UNITED NATIONS SYSTEM
Chief Executives Board for Coordination

High Level Committee on Management

Strategic Plan
2017-2020

**Looking ahead to the implementation of the 2030
Sustainable Development Agenda**

CEB/2016/HLCM/15

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BUILDING ON THE RESULTS ACHIEVED

The High Level Committee on Management (HLCM) is responsible to the Chief Executives Board (CEB) for coherent, efficient and cost-effective management across the United Nations system of organizations. It is composed of the most senior managers for management and operations of each CEB member organization.

HLCM acts on behalf of, and in the name of CEB, on matters affecting the administrative management of all member organizations. It is charged with identifying and analyzing administrative management issues of common concern, which require a system-wide response. It is authorized to take decisions on behalf of the Executive Heads and to identify, promote and coordinate management reforms that will improve services, achieve productivity improvements and increase efficiency and effectiveness across the United Nations system.

The work of HLCM for the period 2013-2016 has been guided by its first Strategic Plan and by the accompanying Results Matrix. The 2013-2016 Plan highlighted the commonalities and system-wide priorities where there was value in collective discussion and coordinated action through the HLCM, and which could be linked, as appropriate, to internal efforts by individual organizations. In the course of the past three years, HLCM has set the directions for the re-design and operationalization of the management functions of the UN System.

The work of the Committee has proceeded along the five strategic priorities set out in the Strategic Plan for 2013-2016:

- Attracting and retaining talent
- Redesigning and innovating the UN business models
- Supporting the second generation of Delivering as One
- Strengthening the risk management and oversight architecture
- Measuring and communicating results

The Strategic Results 2013-2016 paper (CEB/2016/HLCM/3) highlighted the achievements made by the High Level Committee on Management against its Strategic Plan, providing stakeholders with an overview of the work and benefits realized in management and business operations since 2013, yielding a more collaborative UN system at global, regional and country levels.

Significant progress has been made towards addressing many operational challenges.

Organizations have progressively developed global service delivery approaches, and several policy platforms for joint and more efficient service provision have been designed and put in place, especially in the area of procurement, banking, treasury, harmonization of financial management practices and definitions. This work has fundamentally changed how the United Nations, as a common system, can effectively put in place collaborative approaches with very limited or even no investment, generating considerable savings that translate into immediate additional cash for programmatic activities.

The United Nations common system of salaries, allowances and benefits has been modernized. Its new unified salary structure is more transparent and equitable, and properly reflects pay for work performed rather than for dependency status. The introduction of more lump-sum options and the rationalization of certain allowances contribute to simplicity and provide cost-containment and predictability. Concurrently, the new compensation package improves the incentives available to organizations to assign staff to hardship duty stations, supports geographic and inter-organizational mobility, and

recognizes the need for provision of support to single parents to further promote the recruitment and retention of staff, particularly female staff.

Progress has been made on multiple fronts towards the objective of preserving the System's ability to deliver on its programmatic mandates – the UN's raison d'être – while at the same time ensuring that staff remain safe, physically and psychologically, so to best contribute to the objectives of organizations.

The Delivering as One approach has become the reference modality for country level operations. Acting on its strategic responsibility to ensure that inter-agency policies, procedures and guidance are in place to enable UN Country Teams to work together, HLCM, in coordination with UNDG, has supported the design and implementation of the "Operating as One" section of the Standard Operating Procedures (SOPs) and the related Headquarters Plan of Action for their implementation.

HLCM has also focused on ensuring the provision of consistent, accurate, and timely quality of controls. A series of tools have been developed and put in place, including the common Reference Risk Management, Oversight & Accountability Model for the UN system, and the Organizational Resilience Management System. Accountability and transparency have been increased through the adoption of authoritative international standards such as IPSAS, Institute of Internal Auditors' Three Lines of Defense; IATI, etc.

Data availability and knowledge sharing have been the focus of intense investments by HLCM, leading to adoption by CEB of a programme of work for a Data Revolution, which informed the development of a UN system Data Catalog.

The 2013-2016 Strategic Plan was a highly useful tool for the management of HLCM. Some lessons can also be drawn from this experience. In line with Results Based Management principles, the next Strategic Plan should remain a living tool that can be adjusted as needs and priorities of the UN system and of its stakeholders evolve. Some adjustments were made throughout the past period to take into account Member States' deliberations on the implementation of the QCPR, as well as the strategic directions emerging from the discussions around the Sustainable Development Goals and the "fitness for purpose" of the UN system for the 2030 Sustainable Development Agenda.

