



# Chief Executives Board for Coordination

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## Report of the High-Level Committee on Management at its forty-fourth session

(4-5 October 2022, United Nations Educational, Scientific  
and Cultural Organization (UNESCO), Paris)

### I. Introduction

1. The High-Level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its forty-fourth session on 4-5 October 2022 at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO), in Paris. 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), the Staff Federations and Young UN.
3. The agenda, as adopted by the Committee, focused on the following themes:
  - a. Operationalizing Mutual Recognition across the UN System;
  - b. Special Dialogue on Value-Based Data Management and Analytics in the UN System;
  - c. Diversity, Equity and Inclusion;
  - d. Occupational Health & Safety;
  - e. Future of the UN Workforce;
  - f.1. Addressing Sexual Harassment in the UN System;
  - f.2. UN-RIS - HLCM Working Arrangement;
  - f.3. Combatting Human Trafficking and Forced Labour in UN Supply Chains.
4. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.



## II. Operationalizing Mutual Recognition across the UN System

5. Introducing the item, the HLCM Chair underlined that the Mutual Recognition Statement is a fundamental enabler of management reform, aimed to remove barriers to greater consolidation of shared services. The Statement formalizes the joint commitment to apply the principle of mutual recognition, allowing an entity to use or rely on another entity's policies, procedures, system contracts and related operational mechanisms for the implementation of activities, without further evaluation checks or approvals being required, to the greatest extent practicable. Entities have been implementing Mutual Recognition with different degrees of success. Overall, several challenges seem to still hamper a full adoption of the concept. HLCM aims to assess the current status of operationalization of Mutual Recognition and elaborate a strategy, together with UNSDG, to address remaining obstacles and build on success cases and best practices.
6. Mr. Ib Petersen, UNFPA, and Ms. Hannan Sulieman, UNICEF, were invited on behalf of the UNSDG Business Innovations Group to present an analysis of current status and key areas of concern. Mr. Petersen stressed the importance of the oversight role that the HLCM has in the success of Mutual Recognition and the need for continued collaboration between the UNSDG and the Committee. He underlined that application of Mutual Recognition is not intended to be dependent upon harmonization of policies and practices between the UN entities. Instead, it is a mechanism to bridge the gap between differences in policies, procedures and systems. As of today, the Mutual Recognition Statement has been signed by 23 entities. Mr. Petersen highlighted the three categories of issues that need to be addressed on the operationalization of Mutual Recognition: structural issues; issues of awareness and advocacy; and entity-level guidance issues. Among the structural issues Mr. Petersen pointed out the potential conflicts with entities' constitutions, regulations and other legislative decisions. The second category of issues included lack of awareness and understanding of Mutual Recognition at the management and operational levels, inconsistent operational guidance with the Mutual Recognition Statement and lack of clarity on opportunities for inter-agency collaboration, including piggy-backing or utilizing contracts. Mr. Petersen reiterated the importance of the HLCM in continued collaboration within the UNSDG Mutual Recognition Task Team, and the need to prepare common guidance for operationalization, drawing from best practices across the UN system entities. Additional recommendations included the need for the HLCM functional networks to further review specific policy bottlenecks identified by the Task Team, engagement with the Network of Legal Advisors, and for entities to develop proposals for revisions that would address internal policies and/or legislative decisions that prevent adoption of Mutual Recognition.
7. The HLCM Vice-Chair then introduced the discussion dedicated to an exchange of experiences of the implementation of Mutual Recognition.
8. Ms. Sara Adam and Ms. Alessandra Bianchini of WFP introduced the UN Booking Hub initiative to the Committee. Ms. Adam highlighted that the UN Booking Hub is the largest in global shared services with 14 UN agencies working together as one. UN Booking Hub operates in 106 countries with 1,350 field service points with 1.4 million customers. Ms. Bianchini presented the various features of the UN Booking Hub that are available to users. It was emphasized that Mutual Recognition helped the UN Booking Hub to provide cross-system savings through economies of scale and elimination of duplication, leveraging comparative advantage and creating

data interoperability among agencies. Among the challenges hampering full adoption of Mutual Recognition, Ms. Adam emphasized that some UN entities are still entering a full legal review and approval process of the Service Level Agreement (SLA) before signature, and that business partners at the country level are slowed down by corporate legal reviews preventing a wider collaboration.

9. Mr. Dominic Grace, UNHCR and Mr. Philip Jones, WFP, presented the UN Fleet services, a new service which is designed to provide fleet leasing services to the UN family on a global scale. UN Fleet leverages the principles of Mutual Recognition, Client Orientation and Transparent Financial Principles in the delivery of fleet services. By utilising volume and standardisation, UN Fleet reduces costs and provides vehicles which are economical, efficient, safer and more environmentally friendly. Given that the legal entities of four different UN agencies have signed off on the standardised Leasing Agreement, Mutual Recognition offers an opportunity for UN Agencies to efficiently sign up without any further administrative or legal steps thus fast tracking the path to cost savings and strengthened fleet management.
10. Ms. Katinka Rosenbom from the Procurement Network presented the Committee with examples of how the Network has advanced on the principles of Mutual Recognition, which included the template text on UN Cooperation in procurement manuals; waiving second procurement reviews; encouraging and explaining in manuals how to use and share Long Term Agreements (LTAs); joint procurement; conducting procurement on behalf of other UN entities; development and incorporation of modalities for “Common UN Procurement at the Country Level” into procedural frameworks and “UN Procurement Practitioner’s Handbook”; and, standardized table of Contents for Procurement Manuals. The implementation of these examples has been monitored on an ongoing basis since 2011. The Committee recognized the benefits of the UN Global Marketplace (UNGM), presented by Ms. Rosenbom, and encouraged use of the UNGM as a means of sharing visibility of available LTAs/contracts. Entities were encouraged to sensitize their audit units to the Mutual Recognition principles, to support reliance on other agencies’ procurement processes, thereby reducing redundant and duplicative administrative processes. It was recommended that the UN system consider common negotiations with suppliers (top 20 suppliers in the UN system) as these represent significant costs across UN entities – particularly for enterprise resource planning (ERP) and information technology (IT) contracts.
11. Ms. Martha Helena Lopez and Ms. Catty Bennet Sattler, Co-Chairs of the HR Network, introduced the ongoing initiatives on the Mutual Recognition in the HR Network, including the implementation of mutually recognized rosters, recognition of mandatory learning programs and the Together Mentoring and Networking Programme. They stressed the importance of mental health awareness and introduced to the Committee the UN Mental Health website, which includes resources for self-care. HLCM members supported the need for other areas to be included within the mandate of Mutual Recognition initiatives in HR (assessment centers, mental health programmes, talent management, learning programmes, and support for staff in entities undergoing downsizing).

