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**Coordination, programme and other questions: reports
of coordination bodies**

Annual overview report of the United Nations System Chief Executives Board for Coordination for 2025

Summary

The present report includes highlights of the major activities carried out in 2025 by the United Nations System Chief Executives Board for Coordination and its subsidiary mechanisms, the High-level Committee on Programmes and the High-level Committee on Management, fostering policy and management coherence to increase the effectiveness and efficiency of United Nations system activities. The Board's activities conform to intergovernmental mandates and support the priorities of Member States.

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I. Introduction

1.   Pursuant to Economic and Social Council resolution 2008 (LX), the present report provides an overview of the annual work of the United Nations System Chief Executives Board for Coordination (CEB). It has been prepared in response to the request by the General Assembly, in paragraph 4 (b) of its resolution 64/289 on system-wide coherence, to include information on the work of CEB in its annual overview report to the Council, which is also studied by the Committee for Programme and Coordination.

2.   The report includes highlights of the major activities carried out in 2025 under the auspices of CEB. As a coordinating body, CEB and its subsidiary mechanisms, the High-level Committee on Management and the High-level Committee on Programmes, foster management and policy coherence to increase the effectiveness and efficiency of United Nations system activities. The Board's work supports intergovernmental mandates and the priorities of Member States.

II. Supporting United Nations system reform efforts

3.   In 2025, the Secretary-General brought the Board together around his UN80 Initiative with a view to aligning the membership behind a common vision of a more coherent, efficient and responsive United Nations, better equipped to deliver on its mandates while upholding its values and principles. At the first regular session of CEB, the Secretary-General shared his aspirations for a leaner and more effective United Nations and his plan to pursue it. Members recognized the historic opportunity for change and expressed support for the three UN80 workstreams – United Nations Secretariat efficiencies, mandate implementation review, and structural change and programmatic realignment – established under the UN80 Initiative Task Force. Efforts were to be grounded in Member State ownership and intended to protect core values and prioritize the needs of the people that the United Nations served. At its second regular session, the Secretary-General presented his draft UN80 Initiative action plan. Members expressed appreciation for and recognized the Secretary-General's leadership and committed to continue working together to advance reform efforts to improve delivery, effectiveness and impact. The role of existing inter-agency mechanisms to support the development of reform proposals was highlighted in that context. The Board reiterated its collective determination to support ambitious action towards a renewed and strengthened United Nations system.

4.   In turn, the Board's two High-level Committees brought together their respective constituencies, and members committed to act with unity, resolve and purpose in the context of ongoing change. The High-level Committee on Management strengthened collective leadership on management reform across the United Nations system and advanced system-wide collaboration on operational services, workforce management and digital transformation, while reinforcing common approaches on donor conditionalities and security governance. The Committee positioned management reform as an enabler of efficiency, resilience and delivery in alignment with the UN80 Initiative. The High-level Committee on Programmes reflected on the implications of the evolving global challenges that confronted the United Nations system. Members examined the impacts on policy coherence and programme implementation and considered how United Nations system policy and programmatic coordination might help entities to respond and adapt. These discussions set the scene for the Committee to explore in greater depth system-wide policy and programme priorities and opportunities for enhanced collaboration to leverage synergies and complementarities to bridge gaps, uphold norms and values, protect common policy objectives, and assist the United Nations system in delivering results for the people it serves.

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

5.   In 2025, the Board and the High-level Committee on Programmes continued to strengthen policy coherence and coordination to advance the implementation of the 2030 Agenda for Sustainable Development and uphold the values, principles and norms of the United Nations. In that context, the Board considered the role of international law in promoting sustainable development and international peace and security, and the impact of economic dynamics on the achievement of the Sustainable Development Goals. The High-level Committee on Programmes focused its efforts on promoting system-wide coherence and coordination in support of the 2030 Agenda, by informing ongoing efforts to develop indicators of sustainable development that complement and go beyond gross domestic product (GDP); aligning policy responses to demographic change; enhancing United Nations system coordination on artificial intelligence; promoting coherent evidence-based responses to prevent and address transnational organized crime; and advancing climate action. In pursuing that work, the Committee continued to address gender equality and women's empowerment in a cross-cutting manner.

