



**Conclusions of the Thirty-Eighth Session of the
High Level Committee on Management (HLCM)**

(UN System Staff College, Turin, 15-16 October 2019)

TABLE OF CONTENTS

Introduction2

A. The Future of the UN System Workforce.....2

B. Risk Management7

C. Occupational Safety & Health (OSH) for UN system personnel8

D. Supporting the transformation of UN system’s operations towards a repositioned UN Development System11

E. ILO Administrative Tribunal judgement on Post-Adjustment in Geneva.....12

F. Any Other Business13

Artificial Intelligence and Human rights - SDG data and the Wider Perspective for Application13

Dates and venue for the next session.....14

ANNEX I – List of Participants.....15

ANNEX II - Checklist of Documents17

Addendum 1: CEB/2019/HLCM/23/Rev.1 - Discussion Paper on the *Future of the UN System Workforce*

Addendum 2: Young UN - “*Navigating to the Next UN: A journey full of potential*”

Introduction



Documentation:

- ✓ *CEB/2019/HLCM/22/Rev.3 – Provisional Agenda*
- ✓ *CEB/2019/HLCM/22/Add.1/Rev.1 – Programme of work*
- ✓ *Checklist of Documents*

1. The High-Level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-eighth session on 15-16 October 2019 at the UN System Staff College, in Turin. The meeting was chaired by the HLCM Chair, Ms. Grete Faremo, Executive Director, UNOPS and by the HLCM Vice-Chair, Ms. Kelly Clements, Deputy High Commissioner for Refugees.
2. The agenda adopted by the Committee is reflected in the table of contents. The complete list of participants is provided in Annex I. The checklist of documents is in Annex II. All documents related to the session are available on the website of CEB.¹
3. Following welcoming remarks by the UNSSC Director, Mr. Jafar Javan, the HLCM Vice-Chair welcomed new HLCM members as well as guests, including representatives from the staff unions and Young UN.

A. The Future of the UN System Workforce



Documentation:

- ✓ *CEB/2019/HLCM/23 – Draft Discussion Paper on the future of the UN system workforce*
- ✓ *CEB/2019/HLCM/24 – Draft Concept Note on the future of the UN system workforce*
- ✓ *CEB/2019/HLCM/29 – Agenda: HLCM retreat on the future of the UN system workforce*
- ✓ *Young UN – Navigating to the Next UN: A journey full of potential*

For reference:

- ✓ *CEB/2019/1/Add.2 - United Nations system strategy on the future of work*
- ✓ *CEB/2019/1/Add.3 - A United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence*
- ✓ *CEB/2019/1/Add.4 - Towards a United Nations system-wide strategic approach for achieving inclusive, equitable and innovative education and learning for all*
- ✓ *Secretary-General's Strategy on New Technologies - September 2018*
- ✓ *The Age of Digital Interdependence – Report of the UN Secretary-General's High-level Panel on Digital Cooperation Global (June 2019)*
- ✓ *Work for a brighter future – Global Commission on the Future of Work 2019*
- ✓ *ILO's Centenary Declaration for the Future of Work (21 June 2019)*

4. The HLCM Vice-Chair opened the retreat session on “The Future of the UN System Workforce” noting that the current environment was volatile and uncertain, and encouraging the Committee to examine what UN system organizations need to do differently to maximise the impact of the system’s most important asset – its people. She underlined that current employment models, whether they concern contract modalities, pensions or insurance, need to be reconsidered to motivate a globally mobile and connected workforce for better results and delivery.
5. Highlighting risks and opportunities of technological advancement for the UN system, the Vice-Chair stressed the importance of harnessing new technologies to redefine how the UN system works and delivers, while keeping humans and their unique capacities, such as empathy, curiosity, creativity, strategic thinking and problem solving, at the center. The Vice-Chair also underscored the requirement for leadership living up to expectations of a young generation, being more people focused, embracing uncertainty and creating conditions for technology and humanity to co-exist.
6. The Under-Secretary-General for Management Strategy, Policy, Compliance and the ILO’s Deputy Director-General for Management and Reform presented the discussion paper “Future of Work and its Implications for the UN System Workforce and People Management Practices”, which formed the basis of the Committee’s retreat session. They reminded the Committee that the present discussions were a timely continuation of the Human Resources Network’s deliberations on the future of the UN’s workforce in 2016 and that HLCM may build on the various reform initiatives in different organizations that had since been launched, as well as on the report by the Global Commission on the Future of Work: “Work for a brighter future”.

¹ <https://www.unsceb.org/content/october-2019>

7. The Under-Secretary-General and the Deputy Director-General stressed that while the United Nations and its workforce are confronted with external factors, including social issues, emerging technologies, and changing political - and resource situations, the UN system needs to be ready and able to take advantage of opportunities. They identified some crucial issues that necessitated open and creative discussion by the Committee, such as mobility within and out of the UN system, the capacity for skills development, as well as management and leadership practices.
8. HLCM then received perspectives from experts from the worlds of academia, the public and private sector.
9. The Committee heard from Professor Francesco Mancini from National University of Singapore on how agile working methods may best be applied to an organization like the United Nations. Lessons shared included the need to engage donors and other stakeholder communities, and the need to break silos to shift mindsets and overcome organizational cultures that remain risk-adverse.
10. A public sector perspective was provided by Mr. Pieter-Jan Kleiweg de Zwaan from the Ministry of Foreign Affairs, The Netherlands. The Committee learnt that the Dutch civil service shares many of the same obstacles as the United Nations within the field of human resources management, including cultural change and the role of technology. Mr. Kleiweg de Zwaan summarized the Dutch government's approach to the Future of Work as "Bricks, Bytes and Behaviour".
11. Bricks refer to structural changes and include the introduction of flexible working arrangements and rethinking office design, notably providing for employees to work from home. In addition to being considered an effective cost-cutting measure, positive effects were noted also on lowering hierarchies and improving employee availability, though age and office culture were cited as important considerations for a successful implementation. Bytes pertain to how technology is applied to virtual teamwork and remote working arrangements. Behavioural change was explained as an outcome of better work-life balance and of measures directed to overcome risk avoidance, in order to foster innovation and ensure diversity of the workforce in the broadest sense. For example, emphasis is given to understanding the personal pressures placed on employees, particularly for dual income households and the need to provide the option of working from home. In order to address psychological security, the Committee learnt that the Ministry undertakes 'Failure Days' twice a year, as an opportunity to set examples and reinforce a culture where mistakes, rather than being feared, are considered as a way of learning.
12. Ms. Tina Marron-Partridge from IBM emphasized the supporting role of technology in the transformation of an organization. The path towards a human-centric workplace was explained by examples covering four main areas: personalized and digitized work to completely change how HR works; instilling a culture of feedback and transparency, allowing the outside to look in and evaluate the organization as an employer; continuous learning to address and avoid skills obsolescence; and, introducing agile ways of working and leading, transforming speed to value.
13. Ms. Marron-Partridge provided an illustration of how the private sector pursues the optimization of skills, organization agility, collaboration, talent acquisition, employee experience and change management. She explained how, within IBM, traditional performance management processes have been replaced with real-time, continuous feedback cycles. This approach was seen to increase employee appreciation and had a positive impact on coaching and evaluations. It was also observed that employees have the tendency to speak up more within a culture that values feedback.
14. Within the context of a global skills shortage, Ms. Marron-Partridge stressed that skills are increasingly being valued as a competitive currency. A skills-based people strategy is one that considers both skills and performance in order to determine an employee's overall proficiency rating. Continuous and personalized learning were achieved by nurturing a culture of exponential learning within the organization. The chosen learning platform provided a modern interface to access training programmes from the outside world, encouraging employees to assist by imparting their specialist knowledge. Agile ways of working and learning were seen to improve the company's responsiveness, transparency and authenticity. While it was underlined that one size does not fit all, a successful HR transformation was seen to include positive leadership, a growth mindset, resilience, engagement and inclusion, transparency and trust.

