



Chief Executives Board for Coordination

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

(3 and 4 October 2024, Universal Postal Union headquarters, Bern)

Executive summary

The forty-eighth session of the High-level Committee on Management (HLCM) was generously hosted by the Universal Postal Union in Bern. Committee members from across the United Nations system 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 United Nations system.

At the heart of the session was a half-day discussion on the growing complexities of funding in the United Nations system. The Committee examined how declining revenues, increasing demands and a shifting global financial climate have placed significant strain on United Nations 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 United Nations operational standards, burdensome reporting requirements, and the political risk of donor influence overshadowing United Nations 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 United Nations 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 United Nations 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 United Nations security management system were considered. The review is intended to consider the efficiency and “value for money” of the system. Given the review’s importance and potential implications, the Committee decided to establish a Steering Committee, chaired by the Under-Secretary-General for Safety and Security, to finalize the terms of reference and guide the review.

The Committee received a briefing by the Vice-Chair of ICSC on the progress of the ongoing ICSC comprehensive compensation review. Creating a supportive environment for disability inclusion efforts through the United Nations compensation package was noted as a key objective, as was the consideration of the increasing challenges to attracting staff, in particular those with family obligations, to hardship duty stations, and for specialized technical profiles.

The ongoing efforts to prevent and respond to sexual harassment within the United Nations system, led by the United Nations Executive Group, were also addressed. The Group’s 2024–2025 workplan is progressing, with six focus areas led by various United Nations 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 for the Future, especially with respect to the operationalization of the UN 2.0 vision through shifts in skills and culture change, which the Committee has already placed at the heart of its efforts. The United Nations System Chief Executives Board for Coordination (CEB), HLCM and the High-level Committee on Programmes 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 them the use of artificial intelligence (AI) and the United Nations Digital ID programme.

Pursuant to the CEB call to harness AI to optimize organizations’ operations, the Committee allocated time to focus on advancing responsible use of AI in the United Nations 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 United Nations 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 under way across the United Nations system. These initiatives, many of which directly support the Sustainable Development Goals, illustrate the growing importance of AI in United Nations 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 United Nations to adapt quickly while staying vigilant about ethical considerations. Concerns were raised about the risks of overreliance on large vendors, and the need for transparency and continuous monitoring was stressed. Members underscored the United Nations 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 United Nations Digital ID, the flagship digital transformation programme providing the United Nations workforce with a universal, system-wide digital identity solution, is now live at the Office of the United Nations High Commissioner for Refugees, the World Food Programme and the United Nations Joint Staff Pension Fund with the first use case that allows staff members to share verified personal information with the Pension Fund for the calculation of their pension benefits, while the United Nations Development Programme, the United Nations Children’s Fund and the United Nations Secretariat are expected to go live within the first quarter of 2025. The six sponsoring organizations have already agreed to roll out the United Nations Digital ID to two new use cases and to expand it to other organizations across the United Nations system, seeking to make its impact more tangible and widespread.

The Director of the International Computing Centre presented the Centre’s Strategic Framework 2024–2030, with a view to positioning the Centre 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 Centre ready to address post-quantum and AI-related challenges. Members raised issues pertaining to the Centre’s governance, as well as sustainable funding and cost models. They acknowledged the need to diversify the composition of the Centre’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 Digital and Technology Network and Chief Information Technology Officer of the United Nations Secretariat, to elaborate options to address these issues, for consideration by the Committee at its next session.

The Committee agreed to hold its forty-ninth session on 3 and 4 April 2025 at the Food and Agriculture Organization of the United Nations 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 and 4 October 2024 in Bern, generously hosted by the Universal Postal Union. The meeting was chaired by the HLCM Chair, Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, and by the HLCM Vice-Chair, 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 United Nations system;
 - (b) Feedback from the Summit of the Future;
 - (c) Follow-up to the United Nations security management system resources review;
 - (d) ICSC comprehensive compensation review;
 - (e) Addressing sexual harassment in the United Nations system;
 - (f)
 - (i) UN 2.0 – forward-looking culture and cutting-edge skills for better impact;
 - (ii) HLCM Task Force on the use of artificial intelligence (AI) in the United Nations system;
 - (iii) United Nations Digital ID – a United Nations system digital transformation programme;
 - (iv) International Computing Centre Strategic Framework 2024–2030;
 - (g) Any other business:
 - Terms of reference of the Finance and Budget Network
 - (h) Information items:
 - Advancing disability inclusion in the United Nations system
 - Staff health, safety and well-being
 - HLCM Procurement Network – supply chain
 - Inter-Agency Security Management Network
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 United Nations system

5. The Committee dedicated a half-day session to discussing the growing complexities of funding in the United Nations system, noting that declining revenues, increasing demands and a shifting global financial climate are placing significant strain on United Nations system organizations. Various presenters provided context for the discussion, which included insights from the latest United Nations 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 United Nations 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 United Nations operational standards, burdensome administrative procedures, and the political risk of donor influence overshadowing United Nations impartiality and neutrality.

