United Nations system

**Chief Executives Board
for Coordination**

CEB/2018/1

23 July 2018

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First regular session of 2018
London, 3-4 May 2018

Summary of deliberations

I. Introduction

1.   The first regular session of 2018 of the United Nations System Chief Executives Board for Coordination (CEB), chaired by the Secretary-General, was held in the United Nations room of the Four Seasons Trinity Hotel, in London, on 3 and 4 May 2018, hosted by the International Maritime Organization (IMO).

2.   Held in retreat format, the session consisted of three segments on the following themes: (a) the state of the world; (b) the socio-economic implications of the Fourth Industrial Revolution on the implementation of the 2030 Agenda; and (c) fostering innovation in the United Nations system.

3.   During a working lunch held on 3 May, the Board also addressed the United Nations system-wide action on gender parity, as well as the issues of sexual exploitation and abuse, and sexual harassment, engaging with the Secretary-General's Special Adviser on Policy, his Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, the Victims' Rights Advocate for the United Nations, and the Chair of the Board's High-Level Committee on Management who had led the work of the CEB task force on addressing sexual harassment.

4.   The present summary highlights the main takeaways from the session.

II.   Segment 1: State of the world

5.   The Secretary-General offered an analysis of political realities and framed his remarks by deliberating on how the United Nations system could be most helpful in addressing current challenges, while remaining wary of the changing power dynamics and relations, the increased volatility and the multiplication of crises.

6.   The ensuing discussion touched on, among other issues, the setback in the nuclear non-proliferation regime and the risks for peace and security in the Korean peninsula and beyond; the broadening nature of the Middle East crisis and its regional and interregional repercussions; the changing nature of peacekeeping operations; the acceleration of climate change; and the repositioning of the United Nations development system.

7.   The Board's discussion also included an overview of the world economy, with a projected growth at 3.9% for the next two years. The Board noted that this was the fastest growth globally since 2011, and in some regions of the world it was the longest period of growth in decades. Some concern was raised about rising risks of a financial nature, linked to a possible debt crisis, combined with global increased inequalities.

8.   The Board further addressed the impact of increases in extreme poverty, despite positive overall trends in poverty reduction over the past years. The critical role of jobs and the future of work in the context of population growth were also discussed. Conflict, climate change and population growth were seen as being among the drivers of poverty.

9.   The Board discussed recent tensions in world trade and the slowdown in the settlement of trade disputes. The potential ramifications of a trade war could be extremely serious and would affect negatively and disproportionately vulnerable economies and the poor. The Board agreed on the importance of bringing various trade actors around the table to find new ways of addressing current concerns and lowering tensions.

10.   The Board renewed a call for multilateral solutions in addressing increasing protectionism and called for strengthened and targeted communications and engagement with different stakeholders to advance the understanding and support of United Nations work.

III.   Segment 2: Socio-economic implications of the Fourth Industrial Revolution on the implementation of the 2030 Agenda

11.   At its last session in November 2017, CEB held an in-depth discussion on the opportunities and challenges posed by frontier technologies. The Board focused, in particular, on artificial intelligence, biotechnology, cyberspace and new weaponry. Members agreed that the UN system had a role to play in helping countries to harness the benefits of technological innovations for sustainable development while trying to minimize the risks that were inherent in those emerging technologies. Recognizing the need to further deepen its understanding of the socio-economic implications of rapidly-advancing technologies – in the so-called Fourth Industrial Revolution - and their impact on the achievement of the SDGs, especially for the poorest and those furthest behind, CEB tasked HLCP to carry out a number of "deep dive" analyses.

12.   To address this topic, the Board received presentations by Mr. Guy Ryder, Director-General of the International Labour Organization (ILO) on the future of work, from Ms. Audrey Azoulay, Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO), Ms. Henrietta Fore, Executive Director of the United Nations Children's Fund (UNICEF) on the future of learning and education, and from Mr. Jose Graziano da Silva, Director-General of the Food and Agriculture Organization (FAO) on the future of food – all on the basis of comprehensive analyses carried out under the auspices of HLCP. Mr. Ryder also moderated the session.

Overarching objectives of the session

① **Deepen shared knowledge of socio-economic implications of the Fourth industrial revolution**

- Examine through three "deep dives": future of work; future of learning and education; future of food.

② **Develop common understanding of measures to enhance SDG support in era of transformative changes**

- How best to support countries, especially the poorest, in harnessing the benefits of new technologies for SDG implementation?
- How best to help mitigate risk and miminize destabilizing effects while upholding the normative paradigm of leaving no one behind?
- How to ensure that the needs of young people, especially young girls, are fully integrated into SDG implementation?
- Consider water as a cross-cutting issue to demonstrate opportunities and challenges of frontier technologies.

③ **Agree on concrete initiatives to mobilize the UN system**

- Pursue system-wide action on artificial intelligence, future of work and future of learning and education under auspices of HLCP.
- Build further system-wide knowledge and capacity through additional "deep dives analyses by HLCP.

