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Report of the High-level Committee on Management at its fifty-first session

(13 and 14 April 2026, United Nations Information and Communications Technology Facility, Valencia, Spain)

Summary

The fifty-first session of the High-level Committee on Management (HLCM) took place on 13 and 14 April 2026 and was generously hosted by the United Nations Information and Communications Technology Facility, Valencia, Spain. Committee members from across the United Nations system organizations, the Vice-Chair of the International Civil Service Commission (ICSC) and representatives of the staff federations, as observers, participated in the two-day session convened to foster common approaches on a variety of management matters concerning the United Nations system. The strengthened spirit to collaborate across United Nations system organizations in uncertain times was palpable in the room.

The first day of the two-day session was dedicated to a strategic discussion on the theme “Confronting structural constraints and strategic choices: transforming the United Nations system for resilience and long-term effectiveness”, followed by substantive agenda items on the ICSC compensation review, disability inclusion and the proposed United Nations learning engine. The second day comprised a joint session with the Business Innovations Group of the United Nations Sustainable Development Group on work package 14 of the UN80 reform agenda, the unified services road map.

The first day opened with three evidence-based presentations to set the scene. The HLCM Finance and Budget Network reported that total United Nations system revenue is projected to decline by approximately 21 per cent between 2024 and 2027, with the sharpest contractions in humanitarian assistance and peace operations. The HLCM Human Resources Network shared preliminary findings from a system-wide workforce assessment, which revealed a workforce contraction of roughly 12 per cent across the United Nations system between 2024 and 2025, driven largely by budget cuts, and unevenly distributed across organizations and contract types. Findings from an High-level Committee on Programmes (HLCP) survey on programmatic shifts showed that 74 per cent of responding organizations anticipated programmatic changes in 2026, up from 63 per cent in 2025, with entities narrowing focus to core mandates, reducing country footprints and scaling back cross-cutting work, while collaboration opportunities across the system were also identified.

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Working in breakout groups, the Committee discussed donor expectations and funding conditionalities, innovative financing, organizational restructuring and workforce rebalancing, and people, performance and purpose. The afternoon leadership debate, which opened with keynote remarks by the former Deputy Secretary-General of the United Nations, Lord Mark Malloch Brown, converged on the perceived trust deficit with Member States, the need to elevate system-level results reporting and the imperative of moving from diagnosis to collective strategic action. The Committee agreed on a set of actions, including collective direct efforts aimed at elevating system-level results reporting, commissioning a system-wide assessment of innovative financing options, establishing mandate-sensitive working groups on innovative financing, developing common principles to guide the use of staff versus non-staff personnel, and exploring inter-agency talent pipelines and mobility options.

The Committee was briefed on the final phase of the ICSC comprehensive review of the United Nations system compensation package and reaffirmed its commitment to maintaining the Organization's attractiveness as an employer while engaging constructively in evidence-based discussions on reform. The Committee approved the revised United Nations Disability Inclusion Strategy for transmission to the United Nations System Chief Executives Board for Coordination (CEB) for endorsement. A briefing was received on the proposed merger of the United Nations System Staff College into the United Nations Institute for Training and Research as a future United Nations learning engine under UN80 work package 17, and the Committee expressed the expectation that it would review the actual merger proposal before it is presented to the governing boards of both institutions.

Among the information items, the Committee took note of the 2026–2027 workplan of the United Nations Executive Group to Prevent and Respond to Sexual Harassment; took note of progress in implementing the recommendations of the International Computing Centre review; approved the statutes establishing the United Nations System Insurance Forum as a voluntary, system-wide operational platform; noted progress on the establishment of the United Nations Occupational Health and Safety Coordination Mechanism; received an update on progress made in implementing the recommendations of the review of the United Nations security management system; and approved the terms of reference of the Advisory Group on Security.

On the second day, participants in the joint session with the Business Innovations Group recognized the unified services road map, established under UN80 work package 14, as the integrated framework for operational efficiency on services, covering six service areas under a dual model of selective consolidation and a marketplace approach. The session also included an acceleration dialogue on the far-reaching efficiency initiatives and global shared services and a dedicated discussion on coordinated supply chain reform, during which it was agreed that the HLCM Supply Chain Network should serve as the primary system-wide coordination mechanism in this area of work, incorporating lessons from the humanitarian supply chain pilots under UN80 work package 2.

The Committee agreed to hold its fifty-second session on 30 September and 1 October 2026 in Geneva.

I. Introduction

1. The High-level Committee on Management (HLCM) of the United Nations System Chief Executives Board for Coordination (CEB) held its fifty-first session on 13 and 14 April 2026 in Valencia, Spain, generously hosted by the United Nations Information and Communications Technology Facility. The meeting was chaired by the HLCM Chair, the Under-Secretary-General for Management Strategy, Policy and Compliance, Catherine Pollard, and the HLCM Vice-Chair, the United Nations Deputy High Commissioner for Refugees, Kelly T. Clements.

2. The HLCM Chair welcomed new HLCM members, as well as guests, including representatives of the International Civil Service Commission (ICSC) and the staff federations.

3. The agenda, as adopted by the Committee, focused on the following themes:

(a) Confronting structural constraints and strategic choices: transforming the United Nations system for resilience and long-term effectiveness; and leadership debate;

(b) ICSC review of the United Nations system compensation package;

(c) Revised United Nations Disability Inclusion Strategy;

(d) Proposed United Nations learning engine;

(e) Information items:

(i) United Nations Executive Group to Prevent and Respond to Sexual Harassment;

(ii) Follow-up on the review of the International Computing Centre;

(iii) United Nations System Insurance Forum;

(iv) Staff health, safety and well-being;

(v) United Nations security management system review;

(f) HLCM-Business Innovations Group joint session: UN80 work package 14 and the unified services road map;

(g) HLCM-Business Innovations Group joint session: acceleration dialogue on the far-reaching efficiency initiatives and global shared services – progress and pressure points.

4. The list of participants is provided in annex I and the checklist of documents in annex II to the present document.

II. Confronting structural constraints and strategic choices: transforming the United Nations system for resilience and long-term effectiveness

5. In its consideration of this agenda item, the Committee drew on three presentations to set the scene before engaging in focused discussions.

6. The HLCM Finance and Budget Network presented the results of its latest system-wide survey on revenue and expense projections, which provided a sobering financial outlook. Total United Nations system revenue in 2024 stood at $68.3 billion and is projected to decline by approximately 21 per cent by 2027. While this contraction is most acute for entities reliant on voluntary contributions, some of those

primarily funded by assessed contributions also face risks related to delayed or non-payment of contributions. Correspondingly, projected aggregate expenditures show a sharp downward trend – with the sharpest cuts expected in humanitarian assistance and peace operations.

7. The Finance and Budget Network noted that virtually all organizations have implemented wide-ranging cost containment and efficiency measures (from travel and hiring freezes to office consolidations and process digitization), while reiterating that with enabling functions averaging only about 14 per cent of United Nations system expenses, further efficiency gains alone cannot bridge the funding gap. Many entities are increasingly obliged to curtail or delay programmatic activities and concentrate on fewer priorities.

8. The Committee took particular note of the risks highlighted by finance directors: liquidity pressures, inflation eroding purchasing power, workforce reductions and the growing complexity of donor conditions that add burden to a shrinking workforce and challenge the independence and neutrality of the United Nations. While not impacting all United Nations system entities with the same gravity, these trends underscored the central message that financial sustainability has become a structural constraint on the United Nations system's work, demanding fundamental adjustments to align mandates with resources over the medium term. Members acknowledged the severity of the fiscal challenge, while also recognizing opportunities for more deliberate collaboration across the system to strengthen financial resilience; continue to work collectively on efficiency measures to avoid fragmentation and unintended gaps; and accelerate efforts on digital and data.

