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Annual overview report of the United Nations System Chief Executives Board for Coordination for 2022

Summary

In 2022, the United Nations System Chief Executives Board for Coordination (CEB) and its subsidiary mechanisms operated within a context of compound crises that placed unprecedented stresses on the global economy and rolled back development gains.

Board members, while continuing to direct their collective capacities and engagement to the world's recovery from the unprecedented impact of the coronavirus disease (COVID-19) pandemic, reaffirmed their commitment to supporting the efforts of Member States to strengthen the multilateral system and regain traction towards the achievement of the Sustainable Development Goals, including by supporting the road map set out in the report of the Secretary-General entitled "Our Common Agenda".

Programmatic work included consideration of the ethics of artificial intelligence, inequalities, Indigenous Peoples, sustainable urban development and the least developed countries.

The Board continued to focus its attention on the implications of finding measures of progress that would complement gross domestic product, endorsing a United Nations system-wide contribution entitled "Valuing What Counts: United Nations System-wide Contribution on Progress beyond Gross Domestic Product" in support of the implementation of the 2030 Agenda for Sustainable Development, in particular target 17.19 of the Goals.

In the area of institutional management coordination, the Board's work was focused on driving behavioural change in the work culture of the United Nations system and fostering a safe and inclusive working environment across that system.



The Board continued to uphold a zero-tolerance approach to sexual harassment while strengthening victim-centred prevention and response efforts across organizations, including by contributing to the development of a multimedia scenario-based training module on the rights and dignity of victims of sexual misconduct, to be disseminated in 2023.

In the report, the Board highlights coordination activities between CEB and other jointly financed bodies.

I. Introduction

1. Pursuant to Economic and Social Council resolution [2008 \(LX\)](#), the present report provides an overview of the annual work of the United Nations System Chief Executives Board for Coordination (CEB). It is prepared in response to the request by the General Assembly, in paragraph 4 (b) of its resolution [64/289](#) on system-wide coherence, to include information on the work of the Board in its annual overview report to the Council, which is also considered by the Committee for Programme and Coordination.
2. The report includes highlights of the major activities carried out in 2022 under the auspices of CEB. As a coordinating body, CEB and its subsidiary mechanisms, the High-level Committee on Management and the High-level Committee on Programmes, foster management and policy coherence to increase the effectiveness and efficiency of United Nations system activities. The Board's work conforms to intergovernmental mandates and supports the priorities of Member States.
3. During 2022, the sessions of CEB and its high-level mechanisms returned to being held in person thanks to the easing of coronavirus disease (COVID-19) pandemic-related restrictions.

II. Strengthening policy coherence and coordination in support of the implementation of the 2030 Agenda for Sustainable Development

4. In 2022, the Board and its subsidiary mechanisms operated within the context of compound crises that had placed unprecedented stresses on the global economy and rolled back development gains. The circumstances called for a combined global response and action at scale, with influence and ambition across the spectrum of United Nations system policy objectives. For its part, CEB reaffirmed its commitment to supporting the efforts of Member States to strengthen the multilateral system and regain traction towards the achievement of the Sustainable Development Goals, including by supporting the road map set out in the report of the Secretary-General entitled "Our Common Agenda".¹ The High-level Committee on Programmes continued its efforts to strengthen policy coherence and coordination in support of the implementation of the 2030 Agenda for Sustainable Development in workstreams on the ethics of artificial intelligence, inequalities, Indigenous Peoples, sustainable urban development and the least developed countries.

Rescuing the Sustainable Development Goals and supporting "Our Common Agenda"

5. With an already dire global situation intensified by the conflict in Ukraine, CEB focused on rescuing the Goals and supporting "Our Common Agenda" when it convened its first regular session in May 2022. The Board reflected on the existing and emerging challenges to the global economic recovery and on delivering the 2030 Agenda. It was underscored that, in the context of multiple crises, including the climate emergency, the COVID-19 pandemic and ongoing conflicts, the United Nations would continue to support Member States in several areas, including financing for sustainable development, transitions in energy, trade, industrialization, digitalization, reducing inequalities and supporting the development and delivery of

¹ [A/75/982](#).

COVID-19 vaccines. The Board agreed that investing in sustainable development was the best way to prevent crises and maintain international peace.

6. Members observed that, even before the multiple crises, the world had not been on track to achieve the Goals owing in part to issues of global governance and the limited power of multilateral institutions. Addressing governance issues, in particular in relation to global public goods, was a key requirement for achieving the Goals. Concern was raised over the prevalence of short-term perspectives in policymaking, which did not sufficiently address the problems of the future. “Our Common Agenda” was perceived by the Board as offering an important opportunity for decision makers to exhibit leadership and adopt a long-term approach to governance. United Nations system organizations could assist by providing Member States with strong, positive visions of the future. Members stressed the need to build trust in institutions, strengthen networked multilateralism and support reform efforts that were intended to increase participation and inclusion. It was concluded that work undertaken to realize “Our Common Agenda” needed to be synchronized with and complementary to United Nations system efforts to rescue the Goals.