A. Respect for international law

6.   Against the backdrop of multiple global crises and growing challenges to the international legal order, at its first regular session of 2025,[1] CEB discussed the need to protect and uphold the body of international law enshrined in conventions, treaties and standards developed under the auspices of the United Nations, as central to the multilateral system and to promoting sustainable development and international peace and security. Building on prior deliberations related to humanitarian action,[2] Board members considered key threats to international law and its underlying principles, and opportunities for the United Nations system to strengthen respect for, and trust in, the international rules-based order.

7.   The Board stressed the importance of universality in the application of international law, including international humanitarian law and international human rights law, and the indivisibility of human rights. International law played a constitutive role in the creation and evolution of the United Nations system, and upholding international laws and standards at the multilateral level was a shared responsibility. A variety of instruments were at the system's disposal to promote international law and advocate for compliance. Board members also discussed the need to forge strong partnerships with regional and international organizations and to engage the private sector in shaping legal frameworks, including with respect to artificial intelligence. The Board reaffirmed the vital role of the United Nations system as a custodian of the international rules-based order.

B. Multilateral solutions for economic resilience

8.   At its second regular session of 2025, the Board considered the evolving global economic landscape and its implications for the achievement of the Sustainable Development Goals.[3] It noted that rising tariffs, trade fragmentation, demographic

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[1] See CEB/2025/1.
[2] See CEB/2024/2.
[3] See CEB/2025/2.

pressures and increasing debt burdens were reshaping global economic dynamics and placing additional strain on national efforts to advance sustainable development. Geopolitical tensions, the erosion of fiscal space and the projected decline in official development assistance were also identified as contributing to heightened uncertainty and an increased risk of development setbacks.

9. The Board observed that, despite global headwinds, international trade and the multilateral trading system demonstrated resilience. However, growth was driven primarily by digital services and investments related to artificial intelligence, alongside a decline in foreign direct investment and a concentration of digital investments in a limited number of countries.

10. CEB members underscored the need to reform the international financial architecture, scale up the role of multilateral development banks and address the structural obstacles that continued to hinder sustainable development, particularly in developing economies. They further highlighted the critical importance of infrastructure as a development multiplier and stressed the need to de-risk investments, especially in fragile and conflict-affected settings. Advancing social protection, decent work and gender-responsive economic policies were also emphasized, given the disproportionate impacts of economic disruptions on vulnerable populations. Strengthening the enablers of sustainable growth – such as quality education, digital and technological capacities, and coherent connections between public and private sectors – was likewise identified as critical. The Board reaffirmed the Pact for the Future[4] and the Sevilla Commitment[5] as central frameworks for supporting inclusive, resilient and sustainable economic pathways.

C. Beyond gross domestic product

11. While GDP remains the dominant measure for assessing economic progress, there is growing recognition of its limitations as a sole indicator, particularly in capturing human well-being, unpaid work, inequality and sustainability. As a system-wide contribution to that debate, in August 2022, at the request of CEB, the High-level Committee on Programmes approved a paper entitled "Valuing what counts: United Nations system-wide contribution on progress beyond gross domestic product",[6] which set out a narrative, conceptual framework and set of recommendations for the United Nations system, Member States and other stakeholders to measure progress beyond GDP, in support of the implementation of the 2030 Agenda, in particular target 17.19.[7]

12. In September 2024, in action 53 of the Pact for the Future, Member States requested the Secretary-General to establish an independent high-level expert group to develop recommendations for a limited number of country-owned and universally applicable indicators of sustainable development that complement and go beyond GDP.[8] Subsequently, the Secretary-General appointed a High-level Expert Group on Beyond GDP, whose work is expected to be delivered during the eightieth session of the General Assembly.

13. Drawing on its earlier work on beyond GDP, the High-level Committee on Programmes, in October 2025, held a policy dialogue with a Co-Chair and member

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[4] General Assembly resolution 79/1.
[5] See General Assembly resolution 79/323.
[6] See https://unsceb.org/valuing-what-counts-united-nations-system-wide-contribution-beyond-gross-domestic-product-gdp.
[7] See https://unstats.un.org/sdgs/metadata/?Text=&Goal=17&Target=17.19.
[8] See General Assembly resolution 79/1, para. 81.

of the High-Level Expert Group on Beyond GDP. This provided an opportunity for members to offer their perspectives as contributions to the Group's deliberations.[9] Committee members shared relevant expertise, analysis and information on existing data platforms and indices. Interlinkages between the economic, environmental and social dimensions of development and the need for human well-being were also highlighted, as was the need for investments in data systems.