HLCM and UNDG carried out joint activities to address QCPR concerns, while HLCM and HLCP held a joint session in late 2014 that focused on the Committees' role and their expected contribution towards the Sustainable Development Agenda. Furthermore, the Chief Executives Board conducted several discussions on "Post 2015 Development Agenda: UN System's Fit for Purpose", drawing on documents developed by the three CEB pillars.

The drafting of the HLCM Strategic Plan for the period 2017-2020 has been informed by all such discussions and deliberations. The HLCM Strategic Results Paper (CEB/2016/HLCM/3) approved by HLCM at its March 2016 Session and subsequently endorsed by the CEB, identified some priority areas for action in the next period. To ensure full transparency and inclusiveness in the process of developing the new Strategic Plan, all HLCM members have been given the opportunity to further refine priority activities and working methods of the Committee through a survey that was shared in early summer 2016, and through one-to-one consultations.

The new Plan, and the accompanying Results Framework, will be considered for approval by the Committee at its October 2016 session, and will be further reviewed for any adjustments in the spring of 2017, on the basis of the inter-governmental mandates that will provided by the new QCPR Resolution, and of the vision for management reform that will be formulated by the new Secretary-General.

THE 2017-2020 HLCM STRATEGIC PLAN

In her report to the CEB for the April Session of 2016, the HLCM Chair stressed that "*with the 2030 Agenda calling on the United Nations System to move from silos to synergy, and from fragmentation to partnership, the system must pool its strengths and foster its integration on all fronts, including operations. The operational infrastructure of our organizations is the key enabler in the pursuit of such integrated approach*". This view, endorsed by the CEB, sets the backdrop for the HLCM Strategic Plan for 2017-2020.

As the top management coordination mechanism for the UN system, a crucial nexus of expertise and leadership, the High Level Committee on Management therefore renews its commitment to a UN system that is innovative, agile, inclusive, and results-oriented, building on the comparative advantages of its diversity and specialization to work collaboratively and deliver together.

HLCM has an important contribution to make to the implementation of the 2030 Sustainable Development Agenda, by further advancing and accelerating the harmonization and integration agenda that has been at the core of its 2013-2016 Strategic Plan.

Drawing on the processes outlined above and on key HLCM documents, such as the outcome of the Joint HLCM-HLCP Retreat (CEB/2014/2), the Response to the ERP interoperability paper (CEB/2016/HLCM/16), the Discussion Paper by the HR Network on the evolution of a Global UN system workforce for the March 2016 session of HLCM (CEB/2016/HLCM/5), and the outcome of the March 2016 UNDG-Business Operations Working Group retreat, the next Strategic Plan has a sound foundation. The general priorities emerging from these papers have been summarized in the HLCM Strategic Results Paper (CEB/2016/HLCM/3). These papers have also provided the foundation for identifying actionable priorities which will be included in detail in the new Results Framework (Addendum I).

The integrated humanitarian, peace and development agenda will be better served by the new approaches to business models and workforce that we, together, are engaging to deliver.

The six priority areas that have been identified for the period 2017-2010 are:

1. Develop innovative and sustainable business solutions to deliver high-quality, efficient and cost-effective operational services to support a universal agenda.
2. Increase the capacity of the UN System to work with different stakeholders through effective partnerships.
3. Attract and retain a highly skilled international civil service able to address issues that are increasingly cross-disciplinary and require multi-sectoral approaches.
4. Foster the organizations' commitment to the safety, security, health and well-being of their staff.
5. Support the Sustainable Development Agenda requirement for quality, accessible, timely and reliable disaggregated data.
6. Drive forward the agenda on risk management and resilience-building, in close collaboration with UNDG and HLCP.

In all these endeavours, HLCM looks to serve as a leader in innovative approaches to ensure that the UN system is capable of responding to global developments, and can embrace leading technological and programmatic improvements. In this regard, the Committee will work across its Networks to develop and roll out both enabling and disruptive types of innovation. The Committee will look to incorporate

best practices from a variety of actors, and to serve as a coordination point for outwardly engagement on innovation.

STRATEGIC PRIORITIES

1) Develop innovative and sustainable business solutions to deliver high-quality, efficient and cost-effective operational services to support a universal agenda.