7. At its second regular session of 2022, in continuation of the effort to support the rescue of the Goals, CEB explored two major tracks proposed in “Our Common Agenda” in greater depth. First was the New Agenda for Peace, which had been envisioned by the Secretary-General to address myriad challenges faced by the international community.

8. The Board observed that the global peace and security environment had changed markedly since the peacekeeping function had been established, requiring the United Nations to change its perspective on and operations related to peace and prevention, including by taking a comprehensive and interdisciplinary approach to peace, development and human rights. Members saw prevention as an enabler and accelerator of the implementation of the 2030 Agenda and underlined that the United Nations would require a strengthened mandate to be able to proactively act on data and intelligence, as well as address new technologies and the root causes of conflict. They stressed the importance of bolstering the foresight capability of the United Nations and the need for investments in national capacities for prevention. Members underscored the value of increasing cooperation across the United Nations system to support the New Agenda for Peace, recognizing that each entity had a critical contribution to make, especially in relation to addressing emerging drivers of conflict.

9. The New Agenda for Peace should be bold but pragmatic, taking a more comprehensive approach to peace and security and identifying opportunities for cooperative multipolarity. It could: (a) explore how to better respond to emerging drivers of conflict and new forms of conflict enabled by digital technology; (b) better address the regional dimensions of conflicts and the question of multilateral enforcement; and (c) better involve communities, young people and women in peace operations.

10. The second theme related to “Our Common Agenda”, on which CEB focused at its October 2022 session, was reclaiming the digital commons. It was noted that technological transformation was affecting the work of the United Nations system across all pillars, including peace and security, sustainable development, and human rights. The Board saw both enormous potential and risks in digital technologies and discussed opportunities to leverage the digital commons for sustainable development and to mitigate harms.

11. The Board discussed the importance of ensuring that the digital commons was of benefit to all, including its potential to promote the transition to a green economy, economic diversification, access to finance and the empowerment of vulnerable people. However, risks were also noted, including: (a) the spread of misinformation

and disinformation; (b) the impact of hate speech and harmful content, especially on women, minorities, children, refugees and migrants, and other vulnerable groups; (c) radicalization in the digital realm; and (d) the possibility of exacerbating inequalities, including gender inequality, within and between countries.

12. Members deliberated on recent developments in the areas of international laws, principles and norms to govern the digital commons at the national and international levels. Human rights and ethical frameworks were mentioned in that context as strong foundations for further progress. CEB noted that the application of existing international law and the development of new international law by Member States were both progressing in that area. Board members agreed on the importance of having the right capacities and architecture to enable and support Member States in effectively using and governing the digital commons. There was also a need for the United Nations system to further promote the alignment of the digital commons to accelerate the implementation of the 2030 Agenda and support the capacity development of Member States.

13. Another theme that had been highlighted by the Secretary-General in “Our Common Agenda” was the urgency of finding measures of progress that complemented gross domestic product (GDP). As reported in the annual overview report of the United Nations System Chief Executives Board for Coordination for 2021,² CEB had focused its attention on that topic at its second regular session of that year. In 2022, as a follow-up to that discussion and at the request of CEB, the High-level Committee on Programmes produced a United Nations system-wide contribution entitled “Valuing What Counts: United Nations System-wide Contribution on Progress beyond Gross Domestic Product” in support of the implementation of the 2030 Agenda, in particular target 17.19 of the Goals. Developed under the leadership of the Department of Economic and Social Affairs, the United Nations Development Programme and the United Nations Conference on Trade and Development, the contribution contains a section on why the international community needs to go beyond GDP, followed by a section containing a proposed framework for going beyond GDP, as well as a set of recommendations for the United Nations system, Member States and other stakeholders.

14. The final product was based on contributions from entities across the system and informed by deliberations by the High-level Committee on Programmes, including at its forty-third session, in March and April 2022, and at two virtual intersessional meetings in February and July 2022. The Committee backed a values-based approach to the “Beyond GDP” initiative that followed the universality principle contained in the 2030 Agenda, putting people and the planet at the centre. Members supported taking into account environmental, social, digital, distributional and vulnerability dimensions while noting the continued importance of GDP and its various normative uses. Progressing beyond GDP was seen as having the potential to support evidence-based policymaking while responding to changing economic, social, environmental, political and technological contexts.

15. In further support of CEB resolve to rescue the Goals, in 2022, the High-level Committee on Programmes launched workstreams in three thematic areas grounded in the objectives of the 2030 Agenda and with strong connections to key themes in “Our Common Agenda”. The first relates to duties to the future, with the following objectives: (a) to contribute to fostering a scientifically backed understanding of the impact of today’s actions across multiple generations; (b) to promote intergenerational equity; and (c) to support normative efforts to enshrine a global responsibility to future generations across the United Nations system. The Strategic Foresight Network of the High-level Committee on Programmes is actively engaging

² E/2022/13.

in this area, aiming to help to foster long-term planning and intergenerational thinking within the United Nations system through concrete futures and foresight activities that develop staff capabilities. The second area addresses new global public goods, with an initial focus on data specifically, analysing various international data governance approaches, as well as platforms to enable the use of data as a public good. The third workstream deals with stakeholder engagement, in support of the Secretary-General's vision of more networked and inclusive governance, to advance global sustainable development objectives. The efforts will progress and develop over the coming two to three years to ensure the added value and complementarity of the Committee's work as Member States chart a path towards the Summit of the Future, to be held in 2024, and beyond.