D. Demographic change

14.   Demographic change is a critical megatrend affecting all aspects of sustainable development. In April 2025, the High-level Committee on Programmes held a foundational discussion on the topic and recognized the need for greater system-wide understanding, policy coherence and programmatic coordination regarding demographic change, in order to better support Member States in navigating demographic shifts to advance sustainable development.[10]

15.   To that end, the Committee, at an intersessional meeting in July 2025, established a time-bound task team on demographic change, co-chaired by the United Nations Population Fund and the Department of Economic and Social Affairs, to develop balanced and informed narratives on demographic change, promote system-wide coherence around policy responses and advance the integration of demographic trends in sustainable development processes.[11] The task team, comprising 18 entities, conducted a mapping of existing policy frameworks, instruments and coordination mechanisms and developed a set of high-level common messages to assist United Nations system entities to speak with one voice on demographic change.[12]

16.   At its fiftieth session, the Committee considered and approved the United Nations system common messages on policy responses to demographic change,[13] subsequently endorsed by CEB. The messages articulate a coherent and unified narrative, enabling United Nations system entities to engage with Member States and other stakeholders on critical issues related to demographic change in alignment with global commitments. In the next phase of its work, building on the agreed common messages, the task team will develop a system-wide common approach to demographic change to strengthen the United Nations system's coordination of programmatic support to Member States, enhance advocacy and promote the effective integration of demographic trends into processes to advance sustainable development.

E. Use and governance of artificial intelligence

17.   Since 2017, CEB and its High-level Committee on Programmes have been seized with the role of the United Nations system in addressing the risks and opportunities associated with artificial intelligence.[14] In 2020, a time-bound Inter-Agency Working Group on Artificial Intelligence was established under the High-level Committee on Programmes to bring together normative and programmatic expertise on artificial intelligence, co-chaired by the International Telecommunication Union and the United Nations Educational, Scientific and Cultural Organization.[15] Notable achievements of the Working Group included the

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[9] See CEB/2025/6.
[10] See CEB/2025/4.
[11] See CEB/2025/7.
[12] See https://unsceb.org/un-system-common-messages-policy-responses-demographic-change.
[13] CEB/2025/6, annex III.
[14] See CEB/2017/6.
[15] See CEB/2020/6.

development of the Principles for the Ethical Use of Artificial Intelligence in the United Nations System[16] and the United Nations system white paper on artificial intelligence governance.[17]

18.   In 2025, building on its prior work, the Working Group focused on delivering concrete and practical outputs to further enhance United Nations system coordination on artificial intelligence, with due regard to intergovernmental processes related to the implementation of the Global Digital Compact. It developed and launched the United Nations artificial intelligence resource hub,[18] a centralized platform providing searchable access to over 700 artificial intelligence-related initiatives across the United Nations system to support coordination, reduce duplication and facilitate partnerships at the global, regional and country levels. Recognizing the importance of maintaining system-wide coherence and responsiveness to Member States' mandates, it was proposed that the Working Group transition into a standalone coordination mechanism outside the remit of the High-level Committee on Programmes.

19.   At its fiftieth session,[19] the Committee considered the final report of the Working Group and decided to conclude the Group's mandate under the High-level Committee on Programmes. While recognizing that subsidiary bodies of the High-level Committee on Programmes were time bound in nature and served as mechanisms for internal coordination, members nevertheless underscored the continued need for United Nations system-wide coordination on artificial intelligence and expressed support for the transition of the Inter-Agency Working Group on Artificial Intelligence into an independent, standalone coordination mechanism outside the Committee's remit.

F.   Transnational organized crime

20.   At its first regular session of 2024,[20] CEB addressed the complex issue of transnational organized crime and called upon the United Nations system to work together more coherently to tackle the multiple dimensions of the complex phenomenon – in line with the Statement by the President of the Security Council of 7 December 2023,[21] in which he called for strengthened coordination of United Nations actions in support of international efforts on transnational organized crime.

