastructure, automation, and digital platforms to optimize processes, enhance visibility, and improve service offerings. Several members emphasized the importance of change management in implementing new initiatives and overcoming resistance to change. Despite the challenges, only by embracing modernization, innovation and collaboration, can organizations maximize their operational impact and better serve their stakeholders.

18. In her concluding remarks, the HLCM Chair thanked the speakers and Committee members for their engagement and strongly urged members to continue to champion the work on rolling out Common Back Offices and global shared services. She reaffirmed the continued support of HLCM to the Business Innovations Group in making tangible progress in delivering on operational efficiency on the ground and called for higher levels of ambition to be able to overcome the challenges and pursue real business modernization and transformation.

Conclusion

19. The Committee took note of the progress made in the United Nations Sustainable Development Group's Business Innovation Group, in particular with the roll-out of Common Back Offices and global shared services, and requested the acceleration of mainstreaming of global shared services across the United Nations system, towards increased efficiency, improved service delivery and overall business transformation.

20. The Committee called for increasing the level of ambition and fostering a collaborative and integrated approach among United Nations entities for advancing business operations reform.

III. United Nations Digital ID

21. The Committee was presented with a demo video of the United Nations Digital ID solution and was updated on the forthcoming launch with the technical go-live for three organizations (UNDP, the United Nations Joint Staff Pension Fund and WFP) focused on separation – allowing staff members to share correct and updated information with the United Nations Joint Staff Pension Fund before they retire.

22. The vision and next steps for initiative was presented to the Committee by the interim Programme Director, Dimitra Ralli. The United Nations Digital ID programme is a flagship digital transformation programme under the sponsorship of HLCM. The delivery of a solid minimum viable product and first use case will serve as a concrete example of the Secretary-General's UN 2.0 vision and set the stage for further roll-out to other use cases and organizations.

23. The expectation following the first use case (pension) is to implement the next two use cases focused on the high-level business scenarios of onboarding and inter-system movements. Altogether, 17 use cases had already been identified in November 2022 and critical use cases can be considered at different phases of the initiative. Moreover, the vision is to have all United Nations organizations join the United Nations Digital ID ecosystem to facilitate data exchange and interoperability while maximizing process efficiencies and economies of scale. Much of the groundwork in terms of solution development would already have been made by the six founding organizations which cover the major enterprise resource planning systems, enabling new organizations to join easily and leverage the diverse technologies already implemented.

24. There was palpable enthusiasm from Committee members to join United Nations Digital ID, who highlighted its potential beyond human resources functions, foreseeing broader usage across organizations. Members emphasized the importance of interoperability and retaining the United Nations Digital ID as a standard solution that works for systems across the United Nations. The iterative nature of the operating model was acknowledged, with adjustments expected as more organizations join. Collaboration between organizations, especially in the field, was encouraged to facilitate adoption. Transparency about data processing and involvement of staff in

testing were stressed as crucial aspects. Data protection measures were also discussed, with cybersecurity embedded in the design of the solution.

Conclusion

25. The Committee took note of the progress of the United Nations Digital ID programme and requested the United Nations Digital ID programme to continue its work in rolling out the digital transformation solution to new use cases and expanding to other organizations across the United Nations system.

IV. UN 2.0: forward-looking culture and cutting-edge skills for better impact

26. The session on UN 2.0 opened with a video message from the Secretary-General calling for a strengthened and updated United Nations built around the quintet of change to better reach and support the people of the world. In calling for a new forward-thinking culture at the United Nations, the Secretary-General affirmed that change is never easy, but change is essential.

27. The HLCM Chair recalled that the Committee's entire portfolio is strongly anchored to the framework provided by the quintet of change. She highlighted the work of HLCM to mainstream the principle that reliable and readily available data should underpin management decisions and substantiate advocacy and fundraising efforts; as well as emphasis on the fact that culture- and behaviour-related angles should be actively considered in all management processes.

28. As part of the commitment by HLCM to monitor progress and provide overall guidance for the UN 2.0 process, a survey was circulated prior to the meeting and received 30 organizational responses on key management initiatives around UN 2.0. The Chair thanked Committee members for their inputs, which revealed interesting albeit mixed insights. In general, the top two drivers of change identified by entities are digital and data. Innovation comes in third, while progress remains slow in areas such as foresight and behavioural science. Organizations are starting to shift investments into building capacity in UN 2.0 areas, but progress remains uneven across the system. Many organizations are also investing in internal capacity-building programmes, focusing on less advanced areas, such as behavioural science and foresight.

