



Chief Executives Board for Coordination

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Summary of conclusions of the High-level Committee on Management at its thirty-fourth session

(World Intellectual Property Organization headquarters,
Geneva, 28 and 29 September 2017)

Executive summary

The thirty-fourth session of the High-level Committee on Management was held at World Intellectual Property Organization headquarters in Geneva on 28 and 29 September 2017. There was high-level participation from all the organizations of the United Nations system, including the international financial institutions.

The meeting included a regular session, with the participation of staff federations and the International Civil Service Commission, and an executive session for Committee members only. The agenda was organized around three main themes:

- (a) Supporting the Secretary-General in his vision for management reform;
- (b) Duty of care for United Nations system personnel and human resources matters;
- (c) Innovation.

The meeting was focused on sharing experience of management reform initiatives throughout the system, especially in areas highlighted in the Secretary-General's management reform proposals for the United Nations Secretariat, including simplification of regulatory and policy frameworks; decentralization and delegation of authority; the role of leadership in driving change; leveraging technology; accountability mechanisms; and enabling support functions for integrated field offices.

The Committee experimented with a retreat format, which enabled a frank discussion of success and challenges. Most organizations were involved in efforts to reposition, to link their strategies and work plans to the 2030 Agenda and the Sustainable Development Goals and to focus on results and organizational culture change.

Shared concerns were the key role of governance and the extent to which member States supported change and trusted management; the importance of senior leadership modelling change; the need to involve staff and keep them motivated during periods of change; the creation of incentives for innovation and risk-taking; and the essential investment in technology as a major driver and enabler of reform. It was agreed that



the effort leading to sustainable results must be conducted within a medium-term perspective (four to five years).

Discussion of the Secretary-General's gender parity strategy focused on the need for culture change and supportive programmes, such as unconscious bias training and mentoring. The link to duty of care was clear if the United Nations system was to be able to attract women to many field duty stations.

The ongoing work in the Committee's task force on duty of care in high-risk environments had produced significant results in developing a risk-management framework with prevention and mitigating measures. Further to the 12 July meeting of the Secretary-General's Senior Management Group, the Committee discussed how to expand this work to cover staff in all environments, with a focus on national staff and psychosocial issues.

Innovation and frontier issues were ongoing themes throughout the meeting — the pace of change was fast and continuous communication with all stakeholders was critical, especially with staff. Changing mindsets was more important for sustainable results than changing systems.

I. Introduction

1. The thirty-fourth session of the High-level Committee on Management was held at World Intellectual Property Organization (WIPO) headquarters in Geneva on 28 and 29 September 2017. The list of participants is contained in annex I and the checklist of documents in annex II; all session documents are available on the CEB website.¹

2. Jan Beagle, Under Secretary-General for Management of the United Nations Secretariat, served as Chair and Kelly Clements, Deputy United Nations High Commissioner for Refugees, served as Vice-Chair.

3. Committee members were welcomed by WIPO Director General Francis Gurry, who underlined that, as the top management coordination mechanism for the United Nations system, the Committee represented a crucial nexus of expertise and leadership, and provided the corporate perspective and an invaluable platform to address common challenges and devise common solutions.

4. The meeting included a regular session, with the participation of staff federations and the International Civil Service Commission (ICSC), and an executive session for Committee members only. The agenda was organized around three main themes:

- (a) Supporting the Secretary-General in his vision for management reform;
- (b) Duty of care for United Nations system personnel and human resources matters;
- (c) Innovation.

5. The decisions of the Committee are set out below with an account of discussions; a more detailed summary of discussions is provided in the addendum ([CEB/2017/5/Add.1](#)).

II. Committee retreat: supporting the Secretary-General in his vision for management reform

6. The objective of the management reform session, which was conducted in retreat mode, was to contribute to the realization of the Secretary-General's vision for management reform in the United Nations Secretariat by sharing experience and lessons learned throughout the system in the course of organizational reform efforts. Committee members were encouraged to share ideas and proposals for joint action that, leveraging their collective strength as a system, could support the Secretary-General in enacting his reform agenda.

7. In the segment on policy and operational solutions for the simplification of regulatory and policy frameworks and streamlining of service functions, the Committee heard contributions from ILO on their business process review and organizational health initiative, which was supported by McKinsey; from the Controller of the United Nations Secretariat on the rationale, benefits and challenges expected from the proposed move to a one-year regular budget cycle; and from the Assistant Secretary-General for Human Resources Management of the United Nations Secretariat on the global joint human resources facility for job classification and reference-checking that was scheduled to go live in January 2018. The global facility represented a benchmark initiative towards the consolidation of service functions

¹ <https://www.unsceb.org/content/september-2017>.

across the system and was welcomed for its potential contribution to improving the quality and speed of recruitment in the United Nations system.

