



Chief Executives Board for Coordination

Distr.: General
6 December 2024

English only

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

(3-4 October 2024, UPU Headquarters, Bern)

Executive Summary

The 48th session of the High-level Committee on Management (HLCM) was generously **hosted by the Universal Postal Union in Bern, Switzerland**. Committee members from across the UN system's organizations, the Vice-Chair of the International Civil Service Commission (ICSC) and the Staff Federations, as observers, participated in the two-day session to foster common approaches on a variety of management matters concerning the UN system.

At the heart of the session was a half-day discussion on the growing complexities of **funding in the UN system**. The Committee examined how declining revenues, increasing demands, and a shifting global financial climate have placed significant strain on UN system organizations. At the same time, the conditions attached to funding agreements have become more complex, with key challenges including conflicts between donor-imposed regulatory frameworks and the UN's operational standards, burdensome reporting requirements, and the political risk of donor influence overshadowing the UN's impartiality and neutrality. The Committee discussed how these dynamics can also present opportunities for innovation, such as exploration of new financing mechanisms and approaches to engaging non-traditional donors.

The Committee noted with concern the risks that trends in funding conditionalities pose to the independence, impartiality, and neutrality of the United Nations, and to the efficiency of its operations and mandate delivery. Members also **reaffirmed the importance of the UN system collectively upholding the Single Audit Principle**; requested the Finance and Budget Network to **develop a set of system-wide common principles related to conditionalities in funding agreements**; and agreed to **establish guidelines for institutionalizing a rapid-response mechanism** for sharing information and facilitating coordinated responses from the UN system when faced with requests from donors with challenging funding conditions. The Committee also asked the HLCM Chair to convey to the Secretary-General the pressing challenges associated with donor conditionalities and **the importance of advocacy at the political level**, including leveraging the support of Member States and National Audit Offices.

HLCM approved **revised Terms of Reference for the Finance and Budget Network**, which were refreshed to ensure that they remain fit for purpose in these times of changing statutory, economic and donor contexts, as well as evolutions in technology.

The draft Terms of Reference for a comprehensive **review of the UN Security Management System (UNSMS)** were considered. The review is intended to consider the efficiency and ‘value for money’ of the UNSMS. Given its importance and potential implications, the Committee decided to establish a Steering Committee, chaired by the USG for Safety and Security, to finalize the Terms of Reference and guide the review.

The Committee received a briefing by the Vice-Chair of the International Civil Service Commission (ICSC) on the progress of the ongoing **ICSC Comprehensive Compensation Review**. Creating a supportive environment for Disability Inclusion efforts through the UN compensation package was noted as a key objective, as was the consideration of the increasing challenges to attract staff – in particular with family obligations - to hardship duty stations, and for specialized technical profiles.

The ongoing efforts to **prevent and respond to sexual harassment** within the UN system, led by the UN Executive Group were also addressed. The Group’s 2024-2025 work plan is progressing, with six focus areas led by various UN entities.

Representatives from the Executive Office of the Secretary-General briefed the Committee on the process and outcome of the **Summit of the Future**, and initiated a discussion on how HLCM can support the implementation of relevant commitments and deliverables in the Pact, especially with respect to the operationalization of the UN 2.0 vision through shifts in skills and culture change, which the Committee has already put at the heart of its efforts. CEB, HLCM and HLCP have ongoing initiatives in all areas of the quintet of change, and made further inroads on several items under the UN 2.0 umbrella, among which the use of Artificial Intelligence and the UN Digital ID Programme.

As per CEB’s call to harness artificial intelligence (AI) to optimize organizations’ operations, the Committee allocated time to focus on advancing responsible **usage of AI in the UN system**. A major outcome was the **adoption of a Framework for a Model Policy** designed to guide the ethical and responsible use of AI across UN organizations. The Framework emphasizes the importance of managing risks, safeguarding human rights, and ensuring transparency and accountability in AI applications. While providing minimum standards, such as mandatory risk assessments, the Framework allows flexibility for each organization to tailor its AI policies according to specific operational needs.

Furthermore, the Committee received **a report cataloguing over 700 AI initiatives already underway across the UN system**. These initiatives, many of which directly support the SDGs, illustrate the growing importance of AI in UN system operations, and emphasize the need for coordinated efforts to pool resources and expertise, ensuring that the adoption of AI is both effective and responsible. Members discussed the rapid evolution of AI, highlighting the urgency for the UN to adapt quickly while staying vigilant about ethical considerations. Concerns were raised about the risks of over-reliance on large vendors, stressing the need for transparency and continuous monitoring. Members underscored the UN’s commitment to responsible AI integration, with a strong focus on scalability, ethical governance, and cross-system collaboration. The HLCM Task Force on AI, which has driven these efforts in the past year, will cease to exist and cooperation and coordination efforts will be absorbed by existing mechanisms.

The **UN Digital ID**, the flagship digital transformation programme providing the UN workforce with a universal, system-wide digital identity solution, is now live at UNHCR, WFP and UNJSPF with the first use case that allows staff members to share verified personal information with UNJSPF for the calculation of their pension benefits, while UNDP, UNICEF, and the UN Secretariat are expected to go live within the first quarter of 2025. The six sponsoring organizations have already agreed to roll out the UN Digital ID to two new use cases and expand it to other organizations across the UN system, seeking to make its impact more tangible and widespread.