7. The Committee considered how the United Nations 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 United Nations, 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 United Nations 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 United Nations was stressed as being crucial for managing the complexities in donor expectations.

9. The Committee also discussed how these challenging funding dynamics can also present the United Nations 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 under way by some of the United Nations system entities and how to promote an enabling environment for the United Nations 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, the International Fund for Agricultural Development, the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) presented their innovative financing journeys, showcasing examples of how these organizations are working with the private sector, donors and financial institutions.

Conclusion

10. **The Committee noted with concern the trends in donor requirements and funding conditionalities and the risk that these trends pose to the independence, impartiality and neutrality of the United Nations and to the efficiency of its operations and mandate delivery.**

11. **The Committee reaffirmed the importance of the United Nations system collectively upholding the single audit principle.**

12. **The Committee 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 on how to collectively address key challenges, and to lead this work in an**

interdisciplinary manner, including through engagement with legal, audit, investigations, resource mobilization and partnership offices and to report back to HLCM at the next session.

13. The Committee 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 United Nations system when faced with requests from donors or partners with challenging funding conditions, influenced by long-term advocacy of the fundamental principles of the United Nations.

14. The Committee requested the Finance and Budget Network to explore scenarios looking beyond the United Nations 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.

15. The Committee noted that the HLCM Chair would convey to the Secretary-General, in his capacity as Chair of CEB, 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 for the Future, especially with respect to the operationalization of the UN 2.0 vision through shifts in skills and culture change, which the Committee has already placed at the heart of its efforts.

17. The Summit of the Future took place on 22 and 23 September 2024 at United Nations Headquarters, on the theme of multilateral solutions for a better tomorrow. The event attracted over 200 delegations, including 100 Heads of Government, and featured four interactive dialogues on themes such as global governance and peace and security. Prior to the Summit, action days facilitated additional stakeholder engagement with 7,000 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 such as 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 peacebuilding was also stressed.

19. Following the signing of the Pact, the Secretary-General’s Executive Committee adopted the UN 2.0 Action Plan for 2024–2026, which aims to design strategies for the implementation of the Pact as it relates to UN 2.0 within the United Nations system.

20. The HLCM Chair noted that CEB, HLCM and the High-level Committee on Programmes (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 were the use of AI and the United Nations Digital ID programme.

Conclusion

21. **The Committee 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 United Nations security management system resources review

22. The Committee received an update from the Under-Secretary-General for Safety and Security on the ongoing consultations with the Inter-Agency Security Management Network on draft terms of reference for a review of the United Nations security management system to focus on areas that were out of the scope of the initial resources review completed in early 2024.

23. The Under-Secretary-General for Safety and Security noted that the Department of Safety and Security was committed to a comprehensive review of the United Nations security management system to ensure that it remains effective in supporting organizations' mandates in complex environments, and sought guidance from the Committee members on the proposed terms of reference.

24. The Committee underscored the importance of a holistic review of the United Nations security management system to align with current and foreseeable challenges. Key areas noted to be reflected in the terms of reference included governance, resource allocation, operational obligations, and the roles and accountabilities of all system 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 United Nations system.

Conclusion

27. **The Committee took note of the update from the Department of Safety and Security on the outcome of the Inter-Agency Security Management Network consultations on the draft terms of reference for a review of the United Nations security management system.**

28. **The Committee agreed that the review should be comprehensive, covering all elements of the United Nations security management system, including the Department of Safety and Security itself.**

29. **The Committee decided to establish an HLCM Steering Committee to guide the review, chaired by the Under-Secretary-General for Safety and Security and composed of:**

- **International Monetary Fund (Brian Christensen)**
- **International Organization for Migration (IOM) (SungAh Lee)**
- **United Nations (Chandramouli Ramanathan)**
- **United Nations Development Programme (UNDP) (Linda Maguire)**
- **UNHCR (Kelly Clements)**
- **UNICEF (Hannan Sulieman)**
- **World Food Programme (Stephen Omollo)**

30. **The Committee requested the Department of Safety and Security 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. International Civil Service Commission comprehensive compensation review

31. The Vice-Chair of 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 that, broadly, the current system was found to be fit for purpose. Nevertheless, some Commission members wished 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 Human Resources Network thanked the Vice-Chair for the constructive collaboration in the review so far. Staff federations emphasized the need for the United Nations 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 had not 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 that employer attractiveness must be maintained to recruit and retain the high-calibre workforce that the United Nations system needs in the present challenging times. Some members illustrated certain situations and professions for which it was 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 United Nations 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. Lastly, she emphasized the need to adopt modern family definitions to cater for the needs of the very diverse United Nations workforce.