21.   The High-level Committee on Programmes subsequently established a time-bound task team on transnational organized crime,[22] under the leadership of the United Nations Office on Drugs and Crime (UNODC), to develop a United Nations system common approach to prevent and address transnational organized crime, in order to help entities to better align and coordinate effective transnational crime-related support for Member States. The preparation of the common approach by the 23-member task team was informed by the results of a mapping of existing workstreams on transnational organized crime[23] and insights from three regional field dialogues organized by UNODC.[24]

22.   At its fiftieth session, the Committee approved, and CEB subsequently endorsed, the United Nations system common approach to prevent and address

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[16] See https://unsceb.org/principles-ethical-use-artificial-intelligence-united-nations-system.
[17] CEB/2024/1/Add.1.
[18] See https://unaihub.aiforgood.itu.int/.
[19] See CEB/2025/6.
[20] See CEB/2024/1.
[21] S/PRST/2023/6.
[22] See CEB/2024/6, annex III.
[23] See https://unsceb.org/sites/default/files/2025-09/HLCP49-Mapping-UN_system_and_
transnational_organized_crime.pdf.
[24] See CEB/2025/4.

transnational organized crime. [25] The common approach articulates a shared understanding of transnational organized crime and seeks to promote policy coherence and evidence-based responses to prevent and address transnational organized crime and to facilitate inter-agency coordination in support of Member States' needs and priorities. It puts forward a set of recommendations and joint actions for enhanced coordination aimed at supporting the United Nations system in speaking and acting as one against transnational organized crime; enhancing data collection, sharing and analysis; promoting integrated programming; and developing common messaging. [26] Implementation of the common approach is supported by UNODC in collaboration with United Nations system entities.

G. Common climate messages for the twenty-ninth and thirtieth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change

23.   In April 2025, [27] it was recalled that the High-level Committee on Programmes had approved and CEB had subsequently endorsed an updated set of United Nations system common messages for the twenty-ninth and thirtieth sessions of the Conference of the Parties to the United Nations Framework Convention on Climate Change. [28] The set of common messages, updated to reflect relevant outcomes of the twenty-ninth session of the Conference of the Parties, built upon the common messages previously approved by the Committee in 2024, [29] in response to the request by the Secretary-General and the Board at its second regular session of 2023, for a coherent and strategic contribution for the twenty-ninth and thirtieth sessions of the Conference of the Parties. [30] The high-level strategic messages aimed to strengthen unity among organizations in support of ambitious outcomes at the thirtieth session of the Conference of the Parties by providing a shared narrative for the United Nations system to advocate for accelerated action to protect people and the planet.

IV. Implementing the Doha Programme of Action for the Least Developed Countries for the Decade 2022–2031

24.   In 2025, CEB and the High-level Committee on Programmes continued to support the coordination and follow-up of the implementation of the Doha Programme of Action for the Least Developed Countries for the Decade 2022–2031. [31] In the context of Committee's fiftieth session, the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States informed Committee members of progress on the five key deliverables of the Programme of Action and of efforts to accelerate implementation. The Office invited United Nations system entities to participate in and contribute to the preparatory process for the high-level midterm review of the implementation of the Programme of Action, in March 2027.

V. Innovating working methods of the United Nations system

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[25] See CEB/2025/6.

[26] CEB/2025/2/Add.1.

[27] See CEB/2025/4.

[28] See https://unsceb.org/united-nations-system-common-messages-cop29-and-cop30.

[29] See CEB/2024/4.

[30] In support of General Assembly resolution 80/138 on the protection of global climate for present and future generations of humankind.

[31] See General Assembly resolution 76/258, para. 301.

25.   The United Nations system continued to accelerate the use of modern tools, techniques and skills, reinforcing integrated, risk-informed responses, strengthening staff capacity to address complex challenges and improving ways of working.

A.   Ensuring the reliability and timely availability of United Nations system data

26.   Throughout 2025, the CEB secretariat worked to expand United Nations system-wide statistics for increased transparency and accountability to all stakeholders, in full alignment with the quadrennial comprehensive policy review of operational activities for the development of the United Nations system,[32] in which the General Assembly called for the publication of timely, reliable, verifiable and comparable system-wide and entity-level data, definitions and classifications.