The Director of the **International Computing Centre (ICC)** presented the Centre's Strategic Framework 2024-2030, with a view to positioning the ICC to provide a digital solutions platform for the United Nations system to support its digital transformation. The Framework prioritizes cybersecurity risks and advancing AI capabilities and looks ahead at making the ICC ready to address post-quantum and AI-related challenges. Members raised issues pertaining to ICC's governance, as well as sustainable funding and cost models. Members acknowledged the need to diversify the composition of ICC's Management Committee beyond Chief Information Officers to ensure business representation. The Committee decided to establish a Task Force, led by the Chair of the DTN and UN-CITO, to elaborate options to address these issues, for consideration by the Committee at its next session.

The Committee agreed to hold its 49th session on 3-4 April 2025, at FAO in Rome.

I. Introduction

1. The High-level Committee on Management (HLCM) of the United Nations system Chief Executives Board for Coordination (CEB) held its forty-eighth session on 3-4 October 2024 in Bern, Switzerland, generously hosted by the Universal Postal Union (UPU). The meeting was chaired by the HLCM Chair, Ms. Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, United Nations, and by the HLCM Vice-Chair, Ms. Kelly T. Clements, Deputy High Commissioner for Refugees.
2. The HLCM Chair welcomed new HLCM members as well as guests, including representatives from the International Civil Service Commission (ICSC), and the Staff Federations.
3. The agenda, as adopted by the Committee, focused on the following themes:
 - a. Funding in the UN system;
 - b. Feedback from the Summit of the Future;
 - c. Follow-up to the UN Security Management System Resources Review;
 - d. ICSC Comprehensive Review;
 - e. Addressing Sexual Harassment in the UN system.
 - f.1 UN 2.0 – Forward-Looking Culture and Cutting-Edge Skills for Better Impact;
 - f.2 HLCM Task Force on the use of AI in the UN system
 - f.3 UN Digital ID - A UN system’s Digital Transformation Programme
 - f.4 ICC Strategic Framework 2024-2030
 - g. Any other business
 - o Terms of Reference of the Finance and Budget Network
 - h. Information Items
 - o Advancing Disability Inclusion in the UN system
 - o Staff Health, Safety, and Well-Being
 - o HLCM Procurement Network - Supply Chain
 - o Inter-Agency Security Management Network (IASMN)
4. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

II. Funding in the UN system

5. The Committee dedicated a half-day session to discussing the growing complexities of funding in the UN system, noting that declining revenues, increasing demands, and a shifting global financial climate are placing significant strain on UN system organizations. Various presenters provided context for the discussion, which included insights from the latest UN system revenue and expense data and trends in multilateral financing, as well as updates on the status of negotiations of framework agreements with some of the largest donors to the United Nations system.
6. The Committee noted that, in addition to substantial gaps in the financial resources needed to address pressing global challenges, the trends in the quality of contributions are also concerning. Voluntary earmarked contributions represented more than 60 per cent of UN system revenue in 2023, and conditions attached to funding agreements have also become more complex. Key challenges discussed include conflicts between donor-imposed regulatory frameworks and the UN's operational standards, burdensome administrative procedures, and the political risk of donor influence overshadowing the UN's impartiality and neutrality.
7. The Committee considered how the UN system can effectively navigate the growing conditions attached to funding agreements while maintaining its operational flexibility and ensuring alignment with the core principles of the UN, and also discussed opportunities for collaboration with respect to strategic engagement with donors and stakeholders. HLCM recognized that addressing the challenges would require approaches both at the operational level and at the strategic political level. During the discussion, the Committee recalled the applicable legal framework of the United Nations, including the status of the Organization and its privileges and immunities, and discussed the importance of upholding the Single Audit Principle and the operational independence of the applicable investigative bodies of the UN System organizations.
8. The Committee discussed the importance of accountability, transparency and effective assurance services to support donor confidence. The necessity of high-standard audit reports and clear and coherent messaging regarding the unique value and the status of the UN was stressed as crucial for managing the complexities in donor expectations.
9. The Committee also discussed how these challenging funding dynamics can also present the UN system with opportunities for innovation, such as exploration of new financing mechanisms and approaches to engaging non-traditional donors. In this regard, the Committee discussed innovative financing initiatives underway by some of the UN System entities and how to promote an enabling environment for the UN system to diversify funding sources and expand engagement with partners, International Financial Institutions and non-traditional donors. To provide context for the discussions, the World Bank, IFAD, UNICEF and UNHCR presented their innovative financing journeys, showcasing examples of how these organizations are working with the private sector, donors and financial institutions.

