



# Chief Executives Board for Coordination

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## Conclusions of the High-level Committee on Management at its thirty-seventh session

(United Nations Volunteers programme, Bonn, Germany, 3 and  
4 April 2019)

### *Summary*

The thirty-seventh session of the High-level Committee on Management was generously hosted by the United Nations Volunteers programme in Bonn, Germany, on 3 and 4 April 2019, with high-level participants representing all the organizations of the United Nations system. The Committee also benefited from the active participation of the Young UN: Agents for Change initiative and the United Nations Innovation Network.

**Sustaining innovation.** Following a stimulating keynote speech by the Principal Technical Strategist for the Technology for Social Impact Team at Microsoft Philanthropies, the meeting was focused on opportunities to mainstream and scale up innovation initiatives that had been launched under the auspices of the Committee in the past few months. They included the piloting of a digital solutions centre using robotic process automation, the United Nations Global Centre for Human Resources Services, also known as the “OneHR” service centre, and the use of machine learning technology for document and knowledge management, as well as the crowdsourcing of innovation solutions undertaken by Young UN.

Discussions were focused on concrete actions to create an enabling environment for sustained innovation and to generate a cultural shift to ensure that innovation is not an isolated effort, but permeates organizations and informs their daily actions. The Committee also underlined the crucial role that partnerships had in that endeavour, both within and beyond the United Nations system.

**Supporting a repositioned United Nations development system.** Through a number of interlinked streams of work, the Committee is supporting the development of new business models for a repositioned United Nations development system. Thirteen executive heads have joined the Secretary-General in signing the mutual recognition statement, which is a fundamental enabler of management reform, removing barriers to greater consolidation of support services. Client satisfaction and costing principles to govern the provision of shared services are being developed under the leadership of the Business Innovations Group of the United Nations Sustainable Development Group to ensure that they are managed with transparency and



accountability. Organizations are also moving forward with the implementation of the new United Nations system-wide financial data standards, which the Committee approved at its thirty-sixth session, to enable reporting on financial flows towards the achievement of the Sustainable Development Goals.

**Risk management.** In line with the Secretary-General's vision to move from a risk-averse culture towards one that is risk-informed, the Committee has developed and adopted a risk management maturity model. The model is a management tool that can serve as a road map for organizations in reaching their target stage in the risk management maturity spectrum and support them in their communications, internally and with Member States.

**United Nations Disability Inclusion Strategy.** The Committee adopted the United Nations Disability Inclusion Strategy, which includes a system-wide policy on the inclusion of persons with disabilities and an accountability framework. The work built on the assessment of the Special Rapporteur on the rights of persons with disabilities.

**Strategy for environmental sustainability management.** The Committee endorsed the environmental sustainability strategy in the area of management, an important step towards mainstreaming environmental considerations into the management of United Nations system programmes and support operations. The commitments will be incorporated into a comprehensive sustainability strategy for the United Nations system for the period 2020–2030, encompassing a broader range of environmental and social sustainability elements for the Organization's policies, programming and support functions, which will be further developed by the Environment Management Group for submission to the United Nations System Chief Executives Board for Coordination (CEB) in 2020.

**Addressing sexual harassment.** The Committee endorsed the report of the CEB Task Force on addressing sexual harassment within the organizations of the United Nations system and its continuing work in strengthening policy, investigative capacity, data and reporting, and outreach and support. The Committee discussed the key findings of the survey entitled "Safe space: survey on sexual harassment in our workplace" and agreed to engage in developing a common system response, raising the awareness of staff and directing change towards a culture of prevention. In taking the work forward, attention will, as a priority, be given to addressing a pervasive culture of silence, broadening the scope to include other kinds of misconduct, giving consideration to vulnerable communities, in particular lesbian, gay, bisexual, transgender and intersex persons, and supporting resident coordinators in carrying out their role at the country level.

**Future of work.** The Committee began its reflection on the report of the Global Commission on the Future of Work, with a view to identifying implications for the United Nations workforce. Together with the International Civil Service Commission (ICSC) and the staff federations, the Committee launched a dialogue on the challenges ahead and identified key elements for a framework strategy for the United Nations system workforce of the future.

**Duty of care.** The Committee made progress with its task force on duty of care, including such innovative new tools as a booking platform for United Nations accommodation, flights, pick-ups, clinics and counsellors in the field and an electronic travel advisory application to help in locating and providing support to United Nations personnel in emergencies. All organizations were invited to join.

**International Civil Service Commission review.** The Committee was briefed on the ongoing review with ICSC of the functioning and collaborative mechanisms, which the Committee is actively pursuing. The review is producing some encouraging, tangible results.

On all deliverables, the Committee agreed to follow time-bound and concrete road maps. Once again, it was clear that an organizational culture change was key, as changing mindsets is as important as changing systems and policies.

The Committee took particular note of colleagues who had lost their lives in the crash of Ethiopian Airlines flight 302, including Maria Pilar Buzzetti, a World Food Programme staff member who had been serving as the Common Service Manager of the Humanitarian Booking Hub, which was one of the initiatives presented under the discussion on the duty of care.

## I. Introduction

1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-seventh session at the headquarters of the United Nations Volunteers (UNV) programme in Bonn, Germany, on 3 and 4 April 2019. The meeting was chaired by the Under-Secretary-General for Management Strategy, Policy and Compliance and Chair of the Committee, Jan Beagle, and by the United Nations Deputy High Commissioner for Refugees and Vice-Chair of the Committee, Kelly Clements.

2. The Chair opened the session by thanking the UNV team for its generous hospitality. The Executive Coordinator of UNV, Olivier Adam, offered some welcoming remarks.

3. The agenda adopted by the Committee was organized around the following main themes:

(a) Mainstreaming and sustaining business innovation in the organizations of the United Nations system;

(b) Supporting the transformation of United Nations system operations towards a repositioned United Nations development system;

(c) Rights of persons with disabilities;

(d) Strategy for sustainability management in the United Nations system;

(e) Risk management;

(f) Future of work for the United Nations workforce;

(g) Addressing sexual harassment within the organizations of the United Nations system;

(h) Duty of care for United Nations system personnel.

4. A complete list of participants is provided in annex II, while a checklist of documents can be found in annex III. All documents related to the session are available on the CEB website.<sup>1</sup>

## II. Mainstreaming and sustaining business innovation in the organizations of the United Nations system

5. The Chair introduced a retreat session on the theme “Mainstreaming and sustaining business innovation” by underlining that sustaining momentum towards innovation demanded a concerted and ongoing response from management. The organizations of the United Nations system had an obligation to innovate in the current period of fast-paced change and must adapt and take advantage of new working methods and new technology to deliver on their mandates effectively.

6. In that regard, the Chair recalled that CEB had given a broad and direct mandate to the Committee to mainstream innovation in order to improve business practices. The Committee provided a unique space to enable innovation in business functions in a systematic way through the exchange of ideas, the sharing of best practices and the joint implementation of innovative approaches.