12. The HLCM Vice-Chair opened the floor for the questions and feedback. In the following discussion, the HLCM members expressed their appreciation and support for the work behind the Mutual Recognition implementation, highlighting the importance of the procurement and HR initiatives.

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13. *Supported the principles of Mutual Recognition and expressed their appreciation on the work driving the respective initiatives and requested its member organizations to pursue the Statement's commitments, recognizing that each member organization will need to implement the principles consistent with their respective legal framework. HLCM remains unanimously and strongly committed to operationalizing Mutual Recognition to maximize economies of scale and drive efficiency gains which will benefit the UN system as a whole.*
14. *Committed to working with UNSDG to reach Resident Coordinators and Country Teams, and supported the key actions proposed by the Mutual Recognition Task Team, as appropriate.*
15. *Encouraged members to engage the inter-agency initiatives presented during the session, particularly the UN Booking Hub and UN Fleet, using Mutual Recognition to remove operational blocks.*
16. *Noted the MR initiatives currently underway and encouraged entities to actively engage in the following:*
  - *Strengthened adoption of the UN Mutually Recognized Rosters (UNMRR). Ensure the necessary technical work is carried out to integrate roster candidates into organizational systems.*
  - *Mutual recognition of completed mandatory training programmes.*
  - *Expanded use of Long Terms Agreements (LTAs) for HR services.*
17. *Encouraged use of the UN Global Marketplace (UNGM) as a means of sharing visibility of available Long Terms Agreements/Contracts.*
18. *Noted the need to sensitize organizations' audit units to the Mutual Recognition principle, to support reliance on other agencies' processes.*
19. *Tasked the Procurement Network to develop and share a draft model communication for an awareness campaign on Mutual Recognition.*
20. *Encouraged the respective organizations to engage with their respective legal offices early, for example, in advance of or during the design phases of common services and tools, and strongly encouraged HLCM networks to identify, analyze and recommend to the Committee opportunities for increased upstream/early collaboration within the system.*
21. *Agreed to create of a small group of members to coordinate between the different strands that support the operationalization of Mutual Recognition. The first tasks of the group will be:*
  - *Coordinate with HLCM networks for the development/revision of management policies to address bottlenecks in the application of MR principles as identified by relevant reform streams (UNSDG task Team of MR, BOS at country level, etc.).*
  - *Formulate common comprehensive operational guidance on Mutual Recognition that can be shared with entities and also disseminated to country/field offices.*

### III. Special Dialogue on Value-Based Data Management and Analytics in the UN System

22. In May 2020, CEB endorsed the System-wide Road Map for Innovating United Nations Data and Statistics (CEB/2020/1/Add.1), that is featured as an initial priority programme of the UN Secretary-General's Data Strategy for Action by Everyone, Everywhere. The Road Map advances the Secretary-General's vision of a whole-of-United Nations ecosystem that maximizes the value of data responsibly for better decisions and stronger support to beneficiaries.
23. The Secretary-General's "Our Common Agenda" report included "data and analytics" in the quintet of change, a set of cross-cutting drivers of transformation towards a "United Nations 2.0". Better data, analysis and communications capabilities were highlighted as crucial enablers to turn information into insight more easily, transform decision-making, optimize services and make the Organization a better communicator.
24. Digitalization of information promotes integration, coordination and transparency: HLCM is committed to promoting accessibility to quality, timely and reliable data with the highest standards of privacy and security. The Committee's work is focused on four main areas: leadership and accountability related to management of data, transparency, standards, and data and information security. Enhanced information management and improved accessibility of UN documents and information are also a priority of HLCM.
25. At its 43<sup>rd</sup> session, HLCM agreed to provide a space for exchange on questions around data and derive possible future initiatives. This segment inaugurated such series of data dialogues.
26. The session was opened by a panel of experts from both within and outside the UN system, who explored the challenges and best practices in data governance, internal oversight and management of data risks, talent management for an innovative and inclusive workforce, security and risk management, and legal implications.
27. Ms. Fatoumata Ndiaye, Under-Secretary-General of UN Internal Oversight Services, explained how UN-OIOS had helped the UN Secretariat assess its data strategy, governance, and stewardship. She noted that data is a shared strategic asset, representing both a result and an enabler as its production lays the groundwork for further action. A governance framework – as well as a strategy – need to take both sides into account, incorporating the different focus and requirements and going beyond ICT and statistics towards enhancing the design and implementation of programmatic activities. The Secretary-General's Data Strategy remains the benchmark against which to evaluate the fitness of data governance and risk management. Leadership must internalize and strengthen UN data as a result and as an enabler.
28. Ms. JoAnn Stonier, Chief Data Officer at Mastercard, proposed a model of organizational data maturity, ranging from very basic and essentially reactive, to defined in its policies and documented practices for inventoried data, all the way to truly transformational, where new business models emerge for measurable results and innovation. She explained that every organization acts in a complex landscape, shaped by the economy and trade, by stakeholder expectations, technology and the society at large. Key inputs

