UNITED NATIONS SYSTEM

CEB

Chief Executives Board for Coordination	CEB/2018/3 29 May 2018

Conclusions of the Thirty-Fifth Session of the High Level Committee on Management (HLCM)

(Old Convent of Santo Domingo, Valencia, 12-13 April 2018)

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Executive Summary

1. The 35th session of the High-Level Committee on Management took place in Valencia, on 12-13 April 2018, and was supported by the United Nations Information and Communications Technology Facility (UNICTF), Valencia. The full list of participants is annexed to this note.

2. The meeting included a regular session, with the participation of Staff Federations and the International Civil Service Commission, and an executive session for HLCM members only. The agenda was arranged around the following main themes:

    1. Moving from risk aversion to risk management
    2. Duty of Care for UN system personnel
    3. Addressing Sexual Harassment within the Organizations of the UN System
    4. Innovation and Data for a new working culture
    5. Advancing common business operations in United Nations Country Teams
    6. Collaboration with the International Civil Service Commission

3. The Committee dedicated a full morning session to examining how UN system organizations are developing and putting in place risk management tools and frameworks to reform management processes, improve efficiency, and bring greater value in supporting the Agenda 2030 for Sustainable Development. This thematic discussion was framed around the Secretary-General's vision as just recently outlined in his Integrated Platform on Prevention, whose underlying "principles" include a fundamental culture shift to risk-aware, proactive, cross-pillar work; and a common risk methodology and integrated analysis.

4. The Committee heard from several members, including the Representative of Internal Auditors (UN-RIAS), on how on how organizations are changing their narrative on risk management from one where compliance is the core aspect to one where management empowerment and value for the organization become central. The Committee also discussed operational approaches to strategic engagement with partners, including on tools and innovations for effective partnership risk-management practices.

5. The Committee reviewed and adopted proposals for new measures and tools that the HLCM Task Force on Duty of Care had developed in the course of one year of work. The vast majority of these measures advance duty of care for all staff, including locally recruited staff. Particular emphasis was placed by the Task Force on the need to properly understand the risks the workforce is exposed to, particularly in high risk duty stations, and the need to avoid, mitigate or manage them. The Committee also noted the need to use a risk management approach as far as it is reasonable and practicable, including what is possible within given resources, through an iterative process of continuous improvement as contexts change.

6. HLCM then received a progress report by the Chair of the CEB Task Force on Addressing Sexual Harassment within the organizations of the United Nations system, and was invited to review the measures and recommendations developed by the Task Force over the past three months and provide guidance and input towards their finalization.

7. The Committee subsequently engaged in a discussion on applying new thinking and behavioural patterns, leading towards a reformed business culture that enables innovation. Members also discussed a vision towards SDG-aligned UN system data, and the actions to be undertaken to develop a roadmap to meet this vision, and address the related data gaps that currently exist.

8. It was proposed that a common approach towards frontier technologies would allow the UN entities to take a leadership role in outlining ethical principles when applying new technologies in their internal business operations as well as when supporting member states on implementing the SDG agenda.

9.   The Committee discussed its engagement with the UNSDG Business Innovations Group to take forward the work requested by Secretary-General in advancing common business operations, increasing common premises and mainstreaming the principle of mutual recognition, and agreed that work should move forward with pilots, and that HLCM's main role should be in the area of simplification of policies and procedures at the global level, and ensuring progress with mutual recognition.

10.   The Committee was presented by the Vice-Chairman of the International Civil Service Commission with an update on the deliberations at the recent (86th) session of the Commission. The representatives of Staff Federations highlighted some concerns on the quality of collaboration, transparency in decision preparation, analysis and decision making of the Commission, and suggested that a tripartite working group could be initiated to reflect on ways for better collaboration and improved ways of working.

11.   The Committee appreciated the openness of Commissioners for the important considerations on family life in D&E duty stations, stressed the need for close collaboration with the Commission and took note of the comments and suggestions by Staff Federations on improving an honest and open dialogue.