29. Next, there was a presentation by Kersten Jauer of the Executive Office of the Secretary-General on UN 2.0, emphasizing the need for a long-term change agenda to equip the organization with the skills and culture necessary for the twenty-first century. The agenda aims to drive internal change to enhance impact in the work of the United Nations, in particular with Member States. Key to this is a transformative approach, shifting capacities rather than just adding structures, with a focus on technology and people. He also highlighted the need for leadership roles in driving digital transformation and the importance of investing in learning and expertise. In concluding, he shared plans for further actions and collaboration with a strategic plan towards 2030.

30. The Committee also heard from Mr. Sameer Chauhan of the United Nations International Computing Centre on how the Centre is supporting HLCM members in achieving the UN 2.0 vision. He presented on the evolution and capabilities of Centre, which has the potential to serve as the United Nations digital business and technology hub as a joint centre of excellence for the confluence of emerging digital areas like shared digital business services, artificial intelligence, data, analytics, and cybersecurity. This was further supported by an intervention by the Co-Chair of the

Digital and Technology Network, Bernardo Mariano Junior, who shared the ongoing discussions within the Network around a stronger governance for Centre to enable it to increase its range of information and communications technology services that it offers, as well as the discussions to treat the Centre as a United Nations partner rather than a vendor. He further highlighted the importance of establishing a “Digital Twin” for organizations and moving beyond a web presence. There was general support from HLCM members for the Centre to play a greater role in supporting the United Nations system in its digital transformation journey.

31. During the discussions, Committee members highlighted the challenges in attracting and retaining talent in UN 2.0 areas, especially in fields like artificial intelligence where the private sector often offers higher salaries. There was recognition of the need to adapt hiring strategies to appeal to younger generations and to invest in upskilling current staff. Members called for increased collaboration both within organizations and across the United Nations system. Many members highlighted the effectiveness of innovation challenges in catalysing change and driving synergies, blending functional areas and promoting learning among project teams, which helps build organizational capacity. Members also raised the significant role that the private sector plays in driving innovation and supporting initiatives, particularly big technology companies. At the same time, they cautioned about potential overreliance on private sector partnerships and the need to ensure alignment with the goals of Member States. Overall, Committee members acknowledged the need for organizational retrofitting or advanced fitting to adapt to changing circumstances and drive progress towards UN 2.0.

Conclusion

32. The Committee took note of the progress made by United Nations system organizations in advancing on the quintet of change, especially on developing and strengthening initiatives on the administrative management front, and expressed its support for initiatives with a strong potential for scaling at the system-wide level, which would encourage a stronger organizational culture to drive internal change, combining the quintet of change, such as the United Nations Digital ID programme.

33. The Committee reaffirmed its commitment to monitoring progress and to provide overall guidance for the UN 2.0 process, in coordination with the Executive Office of the Secretary-General.

34. The Committee requested the United Nations International Computing Centre to develop and present a vision for the role it can play as a digital solutions platform for the United Nations system to support its digital transformation.

V. Staff health, safety and well-being

35. The Vice-Chair of HLCM noted that the Committee was looking to approach the three components of staff health, safety and well-being under one umbrella in the future, where suitable. Therefore, representatives of the Occupational Health and Safety Forum, the United Nations Medical Directors Network and the United Nations System Mental Health and Well-being Strategy were asked to present updates on their work and proposals for decision to HLCM.

36. The Co-Chair of the Occupational Health and Safety Forum, Dr. Sergio Arena, presented the updated and detailed proposal for the United Nations Occupational Health and Safety Coordination Mechanism received by Committee members ahead of the session. He emphasized the unified approach necessary to manage health, safety and well-being issues faced by United Nations personnel globally. The

establishment of a coordinated management structure to address these issues comprehensively was highlighted, and the proposal, including financial implications for different locations and cost-sharing modalities, was presented. The governance structure, including an occupational health and safety coordinator and an inter-agency occupational health and safety committee supported by a secretariat, aimed at reducing fragmentation in the system and improving response to occupational health and safety risks across various United Nations entities, was outlined. The Co-Chair informed the Committee of expression of interest by the World Health Organization (WHO) to host the Occupational Health and Safety Coordination Mechanism for the initial three years.

37. As Chair of the United Nations Medical Directors Network, Dr. Arena also gave a briefing to the Committee on the Network's strategy for 2023–2030, outlining the Network's mission, vision and goals for advancing occupational health within the United Nations system. The strategy is aimed at enhancing the physical, mental and social health of United Nations personnel by promoting standardized health practices and providing coordinated responses during health crises. The history and achievements of the Network were reviewed, including its responses to global health emergencies such as Ebola and COVID-19, and the need for continued support and official recognition of the Network as a critical inter-agency health network was underscored.