7. At its retreat in Paris in October 2018, the Committee had engaged in a discussion on applying new thinking and behavioural changes to create a culture that

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<sup>1</sup> [www.unsceb.org/content/april-2019](http://www.unsceb.org/content/april-2019).

enabled innovation and had identified a set of specific and scalable initiatives to be taken forward as part of the Committee's strategic plan, in four priority areas.

8. Such reflection was producing tangible results, also thanks to the positive impact of informal networks, such as the United Nations Innovation Network and Young UN.

9. To take the discussion further, the Chair stressed that an innovative attitude, individually and as organizations, could not be an isolated, one-time effort. It should permeate organizations and inform their daily actions. Sustaining innovation was the principle that should inform the path ahead.

10. Senior managers were in a unique position to enable a culture of innovation in their organizations: they had the tools to reduce risk aversion and internal resistance to change, to genuinely value and reward innovation and to increase the inclination towards new technology.

11. The Chair underlined the crucial role that partnerships had in this endeavour. As indicated by CEB, organizations must understand the broad ecosystem around them and approach partnerships in a dynamic manner, both with other United Nations entities and with the private sector.

12. The retreat session was facilitated by the United Nations Innovation Network and was structured to provide Committee members with ample space to engage directly with colleagues in order to share and compare experiences, challenges and best practices with the aim of identifying replicable solutions, new opportunities, viable strategies and pragmatic models and tools.

13. The Committee heard a stimulating keynote speech by the Principal Technical Strategist for the Technology for Social Impact Team at Microsoft Philanthropies, Kristin Tolle, who shared her perspective on the most promising innovation trends and on risks and provided insights into how Microsoft managed its innovation internally. The opening remarks provided members with a powerful sense of the potential that technology presented and how important it was for the United Nations system to engage actively in that field.

14. The Committee then received updates on a series of innovation initiatives that had been launched since its previous session, with a view to bringing them up to scale and leveraging their impact.

15. The Office of the United Nations High Commissioner for Refugees (UNHCR) gave a presentation on the digital solutions centre, a pilot project aimed at exploring how new technology could help organizations to rethink their administrative functions. The Secretariat provided an update on the United Nations Global Centre for Human Resources Services, also known as "OneHR", which was the joint centre for classification and reference checking. The Secretariat and the Food and Agriculture Organization of the United Nations (FAO) gave a presentation on the application of machine learning and semantic technology to enhanced document management processes and knowledge management. The Committee learned how machine-readable technology had enabled new services that integrated with related innovations and platforms, including the automated transcription, translation and linking of United Nations resolutions. Young UN addressed the Committee on getting innovation from laboratories to every desk and on the creation of virtual, physical and event-based spaces for innovation. Examples of approaches being actively advanced were provided, including the introduction of crowdsourcing challenges such as the Young UN policy laboratories, which were bottom-up, hierarchy-free spaces for the generation of ideas.

16. Some questions for further reflection were put on the table, including on how the United Nations workforce, across hierarchies, functions and duty stations, could be incentivized to innovate in a sustainable manner; what hard tools and mechanisms, such as material and financial tools and mechanisms, and what soft tools and mechanisms, such as peer recognition, follow-up, impact assessment and accountability, could be introduced; and how organizations could pilot the allocation of innovation time and physical and virtual space to staff at headquarters duty stations and in the field to foster innovation and creativity within regular working hours or within a dedicated period of time.

17. Committee members engaged in an intense discussion on sustaining business innovation, centred around the following four focus areas: people and staff; relationship and communication with Member States and governing bodies; flexibility of systems, processes, rules and procedures; and cost efficiencies and benefits.

18. The crucial role of culture and of an enabling environment were highlighted as the underlying elements to take the discussion forward, in an effort to move from mere consciousness of the aspirational need for innovation to accelerating its operationalization, identifying challenges and solutions and breaking resistance and organizational barriers.

19. In the discussion, staff were recognized as the system's most valuable asset, initiatives were sought to provide an enabling environment, in which innovative thinking was encouraged, and successful approaches were scaled up in a free-flowing yet coordinated manner across the United Nations system. Common to many of the initiatives and approaches was the observation that organizations needed to consider and value a variety of human qualities, placing less emphasis on qualifications and more on attitude and aptitude.

20. Practical suggestions on staffing issues centred on the expansion of incentives, or the removal of disincentives, for mobility, both among United Nations system organizations and between the system and the private sector. It was recognized that the simplification of some business processes, adapted for the new risk management and internal control models of organizations and incorporating data-based validations in place of heavy transaction-based controls, could also contribute to an enhanced culture of trust, supported by data and evidence.

21. Generic job categories were proposed as a means to promote inter-agency mobility more effectively. During the discussions, incentives were also discussed for staff exit and re-entry and for treating returning staff as internal candidates, thereby encouraging the infusion of relevant experience from outside the United Nations system. Innovation initiatives directed towards the attraction and retention of staff underlined the importance of investing in training. For similar approaches, Committee members considered how mechanisms for leave without pay might be applied to encourage staff to leave before returning with valued experience and skills. Recognizing also that innovations were cross-functional by nature, the Committee discussed the need for a common platform permitting the sharing of both innovations and agents of change.

22. The Committee received a demonstration of the innovation toolkit developed under the leadership of the United Nations Innovation Network, prior to its presentation to CEB at its session in May 2019. The presentation included a self-assessment tool to guide the prioritization of innovation efforts, as well as a set of innovation tools to achieve organizational innovation across the following five dimensions: strategy, architecture, partnerships, culture and evaluation.

23. The Committee noted that, since its first presentation to executive heads at the CEB session held in November 2018, several organizations had contributed to the development of the toolkit through United Nations Innovation Network webinars on innovation, in which several United Nations entities had showcased their innovation initiatives, while others had tested the various components of the toolkit and provided valuable feedback.

24. The Committee was also informed that the United Nations Innovation Network and the World Food Programme innovation accelerator were hosting the first inter-agency innovation boot camp in Munich, Germany, from 29 April to 3 May 2019. The boot camp was aimed at raising awareness among organizations of how innovative approaches, data and technology were being applied towards the achievement of the Sustainable Development Goals.

#### **Decisions**

**25. The Committee reaffirmed its commitment to actively encouraging and promoting the radical cultural shift required to establish an enabling environment for innovation.**

**26. The Committee applauded efforts towards innovative approaches and business models and supported organizations in further developing them in a sustainable manner, allowing replicability across the whole United Nations system.**

**27. The Committee committed to continuing to act as a platform for the exchange of ideas, the sharing of best practices and the joint implementation of innovative approaches in business functions.**

### **III. Supporting the transformation of United Nations system operations towards a repositioned United Nations development system**

28. The Secretary-General, in his reports on repositioning the United Nations development system ([A/72/124-E/2018/3](#) and [A/72/684-E/2018/7](#)), set a number of ambitious objectives for a radical transformation of United Nations system operations, which were subsequently endorsed by the General Assembly in its resolution [72/279](#). The high-level commitments contained in that resolution are focused on actions to be taken by United Nations entities to increase transparency, visibility, efficiency and reporting on collective activities, spending and results.