15. The opinions of panellists were invited on a variety of topics, proposed by all participants in an interactive panel discussion. Deliberations that ensued stressed the need for a renewed human-centric approach to human resources, to effect organizational and cultural change. Increasingly reliant on skills, the definition of a career was seen to be changing. Nowadays, career paths are increasingly defined around talents, as opposed to long term experience within a particular organization or firm. Consequently, a skills-focus places more emphasis on training. Panellists were aligned on their emphasis on the employee experience and the need for the organization to be perceived as the employer of choice.
16. The ongoing complete rethinking of approaches to training within the private sector was further discussed. Training at IBM, for example, has been overhauled in recent years and is no longer vendor-based, nor anymore performed within classroom settings. Instead, it has become the responsibility of employees and is supported by a modern and agile space that effectively supports collaboration, innovation and knowledge-sharing. Some organizations actively encourage staff to embrace social media channels to share professional information and to reach every employee in the search for answers or feedback. This approach was also seen to give opportunity to story-telling and help direct external perceptions of the organization and its values.
17. Given the increasing emphasis on skills, the need to validate such skills also assumes priority. Within the private sector, employees serve clients and therefore receive client feedback, but peer feedback is also encouraged for personal development. In addition to helping managers adapt with dexterity and apply agile principles, an inclusive culture facilitates an understanding of what people are learning and manifesting at work. Constant feedback from different channels, therefore, provides the basis for employee assessment and helps the selection of appropriate training. It was demonstrated that within a culture of sharing and learning, cost savings may be pursued since content is produced by employees. Investment in IBM's training platform resulted in savings of 50% in learning portfolio in 3 years, allowing the delivery of ten times more content.
18. Many interventions noted that cultural change comes from the top and it falls upon leaders to walk the talk and empower employees to become champions of change, in turn helping them advance within their own field. It was also recognized that the working culture happens on the ground and effective leaders are those who facilitate a collaborative culture within the business. There was broad agreement on the need to be specific and tangible when discussing culture change.
19. Bias was recognized as an omnipresent barrier to achieving a more diverse workforce and to enabling cultural change. As all humans are subject to bias based on what makes them unique and individual, the objective is to raise awareness of bias as opposed to the expectation of eliminating it. This was exemplified by the application of AI techniques to address bias in HR processes including recruitment, development, retention and the provision of career advice. Since it is considered critical there is no unconscious bias within these processes, ethical standards and values need to be considered during the development of AI solutions.
20. Several interventions appreciated the need and the difficulty of reconciling employees' job security with the increasing necessity for organizations to be agile and flexible. Different professions require different employment paths and, consequently, varying contract types. In frontier areas such as Quantum computing, scientists can work on the same project for years and they need policies and contracts adapt to the profession. A positive work environment was described as one that allows people to speak truth to power and provides an opportunity for the organization to retain institutional memory.
21. Within the context of work-life balance, more holistic approaches are being pursued within the public and private sectors. These consider work and workload in the context of the employee's life, taking into consideration employees' personal commitments, such as mortgages, family situations and related responsibilities. As both the personal and professional wellbeing of an employee are highly dependent on work, the working environment must be seen to facilitate life choices and in turn allow the organization to be perceived as an employer of choice.
22. At the outset of the afternoon, the new Chair of HLCM, Ms. Grete Faremo, introduced herself to the Committee and offered remarks on the state of the world and the UN system. Noting the universal nature of the 2030 Agenda for Sustainable Development, the Chair observed that multilateralism was under threat and the economic situation was particularly challenging for the UN system. In this environment, Official Development Aid made up only a fraction of what is needed to implement Agenda 2030, and most of the funding would have to be provided by the private sector. The Chair shared her conviction that, in these circumstances, leadership was particularly important to drive cultural change. Managers needed to rethink how the UN system operates and can remain relevant and effective in delivering its global commitments. Attaining this goal was only possible by cooperating across sectors and in partnership with Member States, civil society and the private sector and, not least, by engaging with young people.