12.   A full afternoon was then reserved for an executive session among HLCM members only, in conclusion of which the High-Level Committee on Management confirmed its continued commitment to a strong and cohesive UN common system, as well as the urgent need for an open, in-depth effort by ICSC, the organizations and staff federations to comprehensively review the current collaboration issues and address them in a constructive manner, to be initiated at the next ICSC session.

I – Moving from risk aversion to risk management: creating value for the UN system

13.   The Committee dedicated a morning session to examining how UN system organizations are developing and putting in place risk management tools and frameworks to reform management processes, improve efficiency, enable more effective delivery of services, and bring greater value in supporting the Agenda 2030 for Sustainable Development.

14.   The discussion was framed around the Secretary-General's vision as just recently outlined in his Integrated Platform on Prevention, whose underlying "principles" include a fundamental culture shift to risk-aware, proactive, cross-pillar work; and a common risk methodology and integrated analysis. These principles are also aligned with the Secretary-General's vision of a new management paradigm that aims to empower managers to determine how best to use their resources to support programme delivery, transferring greater responsibility to them and holding them accountable for the performance of their programmes.

15.   The Committee heard from the Representative of Internal Auditors (UN-RIAS), who noted that there has been good progress in the area of risk management across the UN system, that risk management is a continuously evolving process, aimed at making informed decisions, and that a holistic approach should be taken, linking Enterprise Risk Management to an organization's strategic planning.

16.   The Committee then discussed how organizations are changing their narrative on risk management from one where compliance is the core aspect to one where management empowerment and value for the organization become central. HLCM heard from WFP on their experience with taking a holistic and integrated approach to risk management. It also received contributions from WIPO and the United Nations Secretariat on changing the risk management culture of their organizations and empowering managers. One important takeaway from these experiences is that changing the culture takes time and this objective should be framed within a realistic timeline.

17.   The Committee then discussed operational approaches to strategic engagement with partners, and heard on UNICEF's anti-fraud strategy, as well as on their tools and innovations for effective partnership risk-management practices. UNHCR contributed on approaches to reporting fraud or presumptive fraud to donors.

18.   Many organizations noted that this was a very timely discussion as organizations are moving through different maturities of risk management and evolving their risk management models. The Committee raised the issue of risk tolerance and risk appetite, noting that risk appetite discussions can help to facilitate culture change. Members stressed the need to incorporate acceptance of residual risk, including risk appetite, in organizational policies, and that this discussion should proceed with full engagement of auditors.

19.   The Committee agreed on the need to consider risk-based budgeting, to go beyond identification and quantification of risks and to allocate resources to the areas where risks have been identified.

20.   [Decision point] HLCM agreed on the need for a joint, cross-functional engagement towards system-wide harmonization of risk management practices, including information sharing on fraudulent behaviours of implementing partners; assessments of risk appetite and risk tolerance; incorporating acceptance of residual risk in organizational policies; implementing smarter upstream controls; examining the costs of controls as compared to the value of the potential loss they are intended to mitigate; and, development of common definitions of risk categories to enable a common approach to reporting risks.

21.   [Decision point] As part of this work, the Committee requested the Finance and Budget Network to take the lead in developing a common approach to reporting fraud and presumptive fraud and put forward a proposal for consideration by HLCM at its fall 2018 session. The Finance and Budget Network should also be asked to review how risk analysis might be incorporated into the budgeting processes of UN system organizations.

II – Duty of Care for UN system personnel

22.   The Committee discussed the proposals for new measures and tools that the HLCM Task Force on Duty of Care, led by UNHCR and UNICEF, had developed in the course of one year of work. The cross-disciplinary approach to this work was highlighted as a successful model for future complex assignments.

23.   HLCM joined the Secretary-General in his strong advocacy for equitable and commensurate treatment of national staff, and recognized the valuable and often critical contributions of national staff globally.