Recognizing the need to re-shape the operational model of the UN system, HLCM is exploring new technologies and embracing new approaches to business operations. This ranges from adopting new technological platforms to embracing 'green' solutions. This work has led to a significant shift in how the UN system works. Inter-agency collaboration, capitalizing on economies of scale and reduction in transaction cost has become a core component of back office functions in the UN system. To fully capitalize on opportunities, a clear understanding of the different business models in the system and how these relate to mandate delivery is also needed, to recognize the comparative advantage of organizations not only related to program delivery expertise, but also with respect to management and administrative processes.

UN system organizations operate through an array of different business models. However, at the foundation of all programmatic activities is a set of core functions that are common to all organizations, including budget and accounting, human resources, procurement, and ICT. Strengthening the inter-linkages between the common functions of the UN system is a delicate process. Where there are strong business cases, HLCM is committed to strengthening such linkages through harmonization, joint approaches, and mutual recognition, in order to preserve the ability of each individual entity to deliver on its programmes. This includes investing in vertical (streamlining processes within an agency) and horizontal (strengthening between agencies) improvements.

There is a clear consensus regarding the fact that the 2030 Agenda calls for integrated solutions and that an integrated approach should apply to business operations as well. **CEB Common Principle n. 6 - Effective Service Delivery**, is unequivocal on the objective to pursue: "Global and integrated service delivery approaches and policy platforms for joint and more efficient service provision will enable the effective implementation of the 2030 Agenda. They will provide value for money and lower administrative costs and support integrated programmatic action, transparency and accountability for results and impact". And, in the 2016 Report of the Secretary General on the QCPR, the message is equally clear: "*Existing collaboration mechanisms can be improved further to move towards integration of functions […] the UNDS needs better integration of back-office functions*".

The professionalization of support service provision in the UN system lies at the heart of the work of HLCM. At the core of this effort will be the mainstreaming of the global service delivery approaches and policy platforms for joint and more efficient service provision in the area of procurement, financial management, ICT and human resources that have already been developed and successfully piloted. This work will have to proceed concurrently and in full coordination with UNDG's effort to advance the modernization and integration of business operations at the country level.

Concurrently, operational integration can build on the work that has already been conducted by the Committee on mapping global service delivery models and global service centers and the discussions and experience sharing sessions held around these. A move towards further integrating service provision horizontally across organizations is expected and required. For this shift to be successful, the necessary emphasis must be placed on transparent and carefully costed common solutions, to enable individual organizations to make fully informed decisions on the most suitable approach for their specific needs. Furthermore, HLCM needs to look more closely at location-specific collaboration for joint approaches to service delivery, as well as common out-sourcing and in-sourcing among UN organizations.

2) Increase the capacity of the UN System to work effectively with multi-stakeholder and multi-sectoral partnerships.

Sustainable Development Goal n. 17 calls to "Strengthen the means of implementation and revitalize the global partnership for sustainable development". As stated in the Partnerships for SDGs - 2016 Special Report[1], Goal 17 recognizes multi-stakeholder partnerships as important vehicles for mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the sustainable development goals in all countries, particularly developing countries. Goal 17 further seeks to encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Within the UN system, several actors have for many years carried out their mandates also thanks to their convening role as derived from institutional partnerships, sometimes integrated in their governance structure. Outside of the UN system, and with the UN system as a key partner, entities such as the Global Fund and the GAVI Alliance have excelled at delivering results in their areas of responsibility, with strong public and private partnerships as a crucial enabler of their action.

The Sustainable development Agenda will herald an expansion of stakeholders and, as new partnerships move forward, it becomes increasingly important to design and put in place operational frameworks and procedures to ensure the smooth establishment, functioning and control of partnership arrangements with the widest range of public and private actors.

CEB has translated these considerations in its **Common Principle n. 6 - Leveraging Partnerships**: "The implementation of the 2030 Agenda requires broad-based multi-stakeholder coalitions and inclusive and participatory approaches by which communities, civil society and the private sector actively and systematically participate in the process of promoting sustainable development and sustaining peace. The UN system will work more proactively with partners at the regional, sub-regional, national and local levels to capitalize on synergies for the effective implementation of the 2030 Agenda".