29. The Committee discussed the specific actions that could be taken, in full coordination with the Business Innovations Group of the United Nations Sustainable Development Group, towards achieving the high-level commitments contained in General Assembly resolution [72/279](#), and that could directly contribute to the realization of the funding compact between the United Nations development system and Member States, in particular with respect to transparency, reporting and efficiency.

30. In the context of the discussion, the Committee received an update from the Business Innovations Group on the following areas: progress on the adoption of the principles of the mutual recognition statement, the operationalization of which should be further discussed and guided by the Committee's networks; consolidation of common support functions in United Nations country teams; and a way forward towards increased common premises. The Committee also received an update on the various streams of work under way with regard to the development of a set of client

satisfaction and costing principles governing the provision of shared services to ensure that they are managed in a transparent and accountable manner.

31. The Chair noted with satisfaction that, as of March 2019, the mutual recognition statement had been signed by the Secretary-General and 13 other executive heads, namely the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the United Nations Development Programme (UNDP), the United Nations Population Fund, UNHCR, the United Nations Children's Fund (UNICEF), the United Nations Office for Project Services (UNOPS), the World Food Programme (WFP), the World Health Organization, the International Labour Organization (ILO), the International Organization for Migration (IOM), the United Nations Educational, Scientific and Cultural Organization, the Joint United Nations Programme on HIV/AIDS and the International Telecommunication Union. She further emphasized that mutual recognition was a fundamental enabler of management reform, removing barriers to greater consolidation of shared services, and encouraged additional United Nations entities that wished to participate in the initiative to sign the statement through the Committee secretariat.

32. The Committee noted the need to also consider non-financial benefits to be gained through the co-location of United Nations entities, such as security compliance and environmental aspects, including ecological efficiency.

33. The Committee also discussed its engagement with regard to meeting the commitments on transparency and reporting, in particular through the implementation of the data standards for United Nations system-wide reporting of financial data that had been approved by the Committee at its session held in October 2018.

34. The Committee heard how the new data standards were leading the way towards disaggregated data on funding flows at the entity and system-wide levels, in a tangible example of the Committee's contribution towards meeting the commitments of the funding compact. The need to institutionalize the data cube initiative was underlined, to ensure that the United Nations system collectively continued to improve the consistency and transparency of system-wide financial data.

### **Decisions**

35. **The Committee took note of the update of the Business Innovations Group of the United Nations Sustainable Development Group and invited the Business Innovations Group to provide it with a further update on the draft client satisfaction principles for shared services, draft costing principles for shared services and other streams of work, as relevant. The Committee reconfirmed its commitment to working with the Business Innovations Group on the streams of work and, in recognition of the fast pace at which such work must proceed, agreed to meet virtually between sessions, if necessary.**

36. **The Committee encouraged organizations that had not yet done so to sign the mutual recognition statement.**

37. **The Committee also reconfirmed its commitment to implementing the approved data standards for United Nations system-wide reporting of financial data and requested the Finance and Budget Network to continue efforts to institutionalize the data cube initiative and collectively improve the consistency of financial data reported across the system.**

## IV. Rights of persons with disabilities

38. The draft United Nations disability inclusion strategy was presented by UNDP and ILO, as Co-Chairs of the inter-agency working group that was leading its development through an inclusive process, involving extensive consultations with a wide range of stakeholders, a global workshop and more than 15 in-depth piloting and validation workshops. The presenters underlined the multidimensional importance of supporting persons with disabilities given that it was a human rights issue, because it affected a sizeable part of the global population and because the United Nations must be seen to lead by example.

39. The strategy is the result of a process launched by the Secretary-General in April 2018 to strengthen the system-wide accessibility and mainstreaming of the rights of persons with disabilities. Its development was informed by an extensive institutional review led by the Special Rapporteur on the rights of persons with disabilities.

40. The strategy provides the foundation for sustainable and transformative progress on disability inclusion through all pillars of United Nations work.

41. Through the strategy, the organizations of the United Nations system reaffirm that the full and complete realization of the human rights of all persons with disabilities is an inalienable, integral and indivisible part of all human rights and fundamental freedoms.

42. The strategy includes a system-wide policy, an accountability framework and other implementation modalities.

43. The policy establishes the highest levels of commitment and a vision for the United Nations system on disability inclusion for the next decade and is aimed at creating an institutional framework for the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development, among other international human rights instruments and development and humanitarian commitments.

44. The accountability framework includes two aligned components. First, there is an entity accountability framework, with 15 common-system indicators focused on the following four areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture. Second, there is a United Nations country team accountability scorecard on disability inclusion, which is currently under development and will be finalized in the second semester of 2019. Timetables and technical guidance, as well as the allocation of responsibilities required for full implementation of the policy, are also included in the framework.

45. Mainstreaming the human rights-based approach to disability, in combination with targeted measures, will make the concerns and experiences of persons with disabilities an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that persons with disabilities benefit equally. The ultimate goal is to achieve equality of outcomes and foster an inclusive culture within the United Nations system.

46. The Committee welcomed the development of the strategy and discussed its practical implications, including the resources and investments required, security considerations and challenges in implementation at the field and deep-field levels. The Committee noted the need to allow entities to prioritize indicators flexibly, based on the specific contexts of individual organizations, and to refine and improve the strategy during its progressive implementation. Members also noted that increased utilization of common premises and pooled funds would greatly facilitate the implementation of the strategy.

47. The Committee strongly supported the adoption of the strategy, for implementation in accordance with organizational specificities and requirements.

48. The Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) expressed its overall support for the goals of the strategy. It noted that more extensive consultations with staff representatives during the development of the strategy would have been desirable. It indicated the need for the strategy to provide for a stronger role for staff representatives and for a greater focus on qualitative indicators. CCISUA had questions concerning the use of quotas, given the hesitance of disabled staff to be labelled as such, in particular when their disability was not physical. The opportunity to include commitments to resources for reasonable accommodation was also noted.

49. The International Atomic Energy Agency (IAEA) noted that it was an autonomous international organization in a working relationship with the United Nations. Its participation in the Committee's work and its cooperation with the Committee were based on the agreement governing its relationship with the United Nations. While IAEA supported disability inclusion and appreciated the Secretary-General's initiative, it was not in a position to endorse the draft United Nations Disability Inclusion Strategy because it had not been part of the very intensive consultations outlined in the annex to the Strategy.<sup>2</sup> In addition, given the IAEA mandate and the nature of the work, it would not be in a position to commit itself to most of the objectives included in the Strategy. In relation to disability inclusion, IAEA would take action in accordance with its statute and following the guidance given by its member States through resolutions of its General Conference.