24.   Particular emphasis was placed by the Task Force on the need to properly understand the risks the workforce is exposed to, particularly in high risk duty stations, and the need to avoid, mitigate or manage them as well as possible. This is why the Task Force also worked at assessing instruments and strategies that allow for a better systematic management of such risks.

25.   As some of the measures discussed were under the purview of the International Civil Service Commission (ICSC), the Committee received a briefing on recent changes in the hardship classification methodology, with increased weighting of factors related to duty of care beyond security. The revised hardship methodology takes into account with equal weight several additional elements, namely health, housing, isolation and local conditions.

26.   Also, a proposal submitted by organizations to the ICSC was presented, to address the situation of staff in very difficult (D&E) duty stations that are nevertheless classified as "family duty stations" based on their security situation. The aim is to provide staff members with family more flexibility in deciding whether to take their family to such duty stations, which present factors (such as educational or medical facilities) that are not conducive to family life.

27.   [Decision point] HLCM emphasized that Duty of Care constitutes a non-waivable duty on the part of the organizations to mitigate or otherwise address foreseeable risks that may harm or injure its personnel and their eligible family members. Duty of Care within UN organizations therefore uses a risk management approach as far as it is reasonable and practicable, including what is possible within given resources, through an iterative process of continuous improvement as contexts change.

28.   [Decision point] With this in mind, the High-Level Committee on Management adopted all of the new measures and tools, as outlined in document CEB/2018/HLCM/5/Rev.1, with major points summarized below. The Committee noted that the vast majority of these measures advance duty of care for all staff, including locally recruited staff.

  a.   The Committee adopted a comprehensive and standardized pre-deployment package for national and international staff, as well as a programme outline for a newly designed training package for managers operating in high-risk environments. The United Nations System Staff College would aim to integrate the newly designed package into its own course offerings.

  b.   Minimum standards for living and working conditions for high-risk and isolated locations, applicable to all UN organizations, were adopted. Working conditions standards will also benefit local staff.

  c.   In recognition of the multifaceted responsibilities towards personnel in high risk environments, HLCM decided to develop a Duty of Care-specific risk management framework, with a structured evaluation process, including a dashboard with standards and indicators that can give clear information to senior most management in the organizations of what the local hazards are and how they need to be addressed.

  d.   The Committee adopted the Referral Hospital Assessment Manual as a standard for the United Nations, and requested the UN Medical Directors to continue the already advanced health risk assessments with focus on high-risk duty stations and complete them by end of 2020.

  e.   The principle that personnel in high-risk environments should have adequate bandwidth to communicate with their families and for tele-health services, as per established parameters, was adopted.

  f.   Online claiming for medical insurance was adopted as a standard. Organizations were also requested to appoint an Appendix D focal point and make their name and contact details available on the intranet site.

  g.   The Committee adopted the principle that, in any duty station, administrative measures should be devised to allow personnel to receive the necessary medical services from any type of UN clinic, including DPKO clinics.

  h.   HLCM adopted access to essential health services as a standard for UN personnel, and requested organizations to review their policy on medical evacuation in light of this principle and conduct the necessary actuarial studies to make decisions. The Regional Area of Care (RAC) Committee was requested to formalize Terms of Reference and standard operating procedures, in consultation with the Duty of Care Task Force.

  i.   The Committee adopted, as a standard, where it is feasible, to allow locally-recruited staff in high-risk environments to accumulate up to five working days of their compressed time-off to be taken consecutively. It also adopted, as a standard, safe transportation from residence to office for locally-recruited staff, subject to the local security condition, as advised by SMT.

  j.   Finally, the Committee adopted the revised Terms of Reference for the Duty of Care Task Force.

III – Addressing sexual harassment with in the Organizations of the UN system

29.   To enhance system-wide coherence and coordination on an issue that requires priority attention across the entire UN system, CEB, at its second regular session for 2017, established a CEB Task Force on Addressing Sexual Harassment within the organizations of the United Nations system.

