

ATTACHMENT 1 Bis

High Level Committee on Management

Strategic Plan 2013-2016

(14 March 2013)

CEB/2013/HLCM/2

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Executive Summary

The HLCM Strategic Plan aims to contribute to the commitment of Member States to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations System through the re-design and operationalization of administrative and management functions – so as to make the System organizations more adaptive and agile in delivering their programmatic mandates.

HLCM aims to respond to the call for the development of innovative and sustainable business solutions and the implementation of high-quality, efficient and cost-effective common support services, by leveraging on the commonalities and shared operational requirements of the different actors of the UN System, while recognizing that no one size fits all.

The HLCM Strategic Plan reflects the collective vision of the HLCM membership and is aimed at reinforcing the Committee's value and relevance for both the CEB and its member organizations. Through its Strategic Plan, the HLCM intends to leverage its professional talent and expertise to formulate and put forward proposals – several of which are far-reaching – and foster its role as a source of inspiration and a catalyst for action towards UN system-wide management reform.

The full set of priorities outlined in the Strategic Plan is framed against a paramount principle: the organizations of the UN System will preserve and foster the safety and security of their staff.

The selected strategic priorities are:

- A. Attracting and retaining talent
- B. Re-designing and innovating the UN business models: right-sourcing, common services, and new technologies
- C. Supporting the second generation of Delivering as One
- D. Strengthening the risk management and oversight architecture
- E. Measuring and communicating results

I. Background

1. 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 administrative managers of each CEB member organization.
2. 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 analysing 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 system¹.
3. This Strategic Plan reflects the collective vision of the HLCM membership and is aimed at reinforcing the Committee's value and relevance for both the CEB and its member organizations. It was developed under the leadership of the HLCM Chair, Mr. Francis Gurry, and the HLCM Vice-Chair, Ms. Jan Beagle, following a consultative process led by David B. Waller, former Deputy Director General and Head of Management, IAEA.
4. Through this Strategic Plan, the HLCM aims to leverage its professional talent and expertise to formulate and put forward proposals – several of which are far-reaching – and foster its role as a source of inspiration and a catalyst for modernization and action towards UN system-wide management reform.
5. The Strategic Plan highlights the commonalities and system-wide priorities concerning which there is value in collective discussion and coordinated action through the HLCM, and which can be linked, as appropriate, to internal efforts by individual organizations.
6. The full set of priorities outlined in the Strategic Plan is 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.

¹ Excerpts from HLCM's Terms of Reference

7. The Strategic Plan should also be seen in the context of General Assembly Resolution 64/289 on System-wide coherence which reiterates that the objective of simplification and harmonization of business practices within the United Nations system is to modernize procedures leading to significant cost savings and/or a reduction in the administrative and procedural burden on the organizations of the United Nations development system and national partners.

8. Of immediate relevance is the commitment of Member States – as re-affirmed in the *Quadrennial Comprehensive Policy Review (QCPR) of Operational Activities for Development of the UN System* – to enhance the relevance, coherence, effectiveness, efficiency, accountability and credibility of the United Nations system, by the re-design, modernization and operationalization of administrative and management functions, so as to make system organizations more adaptive and agile in delivering their programmatic mandates.

9. Acknowledging that no one size fits all, the QCPR recognizes the value of convergence of multiple perspectives and strongly encourages the governing bodies of the specialized agencies and other relevant United Nations entities to review and discuss the provisions related to harmonization of business practices with a view to promoting their implementation by the respective entities and improving harmonization with funds and programmes.

10. HLCM aims to respond to the QCPR's call in respect to operational activities for development, by extending its scope and leveraging the commonalities and shared operational requirements of the different entities of the UN System – developmental as well as emergency and humanitarian, normative and operational, headquarters and field-based, large and small.