9. The Human Resources Network presented results from an analysis focused on workforce management under these pressures. Preliminary data from a system-wide assessment showed that between the end of 2024 and the end of 2025 the United Nations system's total workforce had contracted by roughly 12 per cent, including a decrease of about 10–11 per cent in staff, with further reductions expected throughout 2026.

10. This rapid downsizing, driven by budget cuts, has been uneven across organizations: some of the hardest-hit agencies executed the bulk of layoffs and abolishments in late 2024, whereas others are implementing staged reductions through 2026. A significant portion of smaller agencies in contrast experienced slight increases in workforce. The overall composition of the United Nations workforce at the snapshot date remains about two thirds staff (career personnel on contracts) and one third affiliate personnel. The Human Resources Network reported that approaches to workforce planning and rebalancing have varied widely. Few organizations have a formal, forward-looking strategy for an optimal mix of contract types; instead, adjustments have often been reactive, driven by immediate financial exigencies or project needs. Nonetheless, blended workforce models – combining a core of regular staff with a flexible tier of affiliate workers – are universally expected to remain the norm over the next three to five years.

11. Given the current evolutions, members stressed the risk of losing institutional memory and critical skills, as experienced staff depart and short-term personnel turnover increases. Morale and organizational culture are under strain in many entities, especially where repeated contract extensions or uncertainties have become routine. In its survey of organizations, the Human Resources Network identified common risks: threats to operational continuity (if key expertise is too transient), and reputational risks if the United Nations is seen as undermining its own employment principles by overflying on precarious contracts.

12. The Committee welcomed ongoing work by the Network's focus group to analyse these issues in depth, including a comparative mapping of how each organization uses staff and non-staff modalities. There was broad support for developing system-wide criteria or guidelines to distinguish staff roles from when affiliate personnel are appropriate – a step towards ensuring consistency and fairness in workforce decisions. Members also underscored opportunities for inter-agency collaboration: for example, expanding mutual recognition of contracts and staff exchanges, so that surplus talent in one entity might be absorbed elsewhere rather than lost to the United Nations; and jointly investing in staff development and re-skilling initiatives that benefit multiple organizations. The Committee emphasized that workforce adjustments should be managed as a strategic exercise – not merely a cost-cutting one – with an eye to preserving the core capacities and values of the United Nations even as organizations become leaner and more flexible.

13. The High-level Committee on Programmes (HLCP) contributed an analysis of its survey on shifting programmatic priorities and opportunities for enhanced United Nations system collaboration, which points to a programmatic landscape that is changing significantly, with 74 per cent of survey respondents anticipating significant programmatic changes in 2026, up from 63 per cent in 2025.

14. Presenting the key findings of the survey, the Secretary of HLCP highlighted a number of broad patterns of change that were revealed in the survey responses: deliberate structural reprioritization of programmatic activities as changes are becoming embedded in new strategic plans and in response to portfolio reviews; a focus on core mandates, reductions in country footprints, consolidation of functions, and weakening of work on cross-cutting issues, integrated approaches and knowledge generation; and a pivoting towards high-impact initiatives, targeted assistance and delivery of critical services. Humanitarian agencies reported a narrowing of their field presence and programme scope – prioritizing life-saving assistance and the most severe crises.

15. Across the board, respondents reported significant reductions in capacity development, technical assistance and policy advisory services, at a time when Member States' demand for such services is increasing. There is also a trend towards regionalization, as entities are making greater use of regional hubs. Particular concern was expressed regarding work on cross-cutting issues, such as the environment and climate, gender equality and human rights, which are often funded through voluntary contributions, with entities discontinuing and scaling back some initiatives. At the same time, use of digital technologies and artificial intelligence is notably increasing, as are efforts to sustain programmatic delivery through joint approaches, pooled funding and partnerships.

16. The analysis highlighted that 68 per cent of respondents were experiencing programmatic gaps or challenges that could not be addressed by their entity alone, and identified a range of opportunities for enhanced inter-agency collaboration, including more integrated approaches across pillars, joined-up foresight and risk analysis, shared approaches to engaging with external partners, common communication and joint advocacy, and greater coordination on multisectoral and cross-cutting issues.

17. In the ensuing discussion, the Committee noted the important role of management policies in enabling programmatic collaboration: HLCM policies, including on financing, human resources and digital systems, could facilitate inter-agency work. Members welcomed the insight that management reforms and programmatic priorities need to be well aligned in this period of transformation and affirmed that HLCM and HLCP should continue to share findings and pursue

complementary efforts to ensure that the United Nations system as a whole remains resilient and effective.

18. Following these scene-setting inputs, the Committee separated into four parallel breakout groups for in-depth discussion, each tackling a specific facet of the overarching theme. Upon reconvening, the following key points emerged from the groups' deliberations.

19. The group on managing donor expectations and funding conditionalities examined the delicate balance between meeting donors' transparency and accountability expectations and preserving the multilateral nature and core values and independence of the United Nations system. A central theme was restoring trust – both the trust donors place in United Nations system entities and the trust the United Nations extends to Member States by engaging transparently.

20. At the same time, the group was candid that United Nations system organizations are sometimes pressured to accept funding outside their core areas, and that this tendency could cause a gradual de-focusing from key mandates, with potential inefficiencies arising from operating outside the areas of strongest expertise and operational readiness.

21. Overall, the group reaffirmed the critical importance of trust and transparency in donor relationships, emphasizing that the United Nations system must get better at articulating and evidencing its collective results at the strategic level, thus addressing donors' legitimate need for transparency while avoiding excessive reporting burdens that detract from delivery.

22. The group also highlighted the importance of a principled approach to funding engagements and suggested that United Nations system organizations closely consider the consequences of funding that comes with misaligned conditionalities or requirements outside their mandates, given the effectiveness gap often associated with accepting such funds. In this regard, the group recommended collective exploration of how United Nations business models may need to be adapted to support more strategic decisions on funding acceptance that better align funding with programmes and activities where the United Nations has a unique value to add and redirect funding elsewhere in the United Nations system or outside if there is no value to add.

23. The group discussing expanding the donor base through innovation and enabling frameworks explored ways the United Nations system can diversify its funding sources, through innovative finance, private sector partnerships and new instruments, while recognizing the constraints and risks involved. In its discussion, the group acknowledged that alternative financing will not fully replace traditional government contributions but recognized its potential to provide supplementary resources and encourage modernization of business models.

24. Drawing on organizational experience, participants shared approaches, such as individual giving, legacy giving, philanthropy, impact bonds, blended finance, engagement with international financial institutions and multilateral development banks, and emerging digital and blockchain-based mechanisms. While some of these innovations have shown promise, they come with high start-up costs and expertise requirements that not every organization can afford or manage. The diversity of mandates, funding models and institutional capacities was underscored, and it was emphasized that approaches must be tailored accordingly.

25. Frequently cited barriers included internal rules and risk appetite, as well as legal and regulatory constraints. The development of model agreements for innovative financing was mentioned as one way to reduce start-up costs for entities.

Participants also noted that such instruments as blockchain-based donations, insurance-based financing or data monetization required niche skills that United Nations system organizations often did not have in-house, and unlocking these complex financing arrangements frequently depended on individuals with private sector financial expertise.

26. Throughout the dialogue, it was recalled that the tension between market-driven approaches and mandate-driven missions required caution. The discussion highlighted the risk of mandate drift as organizations pursued non-traditional funding and the importance of public trust, transparency and values alignment as determinants of donor behaviour.

27. Concluding recommendations included the commissioning of a study to map out the most promising innovative financing mechanisms across the United Nations, identify what internal changes they require and suggest where collective action could yield the biggest payoff. From that point, the group proposed establishing dedicated working groups on innovative financing, structured in a way that groups similar entities together.