30.   HLCM received a progress report by the Chair of the CEB Task Force, and was invited to review the measures and recommendations developed by the Task Force over the past three months and provide guidance and input towards their finalization.

31.   In response to the progress report, the Committee commended the Task Force on its work and for the speed in which it delivered substantive results.

32.   The Committee noted that harassment of any type is antithetical to the principles of the United Nations. Sexual harassment, in particular, is the manifestation of a culture of discrimination and privilege based on unequal gender relations and other power dynamics related to age, grade, nationality, and other status. Sexual harassment undermines the credibility of the Organization and degrades its staff.

33.   Reflecting on experiences and challenges in dealing with sexual harassment, the Committee made a number of overarching observations, including:

a. **Enhancing Coherence**: The development of system-wide standards, in particularly in the areas of preventing, reporting, investigating and communicating on sexual harassment, is instrumental to enhancing coherence and coordination among UN entities on this important issue.

b. **Implementation mechanisms**: The credibility of a zero-tolerance policy depends on an organizations' ability to devise strong implementation mechanisms to complement the regulatory and policy frameworks on sexual harassment, to have in place effective protection measures against retaliation, and, to hold perpetrators to account.

c. **Tone from the Top:** The key role of senior most leadership in communicating and demonstrating zero tolerance was emphasized.

d. **Victim-Centred Approach**: The perspective of victims of sexual harassment needs to guide the UN system's approach and be systematically integrated into measures to address the issue.

e. **Prevention**: the need to strengthen the culture of prevention across the Organization and take concrete preventive actions to increase awareness and affect behavioural changes was stressed (leadership commitment and the role of managers was emphasized in this context).

f. **Links with other forms of prohibited conducts**: In this context it was clarified that there are many linkages between sexual exploitation and abuse, and sexual harassment in the workplace, but that these two issues need to be considered and addressed as separate, albeit connected, issues.

g. **Investigation**: The need to urgently enhance the system's investigative capacity and to significantly reduce the time it takes to complete investigations of sexual harassment allegations, notwithstanding the need for thoroughness, was stressed. Mindful of due process and confidentiality requirements, members called for greater transparency in the investigative process.

h. **Data**: The Committee emphasized the importance of data and the need to improve system-wide collection.

i. **Under-reporting**: The Committee took note of the information collected through the questionnaires and the analysis of causes for under-reporting and encouraged member organizations to review and adjust their monitoring mechanisms to ensure systematic data collection on case reporting and related outcomes.

j. **Communication and outreach**: More detailed and systematic communication to staff using a variety of communication channels and outreach tools was seen as an effective way to enhance awareness and increase trust in the Organization.

34. [Decision point] To advance a coherent and victim-centred approach, the Committee supported the recommendations put forward by the CEB Task Force with respect to the following actions:

a. Adoption of a uniform definition of sexual harassment to be applied consistently by all the UN System organizations. This definition explicitly requires the perspective of the target of sexual harassment to be considered when assessing the conduct.

b. Harmonization of policy, including development of common principles for a policy framework applicable to all UN system entities.

c. System-wide collection and analysis of data to ensure timely and accurate reporting and evidence-based policy making.

d. Establishment of a system-wide screening database to avoid rehire, within or between entities, of an individual whose working relationship with a CEB entity ended because of a determination that the individual perpetrated sexual harassment.

e. Development of awareness-raising, communication and outreach tools on prevention of, and response to sexual harassment in the workplace, including a common Guide for managers.