Ethics of artificial intelligence

16. Following the adoption of the recommendation on the ethics of artificial intelligence³ by the UNESCO General Conference at its forty-first session, in November 2021,⁴ the High-level Committee on Programmes developed the principles for the ethical use of artificial intelligence in the United Nations system⁵ through its Inter-Agency Working Group on Artificial Intelligence, created in 2020. The principles, based on the recommendation and grounded in the Charter of the United Nations and human rights, were designed to guide United Nations system entities in managing ethical and human rights considerations across all stages of an artificial intelligence system's life cycle, including development, use, procurement, and monitoring and evaluation. Following the endorsement of the principles by CEB in September 2022, the High-level Committee on Programmes, at its forty-fourth session, in October 2022, discussed priority action areas to follow up on the principles, including facilitating collaboration and coherence across the system on the matter, and encouraged United Nations system entities to implement the principles in their respective organizations.

Strengthening the United Nations system's impact and visibility on reducing inequalities in support of Sustainable Development Goal 10

17. Further to an October 2021 decision of the High-level Committee on Programmes, its inequalities task team delivered a reflection paper to inform a discussion at the Committee's forty-third session on the work of the United Nations system on inequalities in the current global context. The aim was to further elevate United Nations system engagement and ambition in supporting Goals 10 and 5. The paper provided an analysis of the current state of inequalities in the world, a review of United Nations system mandates to act decisively to address inequalities and recommendations for the Committee's consideration. The inequalities task team had been established by the High-level Committee on Programmes in 2019, under the leadership of the Office of the United Nations High Commissioner for Human Rights and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), to strengthen United Nations system leadership, coordination and visibility on this topic and to promote the implementation of the United Nations system shared framework for action on equality and non-discrimination,⁶ which was endorsed by CEB in 2016.

³ See www.unesco.org/en/artificial-intelligence/recommendation-ethics.

⁴ See <https://unesdoc.unesco.org/ark:/48223/pf0000380399>.

⁵ CEB/2022/2/Add.1.

⁶ See <https://unscceb.org/un-system-framework-action-equality>.

Indigenous Peoples

18. At the forty-third session of the High-level Committee on Programmes, members reviewed a CEB document entitled “Building an inclusive, sustainable and resilient future with Indigenous Peoples: a call to action”,⁷ prepared by the Inter-Agency Support Group on Indigenous Peoples’ Issues under the leadership of the co-chairs, the Department of Economic and Social Affairs and UNESCO. The call to action, endorsed by CEB in November 2020, had affirmed the commitment of the Executive Heads to supporting Member States in the promotion, protection and realization of the rights of Indigenous Peoples and to redoubling efforts to ensure collaborative and coherent United Nations system action⁸ to support their rights and well-being. The High-level Committee on Programmes approved the recommendations put forward in the document to help to deepen the implementation of the call to action, including at the country level.

Sustainable urban development

19. The High-level Committee on Programmes received a progress report at its forty-fourth session on the status of the 2019 CEB-endorsed United Nations system-wide strategy for sustainable urban development⁹ with a view to discussing how the joint work of the United Nations system could better support the implementation of the New Urban Agenda.¹⁰ Recognizing urbanization as one of the most important megatrends shaping the world, members took note of progress towards implementing the system-wide strategy and approved the recommendations proposed in the report to help to overcome the identified challenges and gaps.

Implementation of the Doha Programme of Action for the Least Developed Countries for the decade 2022–2031

20. To bolster the renewed commitment of Member States to taking more tangible steps to support the least developed countries, in General Assembly resolution [76/258](#) on the Doha Programme of Action for the Least Developed Countries, CEB and the High-level Committee on Programmes were invited to support the coordination and follow-up of the implementation of the Doha Programme of Action on a system-wide basis,¹¹ updating a mandate that had first been extended under the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 in 2012.¹² Accordingly, at its forty-fourth session, the High-level Committee on Programmes received a progress report prepared by the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States conveying a summary of actions and recommendations with regard to the preparations for the Fifth United Nations Conference on the Least Developed Countries and efforts by entities and inter-agency mechanisms of the United Nations system to support investment promotion regimes for least developed countries. The report provided an outline of progress towards the operationalization of the Technology Bank for the Least Developed Countries.

⁷ [CEB/2020/2/Add.1/Rev.1](#).

⁸ See the United Nations system-wide action plan for ensuring a coherent approach to achieving the ends of the United Nations Declaration on the Rights of Indigenous Peoples (<https://www.un.org/development/desa/dspd/2017/04/system-wide-action-plan-swap-on-the-rights-of-indigenous-peoples/>), developed in response to a request by the General Assembly in the outcome document of the World Conference on Indigenous Peoples of 2014 (Assembly resolution [69/2](#), para. 31).