27.   The activities in that area are aligned with two key policies: the System-wide Road Map for Innovating United Nations Data and Statistics,[33] developed by the Committee of the Chief Statisticians of the United Nations System through the High-level Committee on Programmes and endorsed by CEB in 2020, and the Data Strategy of the Secretary-General for Action by Everyone, Everywhere: With Insight, Impact and Integrity.[34] This work also represents an important enabler of "Our Common Agenda", which includes data and analytics in the quintet of change towards a United Nations 2.0.

Human resources statistics

28.   With regard to the United Nations system's human resources statistics, the CEB secretariat has provided extensive support to the Human Resources Network and its community of practice on human resources data and analytics, facilitating professional exchanges among human resources analytics functions and increasing the collective understanding of human resources metrics, which underpin system-wide workforce planning and benchmarking. This includes preparatory activities for enhanced access to comprehensive data analysis by stakeholders, as well as expanded efforts to ensure data quality and consistency. This important work is aimed at equipping decision-makers with better and more comprehensive data, as evidenced by the increased availability of human resources data on the CEB website.[35]

29.   In addition, the CEB secretariat put significant effort into continuing its engagement with the secretariat of the International Civil Service Commission and relevant stakeholders in streamlining and utilizing system-wide human resources data, enhancing data-driven policymaking in the context of the ongoing comprehensive review of the compensation system.[36] This included dedicated analysis, research and simulation efforts both on the qualitative workforce analysis side and with regard to financial implications.

Financial statistics

30.   With respect to the United Nations system-wide financial data, the CEB secretariat continued efforts towards increased transparency through, for instance, the endorsement of the High-level Committee on Management Finance and Budget Network's publication of expenses for enabling functions for the 2024 financial year

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[32] See General Assembly resolution 75/233, paras. 50 and 117.
[33] See https://unsceb.org/system-wide-road-map-innovating-united-nations-data-and-statistics.
[34] See https://www.un.org/en/content/datastrategy/index.shtml.
[35] See https://unsceb.org/human-resources-statistics.
[36] See General Assembly resolution 80/236 A-B.

onwards, and the introduction of mandatory reporting of the financial contribution of United Nations entities to gender equality and the empowerment of women. [37]

31. In 2025, in an effort to increase efficiency in the reporting of financial data and ease the reporting burden of United Nations system organizations, the CEB secretariat joined together with the International Aid Transparency Initiative and the International Forum on Total Official Support for Sustainable Development [38] to launch an initiative for bridging data systems for financing for development. [39] Interoperability across data platforms aims to improve the transparency and quality of financial data, while simplifying its production and use across the United Nations system.

B. Advancing United Nations system resilience and efficiency to address fiscal pressures and reform demands

Far-reaching efficiency initiatives

32. In 2025, the High-level Committee on Management, through a structured, evidence-based and inclusive process, developed and launched a comprehensive portfolio of far-reaching efficiency initiatives.[40] These initiatives aim to strengthen the operational sustainability, coherence and cost-effectiveness of the United Nations system in an increasingly constrained resource environment. They span core functional areas, such as finance, human resources, procurement and supply chain management, information and communications technology (ICT), and shared enabling services. Collectively, they seek to reduce fragmentation, harness economies of scale, standardize processes and leverage mature system-wide capabilities, while preserving institutional diversity through voluntary, coalition-based participation. The overarching objective is to ensure that limited resources are deployed with maximum efficiency in support of mandate delivery, improved service reliability and enhanced value for money.

33. Across functional areas, the far-reaching efficiency initiatives emphasize common platforms, interoperable standards and shared service models. Principles of transparency, accountability and integrity underpin the portfolio. By moving progressively from fragmented approaches toward scalable, system-wide solutions, they aim to sustain effective multilateral action in a rapidly evolving global context. Anchored in long-standing inter-agency collaboration and aligned with broader reform frameworks – including the UN80 Initiative, under which the initiatives are consolidated within work package 14 focusing on the unified services road map – the initiatives are moving into implementation with phased rollouts.