35. The Committee was of the view that the Screening Database, once fully established, should also provide, in full respect of due process and privacy issues, for appropriate mechanisms for the listing of cases of pending allegations of sexual harassment for which an investigation and/or disciplinary process has begun and the subject of the allegation separates prior to the conclusion of the investigation or disciplinary process. Recourse options for an individual to challenge his/her inclusion in the database may need to be further defined

36. With regards to the proposed set of common principles for a sexual harassment reference model, members highlighted a number of issues that needed to be included as the work progressed. Several members called for a stronger emphasis on prevention (in Principle 2) and an expansion of preventive measures to include continuous training, education and office dialogues (Principle 9). Regarding its scope, the policy needed to be mindful of issues related to national project personnel (Principle 3). Members also suggested that the issue of autonomous complaints as well as the rights of the complainant be addressed in formal and informal complaint resolution mechanisms (Principles 4 & 5). The issue of a confidentiality protocol should also be addressed as part of the model policy.

37. [Decision point] The Committee supported the continuation of the work of the Task Force, to ensure comprehensive and coherent responses are devised, in consultation with staff, civil society organizations that have been active on this front, and all other relevant stakeholders (ombudsman, gender focal points, etc.). Specifically, the Committee supported a focus on the following priorities:

  a. Finalization and adoption of a UN System Sexual Harassment Policy Reference Model;
  b. Institutionalization of system-wide mechanisms for collection and analysis of data to ensure timely and accurate reporting and evidence-based policy making;
  c. Expansion of the screening system to include individuals with pending allegations of sexual harassment for which an investigation and/or disciplinary process has begun and the subject of the allegation ends his/her working relationship with the Entity before the investigation and/or disciplinary process is completed;
  d. Development of proposals to strengthen investigative capacity;
  e. Development of awareness-raising, communication and outreach tools on prevention of, and response to sexual harassment in the workplace; and
  f. Sharing of best practices among UN system entities in the area of helplines/hotlines, including options for extending existing agreements with external service providers with a view to enhancing system-wide coherence and gain efficiencies, and presentation of a proposal for HLCM's consideration at its 36th session.
  g. Development of guidelines for professional conduct at UN events.

IV – Innovation and data for a new working culture

38. The Committee engaged in a discussion on applying new thinking and behavioural changes to create a culture that enables innovation in their organizations.

39. The UN Innovation Network, an informal network established to help UN Agencies leverage new approaches and technologies (www.uninnovation.network), presented its approach to strategic engagement with innovation partners towards longer-term strategic collaboration focusing on innovation, scalability and impact. The UN Innovation Network is open to representatives from all UN Agencies; to date representatives from over fifty UN Agencies and Departments have joined the Network.

40. The UN Innovation Network conducted a live survey with the Committee and compared the Committee's answers on questions relating to ease of and commitment to innovation with those of leading innovators from over twenty UN Agencies. The survey revealed that both leaders and innovators considered it hard to innovate in their organisation and that the biggest barriers for innovators were in establishing partnerships and procurement. Leadership was viewed as supportive to innovation with almost half of Committee members and UN innovators saying that their leadership was committed to innovation.

41. Based on real-time assessment, the Committee explored how barriers to innovation could be overcome. For example, how to ensure that we have the right skillset and expertise within the UN to support the use of new approaches and technologies; how might we assess the risks of innovations taking into account the rewards and paybacks they may bring; how might we streamline our partnerships procedures to allow smaller companies and start-ups to partner with the UN; how might we innovate procurement processes to become faster and less burdensome; and, how can senior leaders lead a cultural change to become more open for innovations.

42. Among the several issues raised, the Committee discussed involving oversight bodies more to ensure they understand the value and methodologies of innovating; adopting a risk-based approach to decision making that also takes the risk of not innovating into account; creating a mind-set that gives people the freedom to fail and to use lessons from these to innovate further.

43. The Committee also discussed its vision towards SDG-aligned UN system data, and the actions to be undertaken to develop a roadmap to meet this vision, and address the related data gaps that currently exist.