#### **Decisions**

**50. The Committee noted that promoting disability inclusion across the operations and programming of the United Nations system was a fundamental step in upholding human rights and achieving the commitments made in the 2030 Agenda for Sustainable Development and at the World Humanitarian Summit, and also noted that human rights, peace and security and sustainable development for all could only be enjoyed if persons with disabilities in all their diversity were included in society on an equal basis with others, and as both agents of change and beneficiaries of the outcomes of the work of the United Nations system.**

**51. The Committee recognized the importance of systematically embedding the rights of persons with disabilities in the work of the United Nations system, both externally, in programmes, and internally, and of building trust and confidence with persons with disabilities to ensure that they are valued and respected in their dignity and rights so that they may find in United Nations system organizations an enabling environment that allows them to participate fully and effectively and on an equal basis with others.**

**52. The Committee adopted the United Nations Disability Inclusion Strategy and committed, through the Strategy, to promoting disability inclusion across programming and operations and to building organizations accessible to and inclusive of all persons.**

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<sup>2</sup> The decision to develop the United Nations Disability Inclusion Strategy was made at the April 2018 session of the Executive Committee, of which IAEA is not a member. The Strategy was then developed by the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities, of which IAEA is also not a member.

53. **The Committee issued a CEB statement on promoting disability inclusion within the organizations of the UN system, which can be found in annex I to the present report.**

## **V. Strategy for sustainability management in the United Nations system**

54. In December 2018, the Secretary-General had requested the United Nations system to raise the level of its internal ambitions and to intensify its efforts to combat climate change. Specifically, he had asked the Committee to identify more environmentally sustainable solutions and develop an environmental sustainability policy to ensure that the United Nations system led by example, with a commitment to specific actions and targets in the areas of mitigation, adaptation, finance and innovation. The work would be presented as part of the Organization's contribution at the climate summit to be held in 2019, to show that the United Nations system was suiting its actions to its words with regard to climate change and environmental sustainability.

55. A proposal for a corporate environmental sustainability strategy for the United Nations system for the period 2020–2030 was being developed under the leadership of the United Nations Environment Programme (UNEP) and the Environment Management Group, for the Committee's review and endorsement.

56. Introducing the discussion, the Chair noted that activities to measure, report and reduce the environmental impacts of United Nations facilities and operations had been under way since 2007, when CEB had approved the climate neutral strategy.

57. System-wide action on environmental management has been coordinated by the Environment Management Group and UNEP with the assistance of focal points in all United Nations-system entities. The United Nations Framework Convention on Climate Change had been the motor behind the work on climate neutrality, and the International Civil Aviation Organization had provided support to the United Nations environmental inventory by making its travel calculator available to the United Nations system at no cost. UNOPS and UNEP also collaborated closely on putting the sustainable procurement agenda together. To support their activities, the Committee secretariat was funding United Nations-wide software that would facilitate entities' work in capturing their environmental impacts.

58. Under the auspices of the Environment Management Group, the Greening the Blue initiative, a campaign to engage staff at all levels of United Nations organizations, had provided an excellent example of the United Nations working as one.

59. The activities of the Environment Management Group, the Committee and UNEP had started with a clear focus on climate neutrality but, over time, the boundaries of measuring, reducing and reporting efforts had been expanded to include additional areas, such as water, waste and the implementation of environmental management systems in facilities and operations.

60. Achievements to date included:

- (a) A reduction in greenhouse gas emissions per capita over time;
- (b) A regular increase in the total proportion of United Nations greenhouse gas emissions that were offset;
- (c) Clear progress in the implementation of sustainable procurement;

(d) Overall growth in systematic approaches through the adoption of entity-specific environmental management systems.

61. UNEP presented the first part of the strategy for sustainability management in the United Nations System for the period 2020–2030, entitled “Environmental sustainability in the area of management”.

62. The Committee commended the work of the Environment Management Group in developing the strategy and expressed its commitment to continuing and reinforcing its efforts towards a sustainable United Nations system, including through the review of internal policies in the light of the new strategy. Members of the Committee also described the individual results already achieved by their respective organizations, which included reaching climate neutrality, mitigating the carbon footprint and reducing waste.

63. Reflecting on experience and challenges in dealing with environmental sustainability, the Committee identified some critical aspects, namely, the need to reduce the impact of travel and improve the sustainability of field offices, including peacekeeping activities, and the close link between environmental sustainability and economic and social sustainability. The need to keep indicators manageable, simple and compatible with entity specificities was also underlined.

64. CCISUA was supportive of the strategy and noted the need for organizations to provide greater support to staff commuting by public transport, foot or bike, and that the location and set-up of many compounds appeared oriented towards car use. It also noted the opportunity for organizations to consider the size of their delegations in the light of their environmental impact.

65. The Committee expressed full support for the first part of the strategy and noted that the commitments would be incorporated into a comprehensive sustainability strategy for the United Nations system for the period 2020–2030, encompassing a broader range of environmental and social sustainability elements for United Nations system policy, programming and support functions, which would be further developed by the Environmental Management Group for submission to CEB in 2020.

### **Decisions**

**66. The Committee, on behalf of CEB, approved the first part of the strategy for sustainability management in the United Nations System for the period 2020–2030, entitled “Environmental sustainability in the area of management” (CEB/2019/HLCM/12), as an important step towards mainstreaming environmental considerations into the management of United Nations system programmes and support operations.**

**67. The Committee noted that the commitments included in the first part of the strategy would be incorporated into a comprehensive sustainability strategy for the United Nations system for the period 2020–2030, encompassing a broader and fuller picture of environmental and social sustainability in United Nations system policies, programming and support functions, which would be further developed by the Environment Management Group for submission to CEB in 2020.**

**68. The Committee committed to accelerating progress towards systematic action, building on progress to date, in particular through:**

(a) **The adoption of suitable targets in accordance with the strategy, and continuous improvement towards their achievement;**

(b) **The regular tracking of, and reporting on, progress through the Environment Management Group, the Greening the Blue report and existing United Nations system reports, as appropriate, and biennially to the Committee.**

69. **The Committee also committed to working with the Environment Management Group and relevant United Nations system coordination mechanisms towards the mainstreaming of environmental sustainability management at the levels of governance, programming and support functions.**

70. **The Committee encouraged all United Nations system entities to include considerations for sustainability measures in their operational and non-operational budget in a transparent and systematic manner.**

## **VI. Risk management**

71. At its thirty-sixth session, held in October 2018, the Committee had approved the terms of reference for a cross-functional task force on risk management. The task force was established to improve the overall consistency and quality of risk management processes and practices in the United Nations system. The Committee received an update on the first phase of work completed by the task force, consisting of the development of a proposed risk management maturity model, including the dimensions of the model and the maturity stages.

72. The Committee commended the task force on the work done, welcoming the model to be used as both an implementation road map and a management and communication tool. The Committee also noted that the work was very important in the context of the Secretary-General's management reform initiatives and the objective of moving forward with a more decentralized model.

73. During the discussions, the Committee recognized that organizations would set their targets at different maturity stages, given their differences in size, structure and mandate. The Chair of the task force clarified that the reference model was not intended to be a tool to benchmark United Nations organizations against each other, but rather to serve as a point of reference that would allow organizations to identify a target risk management maturity level and create a road map to reach the target maturity stage in the risk management maturity spectrum.