28. The group discussing organizational restructuring and workforce rebalancing examined how United Nations organizations can reshape their structures and workforce in light of long-term financial constraints, technological change and evolving mandates.

29. The central friction identified was between short-term pressure to reduce costs, often by cutting staff posts or using alternative contract modalities, and the long-term need to invest in people and structures that can deliver effectively, highlighting a trade-off between immediate savings and future capacity.

30. Participants stressed that maintaining a stable cadre of core staff – who carry the Organization's values and institutional knowledge and who feed into its leadership pipeline – becomes significantly more difficult when funding is increasingly unpredictable. Agencies feel pressure to hire on shorter, flexible terms or outsource functions to adjust quickly to funding dips, yet too much casualization could hollow out the expertise and accountability of the United Nations.

31. The group discussed that, to address those issues, organizations should define the critical capabilities needed to fulfil its mission in the coming decade and then design the workforce and structures to support those core capacities, especially in areas related to accountability, knowledge and critical programme delivery.

32. The discussion then explored opportunities for a potential shared approach to support this prioritization effort, with the goal of identifying core capacities that should be protected as "non-negotiable" staff positions, with other functions adjusted around them. The group also noted that this strategic approach contrasts with across-the-board cuts, which risk eroding strengths indiscriminately.

33. The influence of technology and artificial intelligence on organizational models was also discussed – automation and digital platforms can certainly drive efficiencies by streamlining administrative processes, but they also change the skill profiles required and present opportunities to redesign how work is organized.

34. The group noted that some agencies are already integrating artificial intelligence tools and predicted that future workforce plans must account for roles that will be augmented or even replaced by technology, as well as new roles, like data ethicists or artificial intelligence specialists.

35. Participants also pointed to the value of data and evidence in guiding these decisions: more systematic benchmarking of how different organizations' operating

models are reflected in structural and budgetary terms, which could reveal good practices and realistic baselines for the United Nations system, depending on the operational environments. The group welcomed the focus of the Human Resources Network on advancing such analytics.

36. In terms of collective action, participants supported further work on enhancing inter-agency talent management as a way to mitigate the downsides of downsizing. Concretely, this could include exploring the feasibility of expanding inter-agency rosters for critical skill sets, making it easier to deploy staff across entities when needs shift; creating more pathways for staff exchanges or rotations among agencies; and jointly investing in training programmes to upskill staff for emerging priority areas. Finally, they reiterated the need for clear system-wide guidelines on the use of non-staff contracts versus staff appointments. Having common principles would help ensure that short-term financial fixes do not undermine the career civil service that is fundamental to the identity and accountability of the United Nations.

37. The fourth group's discussion focused on "People, performance and purpose: leading the United Nations workforce through uncertainty". This group addressed the human element of the current prolonged uncertainty and change.

38. The discussion began with a recognition that uncertainty is not a passing crisis but "the new normal" for the United Nations workforce. Budget shortfalls, restructurings and evolving mandates are likely to persist, meaning staff at all levels will continue to face questions about job stability, career prospects and the direction of their work.

39. Participants agreed that, in such an environment, the quality of leadership and internal communication becomes paramount. The group emphasized that transparent, empathetic and coherent communication from management is a strategic necessity in the current scenario. It was noted that many United Nations system staff are deeply mission-driven, and one of the hardest impacts of the current conditions is the threat to their sense of purpose and professional identity. Similarly, the group discussed how younger professionals joining the United Nations with aspirations to contribute to global causes may become disillusioned in a context of limited career development, increasing job insecurity, ongoing deliberations on compensation package reductions and reprioritization away from crucial lines of delivery.

40. A reflection on the role of more senior staff followed, with the shared perception that worries of job insecurity might impact mid-career professionals even more, especially as they may fear their skills might become outdated, while observing their resources significantly decline due to a reduction in posts and funding.

41. The group thus discussed the importance of providing avenues for staff to continue growing and contributing meaningfully: participants agreed that lateral development moves, special assignments or upskilling programmes to keep staff engaged should be prioritized and incentivized.

42. A key tension identified was between the organizations' responsibility to support its people – for example, through training, career counselling, mobility and mental health services – and the reality that these very areas are often the first to be impacted in times of liquidity and budgetary pressure.

43. However, participants argued that investing in staff adaptability and well-being is critical to the organizations' readiness and resilience. Practical suggestions from the group included setting up inter-agency career transition support for personnel who may need to exit and expanding peer support networks and mentoring, especially for younger staff.

44. In conclusion, the breakout group reaffirmed that how the United Nations system leads and cares for its people through this challenging period will directly affect performance: an organization that manages uncertainty with compassion and clarity will preserve the trust and commitment of its workforce, thereby remaining effective and prepared for the future.

45. In the afternoon, the Committee reconvened in plenary for a leadership debate that brought together the threads of the morning's discussions, with designated representatives from each breakout group and active participation by all Committee members. It opened with brief keynote remarks by the former Deputy Secretary-General of the United Nations, Lord Mark Malloch Brown, who urged the United Nations system's leadership to confront hard truths with courage and to act with unity and sense of responsibility, setting a frank and solutions-oriented tone.

46. The debate honed in on several strategic fault lines identified earlier: balancing quality versus quantity in what the United Nations can deliver with limited resources; enabling workforce agility versus ensuring contractual stability and fairness; and striving for system-wide coherence versus respecting agency autonomy in decision-making.

47. There was broad consensus that the United Nations system must resist any pressure to dilute its standards or values in an attempt to do more with less. Several speakers argued that if faced with a stark choice, the priority should be on doing less by prioritizing the most critical activities, focusing on core mandates and upholding high programmatic and fiduciary standards, rather than overstretch and risk failures that could erode trust.

48. The United Nations system's safety and security principles and normative standards were also cited as non-negotiable: the safety of personnel and the integrity of internal control systems should remain top priorities, and the United Nations system should uphold its impartiality and principles in any circumstance.

49. Another focal issue was the tension between creating a more flexible, agile workforce and maintaining secure employment and motivation for staff. The debate acknowledged that the United Nations workforce of the future will likely need to be more fluid, in order to foster adaptability and organizational nimbleness. However, members agreed that agility should not come at the cost of the United Nations system's reputation as a fair and decent employer.

50. On the tension between system coherence and organizational autonomy, the Committee engaged in a candid reflection on working as "One United Nations", including by better aligning the work of HLCM with HLCP to ensure that management decisions enable programmatic collaboration and using common platforms for data and transparency so that each agency's accountability feeds into an integrated picture.

Conclusions

51. **The Committee acknowledged that the current financial and operational pressures on the United Nations system are structural in nature and not merely cyclical, and affirmed the consequent need for strategic, medium-term adaptation in management practices and resource alignment.**

52. **The Committee agreed on the need to emphasize the value proposition of the United Nations system through collective direct efforts aimed at elevating system-level results reporting, rather than prioritizing further granularity in reporting and subsequent management oversight.**

53. **The Committee highlighted the importance of a principled approach to funding engagements and recommitted to upholding the common United Nations system principles on funding conditionalities to present a united front in negotiations with donors.**

54. **The Committee agreed to collectively explore how United Nations business models may need to be adapted to support more strategic decisions on funding acceptance that better align funding with programmes and activities where the United Nations has a unique value to add.**

55. **The Committee requested the Finance and Budget Network to commission a high-level system-wide assessment of innovative financing options, including private sector engagement, philanthropy, data monetization and cryptocurrencies, to be conducted with external expertise and addressing the diversity of United Nations mandates and business models. The assessment should identify the size of the opportunities, which mechanisms are ready to scale, what are the critical success factors and where inter-agency pooling and/or cooperation could accelerate progress.**