44. The Committee recognized that there is an emerging opportunity for the United Nations to demonstrate a leadership role in shaping a global understanding of ethics in applying autonomous and intelligent systems. As expressed by the Secretary General, the UN system should be humble on the technology side but very bold in ensuring the application of new technologies does not conflict in any way the principles of the UN Charter and "the very essence of civilization".

45. [Decision point] The Committee agreed that a common approach towards frontier technologies will allow the UN entities, both individually and collectively, to take a leadership role in outlining ethical principles when applying new technologies in their internal business operations as well as when supporting member states on implementing the SDG agenda. It was also recognized that the ethical and implementation challenges associated with frontier technologies present both management and policy setting issues that need to be addressed in a concerted manner.

46.   [Decision point] HLCM agreed to engage with the UN Privacy Policy Group (PPG) convened by UN-OICT and UN Global Pulse to develop high level principles on the cross-cutting issue of Data Privacy, in consultation with the ICT Network and UNIN, with the aim to 1) protect the human rights and fundamental freedoms of individuals, in particular the right to privacy; 2) harmonize standards for the protection of personal data across UN System organizations; 3) facilitate the accountable and responsible processing of personal data for the purposes of implementing the mandates of UN System organizations.

V - Advancing common business operations in United Nations country teams

47.   In his December 2017 report on "Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet", the Secretary-General renewed his commitment to advancing common business operations in United Nations Country Teams; requested all entities to accelerate efforts to meet the 2016 QCPR mandate to operate according to the principle of mutual recognition; and, requested the High-Level Committee on Management and the UNDG to devise a strategy that would see the establishment of common back offices for all UN Country Teams by 2022.

48.   The Committee discussed its engagement with the UN Sustainable Development Group (UNSDG) Business Innovations Group to take forward the work requested by Secretary-General in advancing common business operations, increasing common premises and mainstreaming the principle of mutual recognition.

49.   The Committee emphasized that upfront investments would be required to carry out some of the work, including full time project teams. Some agencies expressed their concern regarding moving towards common premises as this could generate additional costs for those agencies normally hosted rent-free by the local authorities at the country level.

50.   The Committee also discussed the importance of agreeing on clear accountability frameworks when making decisions with regards to shared services and the need to clarify roles, responsibilities and accountability between service providers and recipients of services.

51.   [Decision point] The Committee confirmed its commitment to collaboration with the UN Sustainable Development Group (UNSDG) Business Innovations Group, agreed that work should move forward with pilots, and that HLCM's main role should be in the area of simplification of policies and procedures at the global level, and ensuring progress with mutual recognition. The Committee also agreed to take a cross-functional approach to this work, with input from the Committee's Networks as required.

VI – Collaboration with the International Civil Service Commission

52.   The Committee was presented by the Vice-Chairman of the International Civil Service Commission with an update on the deliberations at the recent (86th) session of the Commission.

53.   The representatives of Staff Federations highlighted that the recent decisions of the ICSC on Post Adjustment had led to significant dissatisfaction among staff that resulted in industrial action. They highlighted that the concern of staff were not solely based on negative survey outcomes but to large degree due to issues with the quality of collaboration, transparency in decision preparation, analysis and decision making. They suggested that, in the same line that the ICSC periodically reviews elements of the conditions of service of common system staff, it was perhaps time to consider a review of the ICSC itself. For that purpose, a tripartite working group could be initiated to reflect on ways for better collaboration and improved ways of working.

54.   The Committee appreciated the openness of Commissioners for the important considerations on family life in D&E duty stations, stressed the need for close collaboration with the Commission and took note of the comments and suggestions by Staff Federations on improving an honest and open dialogue.

55.   [Decision point] A full afternoon was then reserved for an executive session among HLCM members only, in conclusion of which the High-Level Committee on Management confirmed its continued commitment to a strong and cohesive UN common system, as well as the urgent need for an open, in-depth effort by ICSC, the organizations and staff federations to comprehensively review the current collaboration issues and address them in a constructive manner, to be initiated at the next ICSC session.