23. In the area of management, making the best use of funds required continuous process improvements to become more efficient in the way the UN system does human resources, finance, procurement, information technology and other core business processes. Agility and flexibility of the organizations, including their workforces, needed to improve and instilling a culture of innovation was necessary. The Chair cited interoperability, harmonization and integration as key areas for increasing joint impact of the system, referring to the harmonization of data as a prime example. Noting the promises and perils of rapid technological change, the Chair encouraged HLCM members to advance the understanding of its implications, and to make sure that principles related to privacy, security and human rights remained the foundation of the UN system's work with new technology.
24. Acknowledging that a lot of good work was happening across the UN system, the Chair saw a crucial role for HLCM in discussing what change was necessary for the UN system to have a meaningful impact. She encouraged HLCM to make a difference, not in a revolutionary way, but incrementally through the Committee's focus on deliverables and hard work.
25. The Committee then engaged in an exchange of ideas in subgroups working on the three main themes on the Future of Work for the UN system identified in the draft discussion paper.
26. Under the theme Future workforce, composition and management, two subgroups discussed how contractual arrangements and social protections can be aligned for the future, pondered a good balance between external and internal recruitment, and examined the sourcing of pertinent skills.
27. Group participants acknowledged the interconnectedness of contractual arrangements with many other issues UN system organizations are grappling with, such as identifying comparative advantages of the United Nations, tackling resource constraints or expectations of current and future employees. Understanding and mapping the functions and skills currently present in organizations, as compared to the skills necessary in a future UN system workforce, was identified as a key starting point for underpinning work on contractual modalities.
28. Group members also established that, for a pertinent and appropriately sourced workforce, exchanges and partnerships with different branches, such as civil society and the private sector, were indispensable. Managing the vast amount of knowledge of long-term UN system employees also played an important role. There was agreement within group members that, for a successful transformation of the workforce, human resources functions needed to act more strategically and collaborate with substantive offices of the organizations. On an inter-agency level, contributions of all networks of HLCM were required.
29. Under the theme Agility, efficiency and innovation, another two subgroups considered how organizational agility can be enhanced and how digital tools can drive impact and efficiency gains.
30. Participants established that current benefits and pension schemes were a major hurdle to more agility, as staff under the current system are prone to losing benefits and entitlements when moving in and out, or throughout the UN system. Budgetary constraints, outdated rules, the classification of staff into general-services and professionals, and narrow job families, were identified as other factors hampering the transformation towards a more agile workforce. Scrutinizing and updating current rules and making skills and expertise transferable across the UN system were determined as priority areas for inter-agency action. Developing incentives for mobility, portable benefits, a skills database and a better dialogue with academia and the private sector were found to be appropriate starting points. Addressing workforce issues through crosscutting, inter-agency action between the Committee's networks was another point highlighted by the working groups.
31. The use of digital tools was found to be a priority in the areas of recruitment, talent management, transactional processes and occupational safety and health. The working groups found that if digital tools can help candidate screening, reference checking and job classification, time could be freed up for human resources services to invest in talent management and dialogue with the programmatic side of organizations. Parts of talent management, such as learning would also lend themselves to the application of digital tools. Inter-agency action could help taking stock of applications of digital tools in programmatic and operational areas and cost might be reduced by collective procurement of digital solutions.
32. Two further subgroups deliberated the future of employee experience. They reflected on how to build an enabling work environment to support employee experience and how leadership performance, engagement and organizational culture can be enhanced.

33. Discussing culture change and employee experience within UN system organizations, group participants offered multiple angles and touched on subject matters as different as sexual harassment, bullying, abuse, trust between staff and managers, performance management and flexible work arrangements. The groups agreed that as a prerequisite for a more advanced culture change, workplace civility needed to be enhanced. Recent work on sexual harassment was highlighted as a positive illustration of inter-agency action. The “soft” skills of managers, which play a crucial role in creating a conducive workplace culture and a focus on prevention of workplace conflict, were examples of possible points to address.
34. Group participants recognized that leadership could reside at all levels of an organization and that people management should be a leadership priority and reinforced by action in areas such as talent management, learning and training, induction, soft-skills development, improved recruitment, and accountability. Views diverged however on whether the UN system would benefit from common surveys or common standards. Current performance management was deemed as often being unsuitable and in need of an overhaul.
35. Following the group working sessions, HLCM participants reconvened and rapporteurs presented the outcomes of the working groups to the plenary. The Chair stressed the need for the Committee to increase its impact and underscored leadership as a key factor. Top executives, as leaders, should avoid that responsibilities and accountabilities are diluted. The Chair asked the Committee to stay focused on key inter-agency priorities, distil outcomes, all with a long-term view to develop a framework HR strategy for a future UN workforce for consideration by CEB.
36. In the ensuing plenary discussion HLCM members acknowledged the richness of ideas coming out of the group discussions. It was emphasized that leadership, culture change, a human centred approach and the use of new technology were critical and should be at the heart of a shared vision. Some HLCM members stressed the necessity for all organizations of the UN system to take action in order to honour the trust of donors and programme countries. It was recognized that the future of the UN workforce was not merely a matter for human resources but needed the involvement of other functions and executive management.
37. The need for the regulatory system to be reviewed towards an increased flexibility, particularly with regards to contractual modalities, pension schemes, and performance management, was noted by many. The notion that a shift of focus was needed so human resources functions can provide strategic advice rather than just offering transactional services, was affirmed by multiple HLCM members. Some called for a collective effort of the UN system to collaborate with the International Civil Service Commission in its upcoming review of the implementation of the new compensation package.
38. Staff Federations acknowledged that while it was a transformational era for the United Nations, there are agencies that are thriving and experiences should be shared through HLCM and other platforms. They also highlighted the importance of leadership setting the right tone and taking matters forward with the necessary commitment. They also underscored the importance of a closer link between performance and promotion.
39. Multiple speakers offered examples of ongoing initiatives in their entities, such as the pooling of administrative staff, using artificial intelligence in recruitment or in the mapping of skills. Support for the idea of analysing the skills gap and mapping skills across the UN system was echoed by several participants. Strengthening unified learning, including on leadership and ethics, was also seen by some as a priority area for action.
40. Overall, HLCM members shared a sense of urgency to tackle the future of the UN system workforce. Many advocated for transformational change and for starting without delay to turn the many ideas into ambitious and concrete action. It was proposed that under the guidance of a small group, building blocks for a framework human resources strategy for the UN system could evolve. In this fashion a pathway of incremental change with a vision to greater transformation in the longer term could be developed and progress be made by the next HLCM session. It was envisaged that initiatives could take the form of inter-agency actions, or pilots by individual agencies.
41. The Chair proposed to establish a cross-functional task force to develop a framework human resources strategy with building blocks on contractual modalities, new ways of working and a digitized work environment. Several HLCM members volunteered to drive initiatives forward under the three building blocks. The Task Force would operate under the leadership of the UN Secretariat Under-Secretary-General for Management Strategy, Policy and Compliance, as the Chair; and the Deputy Director-General of the International Labour Organization, as Vice-Chair. The Committee agreed to this way forward and decided to review the work of the Task Force at its next session in March 2020.