Consultations with HLCM members have also indicated a clear consensus to give priority attention to the subject of Partnerships in the new Strategic Plan, and for HLCM to play an active role to enable the smooth collaboration with different stakeholders and to respond to the demand for the UN system to "become a catalyst for new multi-stakeholder partnerships"[2].

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[1] https://sustainabledevelopment.un.org/sdinaction/2016report
[2] Summary of Second Phase of ECOSOC Dialogue 18 July 2016

HLCM, as a body responsible for improved efficiency and effectiveness of the operations of the UN System, has a key role in ensuring that the appropriate mechanisms are in place for collaboration around funding, reporting standards, information flow, and data compatibility. Furthermore, new accountability models and reporting frameworks will need to be established and put in place. These are areas of work that HLCM is well placed to lead, both from a policy and an implementation perspectives.

Initially, HLCM will function as a body for collecting and sharing best practices and innovative solutions in management areas, including collaboration with other pillars. Furthermore, obstacles to collaboration with non-traditional partners will have to be identified and removed, and the Committee and its Networks will work towards the creation of new mechanisms for efficient partnerships where a need is identified.

3) Attract and retain a highly skilled international civil service able to address issues that are increasingly cross-disciplinary and require multi-sectoral approaches.

The 2030 Agenda for Sustainable Development, which incorporates a comprehensive, integrated and universal approach to sustainable development, has significant implications for human resources management in the organizations of the system.

CEB Common principle n. 10 - Global UN System Workforce and Transformative Leadership, calls for the UN system "to develop a high-performing, diverse workforce that exhibits a "One UN" mind-set and is increasingly cross-disciplinary, mobile, comfortable working across UN pillars and skilled in leveraging multi-stakeholder partnerships. A transformative, collaborative leadership model for both headquarters- and field-based leaders should accelerate this change, connecting leaders to knowledge, drawing on leadership innovations and providing the tools to better tackle multidimensional challenges".

This principle is the foundation of HLCM's human resources management agenda, whose overarching goal is the continued development of the international civil service as an independent, neutral and engaged resource to meet the requirements of the international community, a workforce that is agile and flexible to operate with diverse partners in cross-disciplinary and multi-sectoral environments, together with leaders that have the sensitivity and courage to lead Rights up Front, and have the skills to convene multi-stakeholder partnerships.

Building on ongoing efforts, HLCM will therefore focus on designing and putting in place the building blocks in order to achieve the goal of establishing a "global UN system workforce", including mechanisms to support system-wide mobility and cross-fertilization of skills and to amalgamate specializations, expertise, and training opportunities across the entire system.

A "mapping of system-wide staff capacity so that strengths and gaps can be identified and assets be capitalized on" should be undertaken to support this goal, as provided in the outcome of the ECOSOC Dialogue on the longer-term positioning of the UN development system. Given the specific mandates of organizations, the variety of professional profiles needed across the System is the widest, and the approaches towards defining the optimal composition of workforce need to be folded into the discussions on mobility and global workforce planning.

Diversity and intergenerational aspects are key when assessing the fit of our workforce, at a time when a younger and more mobile generation is already filling our ranks. HLCM needs to consider what changes are needed to ensure gender balance at all levels, give proper attention to disability issues, and to how we can fully integrate diverse family relationships in our workforce. Increased staff diversity with regard to gender, nationality, age, and culture, is a matter of equity and also a programmatic enabler.

HLCM recognizes the delicate balance between staff conditions remaining competitive and attractive, and the need to simplify processes and reduce transaction costs. The efforts of the Committee in this area will therefore be informed by a concurrent set of objectives: improve and strengthen the conditions of service for staff while also driving cost effectiveness, simplification and transparency.

Effective management of staff is a crucial part of ensuring a competitive UN system, one with a culture of recognizing good performance, and sanctioning poor conduct or performance. Better management of staff skills and knowledge means better value for money, higher performance, and more informed decision-making.

HLCM recognizes the criticality of not only recruiting talent, but also retaining and developing it. As part of the cultural shift necessary for the Sustainable Development Goals, staff development and mobility will play a critical role in ensuring that 'no one is left behind'. HLCM will promote the strengthening of linkages between performance and career development, instituting best-practices throughout the UN system, while promoting a 'cross fertilization' of approaches, ideas, and knowledge. HLCM will also support the UNDG to strengthen capacity where it matters most, within UN country teams, by providing tools and guidance to improve HR processes in the field, reduce agency silos in country teams, and strengthen the consistency of HR services provided throughout the UN system.