74. The reference model would also be a tool to assist managers in the move from being risk-averse to operationalizing risk management and would be helpful in communicating risk management models and policies with external stakeholders.

75. The Committee received an update on the planned second phase of the work of the task force, which would commence in the latter part of 2019 and include the development of guidance on how a United Nations system organization might address the establishment of key organizational risk management approaches, covering, among other things, best practices for establishing risk appetite, embedding risk management in the performance and planning process, integrating with internal control management, establishing an organizational structure that supported robust risk assurance and sharing and leveraging best practices with other United Nations organizations. The Committee noted the importance of including risk appetite and risk tolerance in the workplan of the task force in the second phase.

### **Decisions**

76. **The Committee welcomed with appreciation the work undertaken by the task force during the first phase and endorsed the reference risk management maturity model to be used as a management and communication tool to help**

**United Nations organizations to identify their current and target maturity stages and to provide a basis for continual improvement.**

77. **The Committee authorized the task force to proceed with the second phase of its activities, in line with the terms of reference endorsed in October 2018, and looked forward to a progress report on the second phase at its following session, to be held in October 2019.**

## **VII. Future of work for the United Nations workforce**

78. Building on the discussions by the Committee and CEB and inspired by the recent report of the Global Commission on the Future of Work, entitled “Work for a brighter future”, the Committee launched a discussion on the future of work for the United Nations workforce.

79. The representative of ILO presented a summary of the report of the Global Commission on the Future of Work, which contained proposals for a human-centred agenda anchored in the following three pillars of action:

(a) Increasing investment in people’s capabilities: this pillar calls for lifelong learning opportunities, in particular in times of transformation with significant changes in the skills required in rapidly changing labour markets, and the increasing need to ensure gender equality at work and adequate social protection;

(b) Increasing investments in the institutions of work: this pillar calls for the systematic promotion of the fundamental ILO principles and universal labour rights, and adequate working conditions with regard to work time autonomy, wages, safe and healthy workplaces and collective representation through social dialogue;

(c) Increasing investment in decent and sustainable work: this pillar addresses emerging challenges in sectors such as the care, green and rural economies. It also discusses how to stimulate investments in creating jobs in technology-driven times. The agenda relating to the future of work also contains calls for greater collaboration within the multilateral system, as well as with Governments, civil society, the private sector and other stakeholders.

80. The Chair reflected on the report, noting that the Committee had already initiated discussions in 2016 on the future of the United Nations workforce, in order to better support implementation of the 2030 Agenda. She proposed holding an in-depth retreat on the subject at the following Committee meeting, reflecting on five draft elements connected to the pillars mentioned in the report of the Global Commission on the Future of Work, namely:

(a) Enhancement and systematic management of workforce composition, organizational planning and design;

(b) Talent attraction and recruitment;

(c) Performance management, staff and career development;

(d) An enabling environment, namely workplace culture, working conditions and duty of care;

(e) Rethinking of human resources functions.

81. The CEB secretary provided the context in which the discussions had already taken place and were continuing in the Committee and CEB.

82. The Chair welcomed the presence of the new Chair of the International Civil Service Commission (ICSC) in the discussions. The ICSC Chair confirmed the

Commission's readiness to work closely with organizations and staff on those important subjects, highlighting the close linkages with the themes of career management and life-long learning that had been discussed at the recent ICSC session. He also stressed the importance of the adequate use of the contractual framework and the need to discuss the overall composition of the United Nations workforce in more detail.

83. Representatives of Young UN suggested discussing broader trends as part of the Committee's reflection, such as the evolution of technology, mobility and change in organizational set-ups and models. The results of a recent "temperature check" conducted among members of Young UN were illustrated before the Committee.

84. The representatives of the staff federations welcomed the discussion and highlighted the following four aspects: the need for upskilling and life-long learning; the need to reduce the increasing use of an affiliate workforce; the need to improve representation of all parts of the workforce; and the need to strengthen collective and consultative decision-making.

85. In the discussions that followed, several organizations highlighted the need to discuss remuneration, pensions and benefits from a mobility and agility angle. The need to align and synthesize people strategies among organizations was highlighted, with a need to reflect on structures, workplace culture and compensation and benefits alike. Some organizations highlighted their efforts towards more conducive and flexible working conditions through the use of new technology, and a number of organizations stressed the importance of enhancing learning and development opportunities to support skills upgrades, ensuring continued employability and facilitating organizational and career transitions. Cultural change and adequate change management were seen as key enablers for the current reform efforts.

86. In conclusion, the Chair of the Committee noted the multifaceted nature of the discussion and announced that a dedicated retreat in October would help to deepen the discussion. She highlighted the need to reflect on all draft elements, including an enabling policy environment and an adequate and modern compensation system, as well as the provisions ensuring an independent and impartial international civil service. She suggested incorporating the outcomes of the ILO and CEB deliberations in the preparation of the retreat to be held on the matter in October 2019.

#### **Decisions**

87. **The Committee adopted the draft elements for a reflection on the future of work for the United Nations workforce, as outlined in document [CEB/2019/HLCM/16](#).**

88. **The Committee agreed to engage in further reflections and substantive discussions on those draft elements during a retreat at the following session of the Committee.**

### **VIII. Addressing sexual harassment within the organizations of the United Nations system**

89. The Chair introduced the progress report by the CEB Task Force on addressing sexual harassment within the organizations of the United Nations system, recalling that it had begun its third phase of work in December 2018 and had clearly demonstrated in the intervening period that it was maintaining the pace and effort that it had established in the first two phases.

90. During the sixty-third session of the Commission on the Status of Women, the Secretary-General had emphasized that the United Nations system needed to keep up the momentum of such work and maintain the pressure to make lasting changes in the prevention of sexual harassment throughout the United Nations system. In his keynote speeches to the Commission, the Secretary-General highlighted in particular the issue of strengthening investigations of sexual harassment, currently a key focus of the Task Force.

91. A quote from the Secretary-General's statement to the Commission was particularly pertinent to the work of the Task Force: "For wholesale change. For rapid change. And for the meaningful change our world needs, starting by addressing the imbalance in power relations." As the Chair noted, this was at the heart of what the Task Force was trying to achieve.

92. Building on the considerable work completed in the first 10 months since its establishment, the Task Force had focused its attention on a remaining set of priorities and had led a number of concurrent work streams towards the completion of the following deliverables:

(a) Strengthening of investigative capacity and capability, harmonizing and professionalizing of investigations, improvement of cooperation in the investigation of sexual harassment and strengthening of accountability: an analysis of any gaps, shortfalls, and inconsistencies in the organizations' approaches towards investigations along with best practices to promote more victim-centred, effective, efficient and timely investigations, taking into account applicable jurisprudence;

(b) Completion of the first United Nations system sexual harassment perception survey: the Committee discussed the key findings of the survey entitled "Safe space: survey on sexual harassment in our workplace" and agreed to engage in developing a common system response, raising the awareness of staff and directing change towards a culture of prevention;

(c) A framework of hotline and helpline solutions used by the United Nations system and related international organizations, based on criteria of best practices, with a view to enhancing system-wide coherence and gaining efficiencies;

(d) Progress in the implementation of all the measures introduced in 2018, including the development of individual agencies' policies on sexual harassment, aligned with the United Nations system sexual harassment model policy, and population of the "Clear Check" screening database.