42. The Chair thanked HLCM for attaching the necessary importance and urgency to the future UN System Workforce.

➤ **The High-Level Committee on Management:**

43. *Tasked the CEB secretariat to refine the draft discussion paper on the basis of the Committee's discussion, sharpening it and distilling its key messages, and submit it to HLCM members for virtual review and endorsement.*

44. *Agreed to submit the endorsed paper to CEB as an addendum to the HLCM 38th session's report together with the Young UN paper "Navigating to the Next U.N.: A Journey Full of Potential".*

45. *Decided to establish a cross functional task force, chaired by the UN Secretariat with ILO serving as Vice-Chair, to lead the development of the building blocks for a framework HR Strategy for the UN System Workforce, to be considered by the Committee at its spring 2020 session, and finalized by the fall 2020 session.*

46. *Agreed to sequence and prioritize such building blocks, and to include both "blocks" that merit system-wide, joint action, as well as "blocks" that can be taken forward as pilot initiatives by individual agencies, which could then be used as references and benchmarks by other agencies and taken to scale at system-wide level, as relevant.*

47. *Will seek to give priority to:*

1. *Developing new sustainable contractual modalities for a more agile work force with a harmonized approach to social protection and career development facilitating mobility and workforce planning (block for system-wide engagement – co-leads: UN Secretariat - OHR, UNOPS, IOM).*
2. *"New ways of working" - Enabling culture and employee experience from multiple perspectives; leadership, people management, flexible work arrangements, transparency and dialogue (block for system-wide engagement – co-leads: UNICEF, UNHCR, UN Secretariat - DOS)*
3. *Digitized work environment enabled by technology to support the above ambitions, with an initial focus on piloting digital solutions for a positive employee experience including AI and identifying viable options for interconnected HRIT platforms in UN system (block for individual agencies' pilots – co-leads: WFP, UNDP, UNHCR)*

B. Risk Management



Documentation:

- ✓ CEB/2019/HLCM/25 – Reference Maturity Model for Risk Management (Final)
- ✓ CEB/2019/HLCM/26 – Guidelines on Risk Appetite Statements (Final)
- ✓ CEB/2019/HLCM/28 – Cross-Functional Task Force on Risk Management – Status Update
 - ❖ *Summary sheet*

48. At its 36th session in October 2018, HLCM approved the Terms of Reference for a Cross-Functional Task Force on Risk Management. The Task Force was established to improve the overall harmony of risk management processes and practices in the UN system. Under the first phase of its work, the Task Force developed a reference Risk Management Maturity Model (RMM). HLCM, at its April 2019 session, endorsed the Model to be used as a management and communication tool to help UN organizations identify (i) their current maturity stage (ii) their target maturity stage; and (iii) to provide a basis for continual improvement. The Task Force subsequently conducted several pilot self-assessments to test and validate the RMM, and the results of the pilots were presented to the Committee, together with a refined final version of the RMM. The Co-Chair of the Task Force noted that, based on feedback received on the RMM, this was considered a very useful tool that can be used to assess which stage of risk management maturity an entity is at, and define a roadmap for reaching an entity's target stage of maturity. It was emphasized that the model is not intended to be prescriptive or mandatory, and that each organization can adapt the model and its results to their specific situation.

49. The Committee also received an update on the second phase of the work of the Task Force that had commenced in May 2019 under three distinct workstreams: (1) Practical guidelines for establishing a Risk Appetite Statement; (2) development of pragmatic guidance for the embedding of Risk Management in strategy formulation, planning and implementation; (3) exploration of a platform(s) or repository(ies) to enable sharing of best practices and risk information. As part of the update, the Committee was presented with the final guidelines on Risk Appetite Statements for endorsement, as well as the draft guidance on embedding risk management, and a status update of the work in progress on risk information sharing. The committee noted the value of an organization being able to establish risk thresholds and communicate internally and externally the amount of risk the organization is willing to take, while at the same time recognizing that not all organizations may wish to adopt a Risk Appetite Statement, and that the guidance on Risk Appetite Statements is optional and not prescriptive.
50. The Committee expressed appreciation for the great progress made by the Task Force, noting the importance placed by the Secretary-General on risk management in the context of his reform agenda, and in building trust with Member States through transparency and accountability. The Committee recognized the value of collaborative engagement to move from an approach that focuses on compliance to one where there is real leadership and management with respect to risks. It was agreed that the deliverables of the Task Force are extremely useful tools for senior leadership to better understand the risks they are dealing with, enabling leadership to go forward in a proactive manner that not only mitigates risks, but also seeks to seize opportunities.
51. During her update, the Co-Chair of the Task Force noted that all organizations participating in the Task Force had collaborated in a very engaged and effective manner, with all work being completed electronically. It was emphasized that the spirit of the Task Force had been to make risk management more present and tangible, bringing it into the centre of the work of UN organizations.
52. With respect to the next steps, the Co-Chair of the Task Force noted that Task Force members had been consulted on which areas the Task Force should continue or start to engage in. Some priority areas that had emerged included risk information sharing; data in risk management; fraud risk best practices; and measuring risk management success or failure.

➤ ***The High-Level Committee on Management:***

53. *Endorsed the final reference maturity model for risk management*
54. *Endorsed the guidelines for Risk Appetite Statements*
55. *Took note of the work in progress on operational guidance for embedding risk management into planning processes and sharing of risk information*
56. *Expressed support for the Task Force to continue its work in 2020 in areas deemed as priorities by the Co-Chairs leading the Task Force*

C. Occupational Safety & Health (OSH) for UN system personnel



Documentation:

- ✓ CEB/2019/HLCM/27/Rev.1 - Cross-functional Task Force on Duty of Care - Final Report, October 2019
- ✓ CEB/2019/HLCM/27/Add.1 – Annexes to the Final Report by the HLCM Task Force on Duty of Care
 - ❖ *Summary sheet*

57. The Chair of the HLCM *Cross-functional Task Force on Duty of Care* presented the final report from the Task Force, underlining that the institutional commitment that underpinned the work of the Task Force was the UN's imperative to "stay and deliver", and providing some recent examples of the occupational safety and health risks that organizations have to manage on a day to day basis in order to deliver critical aid to people in need. She noted how essential collaboration between agencies was to manage those risks, since agencies may be individually responsible and accountable for their people, but all are navigating the same operational environment, often sharing the same offices and living conditions, and relying upon the same services and facilities.