4) Foster the organizations' commitment to the safety, security, health and well-being of their staff.

The full set of priorities outlined in the past Strategic Plan was framed against a paramount principle: that the organizations of the UN System will preserve and foster the safety and security of their staff – while remaining committed to respond to the ever increasing demand for their services, despite the deteriorating conditions in which those services are being delivered. CEB strongly re-affirmed this notion in its **Common Principle n. 11**: "The organizations of the UN System will preserve and foster the health and wellbeing as well as safety and security of their staff – while remaining committed to stay and respond to the ever-increasing demand for their services, despite the often deteriorating conditions in which those services are being delivered".

Never before has the UN remained operational in such a large and sustained manner in areas or countries of armed conflict. Where crises involving the safety and security of UN staff were once isolated events, the UN now routinely faces multiple crises simultaneously across the globe. This duty imperative has been further magnified by the adoption of the "Rights up Front" approach. Formerly, as violence increased in a country, human rights workers could have been among the first to leave. Now they are among the first deployed to a crisis.

HLCM is committing with a renewed sense of urgency and a strong sense of resolve and determination to build on the experience of increasing tragic events to do everything in the power of management to strengthen organizations, each in their own way, to contribute to a more peaceful, equitable, people-centered world.

During the next period the Committee will develop a prioritized action plan on "Reconciling the duty of care for UN personnel while operating in high risk environments", which aims to improve policies, operational tools and administrative procedures to enable UN operations in high risk situations, while meeting the duty of care for staff. The new Duty of Care provisions will complement the programmatic ones contained in the newly revised Programme Criticality framework, as recently re-affirmed by the Secretary-General's Policy Committee.

Furthermore, while the situation in hardship duty stations is steadily becoming more challenging, a new reality of threats in "non-traditional high-risk locations" has to be integrated in the provisions of the UN Security Management System.

This work will be conducted in close collaboration with the other CEB pillars, and will include renewed consideration of the existing funding mechanisms for security, to assess whether they remain adequate, flexible and responsive for enabling security support to UN operations.

5) Support the Sustainable Development Agenda requirement for quality, accessible, timely and reliable disaggregated data.

As the UN system starts working towards the implementation of the Strategic Development Goals, there is a growing need to measure, communicate, and share results. The 2030 Agenda commits "*to addressing the gap in data collection so as to better inform the measurement of progress"* and stresses that *"quality, accessible, timely and reliable disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind. Such data is key to decision-making*."

HLCM is strongly committed to supporting organizations in this endeavour, as called for in **CEB Common principle n. 7 - Innovation, Experimentation and Data**: "The UN system will collectively create space for innovation and experimentation, utilizing cutting-edge technology and data as appropriate, to explore new opportunities and tailored solutions based on changing environments and country needs. It will take a strategic, cross-cutting, system-wide approach to utilizing technology to facilitate joint analysis and decision-making. This requires strengthened UN data capacity and investments in disaggregated data availability and knowledge sharing".

Digitalization of information promotes integration, coordination and transparency. HLCM aims to lift the conversation on a Digital Transformation of the UN System with three main focuses: transparency, standards, and data and information security. Enhanced information management and improved accessibility of UN documents and information is also a priority of HLCM.

Quantitative evidence also helps senior management and strategic partners to engage on more solid bases of reciprocal trust, as in complex systems transparency is a pre-condition for collaboration, and data supports objectivity and transparency in decision-making processes.

The consolidation of the UN system Data Catalog as the primary access to UN system organizations' comprehensive open data resources; the design and adoption of a Common Documentation Standard; the further development of the CEB website as the platform for collecting and visualizing data for the UN system, increasing granularity and providing new and improved analysis for all stakeholders: HLCM will continue investing in these and other initiatives towards a digital transformation of the UN system, also leveraging the ideas that will be emerging from the UN Data Innovation Labs.

Informed by **CEB Common Principle n. 8 - Transparency and Accountability**, which calls for the UN system to "…actively support higher standards of transparency and accountability based on authoritative international standards and robust monitoring of agreed indicators, with open data platforms, shared budget and finance information, and communicating results together", HLCM will also pursue the adoption of international standards like IATI as drivers for the United Nations system to excel as a modern, progressive organization that subscribes to best management practices, and allows for data analysis and comparability across organizations.