56.   The Committee noted that, in the past, a number of review efforts had been either conducted or requested, and that these efforts had already resulted in a number of recommendations, decisions and resolutions, pertaining for instance to better gender balance and enhanced focus on expert experience in the Commission, agreements to amend ICSC Rules of Procedure to accommodate more collaborative decision preparation, prioritization and work planning, and recommendations for enhanced consultative processes.

57.   The Committee highlighted that further challenges remained and merited more in-depth review and assessment. These included, among others, the composition and functioning of the ICSC Secretariat, the ways of working and efficiency potential in the work of the Commission, the need to review ACPAQ and its advisory role, with a general focus to enhance internal control and oversight, improvements in the collaboration with organizations and staff federations and ways to ensure that ICSC is an enabler of HR reform.

58.   Organizations noted with concern the negative impact on staff morale and the rise of legal appeals as a consequence of recent ICSC decisions, and stressed the need to ensure that managerial, operational and legal issues that are of importance to organizations, be adequately reflected in the ICSC deliberations and decisions.

59.   [Decision point] The Committee supported a structured and comprehensive review of the ICSC operations. It further noted that, in conducting such a review, prior review efforts should be carefully analyzed and decisions and recommendations emanating from those initiatives should be fully implemented.

ANNEX I

List of Participants

Chair: Ms. Jan Beagle, Under-Secretary-General for Management, UN
Vice-Chair: Ms. Kelly Clements, Deputy High Commissioner for Refugees, UNHCR
Secretary: Mr. Remo Lalli, CEB Secretariat
Ms. Simona Petrova, Director, CEB Secretariat

Organizations	Name – Title – Division
United Nations	**Ms. Jan Beagle,** Under-Secretary-General for Management
	Mr. Peter Drennan, Under-Secretary-General, UN-DSS, Chair, IASMN
	Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources Management
	Ms. Lisa Buttenheim, Assistant Secretary-General for Field Support, DFS
	Mr. Jay Pozenel, Director, General Legal Division
	Ms. Adele Grant, Senior Administrative Officer, EOSG
ILO	**Mr. Greg Vines,** Deputy Director-General
	Mr. Mark Levin, Director, Human Resources Development Department
FAO	**Mr. Aiman Hija,** Director, Finance Division, Corporate Services Department
UNESCO	**Mr. Hong Kwon,** Director, Human Resources Management
ICAO	**Mr. Vincent Smith,** Director, Bureau of Administration and Services
UNAIDS	**Ms. Gunilla Carlsson,** Deputy Executive Director, Management & Governance
WHO	**Mr. Roberto Balsamo,** Management Officer
UPU	**Mr. Pascal Clivaz,** Deputy Director General
IOM	**Ms. Laura Thompson,** Deputy Director General
ITU	**Mr. Anders Norsker,** Chief, Information Services
WMO	**Mr. Angiolo Rolli,** Director, Resource Management Department
IMO	**Ms. Linda Ryan,** Director, Administrative Division
WIPO	**Mr. Ambi Sundaram,** Assistant Director General, Administration and Management
	Ms. Chitra Narayanaswamy, Director, Program Planning and Finance (Controller)
IFAD	**Mr. Stéphane Mousset,** Director and Chief of Staff
UNIDO	**Ms. Fatou Haidara,** Managing Director, Directorate of Corporate Management and Operations
UNWTO	**Mr. José G. Blanch,** Director, Administration Division
IAEA	**Ms. Mary Alice Hayward,** Deputy Director General, and Head, Department of Management
UNCTAD	**Mr. Adnan Issa,** Chief of Resource Management Service
UNDP	**Ms. Susan McDade,** ASG, Assistant Administrator and Director, Bureau for Management Services
	Mr. Darshak Shah, Deputy Assistant Administrator, Bureau for Management Services, and CFO
	Ms. Henriette Keijzers, Deputy Executive Coordinator, UN Multi-Partner Trust Fund Office
UNEP	**Mr. Moses Tefula,** Chief of Financial Management Service