The High-level Committee on Management:

10. *Noted with concern the trends in donor requirements and funding conditionalities, and the risk these trends pose to the independence, impartiality and neutrality of the United Nations, and to the efficiency of its operations and mandate delivery.*
11. *Reaffirmed the importance of the UN system collectively upholding the Single Audit Principle;*
12. *Requested the Finance and Budget Network to carry forward the ongoing efforts to develop a set of system-wide common principles related to conditionalities in funding agreements, including an action plan how to collectively address key challenges, and to lead this work in an interdisciplinary manner, including engagement with legal offices, audit, investigations, resource mobilization and partnership offices and to report back to HLCM in the next session;*
13. *Agreed to convene an HLCM Task Team to establish guidelines for institutionalizing a flexible, multidisciplinary rapid-response mechanism for sharing information in real time and facilitating coordinated responses from the UN system when faced with requests from donors or partners with challenging funding conditions, influenced by the long-term advocacy of the fundamental principles of the UN;*
14. *Requested the Finance and Budget Network to explore scenarios looking beyond the UN system's almost exclusive relationship with governmental donors, and to consider developing new engagement with "non-traditional" donors, including partnerships with the private sector, in consultation with the applicable legal offices; and*
15. *Noted that the HLCM Chair would convey to the Secretary-General, in his capacity as Chair of the Chief Executives Board for Coordination, the pressing challenges associated with donor conditionalities and the importance of advocacy at the political level, including leveraging the support of Member States and National Audit Offices (INTOSAI).*

III. Feedback from the Summit of the Future

16. Representatives from the Executive Office of the Secretary-General briefed the Committee on the process and outcome of the Summit of the Future, and initiated a discussion on how HLCM can support the implementation of relevant commitments and deliverables in the Pact, especially with respect to the operationalization of the UN 2.0 vision through shifts in skills and culture change, which the Committee has already put at the heart of its efforts.
17. The Summit of the Future took place on September 22nd and 23rd at the United Nations Headquarters, on the theme: multilateral solutions for a better tomorrow. The event attracted over 200 delegations, including 100 heads of government, and featured 4 interactive dialogues on themes such as global governance and peace and security. Prior to the Summit, action days facilitated additional stakeholder engagement with 7000 online participants, emphasizing youth involvement. Key advancements included a significant financial commitment to advancing digital inclusion and a strong multilateral recommitment to nuclear disarmament. Important issues like international financial architecture reforms were also discussed extensively.

18. The discussions at the Summit revolved around advancements in technology and innovation, with an emphasis on how these can be leveraged to enhance human rights, gender equality, and knowledge, and on the need to improve digital inclusivity and safety, particularly for vulnerable populations. A strong focus was placed on partnerships and collaborations, to ensure better data management and to address connectivity issues, with calls for continued support and implementation of the Global Compact on Refugees. The need for better coordination and funding to address wide-ranging priorities such as food security, humanitarian financing, and peace-building was also stressed.
19. Following the signing of the Pact, the Secretary-General's Executive Committee adopted the UN 2.0 Action Plan 2024-2026, which aims to design strategies for the implementation of the Pact as it relates to UN 2.0 within the UN system.
20. The HLCM Chair noted that CEB, HLCM and HLCP had ongoing initiatives in all areas of the quintet of change and were making further inroads on several specific items under the UN 2.0 umbrella, among which the use of Artificial Intelligence and the UN Digital ID Programme.

The High-level Committee on Management:

21. *Took note of the outcomes of the Summit of the Future and committed to take forward relevant follow up actions through its networks and workstreams, in particular in connection with the Committee's ongoing efforts to contribute to the realization of the Secretary-General's vision for a UN 2.0.*

IV. Follow-up to the UN Security Management System Resources Review

22. The Committee received an update from the Under Secretary-General for Safety and Security (USG UNDSS) on the ongoing consultations with the Inter Agency Security Management Network (IASMN) on draft Terms of Reference (ToR) for a review of the UNSMS to focus on areas that were out of the scope of the initial resources review that was completed in early 2024.
23. The USG UNDSS noted that the UN Department of Safety and Security (UNDSS) was committed to a comprehensive review of the UN's Security Management System (UNSMS) to ensure it remains effective in supporting organizations' mandates in complex environments, and sought guidance from the Committee members on the proposed ToR.
24. The Committee underscored the importance of a holistic review of the UNSMS to align with current and foreseeable challenges. Key areas noted to be reflected in the ToR included governance, resource allocation, operational obligations, and the roles and accountabilities of all UNSMS actors. The inclusion of field personnel in the review process was emphasized to ensure that the proposed solutions are pragmatically tailored.
25. The discussion acknowledged the necessity of flexibility in adjusting timelines for the review and the importance of considering a comprehensive and systematic approach to security and resource management to ensure efficiency and value for money.

26. There was a consensus on the need for an independent review, guided by a steering committee, to ensure collaboration and shared responsibility in improving security and operational efficiency across the UN system.