38. Representing the United Nations System Workplace Mental Health and Well-being Strategy Implementation Board, Marta Helena Lopez described the operational set-up and resource allocation, mentioning in particular the new positions to be established in Bonn, Germany, as agreed by the Committee at its previous session. The prospective focus areas for the first year of strategy implementation included risk assessment management and support for leaders and managers, aimed at enhancing mental health governance across the United Nations system. She stressed the importance of integrating these efforts into other health and safety initiatives to ensure a comprehensive approach to employee well-being within the Organization.

39. In the subsequent discussion, Committee members reached broad consensus on the importance of these initiatives in improving the well-being of United Nations staff and emphasized maintaining momentum in implementing these strategies to avoid setbacks during future crises. The necessity for integrated and cooperative approaches to avoid duplications and enhance efficiency within the United Nations system was underscored. The discussions were framed by the need to ensure that the three pillars of staff health, safety and well-being were closely aligned and mutually supportive to effectively serve the global workforce of the United Nations. Concerns were raised about the trend towards creating separate governance structures for each new issue, potentially leading to inefficiencies. The longer-term objective to bring together the three different strands was therefore supported.

40. The Committee expressed strong support for the Occupational Health and Safety Coordination Mechanism proposal and the United Nations Medical Directors Network strategy for 2023–2030 and voiced its appreciation for the progress update on the United Nations System Mental Health and Well-being Strategy.

41. With regard to the Occupational Health and Safety Coordination Mechanism, Committee members offered their reflections on the proposal, and the offer by WHO to host the structure was widely accepted. Suggestions made to the Occupational Health and Safety Forum for establishing the structure included consideration of the location of the secretariat; a call for clear definitions of roles, responsibilities and decision-making powers; and a cautious approach to creating additional bureaucratic layers through monitoring and reporting requirements. With regard to the budget, it was recommended by a few Committee members to potentially position the

Occupational Health and Safety coordinator at a more operational D-2 or D-1 level rather than at the Assistant Secretary-General level.

42. During the deliberations, the long-standing contributions of the United Nations Medical Directors Network were acknowledged, and the forward-looking and comprehensive approach to health and safety of the Network's strategy for 2023–2030, as well as its clarity, were commended by many. The need for the Network's recognition as an official technical network of HLCM was debated, but a decision was delayed, allowing for further consultation and alignment with existing structures.

Conclusion

43. The Committee recognized the importance of maintaining momentum in implementing health, safety and well-being initiatives to ensure a healthy workforce and readiness for future crises.

44. The Committee endorsed the United Nations Occupational Health and Safety Coordination Mechanism structure and the accompanying indicative budget and cost-sharing.

45. The Committee identified WHO as the hosting agency for the Occupational Health and Safety Coordination Mechanism for the first three years of operation.

46. The Committee requested the Occupational Health and Safety Forum to define the format, location and level of leadership for the new mechanism in the light of the input received from the Committee, and to establish the mechanism by the start of 2025, without the requirement for further approval by the Committee.

47. The Committee expressed its gratitude to the United Nations Medical Directors Network for its crucial role in bolstering staff health, safety and well-being, and endorsed the Network's strategy for 2023–2030.

48. The Committee took note with appreciation of the progress update on the implementation of the United Nations System Mental Health and Well-being Strategy.

VI. International Civil Service Commission comprehensive review of the compensation and allowances system

49. The Committee heard a briefing by the Vice-Chair of ICSC on the current planning and progress of the recently begun ICSC comprehensive compensation review. The review was a multi-year effort, with a planned end date in 2026 for submission of the final proposals to the General Assembly. The work would be carried out in phased manner by three working groups, each focusing on specific areas, such as field benefits and dependency-related benefits, and cross-cutting topics, such as competitiveness, flexibility, fitness for purpose and financial sustainability. The Vice-Chair of ICSC stressed the importance of collaboration with the organizations, including in the area of data analysis in particular, in order to ensure a data-driven decision-making process in the ICSC deliberations.

50. The representative of the Human Resources Network of CEB reiterated the full commitment of the organizations to constructively contributing to the process and collaborating with ICSC in that regard. Reflecting on the previous compensation review, it was observed that any further deterioration of the overall compensation package would risk reducing the competitiveness of the United Nations organizations as an employer of choice. However, there was always room to further modernize the package and work on simplification, to a certain degree.