Decision

8. **The Committee took note of the progress made to establish the global centre for joint human resources services — job classification and reference-checking — and supported the plan presented by all participating organizations of the centre to “go live” from 1 January 2018.**

9. The role of consultancy firms in support of reform processes was discussed, with an emphasis on the value of sharing good — and bad — experience.

10. The Committee emphasized the absolute importance of investing in adequately resourced, coordinated and sustained communication efforts in support of reform initiatives, including as a means to break traditional resistance to these initiatives, through shared ownership within the organization.

11. The next segment sought to explore the different approaches to decentralization adopted or envisioned in the United Nations system, with corresponding successes and challenges, and the features and value of tools for moving from ex ante controls to ex post compliance and accountability for results. The Committee heard from the United Nations Development Programme (UNDP) on its governance of decentralized decision-making and relationships with regional offices and global service centres, and from the World Food Programme (WFP) on its internal control assurance process.

12. The discussion focused on how to adopt international standards for risk management, accountability and oversight to deliver true value to organizations and stakeholders, promote ownership and buy-in across organizations and avoid the creation of additional layers of bureaucracy.

Decision

13. **The Committee supported the launch of an enterprise risk management community of practice to share knowledge and best practices and put forward further collective proposals in support of this common endeavour.**

Decision

14. **As part of an increasing investment in this area of work, which featured prominently in the Committee’s 2017–2020 strategic plan, it endorsed a joint initiative with the United Nations Development Group to move away from a data structure that had historically been mapped on data categories and data-compilation approaches developed in a pre-Sustainable Development Goals era and to replace them with a road map for a more encompassing and disaggregated “system-wide data cube” that would be compatible with the Sustainable Development Goals.**

15. The next segment reviewed ongoing initiatives to follow up the United Nations System Leadership Framework adopted by CEB, steps taken to generate ownership by senior leaders and staff at large and alignments of structures, systems, policies and procedures to enable the desired behaviours. A number of agencies (ILO, the Joint United Nations Programme on HIV/AIDS, UNDP, the United Nations Population Fund and the Office of the United Nations High Commissioner for Refugees) had volunteered to be part of a group of “champions of the Framework”, coordinated by the United Nations Staff College, and the group was developing pilot inter-agency initiatives around the Framework.

16. A final segment focused on the theme “Back-office reform process for field offices”. The United Nations Children’s Fund (UNICEF) and WFP, as Co-Chairs of the United Nations Development Group/Business Innovation Group, introduced the discussion and briefed the Committee on the ongoing process towards the mapping of “as-is” business operations structures and current back-office functions at the country and regional levels and the development of proposals for options on a default back office, as called for by the Secretary-General in his June 2017 report on repositioning the United Nations development system to deliver on the 2030 Agenda (A/72/124-E/2018/3).

Decision

17. **There was general agreement on the fact that, given the Committee’s status as the highest-level forum for management and operational policymaking in the United Nations system, it was essential that appropriate consultations with Committee and network members be conducted throughout this work.**

18. It was considered that a new term should be found for “back-office” functions. It was suggested that terms such as “enabling support functions” might be more reflective of the activities involved, without which the system could not deliver on its mandates and would better motivate the staff concerned.

19. The follow-up report by the Secretary-General that would be issued in December 2017 was expected to propose the main trajectories along which the United Nations development system could evolve and might involve integrated United Nations country teams, horizontal reporting lines, new resident coordinator system governance, etc. This could have a major impact on the corresponding operational support infrastructure.

Decision

20. **The Committee stood ready to support these transformational changes with the necessary collective action, including by reorienting the work of its networks, as required.**

Decision

21. **The Committee supported the Secretary-General’s vision for management reform, which represented a paradigm shift bringing decision-making closer to the point of delivery, a major rethinking of support functions towards simplification, decentralization and flexibility, a culture of accountability with strong performance management and effective protection for whistle-blowers.**

22. As individual organizations, Committee members were at different stages in their respective reform efforts: some were well ahead and some were just about to start. But there was a common thrust in all their efforts and many common challenges and there would ultimately be a common assessment of how well organizations performed, as a United Nations system, in the eyes of public opinion and of the people they served.