⁹ [CEB/2019/1/Add.5](#).

¹⁰ General Assembly resolution [71/256](#).

¹¹ Para. 301.

¹² See General Assembly resolution [67/220](#), para. 26.

III. Innovating the working methods of the United Nations system

21. The COVID-19 pandemic and related recovery continued to accelerate the application of modern tools, techniques and skills throughout the United Nations system and reinforced the system's thinking and collaboration towards integrated responses that anticipate and address risks while strengthening the capacity of staff to address complex challenges and improving working methods.

A. Improving transparency and accountability

Implementation of the System-wide Road Map for Innovating United Nations Data and Statistics

22. Ensuring the reliability and timely availability of United Nations system data remained a priority for CEB and its subsidiary mechanisms throughout 2022. The work of the Board and its committees supports the implementation of two key policy documents: the System-wide Road Map for Innovating United Nations Data and Statistics,¹³ developed by the Committee of the Chief Statisticians of the United Nations System through the High-level Committee on Programmes¹⁴ and endorsed by CEB in 2020, and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere: With Insight, Impact and Integrity.¹⁵ It also represents an important enabler of “Our Common Agenda”, which includes data and analytics in the “quintet of change” towards a United Nations “2.0”.

23. At its forty-fourth session, the High-level Committee on Programmes received a progress report on the implementation of the Road Map, a wide-ranging strategic plan covering three broad areas of work: creating new and timely data solutions, addressing emerging policy needs and providing coordinated and innovative support to Member States. Members were informed that a number of targets had been prioritized, namely: (a) transforming the United Nations data portal (data.un.org); (b) promoting a culture of data literacy and evidence-based support; (c) embedding predictive analytics, including nowcasting and forecasting, into United Nations data and statistical programmes; (d) supporting the design and implementation of a national statistical capacity development programme; (e) strengthening the link between United Nations statistics and geospatial systems; and (f) improving existing data sources and increasing the use of new data sources to expand the coverage, relevance and timeliness of data and statistics produced and disseminated. It was reported that, despite the challenges presented by COVID-19, good progress was being made not only in technical terms but also towards an improved culture.

Value-based data management and analytics in the United Nations system

24. The High-level Committee on Management is committed to promoting access to high-quality, timely and reliable data with the highest standards of privacy and security. The Committee supports multiple initiatives on key areas, such as leadership and accountability, transparency, standards, and data and information security, as well as information management and improved accessibility to United Nations documents and information. The initiatives include the United Nations semantic interoperability framework for normative and parliamentary documents (2017), the United Nations system data cube (2018), the personal data protection and privacy principles (2018),

¹³ [CEB/2020/1/Add.1](#).

¹⁴ In accordance with General Assembly resolution [75/233](#), paras. 23 and 32.

¹⁵ See <https://www.un.org/en/content/datastrategy/index.shtml>.

the common system of permanent Internationalized Resource Identifiers (IRIs) for Sustainable Development Goals and targets, indicators and related statistical series (2019), and contribution to the development and promotion of the 26 job profiles in the United Nations Secretariat for data analysts, data engineers and data scientists (2021).

25. At its forty-fourth session, the High-level Committee on Management inaugurated a series of data dialogues that provided members with a dedicated space in which to exchange questions related to data and discuss common priorities and challenges in this domain. With the help of a panel of experts from both within and outside the United Nations system, attendees of the session explored challenges and best practices in data governance, internal oversight and management of data risks, talent management for an innovative and inclusive workforce, security and risk management, and data protection and privacy.

26. In its conclusions, the Committee decided that such data dialogues should be continued, with a particular focus on data management and governance, data and people for talent management, potential efficiency gains from creating and implementing common data-sharing agreements, and data protection, risk management and cybersecurity. Towards the end of 2022, working groups dedicated to these issues were set up with a view to launching their work in 2023.

Expanded system-wide Chief Executives Board for Coordination statistics for increased transparency and accountability to all stakeholders

27. Throughout 2022, the CEB secretariat worked to improve the analytical quality, comprehensiveness, timeliness and availability of United Nations system-wide data.

28. With respect to the United Nations system's financial statistics, CEB published the note by the Secretary-General transmitting the statistical report of CEB on the budgetary and financial situation of the organizations of the United Nations system.¹⁶ The composition of the report has been continuously enhanced and improved over the years by adding both more comprehensive data from more organizations and greater granularity to breakdowns of data. The CEB secretariat made a larger volume of data accessible on the CEB website, with improved functionality for interactive data analysis. In future such reports, the CEB secretariat will strive to present elements that lend themselves to a dynamic online format on the CEB website rather than using static PDF tables, as have historically been included in the report.