The High-level Committee on Management:

27. *Took note of the update from UNDSS on the outcome of the IASMN consultations on the draft Terms of Reference for a review of the UNSMS;*
28. *Agreed that the review should be comprehensive, covering all elements of the UNSMS, including UNDSS itself;*
29. *Decided to establish an HLCM Steering Committee to guide the review, chaired by the USG for Safety and Security and composed of:*
 - *IMF (Mr. Brian Christensen)*
 - *IOM (Ms. SungAh Lee)*
 - *UN (Mr. Chandramouli Ramanathan)*
 - *UNDP (Ms. Linda Maguire)*
 - *UNHCR (Ms. Kelly Clements)*
 - *UNICEF (Ms. Hannan Sulieman)*
 - *WFP (Mr. Stephen Omollo)*
30. *Requested UNDSS to conduct consultations with all relevant stakeholders and finalize the draft Terms of Reference, for review and approval by the HLCM Steering Committee, on behalf of HLCM.*

V. ICSC Compensation Review

31. The Vice-Chair of the International Civil Service Commission (ICSC) briefed participants on the current status of the Comprehensive Compensation Review undertaken by the Commission. He confirmed that, during the first round of Working Group Sessions in 2024, no overlaps of the various entitlements were identified and broadly, the current system was found to be fit for purpose. Nevertheless, some Commission members desired to examine in more depth any possible indirect overlaps that might still be perceived to exist, in particular with regard to family and social benefits. He also emphasized the request by the Commission for a data-driven approach and highlighted the importance of the collaboration with the organizations and the CEB Secretariat. The representative of the HR Network thanked the Vice-Chair for the constructive collaboration in the review so far. Staff Federations emphasized the need for the UN system to remain an employer of choice, in particular in difficult duty stations. They highlighted the need to consider the diversity of the workforce in the discussions, as well as aspects of mental health and disability inclusion, and raised concerns that certain allowances haven't been rebased for a significant number of years. Federations committed to an active collaboration in the course of the review.
32. In the ensuing discussion, Committee members highlighted that programme delivery is done through people, and employer attractiveness must be maintained to recruit and retain the high calibre workforce that the UN system needs in the present challenging times. Some members illustrated certain situations and professions were already challenging to recruit the experts needed. Others pointed out the need to ensure a focus on family support, in particular in deep field duty stations, since service in such environments meant a departure from the regular support networks, in particular for female staff.

33. The Chair concluded by thanking the ICSC Vice-Chair for his engagement, committing to further active collaboration by the organizations. She also highlighted the challenges ahead as recently discussed at the Summit of the Future. She pointed out that the UN operated in the most difficult places where many other humanitarian organizations were reducing their footprint or closing down. Competition for high calibre talent was increasing globally, not only in the most developed countries. Finally, she emphasized the need to adopt modern family definitions to cater for the needs of the very diverse UN workforce.

The High-level Committee on Management:

34. *Expressed appreciation to the ICSC Vice-Chair and to the Staff Federations for their constructive engagement in the current phase of the compensation review;*
35. *Confirmed HLCM's commitment to continue its engagement, through the HR Network, with all stakeholders involved in the review, including through the ad-hoc HR Network Working Group and by participating in and contributing to the upcoming ICSC working groups.*

VI. Addressing Sexual Harassment in the UN system

36. The Chair of the UN Executive Group to Prevent and Respond to Sexual Harassment, Hannan Sulieman, presented the Committee with a progress report on ongoing efforts of the Group to address and prevent sexual harassment within the United Nations (UN) system. Following the adoption of the comprehensive work plan for the Group for 2024-2025 by HLCM, progress was made in the six areas of work led by varying UN entities: Knowledge-sharing, Collaboration (UN Women); Improving policies and strengthening systems (UNICEF); Victim/survivor support (UNHCR, ITU); Capacity-building, Training and Skills-enhancement: (UNSSC); Monitoring Progress and Evaluating Impact (UNFPA); Stakeholder Communication and Engagement (IOM).
37. The Chair of the Group also focused on the result of the 2023 survey on reporting of sexual harassment, which underscored key areas potentially needing improvement, including uniformity in background checks, informal reporting systems, and providing information to victims and survivors of sexual harassment. Improvements were also noted, such as faster case resolutions and increased accountability.
38. In the ensuing discussion, the Committee underscored the need for improved data transparency and suggested exploring agency-specific survey data to foster internal benchmarking and enhanced accountability. Members also deliberated on the potential to expand the UN's Clear Check database, which tracks individuals with prior misconduct, to non-UN entities, though legislative challenges of such an expansion were noted. The Committee also noted that any discussion to consider such expansion should be undertaken in consultation with the applicable legal offices.
39. Noting the need for the UN to follow a victim-centered approach to sexual harassment, HLCM discussed strategies to enhance support for victims, stressing the importance of timely and clear communication, consistent victim protection, and trauma-informed handling of cases. Staff associations advocated for their inclusion in strategic discussions to ensure that frontline perspectives shape policy decisions. Committee Members reflected on the

importance of leadership in promoting a safe, respectful, and responsive workplace culture; reaffirmed their commitment to systemic improvements to the prevention and response to sexual harassment; and emphasized the importance of continued senior-level engagement in the Executive Group.