58. The Chair recalled the history of the Task Force, which built upon considerable efforts of many, including in the UNDSS-led work that preceded the establishment of the Task Force and identified priorities for subsequent engagement in the areas of psychosocial, health, human resources/administration, and safety & security.
59. Under the leadership of UNICEF and UNHCR, thirty-plus UN system organizations joined the Task Force - both very operational, field-based as well as more normative, HQ-based entities. Among the Task Force's most significant outcomes, the Chair noted the UN system Mental Health Strategy, an essential element in promoting the well-being of UN staff and non-staff personnel worldwide; a standardized and validated tool and methodology to assess health risks in a given duty station; a comprehensive pre-deployment management package for staff and their families, including a system-wide resilience briefing; the endorsement of UN Living and Working Standards; and, the joining by several UN organizations of the WFP-led Humanitarian Booking Hub, a one-stop shop for a number of services and allows organizations to monitor the conditions in guesthouse accommodations.
60. The scope of the Task Force was subsequently expanded beyond high-risk environments, to develop measures to support non-staff and other categories of personnel; and, to elaborate a risk management framework, in consideration of the Health Risk Assessment methodology and the Occupational Health and Safety (OSH) Framework.
61. During this second phase, the Task Force placed an emphasis on fostering an organizational culture which is conducive to promoting the health, safety and wellbeing of its workforce. A global vision statement was developed, which articulates the high-level goals to which the UN system aspires. Along with the vision statement, the Task Force determined that a foundation of "Core Principles for a healthier, safer and more respectful UN workplace" was needed to provide a working guide for UN organizations to articulate their approach in this complex domain.
62. Each of the Core Principles is accompanied by a set of objectives for organizations to implement. The Principles are overarching and value-based. They communicate a system-wide coherent and holistic approach. They provide a foundation for the review of new or existing policies to ensure that promoting a healthy, safe and respectful working environment for UN staff and non-staff personnel is taken into account. They can also be used as a communications tool both internally and externally to illustrate the engagement of the UN system. This is an approach similar to that taken by a number of NGOs and non-UN international organizations.
63. The Task Force further analyzed organizational roles and responsibilities related to employees' health and safety, and recognized that the risk universe associated with this domain consisted primarily of Occupational Safety and Health (OSH), as well as security risks. This laid the groundwork for a natural progression in the Task Force's strategic direction towards Occupational Safety and Health, which is a defined discipline with internationally recognized standards and tools.
64. After a long consultation with relevant networks including HR, Legal and Procurement, the Task Force also developed a draft framework for affiliate personnel. The term "affiliate workforce" comprises: 1) Affiliate personnel: include consultants, individual contractors, holders of a Service Contract, intern, UN Volunteers, and UNOPS contractors - i.e. all instances where the contract is issued by a UN agency in some form; 2) Standby personnel: defined around the standby partnership network (SBP), which includes fourteen UN organizations and forty-five governmental, non-governmental or private sector companies or foundations. A classic example of a standby personnel would be somebody seconded from DRC to UNHCR. 3) Non-UN personnel: these are typically personnel implementing UN projects on the ground but either through an implementing partner or a third-party contractor - i.e. personnel without a contract or direct employment relationship with a UN agency.
65. The corresponding measures associated with each of the Core Principles, as well as the relative importance of each measure, would vary depending on the type of personnel. Voluntary guidelines or best practices for implementation for each category were also developed and are provided in an annex to the final Task Force report. It would be up to UN system organizations to determine what and how they consider appropriate to implement.

66. Finally, the Task Force developed additional guidance and tools to assist in the integration of OSH into enterprise risk management processes. This was an important foundation for expanding the Task Force's work from mainly high-risk to all environments, as different OSH risks exist and should be identified in all locations where organizations operate. Integrating OSH in risk management approach is an iterative process of adapting to changing contexts which should lead to greater workforce confidence and organizational effectiveness.
67. In concluding its work, the Task Force felt that an interagency forum was needed for coordination, inspiration, direction, tools, common standards and solutions, particularly looking for common, efficient and joint solutions in the field. Hence the proposal for a multidisciplinary, inter-agency, technical forum with a strong link to HLCM, but with a lighter approach intended to support agencies taking up and maintaining their responsibilities and accountabilities to their personnel. WHO agreed to lead this forum, and committed to bring issues to HLCM's attention and to report to it, periodically.
68. Once again, the Chair underlined that the cross-functional nature of the Task Force had enabled a wider and inclusive vision, towards the establishment of system-wide minimum standards with a common purpose, while at the same time giving space to individual agencies to drive particular initiatives which were then developed through consensus building and were ultimately adopted by others.
69. The implementation was now dependent on the needs, priorities and resources available in each organization, and the risk management approach was intended to tie these pieces together, as a means for identifying and treating risks which threaten to affect the health, well-being and safety of UN staff and non-staff personnel, wherever they are working.
70. Continuing work would include: Mainstreaming of the tools that have been developed already; Coordinating, revising and updating the norms and standards that have emerged from this work; Further developing OSH risk management methodologies, especially as agencies are at very different stages of maturity in terms of their own approach to risk management throughout the system; and, promoting the integration of OSH risk management into the work of Resident Coordinators and UN Country Teams. The objective remaining that of making the UN a healthier, safer and more respectful place to work.
71. In opening the floor for discussion, the HLCM Chair expressed deep appreciation to Ms. Clements and to the Task Force for their impressive work. She stressed that, ultimately, accountability for staff safety and wellbeing sits with heads of agency. Then new forum would therefore be intended to support agency heads in discharging that function in a manner which evolves in parallel with the risks and the contexts in which their organizations work.
72. HLCM members noted that, going forward, the new Forum would offer an opportunity to better understand where the links between various roles and responsibilities are; ensure coherence in order that nothing falls between the cracks; mitigate and manage any safety risks through the implementation policies.
73. Many noted that Occupational Safety and Health was one of the critical aspects to the future of work. The International Labour Conference this year took a decision to, as part of the ILO's centenary declaration, elevate OSH to what is called a fundamental principle on rights at work. Together with the adoption of a new international labour convention on violence and harassment in the workplace, several elements were coming together at a critical time.
74. Organizations would have to make a commitment to allocate the necessary resources to pursue OSH properly. A discussion on appropriate methodologies to fund OSH could be taken up as one of the undertakings of the new Forum. Communication strategies for staff would be critical in this effort, as one of the biggest concerns in OSH is lack of awareness of risk.
75. HLCM members agreed that this was a journey - organizations had not reached a destination, but had reached an important milestone. In embedding OSH in ERM processes, one member noted that his organization had come to the conclusion that OSH should be considered a fiduciary risk as opposed to an operational risk, therefore with higher standards and greater risk awareness. This spoke about the importance of Chief Executives being aware.
76. Finally, UN-DCO noted that, going forward, OSH would have to be integrated into the accountability framework for Resident Coordinators.