to data governance include addressing privacy and security, data quality and accuracy, as well as cultivating talent and building an effective infrastructure. It is essential that partners and data ecosystems be continuously evaluated. Ms. Stonier explained that among the possible governance models, organizations may choose between centralized, decentralized and hybrid. In the first case, talent, infrastructure and investment are all located centrally. When expertise is located in different teams, thus de-centralized, it can be closer to delivery and faster, although also duplicative. Many organizations develop a hybrid solution, where a core centre of excellence provides standards and best practices to the operational teams. Ms. Stonier underlined that the choice among these options depends on the type of data managed by the entity and by its strategic objectives and features. To conclude, she presented the Data Responsibility Principles adopted by Mastercard and explained that every organization needs to develop their own and ensure they are adopted across the organization.

29. Ms. Fabienne Arata, Country Manager at LinkedIn France, presented an analysis of aggregated data on UN system employees registered on LinkedIn platform. She explained that the pandemic pushed workers to reconsider their expectations and to become much more selective on prospective jobs. She presented LinkedIn's data insights on three challenges particularly relevant for the UN: diversity sourcing, internal mobility, and leadership development. Finally, she proposed a path towards effective talent management through data. Data can support the whole talent strategy continuum, from mapping the strategic HR planning against organizational challenges and priorities, to auditing internal capabilities and transforming hiring practices into agile, flexible recruiting and, finally, to making learning a key part of organizational culture.
30. Ms. Jaya Baloo, Chief Information Security Officer at Avast Software, provided an overview of the cyber-risks that organizations are facing today, in the context of the new ways of working introduced during the pandemic and the increasing use of malware and cyberweapons by state actors and criminals. Cybercrime is an extremely lucrative business, and is inherently asymmetric, since small players can create great damage, and malware can be recycled and adapted. Ms. Baloo showed the process through which Uber had been hacked earlier in 2022 to extrapolate some lessons: carefully managing the use of private devices for work purposes (a very common practice during teleworking), educating employees to recognize social engineering, and being more proactive in hunting down threats. She also pointed out that regulatory compliance is essential but not effective without a strong foundation of hardware, operating systems, protocols, and applications, and without a proper analysis of what exactly must be protected and by whom. She concluded by noting that privacy protection cannot be achieved without cybersecurity.
31. Ms. Kathryn Alford, Director at the UN General Legal Division, presented the work of the UN Office of Legal Affairs on two fronts: first, the internal data protection policy development in the context of the Secretary-General's Data Strategy; and issues related to the ongoing dialogue with the European Union on the General Data Protection Regulation (GDPR). On data protection, Ms. Alford outlined the main principles of the upcoming Secretary-General's bulletin on data protection and privacy, as an overarching policy to strengthen the Secretariat's data protection framework. The bulletin, based on the HLCM Data Protection and Privacy Principles, will incorporate data subject rights and establish avenues for data subjects to make requests in relation to the processing of their data, as well

as data governance for oversight and accountability. Other guidance will be produced, including templates and manuals for addressing data privacy and protection in agreements with third parties. With regard to the engagement with the EU, Ms. Alford explained that much of the discussion has revolved around finding a compromise to ensure the free flow of data between United Nations system organizations and entities bound by European Union law. The conversation was still ongoing.

32. Ms. Maaïke Jansen, Acting CEB Secretary and Secretary, High-Level Committee on Programmes (HLCP), noted that CEB, through HLCP, had conducted extensive work on data, and had endorsed the aforementioned System-wide Road Map for Innovating United Nations Data and Statistics and the Principles for the Ethical Use of Artificial Intelligence (AI) in the United Nations system (CEB/2022/2/Add.1, forthcoming), which took into consideration the important links between data and digital technologies like AI. At its forty-second session, HLCP had established a workstream on international data governance, with a focus on approaching data as a global public good to support the implementation of the 2030 Agenda and the follow-up to Our Common Agenda. She underlined the linkages between the two high-level Committees and suggested that exchanges be strengthened to leverage complementarities.
33. In the ensuing discussion, members noted that cybersecurity and data protection and privacy remained an essential, yet expensive and technical topic, and that further collaboration among members would help ease the cost for individual entities. This subject was particularly critical for organizations that manage sensitive humanitarian data. It was also noted that the UN International Computing Centre (UNICC) would be a valuable resource in this domain. Ms. Baloo's presentation resonated with the audience, who agreed that more awareness and education was needed for employees to recognize malicious communications and social engineering. Members underlined the importance of high-quality data (since bad data could amplify bad decisions), of interpreting data correctly, and of ensuring accountability for data-related mismanagement and miscommunication. Members recognized the challenge of understanding where data functions and data capacity (such as a Chief Data Officer) should reside in an organization, as this issue went much beyond the IT, legal or any other individual department. It was also suggested that data management and analytics was an inter-generational issue and that related discussions should not overlook this aspect. Some experiences were shared on efforts to democratize data across departments and divisions, as well as on training initiatives for professionals interested in using data skills to promote their career.
34. The Committee subsequently engaged in an exchange of ideas in four subgroups on data management and analytics.
35. The first group discussed "Leadership and accountability: data governance in a large multinational organization". Participants agreed that, building on the common principles of the Secretary-General's Data Strategy, approaches to data governance needed to be multidisciplinary and reflect the risk analysis specific to each organization's mandate and operations. It was suggested that HLCM could help entities in this journey. The group also built on Ms. Stonier's presentation, debating which of the possible governance options – centralized, de-centralized, or hybrid – could best fit their needs. It reached the conclusion that most organizations would require a core

function providing common standards and principles, linked to a network of teams with responsibility over technical topics.