The High-level Committee on Management:

- 40. Took note with appreciation of the progress update of the Executive Group's work and requested a further progress update at its 49th session in spring 2025.*

VII. UN 2.0 – Forward-Looking Culture and Cutting-Edge Skills for Better Impact

41. The HLCM Chair highlighted the UN 2.0 framework delineated in the Secretary-General's "Our Common Agenda" report ([A/75/982](#)) and aimed at fostering a forward-looking culture and equipping the UN system with cutting-edge skills for more impactful operations. The Chair emphasized the importance of an agile, responsive, resilient, and collaborative United Nations to meet the Sustainable Development Goals (SDGs) and to navigate complex global challenges.
42. It was recalled that HLCM's agenda had been, and continued to be aligned with UN 2.0's quintet of change - innovation, digital transformation, data analytics, strategic foresight, and behavioral science. This was evidenced by signature past and ongoing initiatives of CEB, HLCM and HLCP outlined in CEB/2024/HLCM/27, including the adoption of artificial intelligence, or the development of the UN Digital ID.
43. The Chair noted that the UN 2.0 framework not only provided a vision for the future but also a practical roadmap, encouraging UN entities to adopt new mindsets and technologies. A more agile and resilient UN, focused on the five competencies, was also recently endorsed by Member States in the [Pact for the Future](#) ([A/RES/79/1](#)).
44. The discussion confirmed the commitment to transform and align operations with the emerging global needs through UN 2.0. Participants underscored the framework's relevance, sharing examples such as the integration of workforce planning with decision-making and prioritizing both technical and cultural skills. The need to make the framework practical for all UN system entities was stressed. The Committee acknowledged the role of UN-wide collaboration in actualizing UN 2.0 objectives in future agenda items, illustrating the framework's tangible applications in enhancing UN operations.

The High-level Committee on Management:

- 45. Took note of key initiatives carried out under the auspices of CEB, HLCM and HLCP that align with the Secretary-General's vision for a UN 2.0 and will continue to support this vision through collective initiatives on its agenda.*

VIII. HLCM Task Force on the use of AI in the UN system

46. The HLCM Vice Chair opened the item on the Use of Artificial Intelligence in the UN system by underscoring the significant progress made since HLCM and HLCP's joint session on AI in October 2023. Building on the outcomes of these previous discussions, the current session aimed to guide ethical AI use in the UN system and standardized practices for AI deployment through the adoption of a Framework for a Model Policy for Responsible use of AI within the UN system. The second objective was to enhance knowledge-sharing, and to support workforce adaptation across UN entities, through the endorsement of a Report on the Operational Use of AI in the UN system.
47. The co-chairs of Subgroup 1, Michael Ibach of the UN Secretariat and Sarah Dwidar of IOM provided a detailed overview of the Framework for a Model Policy. They explained that the Framework had been meticulously structured to address core areas including AI ethics; governance; risk management; and monitoring and compliance. The Framework, rooted in the Principles for the Ethical Use of AI in the UN system, emphasized the importance of transparency, accountability, and fairness in AI applications across UN entities. The presenters outlined critical components of the policy, such as cross-functional accountability and a tiered risk management model that would classify AI risks from low to very high, offering corresponding guidelines for mitigation and ongoing monitoring. Data governance was another priority in the Framework, with recommendations for robust protection of data privacy, security, and compliance with human rights.
48. Ricardo Rendon Cepeda from IFAD presented the findings of Subgroup 2 on operational AI use across the UN system. The report produced by the group cataloged over 700 AI initiatives from more than 50 UN entities, revealing the breadth of AI applications and the benefits of exchanging information and best practice in the community. The report provided insights into key focus areas, such as operational use cases, project platforms, and the burgeoning field of generative AI. The aim of the report was to provide a foundation for enhancing AI knowledge-sharing and facilitating responsible workforce adaptation.
49. The discussion that followed was marked by thoughtful exchanges among HLCM members, reflecting both the urgency and complexity of AI's impact on UN operations. Many Committee members expressed concerns about the rapid pace of AI development, noting that while UN initiatives had started strongly, the fast-evolving AI market was already outpacing some efforts. Members emphasized the importance of sustained collaboration and resource pooling to remain effective in this dynamic technological environment.
50. Members raised pressing issues related to relationships with vendors, particularly with major technology companies. The increasing reliance on AI services offered by these large companies and similar vendors has introduced potential challenges, including heightened costs and restrictive terms that could limit the UN's flexibility and impartiality. It was suggested that coordinated negotiations and collective procurement strategies would be critical to securing favorable terms, maintaining data integrity, and protecting the UN's long-term interests.

51. The conversation also focused on the ethical dimensions of AI use. HLCM members voiced strong support for the Framework's emphasis on transparency and ethical risk management, recognizing that unconscious biases embedded in AI systems could perpetuate inequalities in recruitment and decision-making processes. Many advocated for comprehensive risk assessments that would incorporate both general and demographic-specific risks, particularly in areas affecting gender and diversity. It was argued that only through rigorous monitoring and continuous reassessment could the UN ensure that its AI applications are genuinely equitable and aligned with the organization's core values.
52. Workforce implications emerged as another significant area of concern. Members underscored the profound impact AI could have on job security, role evolution, and skills required for future UN staff. HLCM members called for transparent communication, comprehensive re-skilling initiatives, and robust change management strategies to help the workforce transition smoothly in an AI-enhanced environment. Behavioural science techniques and scenario planning were cited as possible valuable tools for preparing staff for this shift, enabling them to adapt effectively without undue disruption.
53. The need for greater inter-agency collaboration and resource sharing on AI utilization was also discussed, with some suggesting that a UN-wide platform be established for sharing AI tools and best practices. Such a platform, members noted, could leverage shared data resources, support the development of AI solutions tailored to UN-specific challenges and could minimize redundancies and inefficiencies.
54. Data governance emerged as another priority, with members calling for consistent, inter-agency standards to safeguard sensitive information and ensure data protection across AI applications. It was agreed that robust data governance would be indispensable for maintaining the integrity of AI models and protecting the rights of all stakeholders involved. Many members noted that data and AI are inseparably linked, and that a failure to address data governance comprehensively could compromise the success of AI initiatives.
55. The Committee collectively endorsed the Framework for a Model Policy, recognizing that it is a non-mandatory guide that could be used by UN system organizations when developing their own AI policies, tailored to their own operational contexts and their applicable regulatory framework. Members agreed that while the Framework would serve as a reference, it should be regularly updated to reflect technological developments and insights from AI's practical applications. The Report on the Operational Use of AI in the UN system was also endorsed as a critical document that captures AI advancements and new use cases. The Committee emphasized its commitment to ensuring the UN remains adaptable and responsive to the evolving influence of AI on its operational landscape, including by taking appropriate follow-up actions within existing mechanisms.
56. In closing, the HLCM Vice Chair thanked all participants of the Task Force on the Use of AI in the UN system, which had fulfilled its mandate by delivering the two products.