51. Representatives of the staff federations stated that the previous review had brought significant savings, and a further reduction would have implications for the competitiveness of United Nations organizations. They suggested to examine forward-looking topics, such as support for disability inclusion, gender considerations and childcare, in the course of the review. They also confirmed their commitment to collaborating closely during the exercise, emphasizing the need for an evidence-driven approach.

52. In the ensuing discussion, several organizations highlighted the need for the package to remain competitive, indicating specific challenges, such as disability inclusion and gender considerations, as well as already existing challenges relating to competitiveness in specific situations (such as hardship locations), job profiles and management positions. In specifically reflecting on flexible working arrangements, organizations highlighted that those were working modalities governed by human resources policies specific to organizations' mandates and operating models, but not compensation elements. Therefore, the discussion of such arrangements in the course of the comprehensive compensation review should be limited to the compensation-related aspects of long-term remote work only.

53. Overall, it was agreed that further collaboration on better communication with all stakeholders, including Member States, was advisable, and the need to maintain an evidence-based decision-making approach was underscored. To support such an approach, upon the request of the Human Resources Network, the Committee agreed on ad hoc temporary cost-shared funding of \$175,000 for the CEB secretariat to enhance the human resources data collection and analytics approach in cooperation with the ICSC secretariat.

54. Relating to the overall topic, the Committee also heard a briefing by the United Nations Secretariat on General Assembly resolution [76/240](#), in which the Assembly requested the Secretary-General to provide to the Member States, on annual basis, comprehensive data on system-wide compensation costs. The Committee also heard a briefing on the report submitted in 2023 and the deliberations of the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee, the latter having deferred the item to the seventy-ninth session of the Assembly. On the basis of the discussions thus far, the United Nations Secretariat suggested further efforts aimed at further granularity in the submission expected for 2023. The Committee suggested further discussions at the technical level on those matters, led by the United Nations Secretariat with support from the CEB secretariat.

Conclusion

55. The Committee thanked the Vice-Chair of ICSC for his cooperation.

56. The Committee agreed to collaborate to advance joint communication approaches vis-à-vis key stakeholders, in particular Member States, in the context of the comprehensive compensation review.

57. The Committee concurred with the need to intensify the work on evidence and analytics and to support the resourcing for the coordination of this work in direct support of the ongoing compensation review, requesting the Finance and Budget Network to determine an applicable cost-sharing formula.

58. The Committee invited the United Nations Secretariat to prepare the next report on system-wide compensation data, with support by the CEB secretariat, where appropriate, and to lead further technical discussions on the matter, as needed.

VII. Addressing sexual harassment in the United Nations system

59. The Vice-Chair of HLCM opened the item on addressing sexual harassment by reflecting on the Task Force's legacy. She highlighted the energetic engagement of Executive Heads observed during the lunch meeting on prevention and response to sexual harassment at the previous session of CEB and underscored the deep and explicit commitment of top-level leadership across United Nations organizations to eradicating sexual harassment from the workplace.

60. The progress made under the Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System, which had been operational until early 2024, was commended, and it was acknowledged that gaps in implementation and trust among staff concerning reporting and investigation processes remained. Therefore, the continuation and intensification of those efforts was urged, emphasizing the critical need for a healthy workplace to fulfil the broader mission of the United Nations.

61. Hannan Sulieman, stepping in as the new Chair of the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the UN System, thanked all the members of the Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System for their foundational efforts and vowed to take efforts forward with her two Vice-Chairs, Marta Helena Lopez and Andrew Staines, with vigour. She introduced the forward-looking workplan for the Executive Group for the years 2024 and 2025, which was structured around six focal areas: knowledge-sharing and collaboration; policy improvement and system strengthening; victim/survivor support, capacity-building, training and skills enhancement; monitoring progress and impact evaluation; and stakeholder communication and engagement. The necessity of prioritizing victim support and prevention, as well as of reflecting a comprehensive and systemic approach to tackling sexual harassment across the Organization, was underscored.

62. The diligent application of the ClearCheck database to prevent the hiring of individuals with prior allegations of sexual misconduct was advocated by the Vice-Chair of the Executive Group, showcasing ongoing challenges and the essential need for robust tools and stringent policies.

63. That set the stage for the discussion and approval of the ambitious workplan aimed at continuing and enhancing efforts against sexual harassment in the United Nations system. Throughout the discussion, representatives of various United Nations entities provided their perspectives and feedback on the proposed workplan and its implementation, signalling broad support for the Executive Group and its workplan. Multiple Committee members pledged their organizations' continued contributions.

64. Suggestions for implementing the workplan included reviewing lessons learned from the initiatives of the Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System to inform the future direction, working towards timelines, defining roles and responsibilities, and potentially establishing a budget to enhance accountability and coordination across the United Nations system. The importance of leveraging existing networks to enhance joint efforts and effectively share resources across the United Nations system was emphasized.