36. The second group focused on “Talent Management: use of data analytics to bridge the talent gap for an innovative and inclusive workforce”. The group started by discussing the pros and cons of building internal capacities compared to outsourcing. It was noted that mutual recognition would provide an opportunity to develop internal capacity and maximize the return on investment through common rosters, mobility, and standardized data management skills and recruitment approaches. In order to attract innovative and young personnel and establish the UN as an employer of choice, the need to address expectations on flexibility, work-life harmony and mobility was recognized. Moreover, it was suggested that partnerships with academic and research institutions, as well as with the private sector, could bring the necessary expertise while providing the opportunity for younger generations to contribute to a mission with collective social impact.
37. The third group examined “Data protection and data privacy: management of data risks”. The starting point of the conversation was how to balance the use of data and analytics to make more informed decisions and deliver results, while exercising the maximum responsibility towards the data protection and privacy expectations of users and beneficiaries. The group agreed that, despite the differences among entities, the UN system was still in the early stages of this endeavour. Going forward, the first priority was ensuring the necessary mechanisms and controls to build a data infrastructure that incorporated data protection and privacy by design. Secondly, members highlighted the need to map and create inventories on data location and sensitivity, as well as to understand who had access to it, for how long, etc. Only after these activities would be completed, could entities start integrating data into their processes, including for analytics, automation, machine learning, etc. The group recommended that control systems be established proactively, building and nurturing awareness by all parties, including personnel, data collectors, functional leaders, senior management, governing bodies and donors.
38. Finally, the fourth group discussed “Interoperability and data sharing: creating a UN ecosystem for information sharing and common decision making”. Participants recognized that, for most organizations, information and knowledge sharing was essential to access data owned by other entities and third parties. This activity had been made difficult by the lack of standard data-sharing agreements: for this reason, the group agreed that developing data-sharing templates would be beneficial. It was noted that different types of data would entail different levels of sensitivity and privacy concerns, and that, therefore, it was not possible to develop an individual agreement covering all specific cases. Moreover, controls were required to avoid commercial use of shared data. It was proposed that the first step would be to classify data according to sensitivity and privacy, and to start working on less complex and sensitive data and increase complexity at each stage, with an agile approach.
39. In closing, the Chair congratulated all participants and thanked panellists for a fruitful discussion, full of insightful reflections and excellent proposals for further action. She also noted that this session was only the beginning of a continued dialogue on data, to be carried out in future sessions and in the established workstreams.



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40. *Agreed to build on the HLCM special session as a starting point for a further cross-functional dialogue on data management and governance. The CEB Secretariat would gauge HLCM members' interest in engaging in such dialogue. The Committee also agreed to further exchange lessons learnt on organizational aspects of data management and data strategy implementation, noting that a hybrid approach - centralized standards setting and decentralized functional data ownership - may be the preferred model.*
41. *Agreed to continue and strengthen collaboration with HLCP on topics related to data, including data management and governance, with a view to ensuring synergies.*
42. *Requested the Human Resources Network to include data and people analytics in their discussions to address the multiple levels of data relevance in Talent Management. These would include attracting, retaining and developing data-savvy talent and using data for better decision-making and to foster a more inclusive and enabling environment.*
43. *Recognizing that a common data sharing agreement is a potential enabler of system-wide efficiency gains, requested that a small task team be created with the objective of developing such an agreement under the leadership of Chief Data Officers, in consultation with UN Chief Statisticians, and the Digital and Technology Network, and composed of organizations with advanced knowledge on data management and analytics. The relevant member organisations are encouraged to involve their respective legal offices early and during discussions, keeping in mind the expected promulgation of a Secretary-General's bulletin on Data protection and privacy policy for the United Nations Secretariat.*
44. *Recommended that the task team should classify the different types of data based on risk and sensitivity, with a view to enable work on a category per category basis.*
45. *Agreed to form, upon issuance of the upcoming Secretary-General's bulletin on Data protection and privacy policy for the United Nations Secretariat, a cross-functional Working Group/task force comprising Data Protection Officers, members of the Digital and Technology Network (DTN) - Information Security Special Interest Group, the Human Resources Network, the Risk Management Forum, and other internal "business" communities, to assist those HLCM members without a data protection and privacy policy to make use of the provisions of the SG's bulletin to:*
  - a. *Map existing streams of work in the UN system that may be relevant for any further engagement on the subject of data privacy/protection.*
  - b. *Explore system-wide guidance on the definition and implementation of data privacy/protection policies, and the sharing of organizational policies among organizations.*
  - c. *Identify areas of commonality across UN system organizations in the areas of, inter alia, legal policies, technical controls (standards), maturity modelling, privacy notices, data subject rights, and breach notification requirements.*
  - d. *Where applicable, define common baseline controls and policy guidance for implementation across the UN system, to address privacy and data protection requirements.*