The High-level Committee on Management:

57. *Adopted the Framework for a Model Policy on the Responsible Use of Artificial Intelligence in UN system Organizations, noting that the Framework should allow for periodic review and update to keep up with the pace of AI innovation and deployment.*
58. *Endorsed the Report on the Operational Use of AI in the UN System as a fundamental basis and building block for ongoing and future work on AI in the UN system and will seek options to identify relevant AI use cases that merit joint engagement and action.*
59. *Will work towards strategically facilitating and advancing impactful work on AI in the UN taking into account the specific recommendations made by Subgroup 2, including the potential tasking of suitable follow-up actions to existing inter-agency or multi-disciplinary mechanisms, including the DTN Generative AI Community of Practice and others.*

IX. UN Digital ID – A UN system’s Digital Transformation Programme

60. The vision and status of the UN Digital ID Programme were presented to the Committee by the interim Programme Director, Ms. Dimitra Ralli. Recalling that the Programme was a key component of the UN’s digital transformation, providing a universal identity solution to the workforce.
61. Ms. Ralli noted that the Programme had delivered the minimum viable product (MVP) and the first use case on separation allowing staff members to share verified personal information with UNJSPF for the calculation of their pension benefits. UNHCR, WFP and UNJSPF had gone live, while UNDP, UNICEF and UN Secretariat were expected to go live within the first quarter of 2025.
62. The Programme continued with the implementation of two additional use cases, namely the verification of the BSAFE mandatory training and the verification of entitlements to facility inter-agency movements, as well as the implementation of enhancements to further increase its impact and adoption.
63. The benefits of the UN Digital ID were reiterated, highlighting the effortless and secure access to services and record sharing governed by an established cybersecurity framework focused on privacy, and the considerable potential efficiencies with the digitalization of transactions and the expansion to unlimited use cases.
64. Members expressed their appreciation of the solution and their continuous support, recognizing the Programme’s potential to expand its use to field structures and common premises as well as to manage critical information and resource allocation in conflict and emergency situations. Furthermore, the data control and liability concerns for staff when using their UN Digital ID were stressed, as well as the need to review the current funding model to cater for smaller organizations.
65. The discussion concluded with a call for further participation and support from additional UN organizations to broaden the impact of the UN Digital ID Programme across the UN system, realizing its vision for a “common UN identity” that will change the way we work and deliver services leveraging technology and fostering collaboration.

The High-level Committee on Management:

- 66. Took note of the progress on the UN Digital ID Programme.*
- 67. Appreciated the continuation of the UN Digital ID Programme with the rollout of new use cases and expansion to other organizations across the UN system.*

X. ICC Strategic Framework 2024-2030

- 68. At its April 2024 session, HLCM had requested the ICC Director to develop and present a vision for the role the Centre could play as a digital solutions platform to support the United Nations system with its digital transformation. In response, ICC Director presented the Strategic Framework 2024-2030, which sets forth a vision for the ICC as an enabler of the UN system's digital transformation journey. The discussion addressed the fundamental risks, opportunities and challenges as perceived by ICC.
- 69. The Strategic Framework represents a significant transition from a hosting service provider towards adding business value as a digital transformation partner. It prioritizes cybersecurity risks and advancing AI capabilities and positions the organization to address post-quantum and AI-related challenges. Its aim is to provide agile and cost-effective digital solutions, which are scalable under a progressive affordability model. Discussions emphasized the value of developing a strategic vision, and the need to enhance flexibility and implement robust governance models.
- 70. Operational challenges that hinder the effectiveness and growth of the ICC were also addressed. The classification of ICC within procurement frameworks varies across UN organizations, compounding complications in service engagement. Discussions acknowledged the need to diversify the composition of ICC's governing Management Committee beyond Chief Information Officers to ensure business representation.