Response to funding constraints

34. During its fiftieth session, the High-level Committee on Management convened a strategic discussion on the United Nations system's response to intensifying financial pressures, which built on previous discussions within the Committee's Finance and Budget Network.[41] System-wide revenue was projected to decline by 20 per cent between 2024 and 2026, with humanitarian entities facing even sharper reductions. While organizations had actively implemented efficiency measures – such as operational cost

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[37] See https://unsceb.org/data-standards-united-nations-system-wide-reporting-financial-data.
[38] See https://www.tossd.org/en/international-forum-on-tossd.html.
[39] See https://financing.desa.un.org/sites/default/files/ffd4-documents/2026/SPA%20initiatives%20Full%20List.pdf.
[40] See https://unsceb.org/topics/hlcm-far-reaching-efficiency-initiatives.
[41] See CEB/2025/5.

reductions, structural reforms and service delivery transformations – the Committee acknowledged that efficiency gains alone could not offset the scale of funding cuts. Programmatic realignment, alongside operational reforms, was deemed essential to ensure financial sustainability and the continued delivery of mandates. The Committee requested the Finance and Budget Network to develop by the end of 2026 a common set of principles for measuring and reporting efficiencies, as well as key performance indicators and benchmarking tools for priority business processes to drive transparency and continuous improvement across the system.

Reviewing the United Nations security management system

35.   In 2025, the Committee completed an independent review of the United Nations security management system, commissioned in 2024, to develop realistic, implementable recommendations to address any identified shortcomings and amplify any identified strengths at the structural, governance, decision-making, normative, operational or other applicable levels.[42] The review included proposals on regional hubs, resource pooling and digital transformation and highlighted emerging tensions related to mandates, including tensions between protection obligations and the imperative to stay and deliver, budgetary pressures arising from rising security costs and frictions in decision-making authority, particularly between the central and field levels.

36.   The Committee recognized the need to strengthen strategic guidance and oversight while preserving decentralized, country-level decision-making authority, particularly in high-risk or fast-moving contexts. In that context, members decided to establish a security governance group with balanced representation reflecting the diversity of the United Nations system and agreed to review its effectiveness 12 months after its planned establishment in early 2026.

37.   The Committee also decided to develop an implementation plan for the review's proposed measures, in consultation with relevant Committee's networks, including the establishment of an emergency security fund, a universal price list for security services, action on outstanding issues related to the integrated security workforce supporting special political and peacekeeping missions, strengthened roles for national security officers and the development of service level agreements to support a collective security management system. Members noted that several improvements were already under way, including enhanced training for designated officials, strengthened accountability for security leadership, the establishment of multi-country offices to support regionalization and the recent launch of an appeal incorporating the recommended emergency fund. The Committee emphasized that all new measures aimed to strengthen the United Nations security architecture in a coherent, strategically grounded and collectively supported manner in line with UN80 and the Member States' expectations.

Risk management for strategic foresight

38.   The High-level Committee on Management continued its engagement to foster risk management and strategic foresight practices within the United Nations system through its Risk Management Forum, a multidisciplinary, system-wide advisory body that produces guidance for the United Nations system and acts as a common platform on which entities can share documentation and best practices.[43] The Forum met in a virtual format three times in 2025 and focused on strengthening risk management and institutional resilience across the system. In its discussions, the Forum addressed funding constraints, workforce challenges and the need for agile, risk-based approaches, alongside efforts to streamline processes, enhance inter-agency

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[42] Ibid.

[43] See https://unsceb.org/rmtf.

collaboration and explore innovative digital tools to improve preparedness. The Committee also endorsed an update to the Forum's risk appetite statement guidelines,[44] to be used as a practical guide to help United Nations organizations to identify, articulate and ratify, for their own planning and other decision-making, their appetite for risk-taking in pursuit of organizational objectives.

Information and communications technology security-related work

39. The Digital and Technology Network cybersecurity community of practice held its annual meeting in October to identify high-demand shared services, including vendor security reviews and security-posture management, while making progress on joint guidance on artificial intelligence safety and security risks associated with mobile devices. Updated terms of reference and a new co-chair leadership strengthened governance, and efforts to pursue partnerships aimed to enhance threat intelligence capabilities for the United Nations system.