#### **IV. Diversity, Equity and Inclusion**

46. The HLCM Chair introduced the item by recalling the mandate of the Working Group on Diversity, Equity, and Inclusion (DEI) which was agreed during the last HLCM session and handed over to the HR Network for action. The Working Group was asked to present to the members of the Committee their first progress report.
47. The Chair of the HR Network and Chair of the Working Group elaborated on the status of the three subgroups that were formed to deliver respective to their mandates: a DEI Glossary, DEI principles and DEI best practices. During the last session, the expectation was expressed to receive and endorse by the end of this year a UN System DEI Glossary. A first draft of the Glossary had been shared in advance of the session with HLCM members. The Chair of the Working Group emphasized that it would be too early to ask for an endorsement of the Glossary and instead suggested to extend the deadline to the next session of HLCM in 2023 to provide time to absorb the reflections and guidance provided in this session and in writing.
48. The HLCM Chair thanked the Working Group for the report and opened the floor for questions and feedback.
49. In the following discussion, members of the Committee expressed their appreciation for the work done by the Working Group, in particular the draft of the DEI Glossary. In this regard, concrete suggestions as well as strategic guidance were provided to the Working Group. Members of the Committee underlined the importance of the Glossary as an internal guiding document that should be applied by all organizations of the UN system and be considered in all relevant spheres of the organizations' work. Several members highlighted that particular attention should be paid to the collection, management and sharing of data on DEI. Further, it was noted that references to official multilaterally agreed documents would be beneficial and that the Glossary should be available in all official working languages of the UN.
50. Representatives of staff expressed their appreciation for the work presented, underlining their continued active support of the Working Group and its subgroups. One representative raised the question of whether intersectionality was being addressed, further asking whether HLCM would launch a global strategy on DEI similar to Gender Parity and Racism. The staff representatives seconded the importance of addressing data-related questions. Young UN expressed their appreciation for including ageism as a term in the Glossary and asked to collect more data in this regard. The ICSC underlined that DEI was at the centre of their work, and asked organizations to actively participate in their recently launched streams of work that would cover this aspect.
51. The coordinator of the sub Working Group on the DEI Glossary expressed appreciation for the comprehensive guidance and feedback from all participants. Going forward the subgroup would reach out to organizations to collect references on principles, best practices and on the Glossary. It was highlighted that the language used in the Glossary was based on multi-laterally agreed documents, which guided the work of the Working Group and may not allow to account for all suggestions made on terminologies. The DEI Glossary, with the help of the translators, would be provided in all official UN working languages.

52. The HLCM Chair concluded by expressing appreciation for the richness of the discussion and for the work of the Working Group. She highlighted that the Committee would continue to work with the ICSC and the staff federations through the HR Network, underscoring the importance of the HR Network as the main instrument to pool resources, best practices and expertise in this area. Further, it was clarified that the Glossary was produced mainly for internal purposes and that by nature it was a living document that would be updated periodically. The HLCM Chair asked participants to share suggestions with the Working Group in writing. Regarding the action plan and the way forward, the Chair highlighted that the Working Group was a time-bound group that ought to conclude its work by the end of 2023. The action plan to be delivered shall include recommendations and a way forward beyond 2023.

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53. *Took note with appreciation of the progress and endorsed the direction of the Working Group.*
54. *Provided feedback on the preliminary draft of the UN System DEI Glossary, and looked forward to receiving the next draft, incorporating comments and suggestions received.*
55. *Agreed to extend the deadline for finalization of the UN System DEI Glossary to the 45<sup>th</sup> session.*

## V. Occupational Health & Safety

56. In October 2019, HLCM established a system-wide Forum on Occupational Health and Safety, chaired by WHO and co-chaired by WFP. The Forum supports agency heads in fulfilling their commitments related to personnel's occupational health, safety and well-being, in a manner that evolves in parallel with the organizational risks and their relevant contexts. The work of the Forum is guided by the Terms of Reference approved by HLCM in May 2020. The Committee was updated by Dr. Caroline Cross, Director of WHO's Staff Health and Well-being department, on behalf of Mr. Raul Thomas, Chair of the Forum.
57. The deliverables produced by the Forum included an online repository for OHS standards and relevant documents, which would be hosted on the UN Policy Portal and the Knowledge Gateway – managed by the UN Secretariat, and would be populated starting in 2023. The Forum also developed an OHS Taxonomy, and had established a process to collect, vet and develop OHS standards, to support the Forum in identifying and filling gaps.
58. UN-specific Guidelines on OHS Incident Management consolidated best practice approaches to incident management to guide UN agencies in the design of their incident management programmes.
59. The OHS Forum had pursued its work to address the HLCM request to “identify options for suitable mechanisms for the system-wide governance of safety-related subjects, and to come back with recommendations, building on and avoiding overlap with existing system-wide mechanisms”. In March 2022, HLCM had endorsed a recommendation by the Forum and the United Nations Development Coordination Office (UN-DCO) that Resident Coordinators (RCs) be requested to lead a coordinated UN Country Team (UNCT) approach to OHS risks, starting with the establishment of a joint local OHS Committee as a technical advisory mechanism. As a follow-up, an accountability framework for the RCs and the UNCTs in OHS-related matters had been developed.

60. Ms. Martha Helena Lopez, Chair of the Mental Health Strategy Implementation Board, presented the recommendations produced as a follow-up to the Board's report on the impact of COVID-19 on the mental health of UN personnel. The recommendations focused on four categories: workplace factors; role of managers and leaders; psycho-social support; and, categories of personnel who had suffered a particularly heavy impact. Ms. Lopez emphasized the importance of workplace factors and encouraged HLCM members to personally commit to enabling a mental health and well-being dialogue in their own organizations. She also reminded that, while the deadline for implementation of the Strategy was 2023, the issue remained very relevant, and it was therefore important to start reflecting on the priorities for 2024 and beyond. In order to do that, it was proposed that a more stable funding mechanisms be envisioned.
61. In the ensuing discussion, members expressed appreciation for all deliverables and noted the importance of not losing momentum on these fundamental issues, especially on mental health. The non-binding nature of the deliverables, allowing for their tailored adjustment to the context of each organization, was commended. It was also requested that the inclusion of organizational health and safety among the responsibilities of Resident Coordinators, should not create another structural layer in Country Teams, but rather be incorporated in the existing structure.