Conclusion

34. **The Committee 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. **The Committee confirmed its commitment to continuing its engagement, through the Human Resources Network, with all stakeholders involved in the review, including through the ad hoc Human Resources Network working group and by participating in and contributing to the upcoming ICSC working groups.**

VI. Addressing sexual harassment in the United Nations system

36. The Chair of the United Nations 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 system. Following the adoption of the comprehensive workplan for the Group for 2024–2025 by HLCM, progress was made in the six areas of work led by various United Nations entities, as follows: knowledge-sharing, collaboration (United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)); improving policies and strengthening systems (UNICEF); victim/survivor support (UNHCR, International Telecommunication Union); capacity-building, training and skills enhancement (United Nations System Staff College); monitoring progress and evaluating impact (United Nations Population Fund); and stakeholder communication and engagement (IOM).

37. The Chair of the Executive 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 United Nations Clear Check database, which tracks individuals with prior misconduct, to non-United Nations entities, although legislative challenges of such an expansion were noted. The Committee also noted that any discussion to consider such an expansion should be undertaken in consultation with the applicable legal offices.

39. Noting the need for the United Nations to follow a victim-centred 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 front-line 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 of and response to sexual harassment; and emphasized the importance of continued senior-level engagement in the Executive Group.

Conclusion

40. **The Committee took note with appreciation of the progress update of the Executive Group’s work and requested a further progress update at its forty-ninth 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 report of the Secretary-General entitled “Our Common Agenda” (A/75/982) and aimed at fostering a forward-looking culture and equipping the United Nations 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 and to navigate complex global challenges.

42. It was recalled that the HLCM agenda had been, and continued to be, aligned with the UN 2.0 quintet of change – innovation, digital transformation, data analytics, strategic foresight, and behavioural science. This was evidenced by signature past and ongoing initiatives of CEB, HLCM and HLCP outlined in document CEB/2024/HLCM/27, including the adoption of AI and the development of the United Nations Digital ID.

43. The Chair noted that the UN 2.0 framework provided not only a vision for the future but also a practical road map, encouraging United Nations entities to adopt new mindsets and technologies. A more agile and resilient United Nations, focused on the five competencies, was also recently endorsed by Member States in the Pact for the Future (General Assembly resolution 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 United Nations system entities was stressed. The Committee acknowledged the role of United Nations-wide collaboration in actualizing UN 2.0 objectives in future agenda items, illustrating the framework’s tangible applications in enhancing United Nations operations.

Conclusion

45. **The Committee 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 artificial intelligence in the United Nations system

46. The HLCM Vice-Chair opened the item on the use of AI in the United Nations system by underscoring the significant progress made since the HLCM and HLCP 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 United Nations system and standardized practices for AI deployment through the adoption of a Framework for a Model Policy for responsible use of AI within the United Nations system. The second objective was to enhance knowledge-sharing and to support

workforce adaptation across United Nations entities, through the endorsement of a report on the operational use of AI in the United Nations system.

47. The Co-Chairs of subgroup 1, Michael Ibach of the United Nations 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 Artificial Intelligence in the United Nations System, emphasized the importance of transparency, accountability and fairness in AI applications across United Nations 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 the International Fund for Agricultural Development presented the findings of subgroup 2 on operational AI use across the United Nations system. The report produced by the group catalogued over 700 AI initiatives from more than 50 United Nations 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 the impact of AI on United Nations operations. Many Committee members expressed concerns about the rapid pace of AI development, noting that, while United Nations 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 United Nations flexibility and impartiality. It was suggested that coordinated negotiations and collective procurement strategies would be critical to securing favourable terms, maintaining data integrity, and protecting the long-term interests of the United Nations.

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 United Nations 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 that AI could have on job security, role evolution, and skills required for future United Nations staff. HLCM members called for transparent communication, comprehensive reskilling initiatives, and robust change management strategies to help the workforce to 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 United Nations-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 United Nations-specific challenges and 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 United Nations 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 updated regularly to reflect technological developments and insights from practical AI applications. The report on the operational use of AI in the United Nations system was also endorsed as a critical document that captures AI advancements and new use cases. The Committee emphasized its commitment to ensuring that the United Nations 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 United Nations system, which had fulfilled its mandate by delivering the two products.