29. The CEB secretariat implemented a series of measures to improve its human resources-related data collections. In accordance with the request of the Advisory Committee on Administrative and Budgetary Questions ([A/74/7](#), para. X.17), the Secretariat made the transition to an annual collection of headcount data, accounting for the entirety of the United Nations system's workforce. Additional efforts were made to enhance the efficiency of such collection in order to facilitate cost-sharing agreements based on reliable and the most recent workforce data. In February 2022, the CEB secretariat concluded the headcount data collection as from 31 December 2021, providing a timely and reliable basis for the cost-sharing of the United Nations security management system in response to the request from the Advisory Committee ([A/75/7](#), para. X.25, and [A/74/7](#), para. X.18).

30. Complementing its progress towards providing timely and reliable data to internal stakeholders, the CEB secretariat made notable advances towards making more comprehensive personnel data available to the public on the CEB website. Those data, which included staffing trends by nationality, geographical distribution and gender at the entity and grade levels, provided a valuable resource for assessing the

¹⁶ [A/77/507](#).

composition and diversity of the United Nations system workforce. Furthermore, the CEB secretariat worked with UN-Women to efficiently gather data on gender. By leveraging the CEB data management platform, UN-Women and the CEB secretariat jointly administered system-wide data collections on separations and vacancies for the biennial report of the Secretary-General on improvement in the status of women in the United Nations system (A/76/115).

31. In order to adhere to the most recent guidelines on data privacy and secure hosting solutions put forth by the Information and Communications Technology Section at the United Nations Office at Geneva, the CEB secretariat successfully migrated its data to a United Nations-hosted solution (SharePoint on the United Nations tenant). The migration was accomplished utilizing existing resources and is expected to evolve further to accommodate the growing need for system-wide data. The transition enabled the CEB secretariat to benefit from the advanced security features offered by the platform within a United Nations-hosted environment while providing an opportunity to enhance data value by utilizing available tools. Particular emphasis was placed on enhancing metadata management and incorporating flexible analytical and reporting capabilities. The improvements made to data management also benefited the querying of archived data and the production and presentation of reports.

Strengthening United Nations system capacity for data collection, analysis and protection: United Nations system data cube

32. The United Nations data standards for system-wide financial reporting,¹⁷ also referred to as the data cube initiative, are the foundation for United Nations system-wide financial data. In 2022, the Finance and Budget Network of the High-level Committee on Management, in collaboration with UN-Women, established a seventh data standard, the Gender Equality Marker. The standard introduced a common United Nations methodology and format for tracking the contribution of United Nations activities to gender equality, the empowerment of women and women's rights. It responds to the request from Member States for enhanced collection, availability and use of sex-disaggregated data, reporting and resource tracking, as contained in the 2020 quadrennial comprehensive policy review of operational activities for development of the United Nations system.¹⁸

B. Risk management

33. The Risk Management Forum of the High-level Committee on Management, launched in 2021 as a multidisciplinary United Nations system-wide advisory body, continued its work to produce guidance and common risk methodologies for the United Nations system. The Forum met twice in 2022 to discuss various key themes, such as emerging Internet security risks that organizations are facing today (which also informed the High-level Committee on Management session on value-based data management and analytics in the United Nations system),¹⁹ practical perspectives on how to implement the Institute of Internal Auditors three lines model from a risk standpoint, and the practice of risk-sharing in the context of the Grand Bargain on humanitarian financing.

34. Concurrently, the Forum continued to provide a common platform on which entities could share documentation and best practices, which contributed to the

¹⁷ See <https://unsceb.org/data-standards-united-nations-system-wide-reporting-financial-data>.

¹⁸ General Assembly resolution 75/233, para. 12.

¹⁹ CEB/2022/5, sect. III

development of internal enterprise risk management systems by several member organizations.

C. Driving behavioural change in the work culture of the system

Behavioural science informing High-level Committee on Management work on the future of the United Nations workforce

35. In its effort to drive cultural change and promote a conducive work environment within the United Nations system organizations, the CEB Task Force on the Future of the United Nations System Workforce developed system-wide guidance on how to foster work-life harmony, with particular emphasis on evolving hybrid work modalities, through specific guidance on boundaries at work in a digitized environment. In addition, extensive experience exchanges were conducted on ways to measure and assess organizational culture with a view to better leveraging behavioural science to enable cultural transformation.

Diversity, equity and inclusion

36. During its spring 2022 session, the High-level Committee on Management discussed the potential of system-wide collaboration based on the strategic action plan on addressing racism and promoting dignity for all in the United Nations Secretariat, which was prepared by the Secretary-General's Task Force on Addressing Racism and Promoting Dignity for All in the United Nations. System-wide efforts should be coordinated and monitored through a unified approach, based on shared values and principles, to achieve the desired rigorous, long-term cultural transformation. The Committee agreed to formalize a time-bound multidisciplinary group of focal points on diversity, equity and inclusion, consisting of diversity experts. The group worked towards developing a glossary of standard definitions and terms of bias and subsequently agreed on common principles and systematically identified good practices to foster diversity, equity and inclusion from multiple dimensions.