➤ **The High-Level Committee on Management:**

77. *Endorsed the Vision Statement and the set of Core Principles for a healthier, safer and more respectful UN workplace.*
78. *Adopted the draft Framework for Affiliate/Standby/Non-UN Personnel, outlining voluntary measures, based on the Core Principles, for reference by UN organizations when contracting these categories of personnel.*
79. *Adopted, for reference by HLCM member organizations, practical guidance for integrating Occupational Safety & Health (OSH) into Enterprise Risk Management Processes.*
80. *Agreed to establish an Occupational Safety & Health (OSH) Forum, led by WHO, to serve as a multidisciplinary interagency technical body to mainstream OSH and the tools developed by the Task Force in the UN system; to coordinate, revise and update relevant norms and standards; to further develop OSH risk management methodologies; and, to promote the integration of OSH risk management into the work of Resident Coordinators and UN Country Teams.*

D. Supporting the transformation of UN system's operations towards a repositioned UN Development System



Documentation:

- ✓ Business Innovations Group - *Update 26 September 2019 (revised) – UN Reform - Advancing Common Business Operations*
- ✓ Business Innovations Group – *Briefing note on challenges and opportunities in the implementation of the Mutual Recognition statement*
- ❖ *Summary sheet (revised)*

81. The Secretary-General, in his reports on repositioning the United Nations development system (A/72/124-E/2018/3 and A/72/684-E/2018/7), set a number of ambitious objectives for a radical transformation of United Nations system operations, which were subsequently endorsed by the General Assembly in its resolution 72/279. In the past years, the Committee had been closely supporting the work of the Business Innovations Group of the United Nations Sustainable Development Group in the achievement of these objectives. The Committee was briefed on the overall status of the activities of the Group, particularly with respect to operationalization of mutual recognition in the field.
82. In the context of the discussion, the Committee received an update from the Business Innovations Group on the status of its activities. As part of the Global Shared Service Centre workstream, the results of the Marketplace Survey were presented. The survey was meant to explore the possibility of establishing an inter-agency marketplace for services: its potential was confirmed by the twenty-one organizations that had responded, most of which reporting their interest and readiness to offer and/or receive services. The Committee was also briefed on the completion of country-level pilots in the areas of Common Back Office and Common Premises, and on progress with the Business Operations Strategy, whose testing had been completed in seven countries, with expected roll-out by the end of 2019.
83. The Committee was presented with cases of success in the application of Mutual Recognition, namely with respect to: simplifying the process of outsourcing services between signatory organizations; permitting the adoption of policies and processes; and benefiting from higher delegation of authority allowed to other entities.
84. A set of questions for discussion was posed to the Committee to develop a common understanding of Mutual Recognition, learn from shared experience and contribute to the further development of this approach.
85. The HLCM Chair expressed appreciation for the valuable work conducted by the Business Innovations Group, and emphasized the need for a shared set of agreed standards and indicators, especially with respect to quality of services, the lack of which would hamper the creation of the bond of trust required for a successful exchange and consolidation of services. Several organisations echoed this view in the subsequent discussion. It was also recommended that communication be improved - both internally, to ensure that field offices are properly informed on how to apply mutual recognition, and externally, to ensure stakeholders appreciate the collective benefits of consolidation and sharing of support services. In presenting their own cases of application of Mutual Recognition, organizations also asked for a common, top-down guidance.

➤ ***The High-Level Committee on Management:***

86. *Took note of the update of the Business Innovations Group of the United Nations Sustainable Development Group and invited the Business Innovations Group to provide it with a further update on its work at the next sessions. The Committee reconfirmed its commitment to working with the Business Innovations Group towards the achievement of its objectives.*
87. *Encouraged organizations that had not yet done so to sign the mutual recognition statement and to develop internal guidelines on the practical application of its principles.*

E. ILO Administrative Tribunal judgement on Post-Adjustment in Geneva



Documentation:

- ✓ *ILO Administrative Tribunal, 128th Session, Judgment No. 4134*

88. In July 2019, the ILO Administrative Tribunal upheld the application of staff that had challenged the decision to apply to their salaries the post-adjustment multiplier determined by the ICSC on the basis of its 2016 cost-of-living survey. The judgement called for setting aside the contested ICSC decisions on post adjustment multipliers. It also called for a retroactive adjustment of remuneration for affected staff and the payment of interest fees. The decision applies to agencies under the ILOAT jurisprudence, while entities under UNDT/AT jurisprudence are awaiting the respective judgments in these Tribunals.
89. The ICSC Vice-Chairman shared the strong concern of members of ICSC that the UN Common System was currently de facto split into two parts, while at the same time emphasizing the respect of ICSC for the independence of jurisdiction and its intention to cooperate with organizations for the unity of the Common System. He shared his view that the current post adjustment methodology was sound, while leaving room for further improvement, and expressed the hope that the General Assembly would help clarifying the legal foundation of the ICSC's mandate on determining the post adjustment multipliers. The Vice-Chairman informed the audience about the ongoing review of the post adjustment methodology, conducted by a task force of statisticians and a working group on the operational rules, aimed to ensure stability and predictability of take home pay, and where both the organizations and the Staff Federations were represented. The Vice-Chairman further noted that, in any case, the outstanding judgment of the UN Dispute Tribunal would have to be awaited. After the judgment, the Commission would engage itself to work out a new, improved mechanism to ensure a unified Common System.
90. The representative of one organization bound to implement the ILOAT ruling provided some additional clarifications, noting that as an independent judicial body the ILOAT is not subject to direction from the ILO or the UN General Assembly. With regard to the threshold question on the legality of the ICSC decision, he pointed out that given the aforementioned independence, a simple affirmation or delegation of power from the General Assembly to the ICSC on the matters pointed out in the recent rulings would not be sufficient to address the risk of future ICSC decisions on post adjustment being challenged at the ILOAT on the same grounds. The ILOAT did not accept the position defended by the organisations that a 30-year long practice of ICSC post-adjustment determinations was sufficient to establish decision-making power for the ICSC in the absence of a formal amendment to its Statute. He suggested the only way to avoid future litigation on ICSC post adjustment decisions was for the ICSC to apply the provisions of its statute and make recommendations on post adjustments to the General Assembly for decision, or for the General assembly to amend the ICSC statute to provide the decision-making power to the ICSC. He reminded the Committee that Executive Heads of Specialized Agencies had an obligation to verify, among other aspects, the lawfulness of Common System decisions prior to their administrative application in their organizations.
91. The representative also pointed to the fact that the ILOAT judgments contained serious and direct comments pointing to perceived shortcomings beyond the threshold question on the legality, namely in the amendment of the 5% gap closure measure and the entire post adjustment determination process which it confirmed must ensure "foreseeability, transparency and stability". He explained that these issues can only be addressed by ICSC itself and urged the Commission to complete the revision of the methodology with the aim to devise a new methodology that would comply with core principles and thus would stand the legal scrutiny of the ILOAT. He ensured the active support of his organizations and other affected agencies in this effort. He stressed that ILOAT rulings are final, binding and non-appealable and not subject to any review or scrutiny