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62. *Thanked the OHS Forum for the valuable deliverables presented and for exemplary coordination among all the sub-streams involved.*
63. *Endorsed the concept note for the OHS Repository, the taxonomy of OHS standards, the process for collecting, vetting and developing OHS standards applicable to the UN system, and the OHS Incident Management Guideline.*
64. *Endorsed the OHS Framework of Accountability for Resident Coordinators and UN Country Teams, jointly developed with DCO.*
65. *Noted that the Forum will prepare a similar document for H duty stations (those without a RC and with a Designated Official), as well as a concept note on a potential coordinating entity to oversee the UN-wide OHS management system and provide support to OHS focal points and local Committees.*
66. *Endorsed the recommendations submitted by the Working Group of the UN Mental Health Strategy Implementation Board (MHSIB).*
67. *Looked forward to the establishment and population of the Global OHS Repository and of the blueprint of the UN-wide OHS management system.*
68. *Looked forward to expanding and following up on the OHS Framework of Accountability for Resident Coordinators and UN Country Teams and to review the proposal for the new coordination body.*
69. *Invited all members to take note of the Mental Health report recommendations and take action whenever appropriate, as well as to lead by example by taking the UN online "Workplace Mental Health and Well-being: Lead and Learn" Programme.*
70. *Encouraged any organization willing to contribute to the costs of the remaining 15-months of the Strategy to reach out to the Implementation Board.*
71. *Requested the Implementation Board to develop a proposal for sustainable, long-term funding, for review by HLCM after review and endorsement by the HR Network.*
72. *Requested the Implementation Board to present a progress report at the HLCM 45<sup>th</sup> and 46<sup>th</sup> sessions.*

## VI. Future of the UN Workforce

73. The HLCM Chair and Chair of the Task Force on the Future of the UN Workforce recalled the original objective and trajectory of its work during the challenges of recent years, ranging from the pandemic and social protests to other global political and financial crises, requiring the Task Force to shift its objectives, away from some of the initial concepts and best practices relating to the future of work, to very practical deliverables that were urgently needed by all UN system organizations in real time. She highlighted the contribution of these deliverables to Our Common Agenda and thanked all colleagues for their dedication and contribution.
74. While workstreams 1 and 3 of the Task Force had already concluded their work by the 43<sup>rd</sup> session, the present session intended to finalize the work on workstream 2, focused on “new ways of working in the UN System”. Following from the discussions at the last HLCM and further consultations undertaken afterwards, the current HLCM session was tasked to endorse the revised versions of the paper on “Review of Work-Life Harmony actions in the UN System” as well as the “UN System Model Guidelines on Boundaries at Work” along with the presentation of a final set of new deliverables covering a “System-wide approach to assessing and developing organizational culture” and an “Overview of Considerations, Challenges and Recommendations on Diversity and Inclusion”. These deliverables were presented by the co-leads of the related workstream, who further highlighted the completion of a “Repository of good practices on organizational culture” and the progress made on the establishment of a “Network of organizational culture practitioners across the UN”.
75. In the ensuing discussion, members of the Committee expressed their appreciation for the work, particularly highlighting the value of the UN System Model Policy on Flexible Work and the Senior Leadership Commitments. Regarding the latter, further implementation guidance, including the creation of a communication package, was suggested. In general, members were appreciative of the tangible work conducted, that was seen to help driving cultural change across the UN system. Organizational representatives shared a variety of positive experiences with the implementation of the deliverables.
76. Staff representatives expressed general appreciation for the work undertaken and the results, while regretting that they had not been included more closely in the work. They suggested further discussions on related topics, such as the attractiveness of physical workspaces, the need for consistent and well-communicated implementation in order to set realistic expectations, the impact of hybrid work on culture and mental health, and the responsible use of electronic devices to ensure boundaries at work. They also pledged their close involvement in the continuation of the topical discussions on reviewing contractual modalities (in the context of ICSC mechanisms) and data privacy (in the recently launched UN Digital ID project).
77. In summarizing the discussion, the HLCM Chair thanked members for the rich discussion and reiterated her appreciation to all involved colleagues, as their dedication and contributions will help maintain the UN system as an employer of choice, as well as providing tools to further implement Our Common Agenda. She assured Staff Federations of further consultation at every level when moving to implementation. Upon closure of the Task Force, the deliverables would be handed over to the Human Resources Network for further elaboration and implementation.

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

78. *Expressed gratitude to the members and co-leads of the various sub-streams of the Task Force. From the Model Policy on Flexible Work to the Senior Leadership Commitments and the UN Digital ID project, to the efforts to find a new contractual modality and other deliverables, the Committee noted the outstanding achievements of the Task Force, which will continue to impact the UN system for many years to come.*
79. *Endorsed the final draft of the paper on the “Review of Work-Life Harmony Actions in the UN System” (CEB/2022/HLCM/5/Add.1/Rev.1) and submitted it to the Human Resources Network for further elaboration and implementation.*
80. *Endorsed the final draft of the paper on the “UN System Model Guidelines on Boundaries at Work” (CEB/2022/HLCM/5/Add.2/Rev.1) and submitted it to the Human Resources Network for further elaboration and implementation.*
81. *Took note of the paper “System-wide approach to assessing and developing organizational culture” (ANNEX I).*
82. *Took note of the paper “Overview of Considerations, Challenges and Recommendations on Diversity and Inclusion” (ANNEX II).*
83. *Took note on the completion of a “Repository of good practices on organizational culture” and the progress made on the establishment of a “Network of organizational Culture practitioners across the UN”.*
84. *Concluded the work of the Taskforce, reiterating its sincere appreciation to all those contributing to this significant effort, that will help maintaining the UN System as an Employer of Choice, as well as providing tools to further implement Our Common Agenda.*

**VII. Addressing Sexual Harassment in the UN System**

85. The HLCM Chair reminded the Committee of the importance of continuing to prevent and address sexual harassment within the UN system. She noted the risks that the behaviour posed to the well-being of personnel and the reputation of organizations.
86. Ms. Kelly T. Clements, Chair of the Task Force on Addressing Sexual Harassment in the Organizations of the UN System (Task Force) reminded the Committee that sexual harassment concerned the whole UN system rather than individual entities only and that while the UN system has enhanced its processes and made steps forward since the establishment of the Task Force, there was still more to be done including considering progress and collaborating on efforts on interrelated issues such as deep-rooted gender inequalities, power imbalances and sexual exploitation and abuse.
87. The Task Force Chair also highlighted the close attention given to the improvement of preventing and addressing sexual harassment in the UN system by its personnel, its donors, its partners and the press. The Chair noted that achievement of zero tolerance for inaction against sexual harassment required the collaboration of the whole system and across issues where possible.