Addressing sexual harassment

37. CEB continued to advance a common system-wide approach to addressing sexual harassment through its Task Force on Addressing Sexual Harassment within the Organizations of the United Nations System. Pursuing its objective of promoting a safe, equal and inclusive working environment across the United Nations system, in 2022 the Task Force embarked on its third phase of work. The phase was based on a strategic vision, adopted by the High-level Committee on Management at its first regular session of 2022, structured according to four ambitious areas of work: (a) prevention and behavioural science; (b) victim engagement and support; (c) data and results; and (d) enhanced cooperation. The areas were identified by collecting and integrating the gaps and needs recognized by United Nations senior leaders and building on the previous work by the Task Force with the aim of developing and further advancing tools, utilizing best practices and making efforts to address sexual harassment across the United Nations system.

38. The Task Force advanced its work to institute a victim-centred approach to sexual harassment across the United Nations system by aiding in the development of a training module on the rights and dignity of victims of sexual misconduct, based on the core principles released by the Task Force in 2021. The multimedia scenario-based module will be disseminated in 2023.

39. The Task Force continued to enhance cooperation and outreach efforts towards Member States, other United Nations system stakeholders, and external experts and partners. The organization of peer-to-peer learning dialogues to exchange knowledge

with experts both within and outside the United Nations system continued. Through its chair, the Task Force engaged in a strategic dialogue with Member States on preventing sexual misconduct and participated in other exchanges, such as the Group of Friends to Eliminate Sexual Harassment.

40. As in previous years, the Task Force carried out the annual system-wide questionnaire on improved reporting on sexual harassment in the United Nations system. In a further effort towards transparency, the aggregated survey results were published. The survey allowed for the comparison of sexual harassment reporting in the United Nations system over time. The ClearCheck database, which enables the sharing of information among United Nations organizations on individuals for whom there are established allegations related to sexual misconduct, was continually used across the system, and opportunities for expansion to external partners continued in 2022.

Occupational health and safety

41. The Occupational Health and Safety Forum, launched in October 2019, continued its work to support the system's ability to deliver on its programmatic mandates while ensuring the physical and psychological safety of its personnel.

42. The Forum produced additional guidance on implementing organizational occupational health and safety management systems. In addition, it began to develop an online global occupational health and safety repository, where documentation on the topic will be made available to United Nations system personnel, regardless of their location and organization. A process to collect, vet and develop occupational health and safety standards was developed for this purpose.

43. With regard to the country-level dimension, the Forum continued to develop a coordinated United Nations country team approach to occupational health and safety risks, starting with a recommendation by the Forum and the Development Coordination Office that resident coordinators lead a coordinated United Nations country team approach to such risks. The ensuing process of consulting relevant stakeholders led to the decision to establish joint local occupational health and safety committees as a technical advisory mechanism and to the development of an accountability framework for the resident coordinators and the United Nations country team in occupational health and safety-related matters. The process is expected to be continued by conceptualizing a potential coordinating entity to oversee the United Nations-wide occupational health and safety management system and provide support to occupational health and safety focal points and local committees.

44. The Forum cooperated closely with the United Nations System Workplace Mental Health and Well-being Strategy Implementation Board. Following the initial review of the impact of COVID-19 on the mental health of United Nations personnel, the Board produced a follow-up report, providing practical short-term and longer-term recommendations and good practices.

D. Innovation and digital transformation of United Nations system organizations

Operationalizing mutual recognition across the United Nations system

45. In 2018, the High-level Committee on Management and the United Nations Sustainable Development Group developed and launched the Mutual Recognition Statement, which was then adopted and signed by the Executive Heads of 23 organizations, led by the Secretary-General. The Statement was a fundamental enabler of management reform, aimed at removing barriers to greater consolidation

of shared services. The Statement formalized the joint commitment to applying the principle of mutual recognition, allowing an entity to use or rely on another entity's policies, procedures, system contracts and related operational mechanisms for the implementation of activities, without further evaluation checks or approvals being required, to the greatest extent practicable.

46. Entities have been implementing mutual recognition with varying degrees of success, with several challenges still hampering full adoption of the principle. A United Nations Sustainable Development Group task team was created in 2022 to address outstanding issues and advance the operationalization of mutual recognition.

47. At its forty-fourth session, the High-level Committee on Management assessed the current status of operationalization of mutual recognition to develop a strategy to address remaining obstacles and build on cases of success and best practices. The session included the participation of the United Nations Sustainable Development Group task team, as well as representatives of inter-agency initiatives that leveraged mutual recognition: the United Nations booking hub, the United Nations fleet, and human resources and procurement projects carried out under the respective networks to enable cooperation and the reciprocal recognition of tools and processes.

48. The Committee remained unanimously and strongly committed to pursuing the commitments outlined in the Mutual Recognition Statement and resolved to strengthen its cooperation with the United Nations Sustainable Development Group, in particular at the country level, through the establishment of a small group of members to coordinate the various streams of work in this field, as well as through closer collaboration with audit and legal offices.