23. The Committee received a briefing from UN-Women on the Secretary-General’s United Nations system gender strategy and discussed how to best support and implement it across the system. The Committee heard from member organizations on strategies that had worked and challenges encountered in their pursuit of gender parity and broader diversity objectives.

Decision

24. **The Committee agreed to review its strategic plan at its next session to ensure that it was fully aligned with ongoing reform processes and emerging frontier issues.**

III. Duty of care for United Nations system personnel and human resources matters

25. The Committee received an interim report from its Task Force on Duty of Care, chaired by Kelly Clements, Deputy United Nations High Commissioner for Refugees and Vice-Chair of the Committee.

26. This item had been at the centre of the Committee's agenda for two years, with an emphasis on high-risk environments. The United Nations was being asked to "stay and deliver" in increasingly challenging environments, and the application of the programme criticality framework gave organizations guidance in being selective about the presence required in such environments. Such critical operations came with significant risks to the United Nations workforce — not only international staff but, increasingly, the large number of local staff and the affiliate workforce on the ground as well. The Task Force had been working on better risk management, including concrete measures to identify, mitigate and manage risk. The Task Force represented a new approach to the Committee's work, defined by its cross-functional composition and integrated cooperation among United Nations system technical networks and agency representation, which facilitated concurrent rather than sequential methods of working.

27. Further impetus was given to this work following the Secretary-General's Senior Management Group meeting of 12 July 2017 on the theme "Engagement and well-being of staff, in particular in field settings", at which the Secretary-General asked the Task Force to expedite work on duty of care for all staff, including a focus on national staff and on psychosocial welfare.

28. The interim report covered the following priorities

(a) Health risk analysis and mapping methodology: a draft assessment framework was presented and would be ready for launch by end-2017;

(b) Implementation of systematic health support planning: this would be an ongoing and iterative process as risk management was a continuous process. The aim was to pilot the process in 20 duty stations in 2017 and 20 more in 2018;

(c) Establishment of an overarching United Nations Psychosocial and Healthcare Policy Framework: a draft United Nations Workplace Mental Health and Well-Being Strategy was presented and would be ready for launch by end-2017. This was of critical importance as personnel and managers in the field had indicated that the main toll working in dangerous locations was psychological;

(d) Review of compensation, benefits and entitlements for locally recruited staff serving in high-risk environments from a duty of care perspective: this was part of the ongoing ICSC review on the use and compensation of local workforce, in which the Human Resources Network was actively engaged;

(e) A comprehensive pre-deployment management package for staff and their families, including a system-wide resilience briefing: the draft package was expected to be completed in February 2018;

(f) Standards for working and living conditions for staff deployed in high-risk environments: these guidelines were targeted for delivery in February 2018.

29. One of the expected outcomes of this comprehensive work would be an assessment of actions that were under the purview of management and those that would require engagement with member States in the respective governing bodies.

30. The Task Force noted its objective of “going beyond the minimum”, which reflected the responsibility of the United Nations system to pursue duty of care for its workforce, irrespective of contractual status.

31. The Task Force noted the need for a more proactive assessment and management of risks beyond security. Security risks were well managed through the security risk management and programme criticality frameworks. Yet the dangers of psychological strain, poor living conditions and lack of access to medical care were not always looked at in a sufficiently proactive and systematic manner and were often addressed after the fact, including through such mechanisms as boards of inquiries. The functions and responsibilities of risk management varied across agencies. For example, in some cases they were situated within existing senior security management committees or senior management groups.

Decision

32. In recognition of these complex responsibilities for personnel in high-risk environments, the Committee decided to develop a risk-management framework specific to duty of care, including a structured evaluation process with a dashboard, standards and indicators, that would provide senior management in the organizations with clear information on local hazards and how they needed to be addressed.

33. The proposed risk-management framework would aim to look at threat and hazards with associated prevention and mitigation measures; allow for informed decisions on whether to accept the residual risk; provide for adequate communication of that residual risk to staff in high-risk locations; and provide for staff to accept the residual risk.

Decision

34. It was recognized that much of the work being done in relation to high-risk environments, which needed to be given priority, could be leveraged for application to staff in other environments. The Task Force would look further into issues relating to duty of care for all staff and report to Committee on possible ways to address them.