93. The Committee was also briefed on the finalization of the draft model code of conduct to prevent sexual harassment during and in relation to United Nations events as a tool for communicating to both internal and external audiences the standard of conduct that is expected at events organized or sponsored by the United Nations, and on how attendees of such events could raise a complaint if they experienced or witnessed conduct by another attendee that did not meet that standard.

94. A number of consultation rounds had been held on the draft model code, building on the significant and valuable work undertaken by colleagues in the first iterations and on the feedback received from the ambassadorial-level Group of Friends to Eliminate Sexual Harassment, established among the Permanent Missions to the United Nations in New York, now the largest Group of Friends in the New York diplomatic community.

95. Upon completion of the final draft, the model code would be submitted to the Committee electronically for adoption on behalf of CEB.

96. The Chair underlined that the code was not a policy, would not have legal effect and would not replace United Nations system policies, regulations or rules. The hope

was that it would gain widespread support and use across the United Nations system. As such, it represented something that organizations could, with member States, support collectively, and which would certainly send a strong message.

97. In taking its work forward, the Task Force would prioritize its attention on addressing a pervasive culture of silence, giving consideration to vulnerable communities, in particular the lesbian, gay, bisexual, transgender and intersex community, and supporting resident coordinators in carrying out their role at the country level, in collaboration with the International Accounting Standards Board, where required, to ensure coherence between the functions of resident and humanitarian coordinators.

98. Staff federations appreciated the high priority given to the issue by the Secretary-General and CEB to ensure that the United Nations system was a harassment-free environment.

99. They noted the importance of ensuring that the findings of the recent global surveys on all forms of harassment be taken into account in preparing organizations' policies on harassment. With regard to the database on sexual harassers, they stressed the importance of guaranteeing the right of all staff to due process and the responsibility of the organizations to protect the confidentiality of the data.

100. Staff federations also took the opportunity to commend all the organizations that had implemented the CEB model policy on the prevention of sexual harassment, as well as other measures, such as mandatory training for all staff. They further noted the usefulness of expanding the use of hotlines and helplines to other organizations of the United Nations system in which they were not yet available. The need to strengthen measures to protect victims against retaliation was stressed.

101. Concerning the draft model code of conduct, staff federations noted the need to provide for mechanisms applicable to participants with diplomatic and other immunities. Finally, they noted the need for the composition of the Task Force to include subject matter experts.

### **Decisions**

**102. The Committee, on behalf of CEB, adopted the progress report by the Task Force and encouraged entities to support the work of the Task Force and implement its recommendations.**

**103. The Committee noted progress in aligning the sexual harassment policies of the organizations of the United Nations system with the model policy and encouraged all organizations to align their policies and report thereon.**

**104. The Committee also noted the progress of work carried out on strengthening the capacity and improving the quality of investigations of sexual harassment across the United Nations system.**

**105. The Committee further noted the ongoing monitoring and evaluation of the implementation of the "Clear Check" screening database and the ongoing feasibility study into the expansion of the database to include other types of misconduct and other partners.**

## **IX. Duty of care for United Nations system personnel**

106. At its session in October 2018, the Committee endorsed the aim of the task force on duty of care to establish the parameters, such as minimum standards and guiding

principles, for the United Nations system on its duty of care responsibilities for all United Nations personnel regardless of contractual status or location.

107. The Chair of the task force reported that, since the previous Committee session, the task force had been developing an approach on how best to address duty of care for affiliated personnel, based on the draft core principles and vision outlined in the progress report of the task force.

108. The Chair of the Committee noted that the term “affiliated personnel” was very wide, and approaches and provisions would naturally have to vary depending on whether it concerned an individual contractor, a stand-by partner or a third-party contractor. She noted that this was a delicate area of work, which required the active involvement of United Nations legal experts, in a combined effort with representatives from the Human Resources Network, the Procurement Network and all other relevant stakeholders.

109. The Chair also highlighted the discussion on risk management within the task force, referencing the link to the organizational safety and health framework already endorsed by the Committee. She noted that the task force was expected to complete its work over the following months, with a foreseen closure of the current format at the Committee session to be held in October 2019.

110. The Committee was then briefed by the Under-Secretary-General for Safety and Security, who introduced several insights and initiatives on the topic of telecommunications, including the need to move away from the traditional approach based on radios, and leveraging new technology such as mobile-satellite services based on the Global System for Mobile Communications and vehicle tracking. A mobile application, the Electronic Travel Advisory, which provides security features such as geolocation, security-related push notifications, chat and direct emergency signalling, was presented. The application also supports the work of the Department of Safety and Security through immediate staff location, fast communication and real-time data gathering. IOM and the World Bank Group operate similar applications, and next steps would include seeking synergies and connection between those applications.

111. Finally, WFP gave a presentation of the Humanitarian Booking Hub, a new portal that the humanitarian community can use to book a variety of services, ranging from travel, including flights, pick-ups and accommodation, to staff wellness services, such as clinics and staff counsellors. Staff members of WFP, UNICEF and UNHCR were currently able to access the portal using their United Nations credentials, and other organizations were invited to join.

112. The Committee commended the work of the Department of Safety and Security and WFP as examples of the effective use of new technology, including through their customer orientation and ease of use. Members expressed their interest in using the hub approach for travel, including in non-field duty stations, and highlighted the potential benefits of having a specific platform for travel. Some clarifications on the potential legal dimensions of the Electronic Travel Advisory application were sought, with a focus on privacy, geolocation and data security. It was noted, however, that privacy parameters could be set by the staff member, and that staff shared responsibility for their own safety and security. Staff federations highlighted the need to define governance, oversight and accountability provisions for duty of care in an operational mode once the task force structure was closed.

113. Several Committee members highlighted the need to continue work on duty of care for the affiliate workforce, in particular in deep-field duty stations, including on psychosocial and medical support.

**Decisions**

114. **The Committee took note with appreciation of the report on duty of care presented by the task force.**

115. **The Committee commended the task force and individual contributing organizations for the progress achieved, in particular with regard to the Electronic Travel Advisory and Humanitarian Booking Hub applications, as examples of mainstreaming innovation in duty of care into United Nations operations, and invited other organizations to join and support their use.**

116. **The Committee looked forward to the completion of the remaining work of the task force in October 2019.**

**X. Any other business**

117. The Committee took note of the final report of the twenty-ninth session of the Inter-Agency Security Management Network, including the new guidelines and policies contained therein.