13.   In his opening remarks, the Secretary-General emphasized the need for the UN system to ensure that new technologies were used to deliver on the UN's mandate while anticipating any negative effects associated with the application of those technologies. A youth perspective should be firmly kept in mind especially when discussing the future-oriented topic of frontier issues.

14.   On the future of work, Mr. Ryder underscored the importance of the right policy decisions for adapting institutions to respond to technological innovations and to adequately prepare people, especially young people, for the jobs of the future. In this regard, the importance of holistic and integrated perspectives was stressed, bearing in mind other disruptive factors were also influencing the future of work. He noted the synergy and complementarity between the ongoing system-wide efforts under HLCP and ILO's Centenary Initiative on the future of work, both to be launched in 2019.

15.   Ms. Audrey Azoulay and Ms. Henrietta Fore introduced the latest thinking on the future of learning and education, highlighting the need for a balanced approach towards the use of new technologies in learning and education, with strong support for building a system-wide approach to help countries deliver effective and inclusive learning outcomes in this rapidly-evolving era. Stressing the importance of education,

employment and protection for youth, especially girls, Ms. Fore noted UNICEF's initiative to enhance literacy-numeracy and skills for employability for every young person.

16. Mr. José Graziano da Silva, in introducing the topic on the future of food, emphasized the importance of ensuring access to technological innovations in rural areas which were currently lacking digital access and of fostering a dialogue on how to unlock technologies' potential for good and safeguard against its potential for harm.

17. Mr. Gilbert Houngbo, President of the International Fund for Agricultural Development (IFAD), speaking in his capacity as Chair of UN-Water, presented water as a cross-cutting area where new technologies are impacting SDG implementation and noted, in particular, the inter-linkages between the technological, policy and governance dimensions of water resources management and related challenges and opportunities.

18. Lastly Mr. Simon Anholt, an invited guest speaker, focused on new ways to measure, understand and influence attitudes, opinions and actions towards the United Nations based on his prior research on the ways countries and organizations were judged by their perceived contributions to humanity.

19. In the ensuing discussion Board members emphasized:

• The need for a holistic long-term vision for a future heavily influenced by frontier technologies with their broad range of implications for the achievements of the SDGs, both positive and negative. An important role for the UN system would be to help define and realize such a comprehensive vision, especially by supporting appropriate governance and policy choices.

• Technological advancements and innovations were linked to several other global trends - all equally critical - which impacted the realization of the 2030 Agenda and needed to be taken into account. Those included growing inequalities, wide-spread youth unemployment and demographic changes, population movements, crime and violent conflicts, and governance challenges.

• While frontier technologies and innovations, including big data, offered transformative powers to potentially enable societies to leapfrog towards achieving the SDGs, poor access to even basic infrastructure posed major obstacles in this regard. This was particularly the case in developing countries, where investments in infrastructure, continued to be high priority for achieving human progress. Support to closing the "digital divide" needed to be scaled up and accelerated, including through partnerships with the private sector to ensure technologies serve public good.

• As part of its effort, the UN needed to help build a social contract that centered on social justice, equality and inclusiveness and, thus, addressed possible causes for conflict, as part of the broader UN focus on prevention. Above all, the UN system had a critical role to play in promoting an inclusive, equitable and human-rights based approach to the development and application of new technologies and needed to exercise its normative role to represent the voices of the voiceless.

20. In summarizing the debate, the Secretary-General noted that the high degree of uncertainty regarding risks and effects combined with the potentially disruptive impact of the fourth industrial revolution was a great concern for the UN system. Any strategy to address the implications of frontier technologies on the SDGs needed to

center on investments in people, especially young people, to prepare them for the actualities of the future.

21.   Yet, besides the risks posed by new technologies for enhancing and deepening inequalities among people, there was also the concrete danger that the fourth industrial revolution increased inequalities among countries. While highly industrialized economies might be fairly well equipped to absorb the socio-economic shocks brought about by technological innovations, developing countries, especially LDCs, might be less able to cope with their disruptive impact. Hence, in its effort towards help build human capital fit for the future, the UN needed to prioritize especially supporting developing countries in adapting to the new realities.

22.   In closing, the Secretary-General emphasized the importance for the UN system to help steer the rapid technological evolution towards an outcome that supported human progress, promoted peoples' well-being and protected their human rights. Providing a platform for dialogue to bring together a variety of actors, including governments, the private sector, civil society, and academia, was one of the overarching objectives for UN engagement in this area and a clear asset of the Organization. Going forward, **the Board supported HLCP recommendations to focus on three areas for joint action: 1. Pursuit of whole-of-system actions on frontier technological innovations for SDG implementation; 2. Building further system-wide knowledge and capacity through additional "deep dive" analyses; and 3. Promotion of shared values for guiding UN system's SDG efforts in the era of transformative change**.