Decision

35. The Committee decided to request that a further review on the future of the United Nations Cares Programme be carried out, under the broader umbrella of the Task Force on Duty of Care, by a small group of representatives with decision-making authority, to be nominated by Committee members and to be selected among the relevant constituencies in this area of work (human resources offices, medical directors, etc.). The review would aim to integrate the United Nations Cares implementation model and/or network in the Duty of Care objectives, and would have to be completed by June 2018, as this was the time period covered by the currently available funds.

36. The issue of better support to victims of malicious acts, including survivors and families, was raised as a matter that needed further attention. As the Under-Secretary-General of the Department of Safety and Security of the United Nations Secretariat

had indicated that terrorism was expanding and overall violent attacks against the United Nations were increasing, priority needed to be given to improving the duty of care of the system in this context.

37. The Under-Secretary-General noted that road crashes had been a leading cause of death and serious injury to United Nations personnel. The Inter-Agency Security Management Network, in collaboration with United Nations Medical Directors and fleet management experts, had recently completed and endorsed a system-wide internal United Nations Road Safety Strategy. The Strategy was designed to guide the United Nations system to improve road safety in a sustainable and coordinated manner.

38. The Committee received a briefing by the Chair of ICSC on its session held in July 2017. He highlighted in particular the discussions on the post adjustment methodology, pointing out that the Commission had modified the operational rules for transition in order to accommodate some of the concerns raised earlier by staff and the management of organizations. He acknowledged the ongoing discussions on gender parity and duty of care, confirming that the Commission was willing to carefully consider them in its deliberations.

39. The Chair of the Committee highlighted the importance of the work of ICSC in support of the Secretary-General's ongoing management reform efforts and the linkages between the topics on the ICSC agenda with the work on Duty of Care and gender parity.

40. The Co-Chair of the Human Resources Network complimented the briefing by the Vice-Chair of ICSC. She noted that organizations were looking forward to a collaborative approach in continuing the recent post adjustment discussions in order to ensure the necessary trust of all stakeholders in the global post adjustment system. She expressed appreciation for the work of ICSC on the review of the hardship classification methodology, noting that further discussions would be needed to adequately address the situation of staff in duty stations that were classified as "family duty stations" yet provided no proper living conditions for families of staff. She noted the importance of deliberations on the review of staff categories, in particular with regard to national professional officers, in support of the Secretary-General's reform efforts.

41. Representatives of staff federations reiterated their request for a continued review of the results of the recent place-to-place survey in order to restore confidence of staff in the results and the need to reinstate the previously existing operational rules.

42. Some field-based organizations expressed their concern that the recent methodology changes in the 2016 round of place-to-place surveys might unduly and negatively affect pay levels and morale of staff in deep-field duty stations. The Vice-Chairman of ICSC confirmed that the rules as decided at the last Commission session would be applicable to such duty stations.

43. Both the Chair of the Committee and the Co-Chair of the Human Resources Network expressed their appreciation to the outgoing Vice-Chair of ICSC for his interaction with the Committee throughout his term.

Decision

44. The High-level Committee on Management confirmed its continued willingness to actively engage in the discussion with ICSC, in particular in the context of the second phase of the comprehensive compensation review, the review of the pensionable remuneration scales and ongoing post adjustment discussions.

Decision

45. **The Committee noted its expectation that the process to further review and improve the cost-of-living survey methodology should go beyond purely statistical discussions to include procedural and legal risk considerations. Such a review should be conducted in full cooperation with the organizations, including the agreement on terms of reference and the selection of a suitable external consultant.**

Decision

46. **The Committee confirmed the need, as expressed by the Human Resources Network, to address the situation of staff with families serving in hardship duty stations that were not conducive to family life in a flexible and pragmatic manner.**

Decision

47. **The Committee noted the importance of attractiveness as an employer to support the United Nations gender parity strategy and the importance of ICSC decisions to enable the general organizational reform programmes that were ongoing in many organizations.**

IV. Innovation

48. As part of the executive session, the Committee was briefed on the preparation of the High-level Committee on Programmes for the CEB discussion on the theme “Frontier issues and the norm-setting role of the United Nations system” and possible avenues along which to develop Committee’s contribution to this topic were discussed, in particular with respect to the impact of big data and artificial intelligence on the world of work.

49. In this context, the Committee considered options to take forward the work conducted under the United Nations data innovation labs — a series of workshops that CEB had tasked UNICEF and WFP to organize in order to provide the system with the capability to investigate, design, develop, prototype and test applications of emerging digital data sources in support of global efforts to achieve the data revolution for sustainable development.

50. In the past two years, the innovation labs had brought together private sector partners, academic centres of excellence and leading experts in data privacy and lab participants had gained access to new types of data, data-mining and visualization technologies and new analytical methodologies.