6) Drive forward the agenda on risk management and resilience-building, in close collaboration with UNDG and HLCP

The UN system has made considerable achievements in the past few years in the areas of controls, risk mitigation, transparency and accountability (including through the implementation of ERP systems, IPSAS, Audit Oversight Committees, Statements of Internal Controls, etc.).

HLCM is striving to consolidate a 'trust based' relationship between Member-States and the UN system. To continue to build this relationship, the Committee focused on ensuring the provision of consistent, accurate, and timely controls. In this regard, HLCM recognizes the strategic value of collective engagement to devise effective and coordinated approaches to the management and mitigation of risks.

HLCM also recognizes the need to focus more on key risks and to improve the UN system's capacity to manage and mitigate them. These include threats of all kinds, including programmatic, strategic, business disruption, security threats, cyber security and reputational.

HLCM has started developing a number of policies and tools in this area. The UN system must continue to build on them and devise a comprehensive new framework that provides for the appropriate vetting, monitoring and accountability of partners (within and across the system), for the safety and security of staff, for the mainstreaming of the human rights factor in every aspect of the UN's work, and for the protection against sexual exploitation and sexual abuse.

It is critical for the UN system to continue to improve policies, operational tools and administrative procedures to enable the UN to operate in high risk situations, while meeting its duty of care for staff, without whom the implementation of programmes would not be possible. Concepts of risk management and duty of care should be seen as two sides of the same coin, mutually reinforcing. A new approach to "how to deliver" requires the UN system to look at completely new ways to integrate risk management across all programmes.

In moving forward on this topic, the HLCM will draw on the expertise and lessons from the development of the "UN System Organizational Resilience Management System and the Reference Risk Management, Oversight & Accountability Model", and will be informed by **CEB Common Principle n. 8 - Transparency and Accountability**: "The UN system entities, individually and collectively, will hold themselves to the highest level of accountability to those they serve, including the most vulnerable and marginalized…".

During the next period the Committee will provide support and technical advice to the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, towards the operationalization of the recommendations contained in the report of the Secretary-General on sexual exploitation and sexual abuse. This work would also be instrumental to a more effective roll-out of the Human Rights up Front initiative, which calls for a cultural change within the UN system to ensure staff recognize prevention and protection as a core responsibility and that they have a better understanding of how their work reinforces pillars other than their own.

HLCM will also work to respond to the General Assembly's mandate to develop a single agreed definition, across the United Nations system, of what constitutes fraud, as well as cases of suspected or presumptive fraud; and commonly agreed definitions for vendors, implementing partners and grant recipients. As part of this work, and in close coordination with UNDG, HLCM will engage to develop and implement approaches for vetting and sharing information on implementing partners.

United Nations organizations are confronting unique challenges, as they balance the need for increased cyber security with delivering their mandates, which often calls for significant levels of transparency while also protecting privacy of at-risk populations. Organizations would, therefore, benefit from collaboration across the UN system and with partners on monitoring of, and response to, cyber threats, and implementing mitigation measures. HLCM will engage in a renewed effort in this area.

OPERATIONALIZING THE PRIORITIES OF THE STRATEGIC PLAN

Revised Working Methods were adopted by HLCM in 2013. Consultations among HLCM members have confirmed the validity of those Methods, which will therefore continue to apply. HLCM Working Methods include a focus on thematic discussions to help share experiences and ideas that will generate significant improvement of the efficiency of the UN system. Working Methods also recognize that not all initiatives are relevant to all organizations because of differences in business models and/or mandates. The Opt-in and Opt-out approach will therefore be retained. Furthermore, an emphasis on creating groups of "like-minded" organizations to work in clusters around areas relevant to them, either based on themes, mandates, business models or location, will be pursued. Examples of where this is already being done are Common Procurement at HQ duty stations, common approaches to recruitment of local staff, and vendor-based collaborative groups for ERP systems.

Given the integrated nature of the Sustainable Development Agenda, and the call to break silos and work across functions, an increased focus on cross-network collaboration is expected during the implementation of the new Strategic Plan. The Committee also recognizes that optimal results require a clear definition of roles and responsibilities: the accountability model adopted so far, with Networks and/or lead agencies clearly identified, will therefore continue to apply.