56. **The Committee agreed, based on the findings of the above-mentioned assessment, to establish mandate- or business model-sensitive working groups on innovative financing options, bringing together controllers, fundraising leads, legal advisers, external specialists, among others, as required. The working groups should include at a minimum a group for entities with advanced capabilities to push the frontier on emerging innovative financing and a group focused on pathways for normative and primarily assessed-contribution funded entities to realize common opportunities for innovative financing.**

57. **The Committee acknowledged the significant risks arising from rapid workforce reductions and requested the Human Resources Network to deepen its analysis of workforce composition and restructuring impacts, including by developing common principles to guide the use of staff versus non-staff personnel across the United Nations system. This analysis should support more evidence-based workforce planning and help safeguard core institutional capacity.**

58. **The Committee endorsed efforts to strengthen inter-agency talent management and mobility as critical to maintaining organizational resilience. The Committee requested the Human Resources Network to examine the feasibility of expanding inter-agency rosters, staff exchanges and upskilling initiatives to ensure that essential expertise is retained and shared system-wide despite resource constraints.**

59. **The Committee suggested conducting a review of existing good practices to enhance workforce adaptability and foster long-term employability of personnel, drawing upon the collective experiences of organizations and outside practices. This effort is aimed at identifying how to support the United Nations workforce navigating reduced contractual predictability and fostering easier career transitions through continued internal and external mobility, throughout the career.**

III. Review by the International Civil Service Commission of the United Nations system compensation package

60. The Committee was briefed on the ongoing comprehensive review of the United Nations common system compensation package, which was reaching its final phase. The review was aimed at identifying how the United Nations could maintain its ability

to attract and retain talent while also taking into account the current financially constrained environment.

61. The ICSC Vice-Chair outlined the current status and trajectory of the review, noting that final decisions thereon were expected to be taken at the 102nd session of ICSC, to be held in Vienna. He highlighted the request of the General Assembly of the United Nations to ICSC to present options, as well as to include a review of the current United States/United Nations net remuneration margin. Several areas were at the centre of present discussions, including secondary dependency allowance, early childhood education, mobility incentive and education-related benefits. Field-related reforms, notably the "family hub" concept, were highlighted as positive and innovative. The Vice-Chair emphasized that final decisions – especially on the margin and major benefits – rest with the General Assembly, with ICSC providing data-driven scenarios and options.

62. The Human Resources Network acknowledged the critical phase of the review and the need to balance competitiveness with fiscal constraints. It emphasized constructive engagement in developing innovative solutions, including the family hub model, and support for simplification and efficiency gains where they do not undermine competitiveness.

63. Staff representatives expressed strong concern that the review's focus on cost-cutting risked the erosion of the compensation framework. They stressed that the package had previously been deemed fit for purpose and warned against targeting relatively small cost items with disproportionate impact. Key concerns included potential phase-out of the mobility incentive, risks to field staff conditions and uncertainty around family-related benefits. Staff also called for the preservation of predictability, fairness and competitiveness, and for the separation of margin discussions from the compensation review timeline.

64. Committee members broadly supported a holistic, evidence-based approach rather than piecemeal reductions to individual benefits. Several highlighted risks to recruitment and retention – particularly for specialized skills and field operations – if compensation competitiveness is weakened. Concerns were raised about the implications of margin reductions, the need for flexibility to address labour market pressures and the importance of maintaining incentives for mobility and hardship postings. Organizations also emphasized the importance of robust data and transparent communication and the need for evidence-based decision-making regarding staff costs and benefits, as perceptions of a politicization of compensation-setting might significantly weaken the attractiveness of the United Nations system as an employer.

65. The discussion concluded with recognition that the system is at a critical juncture requiring difficult trade-offs. There is broad agreement on the need to preserve the attractiveness of the United Nations as an employer while demonstrating responsiveness to fiscal pressures. Stakeholders stressed that changes must remain targeted, evidence-based and aligned with operational realities in order to manage long-term implications for the United Nations workforce and its ability to deliver mandates effectively.

Conclusions

66. **The Committee expressed appreciation to the Vice-Chair of ICSC and to the staff federations for their constructive engagement in the current final phase of the compensation review.**

67. **The Committee confirmed its commitment to continue its engagement, through the Human Resources Network, with all stakeholders involved in the**

review, including through the ad hoc Human Resources Network working group, by participating in and contributing to the upcoming ICSC working group and the collaboration of the CEB secretariat with the ICSC secretariat on providing data and evidence.

IV. Revised United Nations Disability Inclusion Strategy

68. The HLCM Chair began by recalling that the United Nations Disability Inclusion Strategy and its accountability framework had been endorsed by CEB in 2019 and their implementation was coordinated by the Executive Office of the Secretary-General with system-wide engagement. She noted the 2021 progress report and the five-year independent evaluation completed in 2025, which recommended revising the strategy and framework to strengthen institutional capacity and address uneven progress. The Executive Office of the Secretary-General had subsequently led a consultative process to develop the revised Strategy. Feedback from HLCP and HLCM networks was incorporated, and the revised Strategy and framework were approved by HLCP at its fifty-first session.

69. The Director of the Sustainable Development Unit, Executive Office of the Secretary-General, Karima El Korri, presented the draft revised Strategy, underscoring the global context of disability inclusion: approximately 1.3 billion people, or 16 per cent of the global population, experience disability, with around 80 per cent living in developing countries and prevalence increasing in contexts of armed conflict. She emphasized the continued risk of exclusion faced by persons with disabilities, reinforcing the need for sustained system-wide action.

70. She recalled that since the Strategy had been launched in 2019 as a catalyst for change, measurable progress had been achieved, as documented through annual system-wide reporting. Entities had improved performance in terms of the percentage of requirements under the indicators in the Strategy that were met from 16 per cent in 2019 to 42 per cent in 2024. United Nations country teams improved from 24 per cent to 46 per cent, reflecting stronger mainstreaming and effective leadership by resident coordinators. The 2025 evaluation confirmed that the Strategy served as an inflection point for disability inclusion, noting stronger progress where leadership, technical expertise, perspectives from staff with disabilities and consultation with organizations of persons with disabilities aligned, and weaker outcomes where investment levels were lower, for example, in employment and programmes.

71. Ms. El Korri outlined that the revised Strategy addresses evaluation findings while building on achievements, balancing ambition and feasibility. The revised accountability framework includes 18 indicators, including 3 new indicators proposed by stakeholders on resource tracking, digital accessibility, and disability data to strengthen policy robustness. It enhances country-level implementation, promotes alignment with other system-wide strategies on gender and youth, encourages more systematic integration of disability inclusion into programming with explicit linkages to the Sustainable Development Goals, and is aligned with the United Nations 2.0 and UN80 initiatives.

72. She concluded by thanking HLCM members for their collective efforts, inviting entities to submit progress reports for 2025 on the Strategy and requesting that HLCM approve the revised Strategy.

73. During the discussion, representatives of staff federations expressed strong support for the revised Strategy and raised concerns regarding the retention of colleagues with disabilities, which the Chair noted would be addressed during the implementation of the revised Strategy.

Conclusions

74. **The Committee expressed strong appreciation to the Disability Inclusion Team in the Executive Office of the Secretary-General for its outreach and extensive consultation in finalizing the revised United Nations Disability Inclusion Strategy and accountability framework.**

75. **The Committee fully supported the revised Strategy as submitted, and unanimously approved it, for further transmission to CEB, for its endorsement.**

V. Proposed United Nations learning engine

76. The HLCM Chair introduced this agenda item recalling that the proposed merger of the United Nations System Staff College into the United Nations Institute for Training and Research (UNITAR) was framed within the UN80 reform agenda and aimed at creating a more integrated institutional capability for learning and capacity development, referred to as a future United Nations “learning engine”.