88. The Committee was briefed on the latest progress in the Task Force, which for its ongoing third phase has constituted workstreams for four areas: (i) Prevention and behavioural science to change the culture and behaviours and create an environment conducive to eradicate sexual harassment; (ii) Victim engagement and support to reduce the lack of trust of staff in the processes in place to address sexual harassment; (iii) Data and results towards a results framework for organizations to measure the impact of efforts in tackling sexual harassment; and (iv) Enhanced cooperation among entities, duty stations and experts.
89. Particular focus was given to the narrative report on the results of the Annual Survey on Reporting of Sexual Harassment, which aggregates data collected from across 28 UN entities for the year 2021. The survey is aimed at monitoring the implementation of the Task Forces' tools and gathering insights on a number of subject areas around sexual harassment.
90. The results from the 2021 survey confirmed that sexual harassment has a strong gender component and often also reflects power differentials. The system across the years has made substantial progress in alignment with the UN System Model Policy on Sexual Harassment as reporting barriers are continuously being removed, disciplinary practice is increasingly shared, and protection and support for victims are available. Reporting across entities is however uneven with a small number of entities receiving most reports and more than a third of responding entities having no reports in 2021. The Task Force was offered as a forum for all UN entities to seek guidance and support on specific aspects from other entities.
91. In the subsequent discussion, Committee members thanked the Task Force for its efforts and recognised the significance of the behaviour for personnel and the organizations. Members mentioned efforts and challenges within their entities in regard to sexual harassment. The Task Force was encouraged to continue its efforts giving priority attention to the four areas of work. The complexity and caseloads for investigations services as well as the inconsistency of UN Dispute Tribunal judgments related to sexual harassment were noted as unsolved challenges.
92. Taking into account interrelated issues, the continuation of changing behaviours and organizational culture, and pushing for clear communications, transparency and evidence-based decision making were some of the themes underscored by members to merit further consideration. The significance of leadership from the top, including in HLCM, was further noted as crucial.
93. The HLCM Chair noted the rich and energetic discussion by the Committee and thanked members for their interventions. She shared the appreciation of HLCM for the Task Force and its Chair for their tireless work and reiterated the importance of a common forum to address sexual harassment. The Chair was looking forward to seeing progress from the third phase of the Task Force's work at the Committee's next meeting.

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

94. *Took note with appreciation of the progress update on recent work of the Task Force.*
95. *Reviewed and discussed the results of the Annual Survey on Reporting of Sexual Harassment for 2021.*



96. *Requested the Task Force to provide a progress update at the Committee's 45th session in 2023.*
97. *Requested the Task Force to provide the Committee with suggestions for sustainable capacity building and for continuous monitoring of progress in preventing and responding to sexual harassment in the course of 2023.*

## **VIII. UN-RIS-HLCM Working Arrangement**

98. Introducing the item, the Chair recalled that the United Nations Representatives of Investigation Services (UN-RIS) was set up in 2013 and comprises the heads of 27 investigative services of United Nations system organizations. Investigation was acknowledged as a key component for increased accountability and integrity, and in the establishment of strong policies and effective preventive measures against misconduct.
99. Mr. Stefan Knolle, Head of Investigations at the International Atomic Energy Agency (IAEA) and the current Deputy Coordinator of UN-RIS, provided the Committee with a brief introduction of the proposed working arrangement between UN-RIS and HLCM. It was proposed that UN-RIS and HLCM resolve to promote an exchange of experience and knowledge on areas of common interest, through a partnership arrangement that recognizes the mutual benefit of working together to promote coherent, efficient and cost-effective oversight and management of the organizations of the United Nations system.

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

100. *Endorsed the proposed working arrangement (CEB/2022/HLCM/17) between the United Nations Representatives of Investigation Services (UN-RIS) and HLCM, and looked forward to a productive collaboration between the two bodies, as well as with the United Nations Representatives of Internal Audit Services (UN-RIAS).*

## **IX. Combatting Human Trafficking and Forced Labour in UN Supply Chains**

101. The UN Security Council Resolution S/RES/2388 called upon the UN system organizations to step up their efforts to strengthen protections against human trafficking in all UN procurement. The Resolution had been further echoed by the subsequent UN General Assembly Resolution 76/7 and ECOSOC Resolution 2021/25.
102. Acknowledging that the UN system, as a major procurer of goods and services internationally, has the potential to support and promote good practices in supply chain management, the HLCM Procurement Network agreed to develop and implement a common approach to combat human trafficking and forced labour in UN supply chains. The resulting Policy Framework lays the foundation for this work and will support future efforts towards major suppliers.
103. Mr. Vanja Ostojic, Chief of the ILO Procurement Bureau, explained that the proposed Framework was based on the best practices outlined in normative frameworks and government guidelines with regards to human rights due diligence, as well as on the activities of several international organizations. He presented the four components of the Framework: the overarching HLCM



Procurement Network Statement; the guidance for UN staff based on best practices aligned with the UN Guiding Principles on Business and Human Rights; and the amendments to the General Conditions of Contract and UN Supplier Code of Conduct.

104. Mr. Ostojic noted that, after adopting the Policy Framework, implementation had to be supported by corresponding capacity building initiatives, consultations on the practical due diligence measures to be established, and means to gather data to support reporting.