United Nations Digital ID

49. The United Nations Digital ID initiative, launched by the High-level Committee on Management in 2021, is intended to solve data fragmentation and transportability across United Nations organizations, with the potential to simplify and streamline processes and transactions across all business functions. At its core, the Digital ID would provide a unique identity for each member of United Nations personnel, from onboarding to retirement.

50. In 2022, the project's governance was defined and the recruitment for the project team was finalized. An initial business scenario (staff onboarding) was selected as the first priority for the initiative. Experts on human resources, payroll and pension participated in a design thinking workshop aimed at identifying pain points and critical user needs experienced by staff in navigating among key career milestones, namely onboarding, inter-agency movements and separation. The workshop led to a refinement and a sharpening of the selected business scenario, revealing the continued need for transformational change regarding harmonization of business processes and efficient data transfer and collaboration across member organizations.

Future of finance and money

51. Technological advancements and innovation in financial management remained critical for the Finance and Budget Network of the High-level Committee on Management in 2022. The Network facilitated the exchange of knowledge, experience and lessons learned among United Nations system organizations in the area of the future of finance and money. Examples of innovative approaches explored by the Network include blockchain technologies to support programme delivery, stable coins and wallets to provide humanitarian assistance, and a financial gateway that provides integrated standardized payment rails to directly connect to the global financial ecosystem at all levels.

52. The Network is keeping abreast of the efforts and achievements of United Nations system entities and is committed to increased collaboration to leverage experiences, expand knowledge and ensure that the United Nations system is prepared for rapid technological changes.

53. The Working Group on Common Treasury Services continued to cover the ongoing crisis in Afghanistan, an activity begun in November 2021. The Group's work addressed the issues of sanctions and access to the Afghan banking network for United Nations operational requirements, under an extremely difficult financial and monetary environment. Moreover, in 2022, the war in Ukraine became the largest acute humanitarian crisis for forcibly displaced persons and refugees, requiring specialized treasury support for the rapid deployment of funds to people in need.

54. Against this backdrop, the Working Group on Common Treasury Services continued its activities to identify and implement solutions for sanctioned countries, in addition to providing existing emergency requirements in cash (i.e. to Afghanistan and Ukraine) – as well as continuing its activities to draft environmental, social and governance framework documents, sustainable investments framework documents and master banking agreements – and scheduled requests for proposal. The Working Group also launched an external manager roster for investments and undertook collaborative opportunities in various areas of core treasury systems and processes, in particular in automation using robotics, and in banking connectivity with the objective of access of all United Nations stakeholders to the global financial systems worldwide anywhere, at any time and from any device.

Procurement

55. The Procurement Network of the High-level Committee on Management continued to strengthen the efficiency of the United Nations system's supply chain. Acknowledging the potential for the United Nations – a major international procurer – to support and promote good practices, and in response to Security Council resolution [2388 \(2017\)](#), the Network developed a common approach to combat human trafficking and forced labour in United Nations supply chains that was adopted by the High-level Committee on Management. The policy framework is based on the best practices outlined in normative frameworks and government guidelines, as well as on the current activities of numerous international organizations.

56. The winner of the United Nations Procurement Awards was announced at the thirty-second session of the Procurement Network of the High-level Committee on Management, in October 2022. The awards, whose concept and framework were developed by the Network, celebrated and recognized excellence in the procurement and supply chain management profession across the United Nations and related organizations. In addition, the Network endorsed a compact of principles and parameters for strategic category management, paving the way for a comprehensive road map. As part of outreach efforts, the *United Nations Procurement Practitioner's Handbook* was translated into Arabic and Chinese, and a comprehensive video on doing business with the United Nations was produced to support vendor outreach activities, in particular the International Procurement Seminars initiative.²⁰

IV. Multilingualism: a core value of the United Nations

57. Pursuant to General Assembly resolutions [54/64](#), [69/250](#), [70/9](#) and [71/262](#), [72/19](#), [73/270](#), [74/252](#), [75/244](#) and [76/237](#), the CEB secretariat continued to support, in its role as facilitator, the personal commitment of the Secretary-General and his

²⁰ See www.ungm.org/Shared/KnowledgeCenter/Pages/VBS_BusSeminar.

Coordinator for Multilingualism, the Under-Secretary-General for General Assembly and Conference Management, to fostering multilingualism throughout the United Nations system.

58. The CEB secretariat encouraged a coordinated approach to multilingualism across CEB member organizations and offered support, through the High-level Committee on Management and its mechanisms, to the network of focal points for multilingualism, including through system-wide consultations and by developing recommendations on the most appropriate and effective approach to incorporate multilingualism as a core value of United Nations system organizations.

59. The CEB secretariat contributed to the follow-up to the Joint Inspection Unit review of the status of implementation of multilingualism across the United Nations system, providing technical background information on the system-wide dimensions of multilingualism. The Human Resources Network supported the undertaking of a United Nations system language framework for language teaching, learning, assessment and certification in the six official languages of the United Nations. The CEB secretariat facilitated extensive knowledge and experience exchange among United Nations system organizations on viable ways to ensure high-quality and readily available interpretation services in the recent business continuity environment and the related predominance of virtual and hybrid meeting formats.