UNHCR	**Ms. Kelly Clements,** Deputy High Commissioner for Refugees
	Mr. Hans Baritt, Controller and Director, Division of Financial and Administrative Management
UNICEF	**Ms. Fatoumata Ndiaye,** Deputy Executive Director
UNFPA	**Ms. Laura Londén,** ASG and Deputy Executive Director (Management)
	Mr. Andrew Saberton, Director, Division for Management Services
WFP	**Mr. Manoj Juneja,** Assistant Executive Director and CFO
	Mr. Robert Opp, Director, Innovation and Change Management
UNODC	**Mr. Dennis Thatchaichawalit,** Director, Division of Management
UN-HABITAT	**Ms. Kazumi Ogawa,** Chief of Staff
UNOPS	**Ms. Patricia Moser,** Director, Procurement Group
UN WOMEN	**Mr. Moez Doraid,** Director, Division of Management & Administration
World Bank	**Mr. Jos Verbeek,** Manager and Special Representative to the UN and WTO
IMF	**Mr. Chris Hemus,** Director, Corporate Services and Facilities Department
Other Representatives:	
ICSC	**Mr. Aldo Mantovani,** Vice-Chair
	Ms. Regina Pawlik, Executive Secretary
UNV	**Mr. Olivier Adam,** Executive Coordinator
UNICTF	**Mr. Michel Bergeron,** Acting Director, GSC Support Office
ITC	**Mr. Gerry Lynch,** Director, Division of Programme Support
ICC	**Mr. Ivan Alippi,** Director, Division of Management Services
CTBTO	**Mr. Patrick Grenard,** Director, Division of Administration
HLCP	**Ms. Kayoko Gotoh,** HLCP Secretary
UN-RIAS	**Mr. Anthony Watson,** Chief Internal Auditor, ILO
UNDG/DOCO	**Mr. Anders Voigt,** Business Operations Adviser
FICSA	**Mr. Brett Fitzgerald,** President
CCISUA	**Mr. Guy Avognon,** Vice President, Field and Security Issue

ANNEX II

Checklist of Documents

Item no.	Title	Summary Sheet	Document Symbol
	Provisional Agenda	n.a.	CEB/2018/HLCM/1/Rev.1
	Provisional Programme of Work		CEB/2018/HLCM/1/Add.1/Rev.1
I	Guidance Note for the Retreat - From risk aversion to risk management: creating value for the UN system	n.a.	CEB/2018/HLCM/2/Rev.1
	Revised ToR of the HLCM Task Force on Implementing Partners		CEB/2018/HLCM/8
II	Guidance Note - Innovation and data for a new working culture	n.a.	CEB/2018/HLCM/3
	Progress report "UN system new Data Cube"	Yes✓	CEB/2018/HLCM/4
III	Duty of Care Task Force Report		CEB/2018/HLCM/5/Rev.1
	Duty of Care Task Force Report – Annexes - Annex 1: Overview of 13 deliverables (enclosed) - Annex 13: Terms of Reference – Cross-functional Task Force on Duty of Care: Continued (enclosed) - Annexes 2-12: can be found on the link: https://www.unsceb.org/content/duty-care-task-force-report-annexes-2-12 *(not for printing)*	Yes✓ (revised)	n.a.
IV	Progress report by the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System	Yes✓ (revised)	CEB/2018/HLCM/6/Rev.1
	Progress report by the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System – Annexes 1-7		CEB/2018/HLCM/6/Ann.1-7/Rev.1
V	Briefing Note - Advancing common business operations in United Nations Country Teams, increasing common premises and mainstreaming the principle of mutual recognition	Yes✓	CEB/2018/HLCM/7
IASMN 27th Session Final Report (February 2018) *(not for printing)*		Yes✓	n.a.