77. In providing historical background, the Chair recalled that the United Nations System Staff College was established by the General Assembly as an institution for system-wide knowledge management, training and learning for staff of the United Nations system, developed under the auspices of the Administrative Committee on Coordination (now CEB) and that its Board of Governors includes senior officials from HLCP and HLCM. The United Nations Institute for Training and Research (UNITAR) was established by the General Assembly in 1963, to strengthen the effectiveness of the United Nations through training and research.

78. The Chair noted that amendments to the statute of the United Nations System Staff College may be made by the Economic and Social Council on the recommendation of CEB; and, that amendments to the UNITAR statute may be made by the Secretary-General after consultation with the UNITAR Board.

79. The Chair also informed HLCM members that the aim for UN80 work package 17 was to present proposals to the respective governing boards by June 2026, and subsequently to the General Assembly for decision during its eightieth session.

80. The Executive Director of UNITAR outlined the rationale and purpose of the proposed merger, its intended modalities and how the learning engine might best support system-wide management priorities, including workforce transformation, digital learning infrastructure, and scalable capability development.

81. The Executive Director noted that the current landscape of United Nations learning institutions and programmes had evolved incrementally over decades and was increasingly fragmented, limiting coherence, reach and efficiency.

82. The proposed merger had the objective to create a more coherent institutional United Nations learning and capacity development engine that preserves mandates and is networked and interoperable across the system. It sought to reposition learning and capacity development as a strategic capability of the United Nations system rather than a set of disconnected training activities, one that recognizes the essential value of co-creation, including at the country level.

83. The learning engine would function as an integrated institutional platform connecting leadership development for United Nations personnel, policy-informed learning and advisory support, research insights and foresight, and Member State capacity-building.

84. The Executive Director noted that the design process for the merger had just started and was expected to conclude by June 2026, following consultations with

Member States, governing boards, United Nations system entities and staff. Subject to the outcome of these consultations, a proposal would be submitted to the Secretary-General and the General Assembly for consideration during the current session of the General Assembly.

85. The Acting Director and Deputy Director of the United Nations System Staff College complemented the presentation with additional elements on the expected complementarities and synergies linked to bringing together the two learning entities.

86. In light of the HLCM mandate to advance administrative management reform and system-wide efficiency, members were invited to share strategic perspectives to inform the design of the merged entity, especially through the lens of efficiency gains, with regard to: (a) system-wide learning and leadership development needs; (b) opportunities to enhance efficiency, interoperability and shared services within the United Nations learning and capacity-development architecture; and (c) practical guidance and lessons learned on organizational integration and change management.

87. HLCM members in their feedback stressed that the new entity should represent the diversity of the system, and be genuinely responsive to the learning and development mandates and needs of the whole United Nations system, including smaller entities and those operating primarily in the field.

88. There was interest in a model that enables interoperable, self-paced learning journeys that travel with staff across their careers, and that interfaces effectively with the broader ecosystem of United Nations learning institutions and external providers.

89. While HLCM recognized the need for more integrated system-wide learning function, questions were raised about transition risks, the short timeline and the possible risk of diluting focus on internal learning.

90. At the current state of advancement, HLCM members noted that the proposal for a learning engine represented a promising concept, which needed to be fleshed out with enough details to understand what the end result would look like.

Conclusion

91. **The Committee expressed the expectation that it would review the actual merger proposal, following the completion of the design phase of this initiative, with relevant details on the proposed operational setting, governance arrangements and expected sources of efficiencies, before it is presented to the governing boards of UNITAR and the United Nations System Staff College.**

VI. Information items

A. United Nations Executive Group to Prevent and Respond to Sexual Harassment

92. The Committee received an update from the outgoing Chair of the United Nations Executive Group to Prevent and Respond to Sexual Harassment, Hannan Sulieman, on the Group’s work over the preceding two years and on the new workplan for 2026–2027. The outgoing Chair reflected on the strong cohesion and sustained commitment demonstrated by the Group’s member organizations, even amid significant resource constraints and shifting operational pressures, and thanked all member organizations for their leadership, technical contributions and advocacy throughout her tenure.

93. The outgoing Chair highlighted key achievements. On policy coherence, the Executive Group continued to improve alignment with the model policy on sexual harassment, and advanced the operationalization of victim-centred principles across policies, investigations, reporting mechanisms and training. Efforts were also sustained to minimize fragmentation between sexual harassment and sexual exploitation and abuse architectures, in pursuit of a coherent system-wide approach. On collaboration and shared resources, the United Nations system-wide knowledge hub on addressing sexual harassment was cited as a critical space for system-wide exchange of tools, good practices, training materials and guidance. The Executive Group delivered an updated guide for managers on preventing and responding to sexual harassment, convened the 2024 investigatory bodies meeting to strengthen alignment on investigative practices, and established a victims reference group to ensure that survivors' voices are meaningfully integrated into policy development and decision-making.

94. Looking ahead, the 2026–2027 workplan is anchored in strengthening a coherent, victim-centred and system-wide approach to addressing sexual harassment in line with findings from the Group's annual survey. The workplan comprises five workstreams: a feasibility study on a comprehensive approach to sexual harassment and sexual exploitation and abuse; a victim/survivor survey pilot; the continuation of the annual survey on reporting of sexual harassment; work to strengthen protective measures; and a new workstream on technology-facilitated sexual harassment. Cross-cutting commitments were also agreed on internal and external communication, background verification and misconduct screening, and leadership accountability.

95. The outgoing Chair formally welcomed SungAh Lee as the incoming Chair of the Executive Group. The incoming Chair expressed confidence in the workplan and commitment to continued inter-agency collaboration on this standing priority.

Conclusions

96. **The Committee took note with appreciation of the progress update on the work of the Executive Group and of the 2026–2027 workplan.**

97. **The Committee thanked the outgoing Chair for her leadership of the Executive Group and welcomed Ms. Lee as the incoming Chair of the Executive Group.**

98. **The Committee requested a further progress update at its fifty-second session.**

B. Follow-up on the review of the International Computing Centre

99. The Chair of the Management Committee of the International Computing Centre, Tomas Lamanauskas, reported that, following the endorsement by HLCM of the review of the Centre in October, the Management Committee had assumed responsibility for implementation and had adopted a comprehensive, phased workplan. Given the scope of the recommendations, the Management Committee agreed that implementation would need to be sequenced over time, with governance reform identified as the priority and foundation for all subsequent changes.

100. He highlighted strong progress on governance, including the formal adoption of terms of reference for the Management Committee, strengthened governance practices and the creation of a finance subcommittee and an electoral subgroup. These measures are intended to enhance financial oversight, leadership selection, accountability and institutional assurance. Work is also under way to evolve the Audit Committee into a broader oversight body.

101. Regarding funding and the business model, the Chair confirmed the reaffirmation of the Centre's role as a cost recovery entity serving partner organizations. The Management Committee agreed that the Centre should only fundraise jointly with partners, removing any perception of independent fundraising. A dedicated strategic review of the Centre's business model is scheduled for the Management Committee meeting to be held in Valencia in May 2026.

102. Participants welcomed the progress reported and supported the structured and phased approach to implementing the HLCM endorsed review, particularly the focus on governance reforms. No objections were raised. Representatives of staff federations noted that, due to time constraints, they would submit written comments on specific issues, such as branding and intellectual property, which the Chair acknowledged to be the appropriate follow-up.

Conclusions

103. **The Committee took note with appreciation of work undertaken by the Management Committee of the International Computing Centre to implement the recommendations of the review.**

104. **The Committee encouraged the Management Committee to complete implementation of the remaining recommendations, including on funding models, and requested the Chair to provide a further update at the next HLCM session.**

C. United Nations System Insurance Forum

105. The Committee received an update on the establishment of the United Nations System Insurance Forum, as a practical, lean and voluntary platform to strengthen system-wide coordination on insurance-related matters. The Forum statutes were presented for approval, establishing a mechanism to bring together insurance and risk-transfer practitioners across United Nations system organizations to improve coherence, reduce fragmentation and enhance value for money in areas where entities currently operate largely in parallel, including coverage for assets, liabilities, health and other insurable risks.