65. The effectiveness of the approach of the Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System, which avoided large bureaucratic structures yet achieved impactful outcomes, was noted, and it was suggested that the Executive Group would facilitate similarly robust initiatives to prompt immediate, practical solutions within entities to enhance tools and policies relating to sexual harassment.

66. In closing remarks, the leaders of the Executive Group reaffirmed their commitment to tackling sexual harassment within the United Nations system. They stressed the importance of continued high-level attention to that issue and the role of the United Nations community in fostering a workplace culture that was safe, respectful and inclusive for all.

Conclusion

67. The Committee approved the 2024–2025 workplan of the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the UN System, with broad support from the member agencies. It is designed to focus on critical areas, such as victim support, capacity-building, monitoring and evaluation, and enhancing reporting mechanisms.

68. The Committee encouraged all member entities to contribute to and lead in areas of work in the workplan, ensuring collaborative efforts across the United Nations system.

69. The Committee took note with appreciation of the initiatives of the Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System until its closing, at the beginning of 2024, and the progress update on the Executive Group’s work since its start, in January 2024, and requested a further progress update from the Group at the forty-eighth session of the Committee, in fall 2024.

VIII. Outcome of the United Nations security management system resources review

70. The Committee discussed the outcome of the recently completed review of the United Nations security management system resources. The review was led by an independent expert and delivered a holistic review of security resources, roles, responsibilities and funding sources within the security management system. It provided detailed insights and data on security trends relative to the operational size, expenses and risk levels of the United Nations across different regions, aimed at facilitating evidence-based decision-making for future security resource allocation.

71. Key outcomes from the report of the independent expert were presented, indicating that, despite increasing operational risks globally, security funding had not increased proportionally. The discussion highlighted the importance of a more predictable funding model to ensure effective resource distribution amid changing global security demands.

Conclusion

72. The Committee welcomed the report of the independent expert on the review of the United Nations security management system resources.

73. The Committee requested the Department of Safety and Security to develop terms of reference for a follow-up review to focus on areas that were out of the scope of the initial resources review, for presentation to the fall 2024 HLCM session.

74. The Committee endorsed the approach of the Department of Safety and Security to consult the Inter-Agency Security Management Network to develop the scope and terms of reference of the follow-up review.

IX. Prioritizing funding for joint initiatives in times of funding constraints

75. The Committee discussed the current financial context within which CEB organizations were operating and exchanged insights on measures that they were putting in place to find immediate and long-term solutions to funding constraints. Committee members highlighted the shared difficulties of static or declining revenues, budget inflexibility and liquidity challenges, noting that those challenges were exacerbated by the increasing proportion of earmarked contributions with restrictive conditions, which had an impact on strategic resource allocation and improved financial sustainability across agencies.

76. The discussions emphasized not only the challenges but also the proactive steps that agencies were taking to improve financial sustainability and continue to fulfil their mandates. The Committee underscored the necessity of strategic, coordinated action among United Nations agencies to navigate the complex landscape of funding constraints.

77. The Committee also identified the need for a more structured approach to reviewing and establishing jointly financed initiatives. The Committee considered a framework that would require new proposals to be channelled through substantive networks and the Finance and Budget Network before being presented to HLCCM for endorsement, aimed at ensuring that initiatives aligned with shared strategic goals and available resources.

Conclusion

78. The Committee highlighted the importance of continuing to exchange experiences, approaches and lessons learned with respect to funding challenges to ensure coherence and consistency across the system, and agreed to have a follow-up discussion at the next HLCCM session.

79. The Committee endorsed the proposal for a strategic approach to establishing and funding new joint inter-agency initiatives, including the key principles, proposed template and timeline.

X. Any other business

A. Coordination Group on Mutual Recognition

80. The Coordination Group on Mutual Recognition, whose terms of reference were approved in 2022, continued to integrate various strands of mutual recognition. This effort built upon the foundational work initiated at the adoption of the Mutual Recognition Statement in 2018 and supported the broader efficiency agenda, aimed at enhancing operational effectiveness across the board.

81. The Committee received a progress report detailing the initiatives enabled by the principle of mutual recognition in key areas, such as procurement, information and communications technology, finance, budget and human resources management. The persistent need for clearer communication and broader understanding of mutual recognition to avoid confusion was highlighted by some Committee members.