Breaking of silos applies to inter-agency mechanisms, too: the distinction between headquarter and country levels fades away, with global and centrally governed service centers that are, at the same time, the most decentralized approaches experienced to date with respect to service provision. The distribution of responsibilities between HLCM and UNDG has therefore to be re-thought in terms of their different "stakeholders", with different dynamics, time-horizons, and expectations: inter-governmental bodies and diplomatic representatives at Headquarters; Capitals and Ministries in the Countries.

A sustainable approach to funding for HLCM seed projects is important in light of the dwindling resources in the HBP Trust Fund. Many of the successes of the last Strategic Plan can be traced back to seed money funding, and HLCM members are consistent in indicating that such seed money is critical for implementation of initiatives under the new Strategic Plan. Hence, HLCM will look at different options for supporting new initiatives with the aim of agreeing on a sustainable approach.

ANNEX I - HLCM'S METHODS OF WORK

a) The agenda of HLCM's meetings will focus on subjects directly relevant to the Committee's Strategic Plan. The Committee will continue to meet face-to-face twice a year, for one and one half days or longer, as necessary, allowing for remote participation, where appropriate. Ad-hoc inter-sessional meetings will be convened via virtual means in special circumstances, as appropriate.

b) Each HLCM session will devote appropriate time to comprehensive discussions on a limited number of items. Interested member organizations will take the lead and/or actively engage in the preparation of the substantive sessions, with the CEB Secretariat offering coordination, data-gathering and substantive support. This would ensure the quality preparation that good policy level discussions of this nature require.

c) Depending on the venue, HLCM could consider a more informal setting for its meetings, and would welcome presentations and/or other contributions by outside experts – both from the private sector and leading governmental and non-for-profit institutions – to advance discussions of certain topics.

d) Representation in the Committee should be at the level of the member organization's most senior official in management/operations/administration.

e) Decision-making will continue to be based on consensus among HLCM representatives, with the adoption of the opt-in/opt-out principle when circumstances call for it.

f) HLCM documentation will be prepared along the lines of succinct executive briefs, outlining any decision required from the Committee, the expected results, the follow-up actions and the corresponding responsibilities and timelines, as well as any financial implications. Any background documentation would be for reference only, and would have to be succinct and inclusive of an executive summary.

g) The HLCM's agenda will not include reports from the Networks (including IASMN) *per se*. Rather, Networks will contribute their input, were relevant, in the context of the discussion under the substantive thematic agenda items. This would contribute to a more cross-functional approach to discussions.

h) Similarly, the dialogue with the Staff Federations will not be a stand-alone item on the agenda. The Federations will, instead, contribute their views in the course of the discussion of those thematic agenda items in which they are invited to participate as observers. Federations' statements will continue to be incorporated as annexes in the HLCM's meeting report.

i)   The new accountability framework will empower the Networks to take decisions on behalf of the Committee on matters delegated to them by the HLCM. In turn, the Networks will provide periodic written reports to the Committee – on results achieved against deliverables agreed upon in their work plans – which will be periodically submitted to HLCM for review and approval. Network reports will be subject to review and approval on a no-objection basis by HLCM, via electronic means. Only subjects that the Networks cannot resolve will be elevated for consideration by the Committee, which will provide the Networks with guidance and direction to solve those outstanding issues.

j)   Effective functioning of this model requires that organizations' representation in Networks is at a level having full decision-making authority in the respective domains, i.e. the most senior manager in each function (HR, FB, ICT, Procurement, and Safety & Security).

k)   Although the Networks' programmes of work will be driven by the HLCM Strategic Plan, Networks will retain the prerogative to flag or propose issues for the attention of HLCM.

l)   A virtual or face-to-face meeting of the conveners/chairs of the Networks, led by the HLCM Vice-Chair, shall occur annually.

m)   The HLCM Strategic Plan will be implemented in close collaboration with the other two pillars of the UN Chief Executives Board for Coordination (CEB) – the High Level Committee on Programmes (HLCP) and the UN Development Group (UNDG) – seeking a complete alignment of the respective work plans, so as to ensure maximum coherence among their respective priorities, strategies and work plans.

n)   The HLCM Strategic Plan will be reviewed and adjusted as necessary in the course of the reference period, to reflect any emerging management priorities and inter-governmental mandates. The HLCM will report on implementation of the Strategic Plan and assess its impact by the end of 2018.