106. The Forum is designed as an operational community of practice and is intended to build on existing capacities and expertise within organizations. It supersedes the former informal United Nations agencies insurance network and is structured around two complementary workstreams: corporate insurance and life and health insurance. Participation is voluntary, open to all interested United Nations system organizations and carries no additional cost. Light coordination arrangements will ensure continuity and inclusiveness.

107. The discussion highlighted that the Forum's establishment is a result of and builds on ongoing work carried out in connection with far-reaching efficiency initiative P5 (common insurance services). Members noted that the Forum provides a practical vehicle to translate efficiency ambitions into tangible operational outcomes, while respecting organizational mandates and differing risk profiles.

Conclusion

108. **The Committee approved the statutes establishing the United Nations System Insurance Forum as a voluntary, system-wide operational platform to enhance coordination on insurance services, risk transfer and claims management across the United Nations system and encouraged organizations to designate focal points to participate in its work.**

D. Staff health, safety and well-being

109. The Committee received a written progress update on the establishment of the United Nations Occupational Health and Safety Coordination Mechanism, endorsed by HLCM at its forty-seventh session and hosted by the World Health Organization (WHO). The Mechanism was created to strengthen system-wide coordination on occupational health and safety, with a view to improving coherence, preparedness and collective response across the United Nations system. While its establishment experienced a delay due to exceptional circumstances, critical foundations are now in place. The majority of contributions have been received, and WHO has completed the recruitment of the senior adviser, who is expected to take up functions in May 2026. The Mechanism will be convened promptly thereafter, and a revised implementation timeline will be shared with HLCM.

Conclusion

110. **The Committee took note of the progress update on the establishment of the United Nations Occupational Health and Safety Coordination Mechanism and expressed its appreciation to WHO for hosting the structure.**

E. United Nations security management system review

111. The Committee received an update from the Under-Secretary-General for Safety and Security, Gilles Michaud, on progress in implementing the recommendations of the United Nations security management system review. The Under-Secretary-General briefed the Committee on advances across several category one recommendations, including efforts to enhance the roles of national security officers and local security assistants, the development of an emergency security funding mechanism, streamlining the assessment and certification of designated officials, and the clarification of security management system services through a service-level agreement currently under development by a working group of the Inter-Agency Security Management Network.

112. He noted that the security management system continues to enable United Nations system operations within acceptable levels of security risk in an increasingly constrained and volatile environment, including through greater reliance on national security staff capacity and continued efficiency measures. The Under-Secretary-General underscored that security must be understood, advocated for and funded as an integral part of programme delivery, and cautioned against allowing funding pressures to influence security decision-making in crisis situations. He also reported that a discussion on financing of the security management system would be taken forward at the level of the Secretary-General's Executive Committee.

113. Members broadly supported the direction of travel and welcomed the progress achieved. They emphasized the importance of continued efforts to identify further efficiencies within the security management system, including through workforce optimization, position relocations and the use of alternative contract modalities, while preserving the quality and independence of security advice in the field. Members also underscored that any service level agreement should not result in an à la carte approach to security services, and reaffirmed their support for maintaining a collective security management system.

Conclusions

114. **The Committee approved the terms of reference of the Advisory Group on Security, welcoming its role as a strategic, non-technical complement to the**

Inter-Agency Security Management Network that connects security considerations with programming, operational, financial and political dimensions, and requested a report on further progress at the Committee's next session.

115. **The Committee expressed its deep appreciation to the Under-Secretary-General for his leadership of the Department of Safety and Security and his sustained commitment to the United Nations security management system, on the occasion of his last HLCM session prior to his departure from the Organization.**

VII. High-level Committee on Management-Business Innovations Group joint session: UN80 work package 14 and the unified services road map

116. At the joint session of HLCM and the Business Innovations Group of the United Nations Sustainable Development Group, co-chaired by the HLCM Chair, Catherine Pollard, and the Co-Chairs of the Business Innovations Group, Andrew Saberton and Sonja Leighton-Kone, the unified services road map was introduced as the new architecture for system-wide operational efficiency and service integration.

117. The unified services road map was then contextualized as the main expected outcome of UN80 work package 14, which is co-led by the HLCM Chair, the Co-Chairs of the Business Innovations Group and the Executive Director of the World Food Programme (WFP). The HLCM Chair and the Co-Chairs of the Business Innovations Group, in conjunction with Sara Adam, representing WFP, underscored that work package 14 responds to sustained financial pressure and operational fragmentation by introducing a single, system-wide management framework for services that brings together global and country-level operational efficiency efforts.

118. Members were walked through the logic and sequencing of work package 14 component actions. These include the architectural and analytical backbone of the reform, establishing the unified services road map and grounding it in evidence with an assessment framework, a pathway for integrating supply chains, the acceleration of country level efficiencies through common back offices, and the harmonization of support and programme cost structures.

119. In terms of scope and approach, the unified services road map covers six service areas: procurement and supply chain, finance, information and communications technology (ICT), logistics, human resources, and administration. It is structured around a dual model: selective consolidation of services where standardization and scale generate clear efficiencies, alongside a marketplace approach where flexibility and choice are required. Several members noted the importance of making decisions on common services eligible for consolidation or marketplace arrangements based on a structured, data driven analysis.

120. The result is a systematization of efforts into a single joint governance, including far-reaching efficiency initiatives developed through HLCM in 2025, global shared services and common back offices, and as such does not replace existing mandates or governance arrangements, but rather aligns initiatives under a common line of sight.

121. The Committee was also briefed on the forthcoming unified services road map progress dashboard, presented as a central tool for transparency, accountability and collective oversight of implementation. Across far-reaching efficiency initiatives, with links to similar dashboards for global shared services and common back offices,

it will provide a system wide view of progress, support evidence based steering, early identification of bottlenecks, and informed governance discussions within HLCM and the Business Innovations Group, and will subsequently be published for public visibility.

122. The Committee also received a presentation by the United Nations Advisory Alliance, on the global shared services feasibility study, which provides the analytical foundation for key decisions under the road map. The study mapped the current fragmented landscape of global service provision, assessed service maturity and efficiency potential across key administrative functions, and identified scenarios for possible consolidation and shared delivery. It highlighted opportunities for efficiency gains in high-volume transactional services, while also identifying major constraints, including policy divergence, ERP fragmentation, limited interoperability, and transition costs.

Conclusions

123. **The Committee recognized the unified services road map developed under UN80 work package 14 as the integrated system-wide framework for operational efficiency efforts in services at global and country levels.**

124. **The Committee welcomed the launch of the unified services road map progress dashboard as a tool to enhance transparency, accountability and collective oversight of operational reform initiatives across the United Nations system.**

VIII. High-level Committee on Management-Business Innovations Group joint session: acceleration dialogue on the far-reaching efficiency initiatives and global shared services – progress and pressure points

125. The Committee then proceeded to an open conversation on progress across global shared services and the far-reaching efficiency initiatives, aimed at identifying key pressure points and taking note of progress. The discussion was introduced by brief presentations on selected initiatives.

126. The Committee received an update by Natalia Bondonno, co-lead of far-reaching efficiency initiative O2 on a common initiative for policy and technical solutions for artificial intelligence-powered language services. In her presentation, she emphasized that the initiative is not a centralization exercise, but a system-wide enabler to support responsible, scalable adoption of artificial intelligence in translation, interpretation and related multilingual services. Two complementary workstreams were outlined: a policy stream focused on developing harmonized, non-binding guidance to manage quality, risk, ethics and accountability; and a technical stream aimed at identifying, testing and scaling artificial intelligence use cases across entities. Members noted the initiative’s emphasis on fit-for-purpose deployment, safeguards and interoperability, and welcomed its contribution to improving efficiency while preserving multilingualism and mandate-driven quality standards.