The Way Forward

① **Pursue whole-of-system action on frontier technological innovation for SDG**	② **Build further system-wide knowledge and capacity through additional "deep dive" analyses**	③ **Promote shared values for guiding UN system's SDG efforts in era of transformative changes**
Immediate Priority Areas: • **Future of Work**: Develop a system-wide strategy on the future of work to support Member States in addressing transformative changes affecting the landscape of work, in synergy with ILO's Centenary Initiative (HLCP – Spring 2019).	• **Implications of frontier technologies on developing countries** (with focus on the "bottom billion"), a topic that has so far been neglected in the context of the Fourth industrial revolution (HLCP- Fall 2018). • **Additional "deep dive" themes that potentially merit system-wide examinations:** Identify	• **Respect human rights principles and UN norms and standards** • **Prioritize human needs** • **Leave no one behind and reduce inequalities** • **Close the "digital divide"** • **Pursue gender-responsive, inclusive and equitable approaches** •

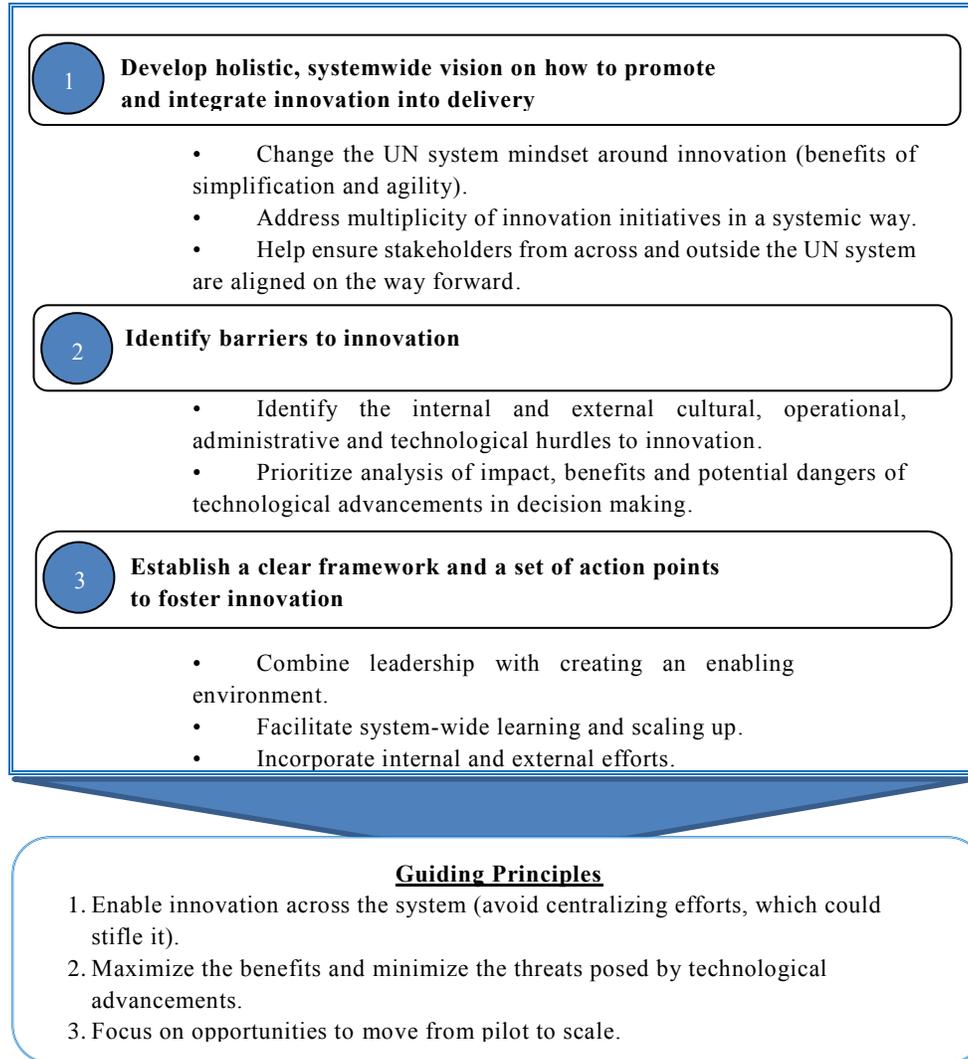|		
• **Future of Learning and Education**: Advance integrated and holistic system wide-engagement in support of effective, innovative, equitable and inclusive learning for all (HLCP-Fall 2018 onward). • **Artificial Intelligence**: Pursue a system-wide framework on AI and capacity development for developing countries (HLCP-Fall 2018 onward). • **Youth Engagement**: Integrate youth engagement across CEB activities, and pursue, through HLCP and HLCM, concrete, more strategic partnerships with/on youth across the UN system, building on existing initiatives.	further initiatives by HLCP to expand system-wide knowledge.	• **Include youth, especially young girls', perspectives** • **Be flexible and nimble and use existing platforms** • **Expand partnerships** • **Embrace innovations in policy-making and delivery**

IV. Segment 3: Fostering innovation in the United Nations system

23.   Building on the Board's April 2017 discussion on the numerous intersecting megatrends driving the global landscape (see CEB/2017/1), its November 2017 deliberations on frontier technologies (see CEB/2017/2), and the current review of the impacts of the fourth industrial revolution on the achievement of the sustainable development goals, the Secretary-General concluded this CEB session with a call-to-action to integrate and mainstream innovation within and across United Nations system entities.