Decision

51. **The Committee decided to continue this work as part of the United Nations Innovation Network, focusing on data innovation, to address the most critical issues of improving knowledge exchange and managing partnerships.**

V. Any other business

Decision

52. **The Committee decided to relaunch a consultative process among Federation of International Civil Servants’ Associations (FICSA) member**

organizations to discuss the development of a proposal on the operational model and funding approaches for the positions of FICSA elected officials. The World Health Organization offered to lead the consultations.

Annex I

List of participants

Chair: Jan Beagle, Under-Secretary-General for Management of the United Nations Secretariat

Vice-Chair: Kelly Clements, Deputy United Nations High Commissioner for Refugees

Secretary: Remo Lalli, CEB secretariat

Director, CEB secretariat: Simona Petrova

<i>Organizations</i>	<i>Name — Title — Division</i>
United Nations	Jan Beagle , Under Secretary-General for Management
	Peter Drennan , Under Secretary-General, Department of Safety and Security, Chair, Inter-Agency Security Management Network
	Martha Helena Lopez , Assistant Secretary-General, Human Resources Management
	Bettina Tucci Bartsiotas , Assistant Secretary-General, Controller
	Lisa Buttenheim , Assistant Secretary-General for Field Support, DFS
	Jillann Farmer , Director, Medical Service Division; Chair, United Nations Medical Directors
	Arnab Roy , Director, Office/Management Reform, EOSG
	Amr Nour , Director, Regional Commissions New York Office
International Labour Organization	Greg Vines , Deputy Director-General
Food and Agriculture Organization of the United Nations	Fernanda Guerrieri , Assistant Director-General, Corporate Services Department
United Nations Educational, Cultural and Scientific Organization	Getachew Engida , Deputy Director General
	Sachin Bhatt , Senior Executive Officer, Office of the Director-General
Joint United Nations Programme on HIV/AIDS	Joel Rehnstrom , Acting Deputy Executive Director, Management and Governance
World Health Organization	Roberto Balsamo , Management Officer
Universal Postal Union	Pascal Clivaz , Deputy Director-General
International Organization for Migration	Laura Thompson , Deputy Director-General
	Carlos Oliver Cruz , Special Assistant to the Deputy Director-General
International Telecommunication Union	Anders Norsker , Chief, Information Services, Representative of ICT Network
	Eric Dalhen , Chief, Human Resources Management Department
World Meteorological Organization	Angiolo Rolli , Director, Resource Management Department

International Maritime Organization	Linda Ryan , Director, Administrative Division
World Intellectual Property Organization	Ambi Sundaram , Assistant Director General, Administration and Management Chitra Narayanaswamy , Director, Program Planning and Finance (Controller) Cornelia Moussa , Director, Human Resources Management Department
International Fund for Agricultural Development	Lakshmi Menon , Associate Vice-President, Corporate Services Department
United Nations Industrial Development Organization	Konstantin Ivanov , Officer-in-Charge, Department of Operational Support Services
World Tourism Organization	José G. Blanch , Director, Administration Division
International Atomic Energy Agency	Tristan Bauswein , Director, Division of Budget and Finance
United Nations Conference on Trade and Development	Adnan Issa , Chief of Resource Management Service
United Nations Development Programme	Susan McDade , Assistant Administrator and Director, Bureau for Management Services
United Nations Environment Programme	Moses Tefula , Chief of Financial Management Service Maaïke Jansen , Senior Programme Officer, New York Office
Office of the United Nations High Commissioner for Refugees	Kelly Clements , Deputy High Commissioner for Refugees Ling Kituyi , Head of Service, Staff Health and Welfare Service, Division of Human Resources Management
United Nations Children's Fund	Fatoumata Ndiaye , Deputy Executive Director Madhavi Ashok , Senior Adviser and Team Leader, United Nations Partnerships
United Nations Population Fund	Laura Londén , ASG and Deputy Executive Director (Management)
World Food Programme	Manoj Juneja , Assistant Executive Director and Chief Financial Officer Robert Opp , Director, Innovation and Change Management
United Nations Office on Drugs and Crime	Dennis Thatchaichawalit , Director, Division of Management
United Nations Centre for Human Settlements	Andrew Cox , Director, Management and Operations Division
UN-Women	Moez Doraid , Director, Management and Administration
World Bank	Glenn Miles , Director, General Services Department Bjorn Gillsater , Special Representative to the United Nations