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

105. *Noted that the Policy Framework to Combat Human Trafficking and Forced Labour in UN Supply Chains lays the foundation for the UN system's efforts to combat Human Trafficking and Forced Labour across UN procurement activities, and provides stepping-stones for individual agencies to integrate recommendations from the Guidance into their procurement practices.*
106. *Adopted two elements of the Policy Framework to Combat Human Trafficking and Forced Labour in UN Supply Chains, as approved by the Procurement Network, specifically:*
- a. *Statement on Combating Human Trafficking and Forced Labour in UN Supply Chains*
  - b. *Guidance for UN Staff: Addressing Forced Labour and Human Trafficking in UN Supply Chains*
107. *Took note that the UN Office of Legal Affairs is incorporating a new provision on Standards of labour, forced labour and human trafficking in a revised draft of the United Nations General Conditions of Contract.*
108. *Acknowledged the proposed next steps on one element of the Policy Framework, specifically:*
- a. *Related amendments to the UN Supplier Code of Conduct*

**X. Any other business**

**Dates and venue of the next session**

109. HLCM accepted with appreciation the kind offer by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) to host the Committee's 45<sup>th</sup> session on 2-3-4 April 2023.

## 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)

*Acting CEB Secretary:* Maaïke 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
Office of Programme Planning, Finance and Budget	Chandramouli Ramanathan
Department of Operational Support	Lisa Buttenheim
Executive Office of the Secretary-General	Karen Lock
Office of Legal Affairs	Kathryn Alford
International Labour Organization	Adnan Chughtai
Food and Agriculture Organization of the United Nations	Laurent Thomas
	Aiman Hija
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys
Joint United Nations Programme on HIV/AIDS	Tim Martineau
World Health Organization	Caroline Cross
Universal Postal Union	Louise Razafy
International Organization for Migration	Amy Pope
	Michael Emery
World Meteorological Organization	Maja Drazenovic-Carrieri
International Maritime Organization	Vincent Job
	Richard Greenwood
World Intellectual Property Organization	Chitra Narayanaswamy
	Adélaïde Barbier
	Simon Bower
International Fund for Agricultural Development	Guoqi Wu
	Thomas Bousios

<i>Organization</i>	<i>Participant</i>
United Nations Industrial Development Organization	Yuko Yasunaga
International Atomic Energy Agency	Margaret Doane Mariela Fogante
World Tourism Organization	Paolo Velasco
United Nations Environment Programme	Kathleen Creavalle
Office of the United Nations High Commissioner for Refugees	Catty Bennet Sattler Hans Baritt Dominic Grace
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Leni Stenseth
United Nations Children's Fund	Hannan Sulieman Katinka Rosenbom
United Nations Population Fund	Ib Petersen
World Food Programme	Manoj Juneja Sara Adam Alessandra Bianchini 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)	Anita Bhatia
United Nations Office for Project Services	Marianne de la Touche
United Nations Framework Convention on Climate Change	Chhaya Kapilashrami
International Monetary Fund	Jennifer Lester
World Bank	Ferran Perez
<b>Other representatives:</b>	
United Nations Volunteers	Toily Kurbanov
International Trade Centre	Gerry Lynch
International Civil Service Commission	Boguslaw Winid Regina Pawlik
Federation of International Civil Servants Associations	Tanya Quinn-Maguire

<i>Organization</i>	<i>Participant</i>
Coordinating Committee for International Staff Associations and Unions of the United Nations System	Prisca Chaoui
United Nations International Civil Servants Federation	Mark Polane Aitor Arauz
Young United Nations Network	Kamila Karimova
<b>Guests:</b>	
Office of Internal Oversight Services	Fatoumata Ndiaye
United Nations Representatives of Investigation Services	Stefan Knolle
Committee for the Chief Statisticians of the United Nations System	Stephen MacFeely
Mastercard	JoAnn Stonier Teresa Papaleo
Avast Software	Jaya Baloo
LinkedIn	Fabienne Arata Mirek Pospisil Rolf Reinhardt

## Annex II

## List of Documents

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Revised Provisional Agenda		CEB/2022/HLCM/9/Rev.1
	HLCM Concept Note on Mainstreaming Mutual Recognition in the UN System		CEB/2022/HLCM/11
	Progress Update from the UNSDG Business Innovation Group		CEB/2022/HLCM/10/Rev.1
A	MR-related Actions by HR Network	n.a.	CEB/2022/HLCM/20
	Briefing Note: UN Fleet		CEB/2022/HLCM/21
	Briefing Note: UN Booking Hub		CEB/2022/HLCM/22
	Note by the Procurement Network on MR		CEB/2022/HLCM/23
B	HLCM Special Dialogue on Value-based Data Management and Analytics - Concept Note	n.a.	CEB/2022/HLCM/12
C	First report from the Multidisciplinary Group on Diversity, Equity and Inclusion	Yes	CEB/2022/HLCM/13
D	Progress Report from the Occupational Health and Safety (OHS) Forum	Yes	CEB/2022/HLCM/14
	Annexes to the Progress Report from the OHS Forum		CEB/2022/HLCM/14/Ann.1-7
	Final report from the Task Force on the Future of the UN Workforce		CEB/2022/HLCM/15
E	Review of Work-Life Harmony Actions in the UN System	Yes	CEB/2022/HLCM/5/Add.1/Rev.1
	UN System Model Guidelines on Boundaries at Work		CEB/2022/HLCM/5/Add.2/Rev.1
F.1	Progress report from the CEB Task Force on Addressing Sexual Harassment within the organizations of the UN system	Yes	CEB/2022/HLCM/16
F.2	Draft Working Agreement between UN-RIS and HLCM	Yes	CEB/2022/HLCM/17
F.3	Combatting Human Trafficking and Forced Labour in UN Supply Chains	Yes	CEB/2022/HLCM/18
	<ul style="list-style-type: none"> <li>• HLCM-PN Statement</li> <li>• Guidance for UN Staff</li> </ul>		CEB/2022/HLCM/19