24.   In his opening remarks, the Secretary-General stressed that in this period of immense and rapid change, the United Nations system must in turn change in order to adapt and take advantage of new working methods and modern technologies. He pointed to the United Nations system's moral obligation to its stakeholders to innovate in order to better serve its beneficiaries, deliver its mandates more efficiently and effectively, and scale its collective impact to help meet the sustainable development goals. Many examples of innovation could be found within United Nations system

entities, but the Secretary-General saw a need for a more systematic approach. This vision formed the basis for the objectives of the segment (see Figure 1).

Figure 1 – Objectives and guiding principles for CEB work on innovation

1 **Develop holistic, systemwide vision on how to promote and integrate innovation into delivery**

- Change the UN system mindset around innovation (benefits of simplification and agility).
- Address multiplicity of innovation initiatives in a systemic way.
- Help ensure stakeholders from across and outside the UN system are aligned on the way forward.

2 **Identify barriers to innovation**

- Identify the internal and external cultural, operational, administrative and technological hurdles to innovation.
- Prioritize analysis of impact, benefits and potential dangers of technological advancements in decision making.

3 **Establish a clear framework and a set of action points to foster innovation**

- Combine leadership with creating an enabling environment.
- Facilitate system-wide learning and scaling up.
- Incorporate internal and external efforts.

Guiding Principles
1. Enable innovation across the system (avoid centralizing efforts, which could stifle it).
2. Maximize the benefits and minimize the threats posed by technological advancements.
3. Focus on opportunities to move from pilot to scale.

25.   The Board's discussion was facilitated by an external innovation expert who presented some public sector approaches and best practices on institutionalizing innovation with respect to three foundational components: architecture, partnerships and ecosystems, and culture and leadership. To relate the theoretical elements to the United Nations context, a number of Executive Heads presented their experiences in promoting and fostering innovation in their organizations. The results of a survey conducted by the Secretary-General's office on existing United Nations system innovation capabilities provided a baseline for the discussion. The co-chairs of the United Nations Innovation Network (UNIN) were also invited to contribute, introducing the Network and its achievements to date, presenting their analysis on where and what type of innovation was happening in the United Nations system, and – drawing on their members' expertise – offering actionable recommendations for

CEB's consideration that corresponded to the three focus areas. Following a discussion among members, the Secretary-General set out his proposal for the next steps, which was agreed by the Board.

26. Underpinning the Board's discussion was the recognition that the United Nations system had a fundamental responsibility to prioritize the ethical dimension of innovation. Members agreed that there was an obligation to be considerate in its use and take appropriate safeguards within their organizations, and to avoid applying any innovative technologies or techniques in any way that would undermine United Nations values or principles.

Innovation architecture

27. It was stressed that innovation was a discipline in the same way that strategy, planning or budgeting were disciplines. Sustained innovation required a methodical view of the innovation process that linked an organization's mission to organizational structures, processes and reward systems. Those United Nations organizations that were the most active innovators each had structures to systematically support and scale innovation, although the structures varied in form and utilized different portfolio approaches to manage risk. Regardless of what approach an entity might decide to take, the need was highlighted to place innovation structures strategically to support the entire organization rather than being embedded in a silo.

28. It was stressed that innovation that was not systematically captured and supported would not scale. Members agreed that scaling innovation was a top challenge for the United Nations system. As illustrated in the presentations, United Nations entities could only overcome this by moving away from an ad hoc or "gadget-based" approach to innovation and moving towards a more deliberate, strategic and structured process appropriate for their needs and circumstances. Examples of various United Nations innovation accelerators were showcased, and organizations were encouraged to learn from one another's experiences. The power of data to fuel innovation was also highlighted.

29. The Board saw UNIN as a useful mechanism to provide some common innovation capacity accessible to the entire system that facilitated exchange of expertise, increased collaboration, shared resources and identified opportunities to scale efforts. The UNIN co-chairs confirmed that individual innovation capacities were already being leveraged through the Network for inter-agency collaboration to help meet a variety of demands arising among United Nations system entities in support of the SDG agenda. Pooling resources was an effective means of delivering innovation; centralization should be avoided.

30. It was further recognized that innovation had to be a part of every staff members' job, no matter what their role. Young staff were seen as a particularly fertile source of ideas and suggestions for improvement. Given that staff were a fundamental part of any innovation architecture, enabling human resources policies were vital to fostering an innovation culture. Where necessary, leaders should bring to the attention of their governing bodies any human resource rules that would require updating in order to support the United Nations system's innovation endeavors.