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

Addressing sexual harassment

40. In 2025, CEB sustained its focus on strengthening prevention and response to sexual harassment across the United Nations system. This work was advanced through the High-level Committee on Management and the United Nations Executive Group to Prevent and Respond to Sexual Harassment in the UN System, which continued to implement its six-pillar workplan covering policy coherence, system strengthening, victim/survivor support, capacity-building, monitoring and stakeholder engagement. During the year, the Executive Group promoted consistent policy implementation, facilitated the exchange of good practices, strengthened the system-wide Knowledge Hub,[45] updated the guide for managers on preventing and responding to sexual harassment in the workplace[46] to better reflect a victim/survivor-centred approach, and administered the annual system-wide survey, with narrative results published,[47] to enhance transparency.

United Nations Disability Inclusion Strategy

41. The High-level Committee on Management remained engaged in advancing the implementation of the United Nations Disability Inclusion Strategy.[48] The Committee adopted the minimum baseline for digital accessibility for United Nations public websites, as endorsed by the Digital and Technology Network, and reviewed proposals on fitness-to-work put forward by the United Nations Medical Directors Working Group on Disability in the United Nations System. A broad consultative process is under way to review the United Nations Disability Inclusion Strategy, and the outcome will be brought to the Board's attention through its subsidiary mechanisms.

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[44] See https://unsceb.org/sites/default/files/2025-05/CEB.2025.HLCM_.12%20-%20Guidelines%20on%20Risk%20Appetite%20Statements%20%E2%80%93%202025%20Update.pdf.

[45] See https://shknowledgehub.unwomen.org.

[46] See https://unsceb.org/sites/default/files/2025-07/Guide%20for%20Managers_final%20July%202025.docx.

[47] See https://unsceb.org/sites/default/files/2026-01/Narrative%20Report%20-%202024%20Survey%20on%20reporting%20of%20SH.pdf.

[48] See https://www.un.org/en/content/disabilitystrategy/.

D. Innovation and digital transformation of United Nations system organizations

United Nations Digital ID

42. The United Nations Digital ID solution,[49] the flagship digital transformation programme of the High-level Committee on Management, expanded from 6 to 12 participating entities, with further growth anticipated in the second half of the year to broaden coverage across United Nations system entities.

43. Programme governance also set ambitious adoption targets for those organizations that were already live with the solution, with the six founding entities establishing entity-specific adoption goals for the proportion of staff using the United Nations Digital ID by June 2026. The consolidation of the three existing use cases[50] provides a solid foundation for the next phase, focused on higher-value and more complex efficiency capabilities, including use cases that support system-wide adoption with practical utility, that integrate financial and human resources data to strengthen digital identity, and that enable secure access to integrated shared services.

44. The United Nations Digital ID is also included among the High-level Committee on Management's far-reaching efficiency initiatives under UN80 work package 14, on a unified services road map,[51] and is identified as a shared ICT service for scaling up under work package 15 in the technology accelerator platform, as well as under work package 31, on United Nations Secretariat efficiencies and improvement.

Leveraging digital technology

45. The Digital and Technology Network continued to push the United Nations system towards greater interoperability, shared services and coordinated innovation, advancing initiatives such as integrated ICT procurement to reduce duplication and costs, shared enterprise resource planning services, cloud consolidation and private pricing agreements, and system-wide cybersecurity and open-source collaboration. It also accelerated the system-wide shift towards agentic artificial intelligence through principles, pilots and governance frameworks, emphasizing high-quality data, cross-functional collaboration and artificial intelligence literacy to ensure safe, scalable use of autonomous digital systems.

VI. Multilingualism: a core value of the United Nations

46. As facilitator, the CEB secretariat continued to uphold the Secretary-General's personal commitment, along with that of his Coordinator for Multilingualism, the Under-Secretary-General for General Assembly and Conference Management, to advancing multilingualism throughout the United Nations system, in line with several General Assembly resolutions, including resolutions 79/248 and 80/234.

47. During the year, the CEB secretariat participated in the "multilingualism matters" campaign, launched by the Coordinator for Multilingualism to raise awareness of the importance of multilingualism and increase the visibility of the

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[49] See https://unsceb.org/topics/un-digital-id.

[50] The three available use cases of the United Nations Digital ID are: (a) the pension use case, allowing staff members to share verified data with the United Nations Joint Staff Pension Fund before they retire so their pension benefits can be processed with minimum delay; (b) the BSAFE use case, for the verification of mandatory training certifications, starting with BSAFE; and (c) the inter-agency movement/onboarding use case, for the verification of entitlements and contractual status in order to issue contract and/or process entitlements.