Conclusion

57. The Committee adopted the Framework for a Model Policy on the Responsible Use of Artificial Intelligence in United Nations 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. The Committee endorsed the report on the operational use of AI in the United Nations system as a fundamental basis and building block for ongoing and future work on AI in the United Nations system and will seek options to identify relevant AI use cases that merit joint engagement and action.

59. The Committee will work towards strategically facilitating and advancing impactful work on AI in the United Nations, taking into account the specific recommendations made by subgroup 2, including the potential tasking of suitable follow-up actions to existing inter-agency or multidisciplinary mechanisms, including the Digital and Technology Network generative AI community of practice, among others.

IX. United Nations Digital ID – a United Nations system digital transformation programme

60. The vision and the status of the United Nations Digital ID programme were presented to the Committee by the interim Programme Director, Dimitra Ralli. She recalled that the programme was a key component of the digital transformation of the United Nations, providing a universal identity solution to the workforce.

61. Ms. Ralli noted that the programme had delivered the minimum viable product and the first use case on separation allowing staff members to share verified personal information with the United Nations Joint Staff Pension Fund for the calculation of their pension benefits. UNHCR, the World Food Programme and the Pension Fund had gone live, while UNDP, UNICEF and the United Nations 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 facilitate inter-agency movements, as well as the implementation of enhancements to further increase its impact and adoption.

63. The benefits of the United Nations 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 United Nations Digital ID were stressed, as was 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 United Nations organizations to broaden the impact of the United Nations Digital ID programme across the United Nations system, realizing its vision for a “common United Nations identity” that will change the way we work and deliver services, leveraging technology and fostering collaboration.

Conclusion

66. The Committee took note of the progress on the United Nations Digital ID programme.

67. The Committee appreciated the continuation of the United Nations Digital ID programme with the roll-out of new use cases and expansion to other organizations across the United Nations system.

X. International Computing Centre Strategic Framework 2024–2030

68. At its April 2024 session, HLCM had requested the Director of the International Computing Centre to develop and present a vision for the role that the Centre could play as a digital solutions platform to support the United Nations system with its digital transformation. In response, the Director presented the Strategic Framework 2024–2030, which sets forth a vision for the Centre as an enabler of the United Nations system’s digital transformation journey. The discussion addressed the fundamental risks, opportunities and challenges as perceived by the Centre.

69. The Strategic Framework represents a significant transition of the Centre 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 Centre were also addressed. The classification of the Centre within procurement frameworks varies across United Nations organizations, compounding complications in service engagement. Discussions acknowledged the need to diversify the composition of the Centre's governing Management Committee beyond chief information officers to ensure business representation.

Conclusion

71. The Committee took note of the International Computing Centre Strategic Framework 2024–2030.

72. The Committee considered current and perceived future needs of member organizations, as well as challenges stemming from the Centre's governance structure.

73. The Committee encouraged HLCM members to consider diversifying the composition of the Centre's governing Management Committee beyond chief information officers, to ensure business representation.

74. The Committee requested the Chair of the Digital and Technology Network and Chief Information Technology Officer of the United Nations Secretariat to lead an HLCM task force to conduct a review of the governance structure of the Centre, as well as of business challenges and opportunities, and to report back at the Committee's next session with options that address the challenges identified.

XI. Any other business – terms of reference of the Finance and Budget Network

75. The Co-Chair of the Finance and Budget Network introduced the revised terms of reference for the Finance and Budget Network, noting that most of the adjustments were minor, with the only significant substantive change being a clarification of the role of the Network in reviewing the jointly financed budgets of the Joint Inspection Unit and ICSC.

Conclusion

76. The Committee approved the revised terms of reference for the Finance and Budget Network.

XII. Information items

A. Advancing disability inclusion in the United Nations system

77. The Committee was apprised of a progress report on the disability inclusion efforts of the Human Resources 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.

Conclusion

78. **The Committee noted with appreciation the work on disability inclusion conducted under the aegis of the Working Group on Diversity, Equity and Inclusion of the Human Resources Network, and encouraged this work to continue, in close consultation with relevant stakeholders, including the United Nations Medical Directors, and in full coordination with the Human Resources 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 Occupational Health and Safety Forum on the establishment of the United Nations Occupational Health and Safety Coordination Mechanism, endorsed by HLCM at its forty-seventh session.