118. The Chair informed the Committee that the next session would be hosted by the United Nations System Staff College in Turin, Italy, on 15 and 16 October 2019.

## Annex I

### **Statement of the United Nations System Chief Executives Board for Coordination on promoting disability inclusion within the organizations of the United Nations system**

At its thirty-seventh session, held in Bonn, Germany, and hosted by the United Nations Volunteers programme, the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) conducted a discussion on promoting the inclusion of persons with disabilities within the organizations of the United Nations system, with a focus on both programming and internal organizational culture.

The Committee stressed the key importance of ensuring that persons with disabilities, who constitute some 15 per cent of the world's population and are often those furthest behind, are fully included in the work of all United Nations entities. This will be a major step in meeting the commitment under the 2030 Agenda for Sustainable Development to leave no one behind and ensuring the enjoyment of human rights in all contexts, including humanitarian situations.

The Committee stressed that the United Nations system needed to lead by example, in full compliance with the Convention on the Rights of Persons with Disabilities, and that it was expected that all senior leaders of United Nations entities commit to doing so in line with the CEB leadership principles.

In an institutional assessment conducted by the Executive Office of the Secretary-General in 2018, with the support of the independent expert and Special Rapporteur on the rights of persons with disabilities, Catalina Devandas Aguilar, it was indicated that, while there were good practices in the United Nations system, those were not systematic and there were gaps in mainstreaming disability inclusion into all pillars of the United Nations system and at all levels.

A more inclusive organizational culture and environment is needed for the United Nations system to become an employer of choice for persons with disabilities, attracting new talents with disabilities and ensuring that those who are already working in the United Nations system, including staff with dependents with disabilities, can fully develop their potential.

Ensuring that facilities, services, and communications are accessible will not only benefit staff with disabilities, but also ensure that persons with disabilities benefit from the work of United Nations entities on an equal basis with others.

The Committee called on leaders and staff across the United Nations system to embrace disability inclusion as a key element to ensure a more diverse United Nations that is better prepared to serve all population groups.

In concluding the session, the Committee issued the following statement:

The organizations of the United Nations system state their intention and commitment to continue to pursue the goals of inclusion and empowerment of persons with disabilities and their human rights, well-being and perspectives.

We recognize that promoting disability inclusion across the operations and programming of the United Nations system is a fundamental step in upholding human rights and achieving the commitments made in the 2030 Agenda for Sustainable Development and at the World Humanitarian Summit, and that human rights, peace and security, and sustainable development for all can only be enjoyed if persons with disabilities in all their diversity are included in society on an equal basis with others

and as both agents of change and beneficiaries of the outcomes of the work of the United Nations system.

We recognize the importance of systematically embedding the rights of persons with disabilities in the work of the United Nations system, both in programmes, and internally, and building trust and confidence with persons with disabilities to ensure that they are valued and respected in their dignity and rights so that they may find in United Nations system organizations an enabling environment that allows them to participate fully and effectively and on an equal basis with others.

In that regard we pledge our commitment to promoting disability inclusion across programming and operations and to building organizations that are accessible to and inclusive of all persons, and we will pursue this through the adoption by the Committee of a system-wide policy on disability inclusion and an accompanying accountability framework on disability inclusion against which all United Nations entities will be encouraged to report on an annual basis.

## Annex II

### List of participants

*Chair:* Jan Beagle, Under-Secretary-General for Management Strategy, Policy and Compliance of the United Nations Secretariat

*Vice-Chair:* Kelly Clements, United Nations Deputy High Commissioner for Refugees

*Secretary:* Remo Lalli, Chief, Geneva Office of the United Nations System Chief Executives Board for Coordination

Simona Petrova, Director, secretariat of the United Nations System Chief Executives Board for Coordination

<i>Organization</i>	<i>Participant</i>
United Nations	Jan Beagle, Under-Secretary-General for Management Strategy, Policy and Compliance  Peter Drennan, Under-Secretary-General for Safety and Security  Catherine Pollard, Under-Secretary-General for General Assembly and Conference Management  Martha Helena Lopez, Assistant Secretary-General for Human Resources Management  Lisa Bутtenheim, Assistant Secretary-General for Support Operations  Arnab Roy, Director of Office/Management Reform, Executive Office of the Secretary-General
International Labour Organization	Greg Vines, Deputy Director-General  Mark Levin, Director, Human Resources Development Department
Food and Agriculture Organization of the United Nations	Dilek Macit, Assistant Director General, Corporate Services Department
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys, Assistant Director General for Administration and Management
Joint United Nations Programme on HIV/AIDS	Gunilla Carlsson, Deputy Executive Director, Management and Governance
World Health Organization	Stewart Simonson, Special Representative for United Nations reform and ad interim Assistant Director General for General Management  Roberto Balsamo, Management Officer
International Organization for Migration	Laura Thompson, Deputy Director General  Carlos Oliver Cruz, Special Assistant to the Deputy Director General

<i>Organization</i>	<i>Participant</i>
International Telecommunication Union	Anders Norsker, Chief, Information Services
International Maritime Organization	Linda Ryan, Director, Administrative Division
World Intellectual Property Organization	Ambi Sundaram, Assistant Director General, Administration and Management Sector  Chitra Narayanaswamy, Director, Programme Planning and Finance (Controller)  Cornelia Moussa, Director, Human Resources Management Department
International Fund for Agricultural Development	Guoqi Wu, Associate Vice-President, Corporate Services Department
United Nations Industrial Development Organization	Fatou Haidara, Managing Director, Directorate of Corporate Management and Operations
World Trade Organization	Zoritsa Urosevic, Chief, Institutional Relations and Partnerships Department and Special Representative to the United Nations in Geneva
International Atomic Energy Agency	Mary Alice Hayward, Deputy Director General and Head, Department of Management
United Nations Conference on Trade and Development	Adnan Issa, Chief, Resource Management Service
United Nations Development Programme	Susan McDade, Assistant Administrator and Director, Bureau for Management Services  Darshak Shah, Deputy Assistant Administrator, Bureau for Management Services, and Chief Finance Officer  Henriette Keijzers, Deputy Executive Coordinator, Multi-Partner Trust Fund Office
United Nations Environment Programme	Sonja Leighton-Kone, Director, Corporate Services Division
Office of the United Nations High Commissioner for Refugees	Kelly Clements, United Nations Deputy High Commissioner for Refugees  Hans Baritt, Controller and Director, Division of Financial and Administrative Management
United Nations Children's Fund	Hannan Sulieman, Acting Deputy Executive Director, Management  David Matern, Senior Partnerships Adviser
United Nations Population Fund	Laura Londén, Assistant Secretary-General and Deputy Executive Director (Management)  Andrew Saberton, Director, Division for Management Services