by UN Tribunals or Governing Bodies, hence the only solution for the current situation was the speedy finalization of a revised, sound methodology that could be applied in a next round of surveys. He also indicated that his organization was firmly committed to the Common System and called on all parties to work together to resolve these outstanding issues.

92. One organization bound to implement the ILOAT judgments also stressed the particular governance structure of Specialized Agencies, independent of the UN General Assembly. It further aimed to correct any alleged notion that such organizations would not respect the Common System or General Assembly resolutions. The primary consideration was the legality of any administrative action as determined by ILOAT - a standard that had to be adopted in all decisions and solutions relating to the Common System in order to avoid such situation to repeat. It also suggested that all communications on the matter should stress that there is no primacy of the UN Tribunals over ILOAT in any way, and that the Post Adjustment multipliers currently provided to affected organizations by ICSC are no less official than the published ones, as they are the only ones complying with the ILOAT ruling.
93. The representatives of Staff Federations pointed to the pay inequality and the related questioning of the base on which purchasing power is determined. They indicated that the mere fact that some survey results had been positive was no evidence at all that the underpinning methodology was correct or adequate, and stressed the urgency to address the situation in order to avoid challenges of post adjustment or other ICSC-determined entitlements in the Administrative Tribunals from other duty stations. They also stressed that the reintroduction of the 5% Gap Closure Measure was seen as imperative. Representatives further shared that at the last ICSC session a number of Commissioners not only expressed disagreement with many considerations of the judgment but also questioned whether the ICSC should be at all supporting the implementation of the binding judgment by providing them with legally satisfying calculations. This was observed with concern as it could be interpreted as an attempt to impede organizations under the ILOAT jurisdiction to fulfilling their legal obligations. Upholding meticulously the independence of Administration of Justice and fully and swiftly respecting the rule of law was seen as essential to avoid situations where staff members had no other choice but to address their cases to national courts instead of the current judicial bodies, should those be perceived as lacking independence or respect for their rulings.
94. The ICSC Vice-Chairman, in response to some of the interventions, submitted his interpretation of the statutory powers based on the recollection of two General Assembly resolutions (44/198 and 45/259) embodying the reform of post adjustment of 1989/90, and emphasized that the Commission, since its creation, had constantly established the post adjustment multipliers. He further expanded on historical background, pointing to the fact that the gap closure measure was raised from 0% to 3% in August 2017, while the reduction from 5% to 0% had been decided two years earlier than the Geneva post adjustment multiplier was reduced.

➤ ***The High-Level Committee on Management:***

95. *Took note of the update by the ICSC Vice-Chairman, and of the view of the various organizations' representatives and of the Staff Federations, and looked forward to the deliberations of the General Assembly and to the ruling of the UN Dispute Tribunal.*

F. Any Other Business

Artificial Intelligence and Human rights - SDG data and the Wider Perspective for Application



Documentation:

- ✓ *Briefing note by Jens Wandel: "AI and Human Rights/ SDG Data and the Wider Perspective for Application"*

96. The Committee was briefed by Mr. Jens Wandel, Special Adviser to the Secretary-General on Reforms, on the use of data and Artificial Intelligence to support the achievement of SDGs. Mr. Wandel underlined that the language of SDGs is a global one, both in form and in substance. This allows the creation of a broad information ecosystem to unlock the capabilities of AI and algorithms, map conceptual relationships between the SDGs and other tools and policy instruments, improve reporting, and much more.

97. Mr. Wandel commended the progress made with the adoption and implementation of the Data Cube and called for an ever-increasing effort in this area. He noted that as the number of AI tools and of organizations involved in their development increases, the lead-time for development of new tools decreases, and it becomes much faster to unlock information contained in complex databases, which otherwise would remain virtually inaccessible to humans.

➤ ***The High-Level Committee on Management:***

98. *Took note with interest of the update on the “SDG-Human Rights Data Explorer”, a recent data innovation initiative by the Danish Institute for Human Rights, which uses Artificial Intelligence to explore the connections between the recommendations of international human rights mechanisms to the Sustainable Development Goals (SDGs).*

Dates and venue for the next session of the Committee

99. The Chair informed the Committee that the next Session would be hosted by the United Nations Office for Project Services (UNOPS) in Copenhagen, Denmark, on 30 and 31 March 2020.

ANNEX I – List of Participants

Chair: Ms. Grete Faremo, Executive Director, UNOPS
Vice-Chair: Ms. Kelly Clements, Deputy High Commissioner for Refugees, UNHCR
Secretary: Mr. Remo Lalli, CEB Secretariat
CEB Secretary: Ms. Simona Petrova