The High-level Committee on Management:

- 71. Took note of ICC Strategic Framework 2024-2030.*
- 72. Considered current and perceived future needs of member organizations, as well as challenges stemming from ICC's governance structure.*
- 73. Encouraged HLCM members to consider diversifying the composition of its governing Management Committee beyond Chief Information Officers, to ensure business representation.*
- 74. Requested the Chair of the DTN and UN-CITO to lead an HLCM Task Force to conduct a review on the governance structure of ICC, as well as on business challenges and opportunities, and to report back at the Committee's next session with options that address challenges identified.*

XI. Terms of Reference of the FB Network

75. The Co-Chair of the Finance and Budget Network (FBN) introduced the revised Terms of Reference for the FBN, noting that most of the adjustments were minor, with the only significant substantive change being a clarification of the role of the FBN in reviewing the jointly financed budgets of the Joint Inspection Unit and the International Civil Service Commission.

The High-level Committee on Management:

76. *Approved the revised Terms of Reference for the Finance and Budget Network.*

XII. Any other business and Information Items

a) Advancing Disability Inclusion in the UN system

77. The Committee was appraised of a progress report on the Disability Inclusion efforts of the HR Network Working Group on Diversity, Equity and Inclusion, encompassing areas such as physical and digital accessibility, reasonable accommodation measures as well as human resources policy and compensation aspects.

The High-level Committee on Management:

78. *Noted with appreciation the work on Disability Inclusion conducted under the aegis of the Diversity, Equity and Inclusion Working Group of the HR Network, and encouraged this work to continue, in close consultation with relevant stakeholders, including the UN Medical Directors, and in full coordination with the HR Network, with a view to making further progress ahead of the forthcoming Global Disability Summit.*

b) Staff Health, Safety and Well-Being

79. The Committee received a written progress update from the OHS Forum on the Establishment of the UN Occupational Health and Safety Coordination Mechanism (UNOHSM) endorsed by HLCM at its 47th session.
80. The OHS Forum, in collaboration with WHO, the host entity for the structure, refined the Terms of Reference of the future UNOHSM secretariat in Budapest, and the position of Senior Occupational Health and Safety Officer was advertised. The Forum will continue driving the establishment of UNOHSM for it to take up its functions in early 2025.

The High-level Committee on Management:

81. *Took note of the progress report from the OHS Forum on the Establishment of the UN Occupational Health and Safety Coordination Mechanism.*

c) HLCM Procurement Network – Supply Chain

82. The Committee received a written update by the Procurement Network on progress in including the concept of Supply Chain into its structure and work and in considering aspects of supply chain that are upstream and downstream of procurement.

83. Participants emphasized the recent adoption by the Network of a pioneering gender-responsive procurement policy model, which aims to utilize the organization's purchasing power as a tool for empowering women and wider communities, marking a critical step towards gender inclusivity in procurement processes.

The High-level Committee on Management:

- 84. Took note of the progress report from the HLCM Procurement Network.*

d) Inter-Agency Security Management Network (IASMN)

85. The Inter-Agency Security Management Network submitted the report from its 40th session for consideration and endorsement by the Committee, along with a revised policy on fire risk management, stressing the necessity for all stakeholders to thoroughly review and integrate these new risk management guidelines to ensure safety and compliance.

The High-level Committee on Management:

- 86. Agreed that any comments on the IASMN Report from its 40th session and on the Revised Fire Risk Management section in the UNSMS Security Policy Manual would be submitted electronically by 30 November, after which both documents would be considered as approved by the Committee.*

e) Dates and venue of the next session

87. HLCM accepted with appreciation the kind offer by the Food and Agriculture Organization (FAO) to host the Committee's 49th session on 3-4 April 2025, in Rome.

Annex I

List of Participants

HLCM Chair: Catherine Pollard (Under-Secretary-General for Management Strategy, Policy and Compliance, UN)

HLCM Vice-Chair: Kelly T. Clements (Deputy High Commissioner for Refugees, UNHCR)

HLCM Secretary: Remo Lalli (CEB Secretariat)

CEB Secretary: Maaïke Jansen (CEB Secretariat)

<i>Organization</i>	<i>Participant</i>
United Nations	
Department of Safety and Security	Gilles Michaud (<i>remotely</i>)
	Unaisi Lutu Vuniwaqa
Office of Internal Oversight Services	Fatoumata Ndiaye
Office of Information and Communications Technology	Bernardo Mariano Junior
Office of Programme Planning, Finance and Budget	Chandramouli Ramanathan
Department of Operational Support	Lisa Bутtenheim
Office of Legal Affairs	Kathryn Alford
Executive Office of the Secretary-General	Karen Lock
	Ayaka Suzuki (<i>remotely</i>)
	Kersten Jauer (<i>remotely</i>)
Office for the Coordination of Humanitarian Affairs	Jean Verheyden
	Nisha Manjooran
International Labour Organization	Hao Bin
Food and Agriculture Organization of the United Nations	Serge Nakouzi
United Nations Educational, Scientific and Cultural Organization	Nick Jeffreys
Joint United Nations Programme on HIV and AIDS	Tim Martineau
	Stephan Grieb (<i>remotely</i>)
World Health Organization	George Kyriacou
International Civil Aviation Organization	Arun Mishra
Universal Postal Union	Marjan Osvald
	Olivier Boussard
	Louise Razafy