82. To accelerate the operationalization of mutual recognition initiatives and maintain the momentum of the commitment to the principle, it was proposed to transform the Coordination Group on Mutual Recognition into more action-oriented frameworks, notably by establishing a community of practice and forming a network of mutual recognition champions to drive forward the agenda.

Conclusion

83. The Committee took note of the progress report of the Mutual Recognition Coordination Group.

84. The Committee encouraged the further operationalization of mutual recognition, including through the establishment of a community of practice on mutual recognition and by forming a network of mutual recognition champions, which would succeed the Mutual Recognition Coordination Group.

B. High-level Committee on Management task force on the use of artificial intelligence in the United Nations system

85. The Committee received a progress report detailing the overall work of the task force on the use of artificial intelligence in the United Nations system to develop guidance that aligns with existing United Nations principles and standards on ethical artificial intelligence use, guided by its mission of facilitating the responsible adoption of artificial intelligence technologies across United Nations entities, emphasizing adaptability to future needs.

86. The task force was launched following the joint session of the High-level Committee on Programmes and HLCM, held in Copenhagen on 4 October 2023. The task force has been in force since 10 January 2024 and is co-chaired by the International Fund for Agricultural Development, the United Nations Secretariat and the Office of the United Nations High Commissioner for Refugees.

87. The task force's work is taken forward by two subgroups. Subgroup 1 is tasked with developing normative guidance/model policy for the United Nations system on the use of artificial intelligence. The subgroup has established the structure and elements of the model policy for the United Nations system on the use of artificial intelligence. In addition to the model policy outline, an annex is also under development, with operational guidance. The aim is to finalize the zero draft of normative guidance/model policy by the end of June. Subgroup 2 is tasked to achieve the objectives laid out in the task force's terms of reference, to explore and recommend strategies and mechanisms for information-sharing and pooling technical capacity among United Nations system organizations, including exploring the feasibility of developing a United Nations generative artificial intelligence platform. Preliminary, non-exhaustive visual mapping of United Nations-led artificial intelligence initiatives and activities has been developed, as well as a simplified technology stack for a generative artificial intelligence platform. The next step would be to expand the mapping to artificial intelligence products, services and use cases while continuing consultations and collaborations with complementary networks and platforms.

88. Committee members appreciated the update and expressed urgency with regard to keeping up-to-date with artificial intelligence developments, as well as the need for practitioners and the HLCM networks to keep artificial intelligence high on their agendas. The task force is on track to achieve its objectives and will present its findings at the next HLCM session, in October 2024.

Conclusion

89. The Committee took note of and provided feedback on the progress made by the task force and its two subgroups.

90. The Committee requested the task force to continue its work towards developing a system-wide normative and operational framework for the use of artificial

intelligence in the United Nations system and establishing appropriate knowledge-sharing mechanisms, and to conclude its current phase of work by the forty-eighth session of HLCM, in October 2024.

C. Strategy for Sustainability Management in the United Nations System, 2020–2030

91. The Committee took note of the Environment Management Group update on the progress on phase I of the Strategy for Sustainability Management in the United Nations System, 2020–2030 (environmental sustainability in the area of management), endorsed by CEB in May 2019.

92. The Chair thanked the Environment Management Group and the working group on environmental sustainability management for their efforts and initiative.

93. The Committee was notified that the Executive Committee established by the Secretary-General had addressed the issue of plastic pollution the previous February. The discussion had been informed by a briefing by UNEP and had provided an opportunity to Executive Committee members to share their analysis of plastic pollution, as well as the ways in which their organizations were working to reduce plastic waste. At the conclusion of the meeting, the Secretary-General had called for greater system-wide coherence in addressing plastic pollution and had tasked HLCM to consider measures in that regard.

94. UNEP added that the Sustainable United Nations group was going ahead with that initiative and creating a database platform that would enable all agencies to submit data and information.

95. The Vice-Chair of HLCM clarified that that was not a new structure, but it was moving forward through the UNEP Greening the Blue initiative.

Conclusion

96. The Committee took note of the update on the status of implementation of the Strategy for Sustainability Management in the United Nations System, 2020–2030, of CEB.

97. The Committee agreed to consider measures in relation to the use of plastics and other United Nations premises-related sustainability measures, building on the CEB-endorsed Strategy for Sustainability Management in the United Nations System, 2020–2030 and leveraging the work of the Sustainable United Nations group on Greening the Blue, with a view to promoting such innovative practices across the entire United Nations system.

D. Diversity, equity and inclusion

98. At its fall 2023 session, HLCM recognized the completion of the three deliverables originally entrusted to the working group on diversity, equity and inclusion, and adopted the last and final version of the United Nations system diversity, equity and inclusion glossary, the diversity, equity and inclusion vision and set of principles, and a collection of diversity, equity and inclusion good practices. It also approved the extension of the mandate of the working group on diversity, equity and inclusion, with new deliverables, and the creation of a sub-working group on disability inclusion.