V. Coordination between the United Nations System Chief Executives Board for Coordination and other jointly financed bodies

60. Through its subsidiary bodies, CEB continued its well-established work of coordinating and contributing to the programmes of work of both the International Civil Service Commission and the Joint Inspection Unit.

61. The Human Resources Network continued its long-established participation in the sessions and working groups of the International Civil Service Commission. In addition to its collaborative efforts towards implementing the results of the new round of place-to-place surveys following the recent review of the post adjustment system and the completion of the methodology review for setting salaries for locally recruited staff, the Network, through its Field Group and direct participation in working groups of the Commission, collaborated on matters such as the review of the current parental leave provisions and a revision of the United Nations standards of conduct. The Network also collaborated closely with the Commission on matters related to the continued response to the COVID-19 pandemic (e.g. the amendment of danger pay provisions) and other emergency situations (e.g. the immediate response to the situation in Ukraine in February 2022).

62. Throughout 2022, the secretariats of CEB and the Joint Inspection Unit remained in continuous and constructive dialogue. The exchanges with representatives of the Unit and the Inspectors provided for fruitful discussions on current and future collaboration. The CEB secretariat, in consultation with CEB-related technical and issue-driven networks, provided comments on several draft reports being prepared by the Unit and, whenever possible, met in person with the Inspectors and the Unit's secretariat staff to discuss issues related to ongoing and future reports. The CEB secretariat: (a) contributed to the preparation of the Joint Inspection Unit annual programme of work by supplying substantive inputs regarding specific proposals; (b) continued to facilitate the collection of comments and views from the United Nations system on the Unit's reports of a system-wide nature; and

(c) issued in a timely fashion the notes of the Secretary-General²¹ on behalf of CEB members related to the Joint Inspection Unit reviews.

63. Lastly, the Chair of CEB, in consultation with members of the Board and in accordance with procedures set out in chapter II, article 3, of the statute of the Joint Inspection Unit,²² reviewed the qualifications of one inspector proposed for appointment in 2023.

VI. Sustaining compliance with the International Public Sector Accounting Standards

64. In its resolution [60/283](#), the General Assembly approved the adoption of International Public Sector Accounting Standards for presentation of the financial statements of the United Nations system. All 26 member organizations and 8 observer organizations of the United Nations system have adopted and implemented the Standards and continue to receive unqualified audit opinions, bearing testimony to the commitment and ability of the United Nations system to sustaining compliance with evolving Standards for improved quality of financial reporting, enhanced transparency and accountability.

65. The High-level Committee on Management established the Task Force on Accounting Standards to initially implement and then maintain compliance with International Public Sector Accounting Standards. It has continued its work to ensure ongoing compliance with new and existing Standards, and one of the aims of the Task Force is to promote greater comparability of financial reporting policies and practices across the United Nations system.

66. The International Public Sector Accounting Standards Board continued to update standards and issue guidance in response to changing user needs and environments. Representatives of the Task Force on Accounting Standards attended the meetings of the Board throughout the year, keeping up to date on new pronouncements and upcoming projects and providing feedback to the Board on behalf of the United Nations system. The first two quarterly meetings of 2022 were held virtually, followed by in-person meetings in September and December.

67. The Task Force on Accounting Standards held its 2022 interim meeting virtually on 13 May, at which updates were provided on International Public Sector Accounting Standards developments, followed by the sharing of experiences in relation to the financial statements. The Task Force held its annual meeting from 25 to 27 October 2022, the first in-person meeting since the beginning of the COVID-19 pandemic. The three-day meeting was held at the United Nations Office for Project Services, in Copenhagen, at which a range of issues was considered, including an update from and interaction with the staff of the International Public Sector Accounting Standards Board regarding the development of pending new standards on accounting for revenue and transfer expenses. The meeting involved interaction with the Board of Auditors on key audit observations, outcomes and emerging audit issues arising from its work. The Task Force continued various initiatives and collaborations whose aims were to encourage information-sharing and experience sharing among United Nations system organizations to ensure the consistent interpretation, application and sustainability of the Standards in financial reporting.

²¹ Available at www.unjiu.org/content/reports (see “Comments”).

²² General Assembly resolution [31/192](#), annex, chap. II, art. 3.

VII. Conclusion

68. In 2022, CEB served as a driver of integration and coherence in the United Nations system across a wide range of programmatic and management issues in support of intergovernmental mandates and priorities. While the international community was confronted with increasingly complex challenges, the United Nations system continued to provide support and policy advice to Member States.

69. The Board sustained its commitment to strengthening policy coherence and coordination in support of the implementation of the 2030 Agenda for Sustainable Development and of the report of the Secretary-General entitled “Our Common Agenda”. It continued to provide system-wide preparation for and follow-up to United Nations conferences and summits and improving and innovating the administrative and management functions of the United Nations system, guided by the principles of the Charter of the United Nations and the well-being of the people whom it serves.