<i>Organization</i>	<i>Participant</i>
International Organization for Migration	SungAh Lee Andrea Verhas Hind Kambal
International Telecommunication Union	Stephen Bereaux
World Meteorological Organization	Thomas Asare
International Maritime Organization	Azara Prempeh
World Intellectual Property Organization	Andrew Staines Alex Zegrea
International Fund for Agricultural Development	Guoqi Wu
United Nations Industrial Development Organization	Yuko Yasunaga
International Atomic Energy Agency	Margaret Doane Mariela Fogante Peter Frobel (<i>remotely</i>)
United Nations Development Programme	Linda Maquire Andrew Rizk David Bearfield
United Nations Environment Programme	Kathleen Creavalle
Office of the United Nations High Commissioner for Refugees	Hans Baritt Catty Bennet Sattler Mark Manly
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Antonia De Meo
United Nations Children's Fund	Hannan Sulieman Francesco Saverio Ambrogetti
United Nations Population Fund	Andrew Saberton
World Food Programme	Stephen Omollo Sara Adam
United Nations Office on Drugs and Crime/United Nations Office at Vienna	Dennis Thatchaichawalit
United Nations Human Settlements Programme (UN-Habitat)	Stephen Slawsky
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Kirsi Madi Mitushi Das

<i>Organization</i>	<i>Participant</i>
United Nations Office for Project Services	Sonja Leighton-Kone
United Nations Framework Convention on Climate Change	Noura Hamladji Chhaya Kapilashrami
World Bank	Maria Dimitriadou
International Monetary Fund	Brian Christensen
World Trade Organization	Alison Holmes
Other Representatives:	
International Trade Centre	Philip Compte
United Nations System Staff College	Miguel Panadero
Comprehensive Nuclear-Test-Ban Treaty Organization	Uday Dayal
International Criminal Court	Ivan Alippi
United Nations Volunteers	Toily Kurbanov
International Computing Centre	Sameer Chauhan Dimitra Ralli
United Nation Medical Directors	Gloria dal Forno
International Civil Service Commission	Boguslaw Winid
Federation of International Civil Servants Associations	Wadzanai Garwe Cosimo Melpignano
Coordinating Committee for International Staff Associations and Unions of the United Nations System	Nathalie Meynet Uktamjon Shomurodov
United Nations International Civil Servants Federation	Karin Esposito Milan Dawoh
United Nations Representatives of Internal Audit Services	Mika Tapio

Annex II

List of Documents

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
	Revised Provisional Agenda		CEB/2024/HLCM/19/Rev.1
	Revised Programme of Work		n.a.
A	Background Note from Finance and Budget Network on funding in the UN system		CEB/2024/HLCM/20
	Discussion Paper from Finance and Budget Network on Conditionalities of Funding	Yes	CEB/2024/HLCM/21/Rev.1
	Funding in the UN system - Guidance and Outline of Session		CEB/2024/HLCM/22
B	Summit of the Future: Pact for the Future, Global Digital Compact, and Declaration on Future Generations	Yes	n.a.
	UN 2.0 Action Plan		n.a.
C	Outcome of IASMN Consultations on Draft Terms of Reference for Review of UNSMS	Yes	CEB/2023/HLCM/23
D	Note by the HR Network on ongoing engagement with the ICSC's Compensation Review	Yes	CEB/2024/HLCM/24
E	UN Executive Group to Prevent and Respond to Sexual Harassment – Narrative Report on Results of the Annual Survey on SH	Yes	CEB/2024/HLCM/25
	UN Executive Group to Prevent and Respond to Sexual Harassment – Aggregated Results Annual Survey on SH		CEB/2024/HLCM/26
F.1	Overview of CEB Initiatives in Alignment with the UN 2.0 Vision	Yes	CEB/2024/HLCM/27
	UN 2.0 Action Plan		n.a.
F.2	HLCM Task Force on the use of Artificial Intelligence in the UN system – Executive Summary		CEB/2024/HLCM/28
	Framework for a Model Policy on the Responsible Use of Artificial Intelligence in UN system Organizations	Yes	CEB/2024/HLCM/28/Add.1/Rev.1
	Report on the Operational Use of AI in the UN system		CEB/2024/HLCM/28/Add.2
F.3	Progress Report on the UN Digital ID Programme	Yes	CEB/2024/HLCM/30

	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
F.4	Digital Foundations for the UN Family - ICC Strategic Framework 2024-2030	Yes	CEB/2024/HLCM/31
	Discussion Note on ICC		CEB/2024/HLCM/36
G.a	Terms of Reference of the Finance and Budget Network	Yes	CEB/2024/HLCM/32
H.a	Progress Report - HLCM-HRN Multidisciplinary Working Group on Diversity, Equity and Inclusion (DEI): Sub-Working Group on Disability Inclusion – Revised 2	Yes	CEB/2024/HLCM/33/Rev.2
H.b	Progress Report on the Establishment of the UN Occupational Health and Safety Coordination Mechanism	Yes	CEB/2024/HLCM/34
H.c	Update from HLCM Procurement Network	n.a.	CEB/2024/HLCM/35
H.d	IASMN 40th Session Final Report	Yes	n.a.
	UNSMS Security Policy Manual – Revised Fire Risk Management Policy		n.a.