Innovation partnerships

31. To create a culture with the sustained capacity to innovate, organizations must both be porous to innovative ideas drawn from a variety of sources – from governments, employees, citizens, the private sector and civil society organizations – and engage partners to help implement and scale innovations. The presentations illustrated the potential of more consistently and effectively using partnerships and ecosystem approaches to drive innovative solutions to societal problems. Several examples showcased how efficiencies achieved through partnering could be directly translated into lives saved and funds reinvested. Given that many actors operated in the broader innovation ecosystem, it was stressed that each United Nations entity needed to understand its particular role in the ecosystem in order to find the right partners and identify areas of mutual advantage.

32. Members saw value in more easily accessing each other's existing partnerships with external actors and were informed that work was ongoing within the United Nations Sustainable Development Group (UNSDG) to gather and share partnership tools, such as model memorandums of understanding. United Nations entities' actively partnering among themselves could also help to scale up solutions, ensuring utilization of the system's best available technology and platforms, and pooling data and expertise across entities in the service of sustainable development.

33. It was underscored that innovation partnerships could not be valued only by how much money they brought in. To ensure a strong basis for collaboration, organizations' goals and values needed to be translated into language that would resonate with innovation partners.

Innovation culture and leadership

34. If the United Nations system was going to keep up with the changing environment and increasingly complex challenges, innovation would have to become deeply embedded in its culture. Organizations would need to value openness to new ideas, speed in adopting innovation, and risk tolerance. In practical terms, this meant reshaping everything from training to procurement to performance management so that organizations could support and learn from experimentation and over time cultivate innovative initiatives.

35. The central role of leadership in fostering a culture of innovation within organizations was cited repeatedly throughout the segment. Members commended the prominence the Secretary-General was giving to innovation and welcomed UNIN's expert support to the Board and its member organizations to help them to effect the needed change. It was stressed that innovation was both doing things differently and doing different things; it was as much about reducing bureaucracy and improving working methods as about using new technologies.

36. Executive Heads identified a multitude of responsibilities that they had as leaders to cultivate a culture of innovation. They themselves had to be instruments of change, share their vision, and lead by example. It was important that they discover and highlight innovation already taking place, incentivize and empower people to experiment, solicit new ideas from staff at all levels, and track progress. To liberate their organizations to serve their mandates better, leaders had to break organizational silos and eliminate obstacles; and put in place the enabling systems, processes and capacities to promote innovation. Risk-taking was understood to be an inherent and

necessary part of innovation, and therefore the narrative around risk had to move from compliance to empowerment. It would be necessary to engage governing bodies on the management of innovation to develop a mutual understanding about creating an environment conducive to it.
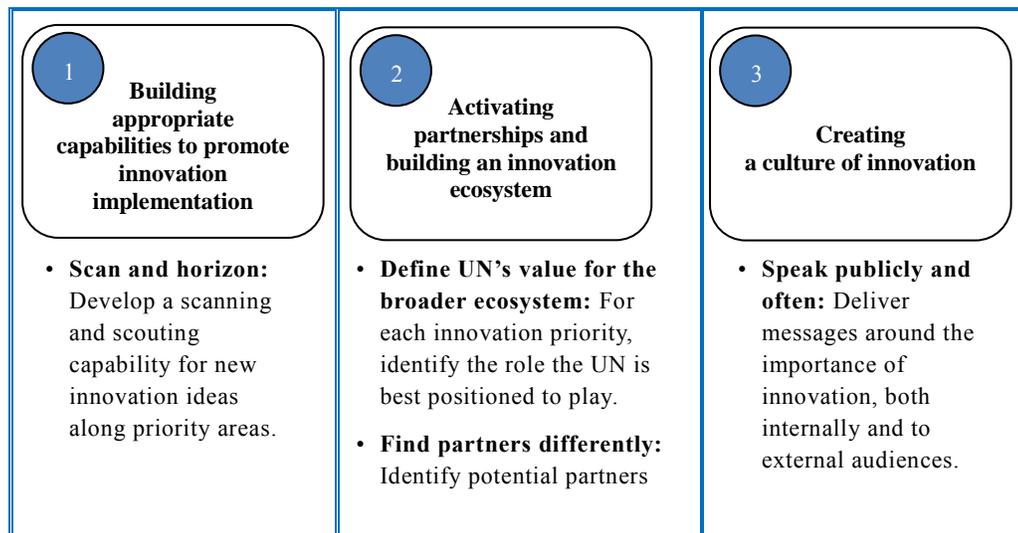
37.   Executive Heads were key to overcoming organizational resistance to change. Board members were encouraged to protect their innovators and help them to break through risk-averse and rigid parts of their organizations as they experimented and learned. Executive Heads had to signal that experimentation was a positive behavior, not only to programmatic teams, but also to parts of the organization that were key to enabling innovation such as the legal team, the procurement office, auditors and so on.