Organizations	Name – Title – Division
United Nations	Ms. Catherine Pollard , Under-Secretary-General for Management Strategy, Policy and Compliance
	Mr. Jens Wandel , Special Advisor to the Secretary-General on Reforms
	Ms. Noirin O’Sullivan , Assistant Secretary-General for Safety and Security
	Ms. Martha Helena Lopez , Assistant Secretary-General, Human Resources Management
	Ms. Lisa Buttenheim , Assistant Secretary-General for Support Operations
	Ms. Karen Lock , Special Assistant to the Chef de Cabinet
ILO	Mr. Greg Vines , Deputy Director-General
	Mr. André Bogui , Director, Human Resources Development Department
FAO	Ms. Dilek Macit , Assistant Director-General, Corporate Services Department
UNAIDS	Ms. Gunilla Carlsson , Deputy Executive Director, Management & Governance
ICAO	Mr. Erwin Lassoij , Chief, Strategic Planning and Regional Affairs
WHO	Ms. Isabelle Nuttall , Senior Adviser, Human Resources Department
IOM	Ms. Laura Thompson , Deputy Director General
	Mr. David Knight , Special Advisor to the Deputy Director General
ITU	Mr. Anders Norsker , Chief, Information Services
	Mr. Yushi Torigoe , Chief, Strategic Planning and Membership Department
WIPO	Mr. Ambi Sundaram , Assistant Director General, Administration and Management
	Ms. Chitra Narayanaswamy , Director, Program Planning and Finance (Controller)
	Ms. Cornelia Moussa , Director, Human Resources Management Department
IFAD	Mr. Guoqi Wu , Associate Vice-President, Corporate Services Department
UNIDO	Ms. Fatou Haidara , Managing Director, Directorate of Corporate Management and Operations
UNWTO	Ms. Zoritsa Urosevic , Chief, Institutional Relations and Partnerships Department, and Special Representative to the United Nations in Geneva
IAEA	Ms. Mary Alice Hayward , Deputy Director General, and Head, Department of Management
	Ms. Anne Starz , Advisor to the Deputy Director General for Management
UNDP	Ms. Teresa Panuccio , Special Advisor to the Administrator
	Mr. Darshak Shah , Deputy Assistant Administrator, Bureau for Management Services, and Chief Finance Officer
	Mr. David Bearfield , Director, Office of Human Resources
UNEP	Ms. Isabel Martinez , Senior Legal Officer, Corporate Services Division

Organizations	Name – Title – Division
UNHCR	Ms. Catty Bennet Sattler , Director, Division of Human Resources
UNRWA	Mr. Christian Saunders , Acting Commissioner-General
UNICEF	Mr. David Matern , Senior Advisor, Multilateral & Intergovernmental Partners
UNFPA	Ms. Laura Londén , ASG and Deputy Executive Director (Management)
	Mr. Andrew Saberton , Director, Division for Management Services
WFP	Mr. Manoj Juneja , Assistant Executive Director and CFO
UNODC	Mr. Dennis Thatchaichawalit , Director, Division of Management
UN WOMEN	Ms. Lene Jespersen , Deputy Director, Division of Management and Administration
UNOPS	Ms. Victoria Campbell , Deputy Director, People and Change Group
UNFCCC	Mr. Ovais Sarmad , ASG and Deputy Executive Secretary
IMF	Mr. Chris Hemus , Director, Corporate Services and Facilities Department
WORLD BANK	Mr. Ferran Perez Ribo , International Affairs Officer
Other Representatives:	
UNICRI	Ms. Bettina Tucci Bartsiotas , Director a.i.
	Mr. Leif Villadsen , Deputy Director
UNSSC	Mr. Jafar Javan , Director
UNV	Mr. Olivier Adam , Executive Coordinator
CTBTO	Mr. Patrick Grenard , Director, Division of Administration
ITC	Mr. Gerry Lynch , Director, Division of Programme Support
Young UN	Ms. Ruth Blackshaw , Young UN Network Enabler, UNOG
	Mr. Martin Ostermeier , Technical Officer in Economic, Social and Employment Policies, ILO
UNDCO	Ms. Giovannie Biha , Deputy Director
	Mr. Bakhodir Burkhanov , Chief, Business Management Branch
UNSDG-BIG	Mr. Robert Turner , Project Team Leader, Business Innovations Group
ICSC	Mr. Aldo Mantovani , Vice-Chair
	Ms. Regina Pawlik , Executive Secretary
FICSA	Ms. Evelyn Kortum , General Secretary
CCISUA	Mr. Ian Richards , President
	Mr. Stefan Brezina , VP for Communication and Outreach, UNOV/UNODC

ANNEX II - Checklist of Documents

Item no.	Title	Summary Sheet	Document Symbol
	Provisional Agenda – Revised	n.a.	CEB/2019/HLCM/22/Rev.3
	Provisional Programme of Work		CEB/2019/HLCM/22/Add.1/Rev.1
A	Draft Discussion Paper on the future of the UN system workforce	n.a.	CEB/2019/HLCM/23
	Draft Concept Note on the future of the UN system workforce		CEB/2019/HLCM/24
	Agenda: HLCM retreat on the future of the UN system workforce		CEB/2019/HLCM/29
	Young UN – Navigating to the Next UN: A journey full of potential		n.a.
	<i>For reference:</i>		
	United Nations system strategy on the future of work		CEB/2019/1/Add.2
	A United Nations system-wide strategic approach and road map for supporting capacity development on artificial intelligence		CEB/2019/1/Add.3
	Towards a United Nations system-wide strategic approach for achieving inclusive, equitable and innovative education and learning for all		CEB/2019/1/Add.4
	Secretary-General’s Strategy on New Technologies - September 2018		n.a.
	The Age of Digital Interdependence – Report of the UN Secretary-General’s High-level Panel on Digital Cooperation (June 2019)		n.a.
	Work for a brighter future – Report of the Global Commission on the Future of Work (January 2019)		n.a.
ILO’s Centenary Declaration for the Future of Work (June 2019)	n.a.		
B	Reference Maturity Model for Risk Management (Final)	Yes✓	CEB/2019/HLCM/25
	Guidelines on Risk Appetite Statements (Final)		CEB/2019/HLCM/26
	Cross-Functional Task Force on Risk Management – Status Update		CEB/2019/HLCM/28
C	Cross-functional Task Force on Duty of Care - Final Report, October 2019 (<i>revised</i>)	Yes✓	CEB/2019/HLCM/27/Rev.1
	Annexes to the Final Report by the HLCM Task Force on Duty of Care		CEB/2019/HLCM/27/Add.1
D	Business Innovations Group – <i>Update 26 September 2019 – UN Reform - Advancing Common Business Operations (revised)</i>	Yes✓ (revised)	n.a.
	Business Innovations Group – <i>Briefing note on challenges and opportunities in the implementation of the Mutual Recognition statement</i>		n.a.
E	ILO Administrative Tribunal, 128 th Session, Judgment No. 4134	n.a.	n.a.
AOB	Briefing note by Jens Wandel: “AI and Human Rights/ SDG Data and the Wider Perspective for Application”	n.a.	n.a.
	The contribution of UN data to the 2030 Agenda and UN Reform Innovating now for better information in the future	n.a.	CEB/2019/HLCP38/CRP.3
	IASMN 30 th Session Final Report (June 2019)	Yes✓	n.a.