[51] See https://un80actions.un.org/.

United Nations Strategic Framework on Multilingualism. It also contributed to the Secretary-General's report on multilingualism, reaffirming the commitment to linguistic diversity as a foundation for effective multilateralism and inclusive communication across the United Nations system. The Human Resources Network continued to exchange experiences and approaches to integrating multilingualism into recruitment practices.

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

48.   The Human Resources Network continued its long-established participation in the sessions and working groups of the International Civil Service Commission. The Network actively engaged in and contributed to the ongoing comprehensive compensation review, including through dedicated efforts to enhance the availability of data to underpin evidence-based decision-making and proposals to adjust the compensation package in a manner that enhances programme delivery in the field while containing cost. In addition to its collaborative efforts towards implementing the new round of place-to-place surveys, the Network, through its Field Group, collaborated on all matters related to conditions of service in field locations. The Network also collaborated closely with the Commission on a range of emergency situations.

49.   The secretariats of CEB and the Joint Inspection Unit (JIU) continued to engage in dialogue that ensures a smooth report preparation process as JIU maintains its focus on issues of a system-wide nature. Throughout 2025,[52] the CEB secretariat, often in consultation with members of the Human Resources Network and the Finance and Budget Network, provided comments on draft reports being prepared by JIU and responded to informal requests for information from Inspectors, as well as the JIU secretariat staff on issues pertaining to ongoing and future reports.

VIII. Sustaining compliance with the International Public Sector Accounting Standards

50.   In its resolution 60/283, the General Assembly approved the adoption of the International Public Sector Accounting Standards (IPSAS) for the presentation of financial statements across the United Nations system.

51.   The High-level Committee on Management established the Task Force on Accounting Standards under the Finance and Budget Network to lead the initial implementation of IPSAS and ensure ongoing compliance. Since its inception, the Task Force has monitored adherence to new and existing Standards and promoted greater comparability of financial reporting policies and practices across the United Nations system. This work reflects a continued commitment to improving financial reporting quality, transparency and accountability. The Task Force currently comprises 27 member organizations and 10 observers.

52.   The Task Force on Accounting Standards held an interim meeting in a virtual format in May, covering updates on the interpretation of IPSAS 47: Revenue, binding arrangements with donors and related enforcement mechanisms, IPSAS 48: Transfer

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[52] See A/80/608.

expenses, and contingent liabilities, as well as the implementation challenges for IPSAS 43: Leases. Audit experiences and efficiency measures were also discussed.

53. The annual meeting, held in hybrid format in October, focused on initiatives to enhance the clarity and relevance of financial disclosures and examined the implications of IPSAS in the context of potential organizational changes. Members agreed to continue work on IPSAS 43, IPSAS 47 and IPSAS 48 to support consistent implementation across the United Nations system. A further meeting in a virtual format in December enabled deeper technical discussions on IPSAS 43 and IPSAS 47 and included a briefing on the IPSAS Board's current and forthcoming work.

54. Throughout the year, the Chair and Vice-Chair of the Task Force on Accounting Standards attended several regular quarterly meetings of the IPSAS Board, remained informed of new pronouncements and upcoming projects and provided feedback on behalf of the United Nations system. IPSAS Board representatives also engaged with the Task Force, providing updates on ongoing projects, including the IPSAS Application Group, the presentation of financial statements project and the forthcoming sustainability reporting standard.

55. Members of the Task Force also met with the United Nations Board of Auditors and the Technical Group of the Panel of External Auditors on key audit observations, outcomes and emerging audit issues. It continued to share system-wide IPSAS policy guidance to promote a common understanding and interpretation of the Standards between United Nations organizations and their external auditors.

IX. Conclusion

56. In 2025, CEB played a key role in fostering coordination and coherence within the United Nations system, addressing a broad spectrum of programmatic and management issues in support of intergovernmental mandates and priorities.

57. The Board remained steadfast in its commitment to enhancing policy coherence and coordination to advance the implementation of the 2030 Agenda and other intergovernmental agreements across all pillars of the work of the United Nations system. It continued to prioritize the improvement and innovation of administrative and management functions, upholding the principles of the Charter of the United Nations and consistently applying a people-centred approach.