38.   Communication was identified as an area particularly ripe for change within many United Nations system organizations. Although the United Nations had a global role in shaping a better world, it did not have global reach. United Nations organizations needed to use clear, meaningful, inclusive, engaging language that would inspire and influence. Experience had shown that the most compelling communications combined real human stories, strategic messages and moral engagement. Digital technologies offered opportunities to strategically target audiences and measure the impact of communications. Several members stressed the importance of communicating specifically with young women and men – themselves a prolific source of innovation – and creating and expanding space for their input to the work of the United Nations. It was attested that investment in United Nations capacity to use new platforms to reach beneficiaries had already paid off and would continue to do so.

Next steps

39.   The Secretary-General tasked the UNIN to work with both its innovation experts and senior managers over coming months to provide CEB with proposals and references on how to concretely implement the twelve action points (see Figure 2).

Figure 2: Recommendations to promote innovation in the UN system

1 **Building appropriate capabilities to promote innovation implementation**	2 **Activating partnerships and building an innovation ecosystem**	3 **Creating a culture of innovation**
• **Scan and horizon:** Develop a scanning and scouting capability for new innovation ideas along priority areas.	• **Define UN's value for the broader ecosystem:** For each innovation priority, identify the role the UN is best positioned to play. • **Find partners differently:** Identify potential partners	• **Speak publicly and often:** Deliver messages around the importance of innovation, both internally and to external audiences.

- **Build a portfolio and experiment**: Manage innovations as a portfolio to balance risk and rewards.
- **Plan for scale**: Create methods to successful innovations across the UN system.
- **Resource and integrate innovation**: Establish dedicated resources to support and fund innovations through their life cycle (i.e. horizon scanning, experimenting and scaling) and integrate innovation at all levels.

who can complement the organization's capacities with skills, data and platforms.
- **Manage partnerships differently:** Empower the organization to onboard and manage innovation partnerships more flexibly.
- **Learn from leaders:** Engage with external practitioners and leaders in innovation, and use existing mechanisms (e.g. the UN Innovation Network) to explore future trends that will affect the UN system.

- **Embrace success and failure:** Give visibility to both the organization's innovation success stories as well as failures.
- **Create incentives:** Measure employees' performance on innovation and promote new skills and approaches to problem-solving; reward the act of innovating itself.
- **Engage governing bodies:** Discuss risks associated with innovation compared to benefits that stem from its proper application.

40.   In his closing remarks, the Secretary-General emphasized the importance of abiding by United Nations values and principles when innovating. He reiterated that innovation was not solely about using sophisticated technologies like robots or drones to deliver services in new ways, but that innovation could also be simplifying rules, eliminating constraints or testing new working methods. It was the mental attitude, the will to change, the recognition that things could be done differently and could be done better and more efficiently for the people the organization served. With these tenets in mind, he urged the members to initiate action to bring about the necessary changes within their organizations. **Concretely, the Secretary-General proposed and the Board agreed on the following next steps:**

•   **Develop an action plan: Each organization across the United Nations system should develop an action plan to build the necessary architecture, partnerships, and culture to encourage and scale innovation, in line with the 12 recommendations.**

•   **Create innovation structures: Each organization should endeavor to have a strategically placed structure or mechanism to support innovation. The form should be determined by the specific missions, capabilities, needs and barriers of the entity.**

•   **Build an innovation toolkit: The CEB Secretariat should coordinate the development of an actionable toolkit under the leadership of UNIN that provided leading practices and guidance for reference by United Nations entities on how to foster and scale innovation across the United Nations system.**

• **Leverage agents of change: Recognizing that innovative thinking was found at all levels, leaders should identify agents of change within their organization, including members of UNIN, the Young United Nations, and other groups, and set up regular channels to engage with them.**

V.   Working Lunch: United Nations system-wide action on gender parity, sexual exploitation and abuse, sexual harassment

41.   The Board discussed measures to further advance gender party as well as progress in addressing sexual harassment, exploitation and abuse. It received presentations by:

•   Ms. Ana Maria Menéndez, Secretary-General's Senior Adviser on Policy, who provided an update on the implementation of the Gender Parity Strategy;

•   Ms. Jane Holl Lute, Special Coordinator on improving the United Nations response to sexual exploitation and abuse, who briefed on the status of the Secretary-General's comprehensive strategy to prevent and respond to sexual exploitation and abuse system-wide;

•   Ms. Jane Connors, Victims' Rights Advocate for the United Nations, who highlighted key aspects of her role; and

•   Ms. Jan Beagle, Under Secretary-General for Management, who presented, in her capacity as Chair of the CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System, outcomes of the first phase of the work of the CEB Task Force.