99. Representatives of the staff federations encouraged organizations to allocate funds to diversity, equity and inclusion, especially with regard to disability and

racism, and suggested that it would be useful if the United Nations compensation package could also be analysed from the perspective of diversity, equity and inclusion.

100. One member encouraged the Committee to place some emphasis on the review of procedures in support of inclusive employment, as well as on reasonable accommodation.

101. The Co-Chair of the working group on diversity, equity and inclusion also encouraged the Committee to support the working group and the Finance and Budget Network on the issue of resources. She also added that they would coordinate with ICSC on the compensation package.

102. One member shared that, at their previous governing body meeting, there had been a remarkable level of interest and engagement from the Member States on that topic, which might lead to appreciation for the resources that were needed to implement the disability inclusion strategy policies.

Conclusion

103. The Committee took note with appreciation of the progress report of the working group on diversity, equity and inclusion.

E. Supply chain digitalization

104. HLCM was provided with a written update from its Procurement Network. Following the Committee's request to the Network to work on supply chain digitalization, with a focus on developing workable modalities that can be leveraged through a system-wide approach, the Network continued to engage in modernization strategies. The Network was driving a system-wide approach to collaborative category management through volume consolidation, standardization, risk management and integration of sustainable procurement practices. It had also held a two-day virtual exposition in December 2023, showcasing technology solutions available to digitize procurement and supply chain functions. The United Nations Global Marketplace continued to be a key digital solution for the Network, with a revised vision of promoting digital collaboration and connection to achieve procurement and supply chain resilience and responsiveness. A working group on supply chain digitalization had also been created to take forward the important work in that area.

Conclusion

105. The Committee took note with appreciation of the update from its Procurement Network on supply chain digitalization.

F. Dates and venue of the next session

106. HLCM accepted with appreciation the kind offer by the Universal Postal Union to host the forty-eighth session of the Committee, to be held in Bern on 3 and 4 October 2024.

Annex I

List of participants

Chair of the High-level Committee on Management (HLCM): Catherine Pollard (Under-Secretary-General for Management Strategy, Policy and Compliance, United Nations)

Vice-Chair of HLCM: Kelly T. Clements (Deputy High Commissioner for Refugees, Office of the United Nations High Commissioner for Refugees)

Secretary of HLCM: Remo Lalli (CEB Secretariat) (*virtually*)

Secretary of United Nations System Chief Executives Board for Coordination (CEB): Maaïke Jansen (CEB Secretariat)

<i>Organization</i>	<i>Participant</i>
United Nations	
Department of Safety and Security	Gilles Michaud (<i>virtually</i>)
	Unaisi Lutu Vuniwaqa
Office of Human Resources	Marta Helena Lopez
Office of Information and Communications Technology	Bernardo Mariano Junior (<i>virtually</i>)
Department of Operational Support	Arnab Roy
Executive Office of the Secretary-General	Karen Lock
	Kersten Jauer (<i>virtually</i>)
Department Coordination Office	Larai Musa
	Rocco Leone
	Zamir Frotan (<i>virtually</i>)
International Labour Organization	Hao Bin
Food and Agriculture Organization of the United Nations	Maurizio Martina
	Aiman Hija
	Rodrigo de Lapuerta
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys
Joint United Nations Programme on HIV/AIDS	Tim Martineau
International Civil Aviation Organization	Arun Mishra
Universal Postal Union	Marjan Osvald
	Julius Mutua Muthusi
International Organization for Migration	Irena Vojáčková-Sollorano
	Hind Kambal

<i>Organization</i>	<i>Participant</i>
International Telecommunication Union	Maria Traficanti
World Meteorological Organization	Maja Drazenovic-CARRIERI
International Maritime Organization	Azara Prempeh
World Intellectual Property Organization	Andrew Staines
	Alex Zegrea
	Chitra Narayanaswamy (<i>virtually</i>)
International Fund for Agricultural Development	Guoqi Wu
United Nations Industrial Development Organization	Yuko Yasunaga
International Atomic Energy Agency	Margaret Doane
	Mariela Fogante
	Peter Frobel (<i>virtually</i>)
United Nations Development Programme	Priya Gajraj
	David Bearfield
	Sylvain St-Pierre
	Hogan Thring
United Nations Environment Programme	Kathleen Creavalle
Office of the United Nations High Commissioner for Refugees	Hans Baritt
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Antonia De Meo
United Nations Children's Fund	Hannan Sulieman
United Nations Population Fund	Andrew Saberton
World Food Programme	Sara Adam
	Sergio Arena
	Alessandra Bianchini
	Giovanni Pio
	Philip Jones
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)	Kirsi Madi
	Mitushi Das