127. Elisabeth Eckerstrom, co-lead for UNDP of initiative P3 on integrated ICT procurement and shared software services, briefed the Committee on progress on the initiative, which seeks to leverage consolidated United Nations system procurement volumes to achieve cost efficiencies and improved service conditions for ICT software and platforms. The presentation highlighted strong participation across the

system and reported concrete advances in renegotiating selected high-value software contracts through coordinated engagement with vendors. Members noted that the initiative is focused not only on price reductions, but also on improving transparency, standard contractual terms, and access conditions across entities. The discussion underscored both the potential of collective negotiation to generate savings and the practical challenges posed by heterogeneous ICT environments, reinforcing the need for sustained coordination and disciplined implementation.

128. An update on initiative S5 regarding the proposal for a United Nations services hub was provided by Sara Adam, representing WFP, a co-leading entity for the initiative. The United Nations services hub was introduced as a practical operationalization of the marketplace model of the unified services road map. It was presented as a single digital entry point through which United Nations entities can discover, access and compare mature shared services already available across the system. Members noted that the first phase is operational, offering a growing catalogue of services with defined service levels and governance arrangements, and that subsequent phases will expand coverage and explore deeper integration where evidence supports consolidation. The Committee welcomed the Hub as a tangible mechanism to reduce fragmentation, improve visibility of existing capacities, and support informed uptake of shared services across both humanitarian and development contexts.

129. The following open conversation surfaced recurring challenges, notably capacity constraints, uneven participation, governance complexity, and the need for clear articulation of transition costs and benefits of efficiency initiatives. The exchange was candid and solution-oriented, with emphasis on the role of members of HLCM and the Business Innovations Group in championing implementation within their organizations and addressing bottlenecks collectively.

130. Despite these constraints, members noted that the overall trajectory of the efficiency agenda remained broadly positive, with tangible gains starting to emerge as implementation progresses. There were calls to maintain momentum and ambition, so that initiatives deliver concrete benefits on the ground. It was emphasized that the focus must stay on tangible outcomes, avoiding any tendency to become entrenched in protecting existing service offerings at the expense of innovation and consolidation. Participants concurred that acceleration should continue through established HLCM, Business Innovations Group and other relevant mechanisms, ensuring changes are collectively owned and sustainably embedded across the system.

131. The joint session then engaged in a focused discussion on the ongoing work around Supply Chain coordination, recognizing both its potential significance for system-wide efficiency and the sensitivity of supply chain reform across both humanitarian and development contexts.

132. Members were briefed by the Chair of the HLCM Supply Chain Network, Anne-Claire Howard, on initiative S2 on an integrated United Nations supply chain framework, the ongoing work within the Network and in the broader context of supply chain-related reform efforts.

133. The Chair confirmed that the Network has been transitioned from the former Procurement Network into a fully operational end-to-end supply chain platform. Its revised governance arrangements and working group structures, to be endorsed in April 2026, were presented as a means to anchor initiative S2 within an established system-wide forum, ensuring transparency, continuity and participation.

134. Already identified areas for coordinated action under this initiative include health and medical supplies, therapeutic food, and logistics, with other work advancing on vendor management, harmonization and mutual recognition.

135. The Chair of the Supply Chain Network also reported on a number of further developments since the previous HLCM session. In February 2026, HLCM had virtually approved the revised United Nations model policy framework on vendor sanctions, establishing a harmonized framework for the exclusion of vendors that have engaged in fraud, corruption or other serious misconduct. On sustainable procurement, the Network had continued to advance implementation, including through practical tools and certification frameworks for gender-responsive procurement, enhanced supplier engagements on human trafficking and forced labour in supply chains, and efforts to advance scope 3 emissions reporting across the United Nations system. The launch of the enhanced United Nations Global Marketplace vendor performance evaluation tool was also highlighted as a key development. The tool is fully operational and offers a user-friendly, integrated approach to evaluating suppliers across a range of performance criteria, enabling organizations to make more informed sourcing decisions and sustain quality outcomes.

136. The Chair further drew the Committee's attention to the financial sustainability of the United Nations Global Marketplace platform, noting that plans to enhance its functionality, including through artificial intelligence capabilities, would require investment from participating organizations. The Chair appealed to members to consider their contributions and encourage broader engagement, underscoring that the platform's continued development as a system-wide public good depended on collective support.

137. The Supply Chain Network had also taken an oversight role on all procurement-related far-reaching efficiency initiatives, ensuring overall coherence, and would be regularly updated on progress regarding the integrated approach to United Nations supply chains in complex environments developed under the new humanitarian compact (UN80 work package 2, action 17).

138. The session also heard a presentation from the Director of the UNICEF Supply Division, Leila Pakkala, as co-lead of the above-mentioned integrated approach to United Nations supply chains in complex environments, which was closely linked to initiative S2. This initiative was presented as a fast-track initiative focused on three pillars, with the first one being coordinated procurement for high volume or strategic items. This pillar is currently being implemented for core relief items and operational support items. The second pillar, aimed at optimizing global logistics and pooling the use of transport and storage services, where feasible, is also in the implementation phase and showing some first encouraging results, including reported significant cost avoidance for maritime transport.

139. The third pillar, aimed at achieving harmonized in-country logistics, is being implemented in five priority pilot settings of significant operational complexity: Afghanistan, Gaza, Haiti, Somalia and Sudan. Joint mapping of assets, contracts and logistics arrangements is under way to identify opportunities to reduce duplication and improve coordination.

140. Overall, the approach was described as building on existing inter-agency practices rather than creating new mandates, and as having already provided significant results. This initiative is confirmed to be advancing independently under the UN80 work package 2 governance mechanisms, but with learnings to be shared with the Supply Chain Network.

141. In the ensuing discussion, Members broadly supported the direction of travel of initiatives aimed at greater supply chain coordination, while emphasizing the importance of proceeding in a measured and evidence-driven manner. Strong emphasis was placed by several participants on the need for solid and transparent cost-benefit and risk analyses, so that future developments in the area of supply chain

integration could be informed by lessons learned and clear data evidence emerging from ongoing experiences. The paramount importance of inclusive governance frameworks that enable participation by all interested organizations was stressed, together with the need to maintain clarity on scope, particularly in relation to the interface between humanitarian and development supply chains. In that respect, the Chair of the Supply Chain Network made a proposal to integrate the Network Board into the governance of the integrated supply chain initiative under UN80 work package 2, action 17, to ensure alignment with the overall work of the Network.

142. The Committee noted that the S2 integrated supply chain and logistics framework and the UN80 integrated approach to United Nations supply chains in complex environments under work package 2 are two distinct but interrelated mechanisms, and agreed that S2 should continue to be advanced through the HLCM Supply Chain Network, recognizing its role as the primary system-wide coordination mechanism.

143. The HLCM Supply Chain Network was entrusted with the responsibility of ensuring that initiative S2 advanced while leveraging key learnings from the fast-tracked work under UN80 work package 2 and maintaining a focus on transparency, strengthened communication and collective decision-making.

144. In conclusion, members agreed that coordinated supply chains represent an area of priority for collective action, but one that requires careful sequencing, robust governance and sustained engagement across the United Nations system.

145. In their closing remarks, the HLCM Chair and the Co-Chairs of the Business Innovations Group highlighted the added value of the joint HLCM–Business Innovations Group format in strengthening coherence between global and country-level efficiency reforms. They reaffirmed shared ownership of the unified services road map, stressed the importance of disciplined prioritization and evidence-based decision-making, and underlined expectations for continued follow-up through both Business Innovations Group and HLCM governance. The session confirmed a collective commitment to advance implementation while managing risks, capacity constraints and change fatigue in a pragmatic manner.