System-wide Strategy on Gender Parity

42.   Launched in September 2017 after an extensive consultation process involving more than 30 UN system entities, the UN system Gender Parity Strategy is in its first year of system-wide implementation, which is advancing on the basis of agency-specific gender strategies and implementation plans developed by each entity. To date, 21 CEB member organizations have submitted individualized implementation plans and are measuring progress towards the achievement of the gender parity targets set in the Strategy. Over the past 12 months, slight progress towards increasing women's share among selected applicants has already been made in some non-field entities.

43.   Implementation of the Gender Parity Strategy goes hand in hand with transforming the UN's institutional culture and promoting an inclusive unbiased and diverse workplace. UN system leadership is critical in this regard requiring bold, creative and ambitious messages from the top management of the organization.

Secretary-General's Initiatives to Prevent and Respond to Sexual Exploitation and Abuse

44.   The Secretary-General launched a comprehensive four-pronged strategy to prevent and respond to sexual exploitation and abuse in March 2016.

45.   Key elements and initiatives of the Strategy to Prevent and Respond to Sexual Exploitation and Abuse:

1   **Prioritizing the Rights and Dignity of Victims**

- Appointment of Victims' Rights Advocate
- Tracking tool for provision of victim's assistance rolled out
- Trust Fund to support victim's assistance services and projects established

2   **Ending Impunity**

- Mandatory training for field personnel implemented
- Management letter to field based UN entities on reporting requirements
- Circle of Leadership on ending impunity established
- UN system-wide screening database launched
- Incidence Reporting Form piloted at field level

3   **Engaging with Civil Society and External Partners**

- Establishment of Civil Society Advisory Board in 2018
- Regular exchanges held with civil society actors

4   **Improving Strategic Communication for Education and Transparency**

- Regular reporting on SEA allegations
- Launch of dedicated website (un.org/preventing-sexual-exploitation-and-abuse/)
- Development of mobile app for use by field personnel in 2018

Victims' Rights Advocate

46.   As a key component of his strategy to prevent and respond to sexual exploitation and abuse, the Secretary-General appointed, in August 2017, a Victims' Rights Advocate in order to elevate the voice of victims and put their rights and dignity at the forefront of prevention and response efforts. The role of the Victims' Rights Advocate is to strengthen system-wide, integrated support to victims of sexual exploitation and abuse by providing them with adequate protection, appropriate assistance, and reliable recourse to justice.

47.   An important objective of the work is to ensure that global polices were implemented at field level. To this end, Field Victims' Rights Advocates have been appointed in select peace keeping missions with a view to expand the programme to all peace keeping missions in the future. Going forward, a comprehensive mapping exercise of victims' rights approaches and response measures applied in the UN system is also being planned, as is a strengthening of coordination in addressing paternity.

CEB Task Force on Addressing Sexual Harassment within the Organizations of the UN System

48.   An important objective of the work is to ensure that global polices were implemented at field level. To this end, Field Victims' Rights Advocates have been appointed in select peace keeping missions with a view to expand the programme to all peace keeping missions in the future. Going forward, a comprehensive mapping exercise of victims' rights approaches and response measures applied in the UN system is also being planned, as is a strengthening of coordination in addressing paternity.

49.   Since its establishment by CEB in November 2018, the Task Force focused on a number of priority initiatives geared towards rapidly scaling up prevention and response efforts, protecting and supporting victims, strengthening investigative capacity, and creating a safe and enabling working environment. The harmonization of sexual harassment policy, improvements in reporting and enhanced awareness raising and communication had been identified as priority areas for action.

Phase I (Nov 2017 – May 2018) Deliverables of the Task Force

1   Harmonization of Policy

- Agreement on uniform definition of sexual harassment to be applied consistently by all organizations of UN system.
- Agreement on set of common principles representing model "best practices" for sexual harassment policies.

2   Improved Reporting

- Comprehensive operational and legal framework for the establishment of a system-wide sexual harassment screening database to avoid rehire of individuals whose working relationship with a UN organization has been terminated because they perpetrated sexual harassment.

3   Outreach, Communication, Training

- Common Guide for Managers on Prevention of and Response to Sexual Harassment in the Workplace.
- Preliminary review of existence and features/characteristics of Helplines/Hotlines and related applications.

50.   In the next phase of its work, the Task Force would put implementation at the centre of its efforts: the credibility of a zero-tolerance approach depends on an organization's ability to devise strong implementation mechanisms to complement policy frameworks, and move from principle to action. Greater efforts are also needed to involve and assure staff of proactive responses where perpetrators are held to account and victims receive the protection and assistance they need.

Phase II (June 2018 – Nov 2018) Deliverables of the Task Force

1   Harmonization of Policy

- Adoption of UN System Sexual Harassment Policy Reference Model applicable to all organizations, leading to strengthened sexual harassment policies throughout the UN system

2   Improved Reporting

- Launch of UN System Screening Database comprised of individuals whose working relationship with a UN organization has been terminated because they perpetrated sexual harassment.