<i>Organization</i>	<i>Participant</i>
United Nations Office for Project Services	Sonja Leighton-Kone Raad Gilyana Jean-Vincent Colin
United Nations Framework Convention on Climate Change	Chhaya Kapilashrami
World Bank	Maria Dimitriadou
International Monetary Fund	Brian Christensen
World Trade Organization	Alison Holmes
Other representatives	
International Trade Centre	Philip Compte
United Nations System Staff College	Miguel Panadero
Comprehensive Nuclear-Test-Ban Treaty Organization	Uday Dayal
International Criminal Court	Ivan Alippi
United Nations Volunteers	Toily Kurbanov
United Nations International Computing Centre	Sameer Chauhan
International Civil Service Commission	Boguslaw Winid
Federation of International Civil Servants' Associations	Wadzanai Garwe Cosimo Melpignano
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Pamela Odhiambo
United Nations International Civil Servants Federation	Karin Esposito Michael Lund
Resident Coordinator in Kenya	Stephen Jackson
United Nations Office at Nairobi	Chris Kirkcaldy
Young United Nations network	Moses Abukari Winnie Chepkemoi

Annex II

List of documents

<i>Agenda item</i>	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Revised provisional agenda		CEB/2024/HLCM/1/Rev.1
A	Background note: HLCM-United Nations Sustainable Development Group-Business Innovations Group joint session on delivering efficiency through innovation and consolidation of United Nations system business operations <ul style="list-style-type: none"> • UN Fleet – one-pager, brochure and global shared services business case • UN Accommodation – one-pager and global shared services business case • United Nations Medical and Wellness – one-pager and global shared services business case • United Nations Mobility – one-pager and global shared services business case • UN Web Buy Plus – one-pager, frequently asked questions and global shared services business case 	Yes	CEB/2024/HLCM/2 Not applicable
B	United Nations Digital ID progress report to HLCM	Yes	CEB/2024/HLCM/3
C	UN 2.0 – forward-thinking culture and cutting-edge skills for better United Nations system impact (https://un-two-zero.network/wp-content/uploads/2023/09/UN2.0_Policy_Brief_EN.pdf) UN 2.0 portfolio website (https://un-two-zero.network) UN 2.0 – compilation of initiatives from HLCM survey	Yes	CEB/2023/HLCM/4 CEB/2023/HLCM/4/Add.1
D	Occupational Health and Safety Forum: seventh activity report – budget proposal and cost-sharing modalities 2025–2027 Recommendations and priority action plan based on the analysis of the 2023 Occupational Health and Safety Forum survey responses United Nations Medical Directors Network strategy for 2023–2030 Progress report – United Nations System Workplace Mental Health and Well-being Strategy for 2024 and beyond	Yes	CEB/2024/HLCM/4 CEB/2024/HLCM/4/Add.1 Not applicable CEB/2024/HLCM/6
E	Note by the Human Resources Network on ongoing engagement with the ICSC compensation review	Yes	CEB/2024/HLCM/7

<i>Agenda item</i>	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
F	Workplan of the Executive Group to Prevent and Respond to Sexual Harassment in the UN System	Yes	CEB/2024/HLCM/8
H.a	Progress report of the Coordination Group on Mutual Recognition	Yes	CEB/2024/HLCM/9
H.b	Progress report of the HLCM task force on the use of artificial intelligence in the United Nations system	Yes	CEB/2024/HLCM/10
H.c	Note by the Environment Management Group on latest developments in the United Nations Strategy for Sustainability Management	Not applicable	CEB/2024/HLCM/11
H.d	Fourth progress report of the working group on diversity, equity and inclusion	Not applicable	CEB/2024/HLCM/17
H.e	Progress update from the Procurement Network of the High-level Committee on Management on supply chain digitalization	Not applicable	CEB/2024/HLCM/18
J	Note by the Finance and Budget Network on the United Nations security management system resources review	Yes	CEB/2024/HLCM/12
K	Discussion points for HLCM members on the current financial context	Yes	CEB/2024/HLCM/13
	Proposal for a strategic approach to establishing and funding joint inter-agency initiatives		CEB/2024/HLCM/14
	Note on the Finance and Budget Network review of the budgets of the jointly financed administrative activities		CEB/2024/HLCM/FB/1