Conclusions

146. **The Committee noted with appreciation the updates on key efficiency initiatives, including the common initiative for policy and technical solutions for artificial intelligence-powered language services (O2), integrated ICT procurement (P3) and the United Nations services hub (S5), which are aimed at improving efficiency and operational cooperation across the system.**

147. **The Committee acknowledged the progress achieved in advancing global shared services and far-reaching efficiency initiatives, while noting persistent challenges, including capacity constraint and uneven engagement, and encouraged all member organizations to actively support and participate in these efforts through the established HLCM, Business Innovations Group and network mechanisms.**

148. **The Committee took note of the ongoing work to enhance United Nations supply chain efficiency – including the HLCM integrated supply chain framework (S2) and the humanitarian supply chain pilots under the new humanitarian compact – and agreed that these related efforts should be pursued in a complementary and inclusive manner through the HLCM Supply Chain Network.**

149. **The Committee highlighted the importance of conducting and sharing comprehensive cost-benefit and risk analyses, as part of all ongoing efforts towards supply chain integration, and of adopting an inclusive approach in all supply chain-related reform efforts, stressing the mission-criticality of logistics and procurement operations as key enablers of effective and efficient mandate delivery.**

150. **The Committee requested the Supply Chain Network to advance its work on the S2 initiative, incorporating lessons from the work ongoing under UN80 work package 2, and to report on progress and submit any recommendations to the Committee at its next session.**

IX. Dates and venue of the next session

151. HLCM decided that its fifty-second session would take place on 30 September and 1 October 2026 in Geneva.

Annex I

List of participants

Chair of the High-level Committee on Management (HLCM): Catherine Pollard, Under-Secretary-General for Management Strategy, Policy and Compliance, United Nations

HLCM Vice-Chair: Kelly T. Clements, United Nations Deputy High Commissioner for Refugees, Office of the United Nations High Commissioner for Refugees

HLCM Secretary: Remo Lalli, secretariat of the United Nations System Chief Executives Board for Coordination (CEB)

CEB Secretary: Maaike Jansen, CEB secretariat

Organization	*Participant*
United Nations	
Department of Safety and Security	Gilles Michaud (*remotely*)
	Unaisi Lutu Vuniwaqa (*remotely*)
Executive Office of the Secretary-General	Jens Wandel
	Arnab Roy
Office of Human Resources	Martha Helena Lopez
Office of Information and Communications Technology	Bernardo Mariano Junior
Department of Operational Support	Giovanna Ceglie
Department for General Assembly and Conference Management	Natalia Bondonno (remotely)
Development Coordination Office	Larai Musa
International Labour Organization	Hao Bin
Food and Agriculture Organization of the United Nations	Serge Nakouzi
	Rodrigo de Lapuerta
Joint United Nations Programme on HIV/AIDS	Christine Stegling
International Civil Aviation Organization	Arun Mishra
	Michiel Vreedenburgh
World Health Organization	Raul Thomas
	Hatem El Khodary
International Organization for Migration	SungAh Lee
International Telecommunication Union	Tomas Lamanauskas
World Meteorological Organization	Thomas Asare
International Maritime Organization	Azara Prempeh
World Intellectual Property Organization	Andrew Staines (remotely)

Organization	*Participant*
	Alex Zegrea (remotely)
International Fund for Agricultural Development	Andrzej Antoszkiewicz
United Nations Industrial Development Organization	Michael Conneely
International Atomic Energy Agency	Margaret Doane
	Mariela Fogante
	Peter Frobel (remotely)
World Tourism Organization	Paolo Velasco
United Nations Development Programme	Linda Maquire
	Elisabeth Eckerstrom (remotely)
United Nations Environment Programme	Soomi Ro
Office of the United Nations High Commissioner for Refugees	Hans Baritt
	Catty Bennet Sattler
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Antonia De Meo
United Nations Children's Fund	Hannan Sulieman
	Leila Pakkala (remotely)
United Nations Population Fund	Andrew Saberton
World Food Programme	Sara Adam
	Corinne Fleischer (remotely)
United Nations Office on Drugs and Crime/United Nations Office at Vienna	Chhaya Kapilashrami
United Nations Human Settlements Programme (UN-Habitat)	Annette Waweru (remotely)
United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)	Kirsi Madi
	Johanna Clark
United Nations Office for Project Services	Sonja Leighton-Kone
	Anne-Claire Howard (remotely)
	David Chillaron-Cortizo
	Radha Verma
United Nations Framework Convention on Climate Change	Noura Hamladji
World Bank	Irene Alaoui (remotely)
International Monetary Fund	Olivier Fleurence
World Trade Organization	Andrew Rizk

Organization	*Participant*
Other representatives:	
International Trade Centre	Nasser Shammout
United Nations System Staff College	Miguel Panadero
Comprehensive Nuclear-Test-Ban Treaty Organization	Uday Dayal
	Emma Webb
International Criminal Court	Ivan Alippi
United Nations Volunteers	Toily Kurbanov
United Nations Medical Directors	Gloria dal Forno
International Civil Service Commission	Boguslaw Winid
Federation of International Civil Servants' Associations	Imed Zabaar
Coordinating Committee for International Staff Associations and Unions of the United Nations System	Nathalie Meynet
	Uktamjon Shomurodov
United Nations International Civil Servants Federation	Karin Esposito
	Milan Dawoh
United Nations Representatives of Internal Audit Services	Julie Nyang'aya
Business Innovations Group secretariat	Peride Blind
	Zamir Frotan
Guests:	
United Nations Institute for Training and Research	Michelle Gyles-McDonnough
United Nations Advisory Alliance	Giovanni Pio

Annex II

List of documents

Agenda item	*Title/description*	*Document symbol*
	Revised provisional agenda	CEB/2026/HLCM/1/Rev.1
A	Results of the Finance and Budget Network survey on revenue and expense projections	CEB/2026/HLCM/2
	Human Resources Network note on system-wide assessment of workforce management approaches	CEB/2026/HLCM/3
	Paper prepared by the High-level Committee on Programmes on programmatic shifts and opportunities for collaboration across the United Nations system	CEB/2026/HLCP51/CRP.2
	Concept note on the theme “Confronting structural constraints and strategic choices: transforming the United Nations system for resilience and long-term effectiveness”	CEB/2026/HLCM/4
	High-level Committee on Management (HLCM) rapid response mechanism to donor conditionalities: latest developments	CEB/2026/HLCM/11
C	Briefing note from the Human Resources Network on the review by the International Civil Service Commission of the compensation package	CEB/2026/HLCM/5
D	Revised United Nations Disability Inclusion Strategy and accountability framework	CEB/2026/HLCM/6
E	Briefing note on the United Nations learning engine	CEB/2026/HLCM/7
F.a	United Nations Executive Group on the Prevention and Response to Sexual Harassment workplan 2026–2027	CEB/2026/HLCM/8
F.b	Progress report: implementation of recommendations from the review of the International Computing Centre	CEB/2026/HLCM/9
F.c	Statutes of the United Nations System Insurance Forum	CEB/2026/HLCM/10
F.d	Progress update on the United Nations Occupational Health and Safety Coordination Mechanism	CEB/2026/HLCM/13
	Revised provisional agenda of the HLCM-Business Innovations Group joint session	CEB/2026/HLCM-BIG/1/Rev.1
G	Unified services road map – UN80 work package 14 (revised)	CEB/2026/HLCM-BIG/2/Rev.1
H	Monitoring progress on the unified services road map	CEB/2026/HLCM-BIG/3
	Feasibility study for United Nations-wide global shared services: briefing note for the HLCM-Business Innovations Group joint session	CEB/2026/HLCM-BIG/4