- Mechanism for system-wide collection and analysis of data for reporting and evidence-based policy making.

- Proposal for strengthening investigative capacity, processes and procedures

3   Outreach, Communication, Training

- Guidelines for professional conduct at UN events.
- Assessment of best practices in the areas of helplines/hotlines

51.   In the ensuing discussion, **members of the Board**

•   **Affirmed the clear linkages between sexual harassment, unequal gender relations and power dynamics, and the need for greater empowerment of women staff and gender parity in the workforce;**

•   **Committed to strengthening capacities and instruments for reporting, investigating and supporting victims, and to enhanced sharing of resources, expertise and best practices;**

•   **Agreed to confront the informal culture of silence and permissiveness through principled leadership, greater transparency and consistent communication from the top;**

•   **Reaffirmed that harassment of any type was antithetical to the principles and values of the United Nations and could not be tolerated;**

• **Supported the continuation of the Task Force and its focus on the identified priority actions;**

• **Issued a CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System in which the leaders reiterate their firm commitment to upholding a zero-tolerance approach to sexual harassment; to strengthening victim-centred prevention and response efforts; and to fostering a safe and inclusive working environment. (see Annex I)**

VI. Other matters

A. Endorsement of documents

52. Following the session, the Board electronically endorsed the following documents:

(a) Summary of conclusions of the High-level Committee on Management at its thirty-fifth session (12 and 13 April 2018) (CEB/2018/3);

(b) Report of the High-level Committee on Programmes at its thirty-fifth session (9 and 10 April 2018) (CEB/2018/4).

B. Tribute to Board members

53. The Secretary-General paid tribute to the Director General of the International Organization for Migration, William Lacy Swing, the High Commissioner for Human Rights, Zeid Ra'ad al-Hussein, and the Executive Secretary-General of the United Nations Economic and Social Commission for Asia and the Pacific, Shamshad Akhtar, who attended a CEB session for the last time during their respective tenures.

C. Dates and location of next CEB session

54. CEB 2nd regular session for 2018 will be held on Wednesday, 7 and Thursday, 8 November 2018. The Board will meet entirely in retreat mode at the Greentree Estate in Manhasset.

Note to Correspondents

At the UN system Chief Executives Board meeting in London, Secretary-General Antonio Guterres led a special session on addressing sexual harassment within the organizations of the United Nations system.

He reiterated that he was seriously concerned by all allegations of sexual harassment at the United Nations and has made addressing this issue a top priority.

Harassment of any kind offends the principles of what we stand for as an organization and undermines our core values and our work, he told the Chief Executives Board, composed of 31 Chief Executives of UN agencies, Funds and Programmes. He emphasized, once again, that sexual harassment has no place in the United Nations system and restated his personal commitment to uphold a zero-tolerance approach to sexual harassment.

The UN leaders engaged with the Secretary-General on a number of initiatives designed to urgently address this challenging issue across the UN family of organizations.

Addressing the issue means making sure all staff – both those affected and those who witness harassment – know what to do and where to go. The Secretary-General has taken steps to boost support for victims, to enhance the protection of whistle-blowers and to improve reporting and investigation of allegations.

Sexual harassment, like sexual abuse and sexual violence, is rooted in historic power imbalances and the male-dominated culture that permeates governments, the private sector, international organizations and even areas of civil society. This creates obstacles to upholding zero tolerance policies. To change this dynamic, the Secretary-General is putting greater power into the hands of women throughout the United Nations. Through his direct appointments, he has been able to reach gender parity in the Senior Management Group. He is keen to see progress in other areas.

The Secretary-General calls on leaders and staff across the UN system to join him in driving cultural change to ensure a workplace where sexual harassment is never tolerated, abusers are held accountable and staff feel safe to report incidents. UN personnel and the general public should expect the highest standards of the UN. Leaders of the United Nations system are determined to ensure these are upheld.

In conclusion of the session, the Board issued the following statement:

CEB Statement on Addressing Sexual Harassment within the Organizations of the UN System

Sexual harassment results from a culture of discrimination and privilege, based on unequal gender relations and power dynamics. It has no place in the United Nations system.

Leaders of UN System organizations reiterate their firm commitment to uphold a zero-tolerance approach to sexual harassment; to strengthen victim-centred prevention and response efforts; and to foster a safe and inclusive working environment.

The members of the CEB are driving action in three key areas:

Reporting:

- Providing mechanisms such as 24-hour helplines for staff to report harassment and access support
- Establishing a system-wide database to avoid rehire of individuals who have perpetrated sexual harassment

Investigation and decision-making:

- Instituting fast track procedures to receive, process and address complaints
- Recruiting specialized investigators, including women

Outreach and support:

- Mandatory training; providing guides for managers; harmonizing policies
- Launching staff perception surveys to learn from experiences

The members of the CEB will continue to work on changing the culture of our organizations. The United Nations must be a place where staff are valued and empowered to speak up and where sexual harassment is never tolerated.