80. The Forum, in collaboration with the World Health Organization, the host entity for the structure, refined the terms of reference of the future United Nations Occupational Health and Safety Coordination Mechanism secretariat in Budapest, and the position of Senior Occupational Health and Safety Officer was advertised. The Forum will continue driving the establishment of the Mechanism for it to take up its functions in early 2025.

Conclusion

81. **The Committee took note of the progress report from the Occupational Health and Safety Forum on the establishment of the United Nations 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.

Conclusion

84. **The Committee took note of the progress report from the HLCM Procurement Network.**

D. Inter-Agency Security Management Network

85. The Inter-Agency Security Management Network submitted the report from its fortieth 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.

Conclusion

86. **The Committee agreed that any comments on the Inter-Agency Security Management Network report from its fortieth session and on the revised fire risk**

management section in the United Nations Security Management System Security Policy Manual would be submitted electronically by 30 November 2024, after which both documents would be considered as approved by the Committee.

XIII. Dates and venue of the next session

87. HLCM accepted with appreciation the kind offer by the Food and Agriculture Organization of the United Nations to host the Committee's forty-ninth session on 3 and 4 April 2025, in Rome.

Annex I

List of participants

Chair of the High-level Committee on Management (HLCM): Catherine Pollard (Under-Secretary-General for Management Strategy, Policy and Compliance, United Nations Secretariat)

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

HLCM Secretary: Remo Lalli (United Nations System Chief Executives Board for Coordination (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 Buttenheim
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/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 Maguire 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
United Nations Office for Project Services	Sonja Leighton-Kone
United Nations Framework Convention on Climate Change secretariat	Noura Hamladji Chhaya Kapilashrami

<i>Organization</i>	<i>Participant</i>
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 Unions and Associations 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>Item</i>	<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 the Finance and Budget Network on funding in the United Nations system		CEB/2024/HLCM/20
	Discussion paper from the Finance and Budget Network on conditionalities of funding	Yes	CEB/2024/HLCM/21/Rev.1
	Funding in the United Nations system – guidance and outline of the session		CEB/2024/HLCM/22
B	Summit of the Future outcome documents: Pact for the Future, Global Digital Compact and Declaration on Future Generations (https://www.un.org/sites/un2.un.org/files/soft-pact_for_the_future_adopted.pdf)	Yes	n/a
	UN 2.0 Action Plan		n/a
C	Outcome of Inter-Agency Security Management Network consultations on draft terms of reference for the review of the United Nations security management system	Yes	CEB/2023/HLCM/23
D	Note by the Human Resources Network on ongoing engagement with the International Civil Service Commission compensation review	Yes	CEB/2024/HLCM/24
E	United Nations Executive Group to Prevent and Respond to Sexual Harassment – narrative report on results of the annual survey on sexual harassment	Yes	CEB/2024/HLCM/25
	United Nations Executive Group to Prevent and Respond to Sexual Harassment – aggregated results of the annual survey on sexual harassment		CEB/2024/HLCM/26
F.1	Overview of United Nations System Chief Executives Board for Coordination initiatives in alignment with the UN 2.0 vision	Yes	CEB/2024/HLCM/27
	UN 2.0 Action Plan		n/a
F.2	High-level Committee on Management (HLCM) Task Force on the use of artificial intelligence in the United Nations system – executive summary		CEB/2024/HLCM/28
	Framework for a Model Policy on the Responsible Use of Artificial Intelligence in United Nations System Organizations	Yes	CEB/2024/HLCM/28/Add.1/Rev.1
	Report on the operational use of artificial intelligence in the United Nations system		CEB/2024/HLCM/28/Add.2

<i>Item</i>	<i>Title/description</i>	<i>Summary sheet</i>	<i>Document symbol</i>
F.3	Progress report on the United Nations Digital ID programme	Yes	CEB/2024/HLCM/30
F.4	Digital foundations for the United Nations family – International Computing Centre Strategic Framework 2024–2030	Yes	CEB/2024/HLCM/31
	Discussion note on the International Computing Centre		CEB/2024/HLCM/36
G	Terms of reference of the Finance and Budget Network	Yes	CEB/2024/HLCM/32
H.a	Progress report – HLCM Human Resources Network Multidisciplinary Working Group on Diversity, Equity and Inclusion: Sub-Working Group on Disability Inclusion (Rev.2)	Yes	CEB/2024/HLCM/33/Rev.2
H.b	Progress report on the establishment of the United Nations 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	Inter-Agency Security Management Network fortieth session final report		n/a
	United Nations Security Management System Security Policy Manual – revised fire risk management policy	Yes	n/a