<i>Organization</i>	<i>Participant</i>
World Food Programme	Manoj Juneja, Assistant Executive Director and Chief Financial Officer  Alessandra Bianchini, Global Accommodation Manager, Management Services Division
United Nations Office on Drugs and Crime/United Nations Office at Vienna	Dennis Thatchaichawalit, Director, Division for Management
United Nations Conference on Human Settlements (UN-HABITAT)	Joerg Weich, Senior Adviser, Officer-in-Charge, Management and Operations Division
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Moez Doraid, Director, Division of Management and Administration
United Nations Framework Convention on Climate Change	Ovais Sarmad, Assistant Secretary-General, Deputy Executive Secretary  Juleka Rajah, Office-in-Charge, Director of Administrative Services  Zephorah Weru, Manager of Human Resources
International Monetary Fund	Chris Hemus, Director, Corporate Services and Facilities Department
World Bank	Jos Verbeek, Manager and Special Representative to the United Nations and the World Trade Organization  Ferran Pérez, International Affairs Officer
Other representatives:	
International Trade Centre	Gerry Lynch, Director for Programme Support
United Nations System Staff College	Jafar Javan, Director
International Criminal Court	Ivan Alippi, Director, Division of Management Services
United Nations Volunteers programme	Olivier Adam, Executive Coordinator
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty Organization	Patrick Grenard, Director, Division of Administration
United Nations Innovation Network	Robert Opp, Co-Chair  Chris Fabian, Co-Chair  Johanna Jochim, Manager

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<i>Organization</i>	<i>Participant</i>
Young UN: Agents for Change	Klas Moldeus, Associate Expert, UN-Water Angela Wagner, Associate Programme Officer, Climate Policy and Programme Coordination, United Nations Framework Convention on Climate Change
United Nations Sustainable Development Group	Robert Turner, Project Team Leader, Business Innovations Group
International Civil Service Commission	Larbi Djacta, Chair Aldo Mantovani, Vice-Chair Regina Pawlik, Executive Secretary
Federation of International Civil Servants' Associations	Imed Zabaar, Executive Committee member for compensation issues
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Ian Richards, President Guy Avognon, Chair of the Staff Council, Office of the United Nations High Commissioner for Refugees
United Nations International Civil Servants Federation	Fikerte Assefa, General Secretary
Deloitte Consulting	Robert de Jongh, Engagement Partner Sarah Puritz Milsom, Manager
Microsoft	Kristin Tolle, Principal Data Scientist, Technology for Social Impact Team, Microsoft Philanthropies

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## Annex III

## Checklist of documents

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Revised agenda	Not available	<a href="#">CEB/2019/HLCM/1/Rev.1</a>
	Programme of work		<a href="#">CEB/2019/HLCM/1/Add.1</a>
A	Concept note on mainstreaming and sustaining business innovation in the United Nations system	Not available	<a href="#">CEB/2019/HLCM/2</a>
	Compendium of innovation initiatives launched in follow-up to the October 2018 retreat		<a href="#">CEB/2019/HLCM/3</a>
	Overview of the United Nations innovation toolkit		Not available
B	Progress report of the Business Innovations Group of the United Nations Sustainable Development Group	Yes	<a href="#">CEB/2019/HLCM/6/Rev.1</a>
	Standards for United Nations system-wide reporting of financial data		Not available
	New United Nations system data cube for the multi-year road map for the implementation of the new reporting standards		<a href="#">CEB/2019/HLCM/7</a>
C	Draft United Nations disability inclusion strategy	Yes	<a href="#">CEB/2019/HLCM/9</a>
	Draft statement of the United Nations Chief Executives Board for Coordination on the rights of persons with disabilities		<a href="#">CEB/2019/HLCM/10/Rev.1</a>
	Compendium of current experiences and best practices in the United Nations system with regard to accessibility and mainstreaming of the rights of persons with disabilities		<a href="#">CEB/2019/HLCM/11</a>
D	Draft strategy for sustainability management in the United Nations system for 2020–2030, part 1: Environmental sustainability in the area of management	Yes	<a href="#">CEB/2019/HLCM/12</a>
	Map of actions by the United Nations system to reduce its footprint at headquarters duty stations and United Nations offices across the globe		<a href="#">CEB/2019/HLCM/13</a>
E	Draft framework for a risk management maturity model	Yes	<a href="#">CEB/2019/HLCM/15</a>
	Reference maturity model for risk management in the United Nations system		<a href="#">CEB/2019/HLCM/15/Add.1</a>

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Risk management task force survey results		<a href="#">CEB/2019/HLCM/15/Add.2</a>
F	Report of the Global Commission on the future of work entitled “Work for a brighter future” (January 2019)	Yes	Not available
	Draft elements for a reflection on the future of work for the United Nations workforce		<a href="#">CEB/2019/HLCM/16</a>
	Discussion paper on the future of work for the High-level Committee on Management		<a href="#">CEB/2017/HLCP34/CRP.6</a>
G	Progress report of the United Nations Chief Executives Board for Coordination Task Force on addressing sexual harassment within the organizations of the United Nations system	Yes	<a href="#">CEB/2019/HLCM/17</a>
	Annexes 1 to 6 of the progress report of the United Nations Chief Executives Board for Coordination Task Force on addressing sexual harassment within the organizations of the United Nations system		<a href="#">CEB/2019/HLCM/17/Add.1</a>
	Enabling environment guidelines ( <i>for information</i> )		Not available
	United Nations survey entitled “Safe space survey on sexual harassment in our workplace”		Not available
H	Progress report of the High-level Committee on Management task force on duty of care	Yes	<a href="#">CEB/2019/HLCM/19</a>
	Annexes 1 to 4 of the progress report of the High-level Committee on Management task force on duty of care		<a href="#">CEB/2019/HLCM/19/Ann.1-4</a>
	Note of the Inter-Agency Security Management Network: <ul style="list-style-type: none"> <li>– Electronic Travel Advisory</li> <li>– Telecommunications security standard project</li> </ul>		Not available
	Briefing note on the Humanitarian Booking Hub		Not available
I	Final report of the twenty-ninth session of the Inter-Agency Security Management Network (January 2019)	Yes	Not available

<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
Guidelines and policies of the Inter-Agency Security Management Network: <ul style="list-style-type: none"> <li>– Chapter IV: Security management, section Q: Policy on chemical, biological, radioactive and nuclear threats and attacks</li> <li>– Security policy manual, annex E: Reflecting acceptance in the security policy manual</li> <li>– Guidelines on management of safety and security crisis situations</li> <li>– Operational considerations for exposure to toxic chemical weapons</li> <li>– Chapter VII: Provisions on safety matters, section A: Commercial air travel safety policy</li> </ul>		Not available

#### **Other inputs**

<i>Title/description</i>	<i>Document symbol</i>
Young UN: Incentivizing innovation at the United Nations	Not available
Young UN: How to mainstream business innovation within United Nations organizations in a sustainable manner	Not available
Young UN: Temperature check: United Nations reforms	Not available
Young UN: Corporate environmental sustainability	Not available
Young UN: Future of work for the United Nations workforce: a perspective from Young UN	Not available
Young UN: Temperature check: Harassment and abuse of power at the United Nations	Not available