<i>Organizations</i>	<i>Name — Title — Division</i>
International Monetary Fund	Jennifer Lester , CSF Deputy Director
World Trade Organization	Christian Dahoui , Director, Human Resources Division
International Trade Centre	Gerry Lynch , Director, Division of Programme Support
Other representatives:	
United Nations System Staff College	Claire Messina , Deputy Director, Programme Management and Business Development
United Nations Volunteers	Olivier Adam , Executive Coordinator
Comprehensive Nuclear Test-Ban Organization	Patrick Grenard , Director, Division of Administration
International Civil Service Commission	Wolfgang Stoeckl , Vice-Chairman Regina Pawlik , Executive Secretary
United Nations Development Group/Development Operations Coordination Office	Anders Voigt , Business Operations Adviser
Federation of International Civil Servants' Associations	Diab El-Tabari , President Gemma Vestal , General Secretary
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Ian Richards , President Fraser Mcilwraith , Vice President for Conditions of Service
Secretariat of the United Nations System Chief Executives Board for Coordination	Simona Petrova , Director, CEB secretariat and Acting Secretary, CEB Remo Lalli , Secretary of High-level Committee on Management Kayoko Gotoh , Secretary of High-level Committee on Programmes

Annex II

Checklist of documents

<i>Title</i>	<i>Document symbol</i>
Provisional agenda	CEB/2017/Committee/12
Provisional programme of work	CEB/2017/Committee/12/Add.1
Briefing note on Committee retreat	CEB/2017/Committee/13/Rev.1
General Assembly resolution on quadrennial comprehensive policy review of operational activities for development of the United Nations system	A/RES/71/243
Committee strategic plan 2017–2020	CEB/2016/Committee/15
Committee results Framework 2017–2020	CEB/2016/Committee/15/Add.1/Rev.1
Report of the Secretary-General on repositioning the United Nations development system to deliver on the 2030 Agenda: ensuring a better future for all	A/72/124-E/2018/3
Letter from the Deputy Secretary-General to United Nations development system principals of 24 July 2017 and road map for the follow-up to quadrennial comprehensive policy review special mandates	n.a.
Terms of reference: comprehensive proposal on further improvements to the resident coordinator system, a new generation of United Nations country teams and common back-office functions	n.a.
McKinsey: inception note on repositioning the United Nations Development System in-country presence to deliver on the 2030 Agenda	n.a.
System-wide strategy on gender parity	n.a.
Progress report: establishment of the United Nations Global Centre for Human Resources Services	CEB/2017/Committee/14+Add.1+Add.2
Data innovation in the United Nations system	CEB/2017/Committee/15
Outcome of the round table on future of United Nations data labs	CEB/2017/Committee/15/Add.1
Road map to improved United Nations system management data: inception note	CEB/2017/Committee/18
Overview of light horizon scanning of emerging issues (draft note prepared by Committee secretariat)	CEB/2017/HLCP34/CRP.1
Summary of responses: CEB survey on frontier issues	CEB/2017/HLCP34/CRP.1/Add.1
Compendium of responses: CEB survey on frontier issues (<i>not for printing</i>)	n.a.
Draft discussion paper on cyberspace (prepared by United Nations University)	CEB/2017/HLCP34/CRP.2
Draft discussion paper on biotechnology (prepared by United Nations Educational, Scientific and Cultural Organization)	CEB/2017/HLCP34/CRP.3
Draft discussion paper on new weaponry (prepared by United Nations Office for Disarmament Affairs)	CEB/2017/HLCP34/CRP.4

<i>Title</i>	<i>Document symbol</i>
Draft framing paper on artificial intelligence for good (prepared under the leadership of International Telecommunication Union)	CEB/2017/HLCP34/CRP.5
Interim report of the Task Force on Duty of Care	CEB/2017/Committee/16
Draft United Nations Workplace Mental Health and Well-Being Strategy	CEB/2017/Committee/16/Ann.1
Companion reference document on United Nations Workplace Mental Health and Well-Being Strategy	n.a.
Draft health risk assessment tool	CEB/2017/Committee/16/Ann.2
Draft psychological preparedness tools	CEB/2017/Committee/16/Ann.3
United Nations Cares Programme: 10 years	CEB/2017/Committee/19
Report of the Inter-Agency Security Management Network on its twenty-sixth session, annexes 1 and 2	n.a.
Briefing note by the Human Resources Network on the outcome of the eighty-fifth session of ICSC	CEB/2017/Committee/17