11. The Strategic Plan is also designed to utilize the HLCM's unique system-wide policy making platform in support of the Secretary-General's Five-Year Action Agenda to:

- a. Ensure the more effective delivery of mandates and do more within recognized resource constraints through innovation and change management initiatives.
- b. Build a modern workforce.
- c. Make the United Nations more open, flexible and accountable, including by adopting a results-based planning, accountability and management system, streamlining budgeting and implementing a system-wide risk management approach.
- d. Launch a second generation of "Delivering as one", which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes.
- e. Enhance the safety and security of UN staff by mainstreaming security resource and personnel decisions through all relevant planning and budget processes, increasing

security threat analysis capabilities at more UN field locations and improving national and international staff security training to match the threat environments in which the UN operates.

II. Strategic Priorities

12. The priorities included in this Strategic Plan reflect the consensus of all HLCM members. Their implementation by means of the concrete deliverables outlined in the complementary Results Framework, must take due account of the differences between organizations in terms of their business models; how advanced their expertise is in any selected field of management reform; the capacity and specific skills they have in such areas; and, any investments they may have already made.
13. While all priorities will be pursued by all member organizations, the Committee agrees to the principle of conducting joint work, where appropriate, with an opt-in/opt-out approach. Utilizing this approach, initially a smaller group interested in advancing a particular topic would conduct groundwork and pilot implementation, with other member organizations joining in at later stages – depending on the evolving scope and potential impact of the subject.

A. Attracting and retaining talent

14. The HLCM's human resources management agenda has, as its overarching goal, the continued development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community.
15. A key expected outcome of this endeavour is a strengthened leadership and managerial culture and organizational environment that recognize good performance, strengthen linkage to career development, and sanction poor performance. In this connection, as many organizations are striving to adjust their internal mobility policies in support of skill and career development, achieving true inter-agency mobility – including through practical means such as bilateral or multilateral exchanges from job pools – is a strategic objective in which HLCM has chosen to engage.
16. The fundamental challenge of an HR management reform agenda is to determine how best to attract, retain, and promote the talent necessary to deliver the broad spectrum of programmatic activity in the multitude of geographic locations where the UN system operates. The most immediate means to pursue this goal is by engaging in a constructive dialogue with the ICSC in the context of its review of the Conditions of Service for UN system staff, and aim to develop a proposal for a competitive and simplified compensation package that enables organizations to attract and retain staff of the highest calibre and reduce transaction costs, relying on scientific evidence from systematic data gathering and monitoring on relevant trends.
17. Any such proposal would have to be contextualized, and would therefore offer an opportunity to answer some key questions concerning the characteristics of an international civil service best able to function in the new environment: What is the ideal balance between younger and more mature staff, between generalists and specialists, and between internal and external sources of talent and expertise? Which and what percentage of positions should offer career potential? What and how many types of employment contracts should be utilized? How to ensure that staff stay engaged throughout their careers?

B. Re-designing and innovating the UN business models: right-sourcing, common services, and new technologies

18. New
technologies open entirely new horizons to re-shape the operational models of UN organizations: cloud computing; meeting and conference services; compilation and availability of system-wide data and information, etc. HLCM is embracing the use of ICT as an agent of change, improved knowledge management and increased collaboration within the system and with other partners. The technology agenda will be driven by underlying objectives and in the context of proven business cases.
19. In considering innovative business models, HLCM will seek to achieve measurable progress to enhance environmental sustainability of UN operations, through joint initiatives possibly focused on facilities management and procurement.
20. In response to the explicit mandate by the QCPR, HLCM will broaden the scope and ambition of its agenda on joint and collaborative work in operations, which has already spread a culture of collaboration through its successful pilot initiatives. Specifically, HLCM will aim to make a quantum leap in the development of options for consolidation and/or pooling of support services.
21. In pursuing this goal, HLCM will make realistic assessments of the differences between organizations in terms of their business models. Proven success in a given domain would lead to recognition of competitive advantage and, therefore, of natural leadership in that area. In exercising such leadership, any organization acting on behalf of others would have to do so within clear accountability frameworks – a “service culture” must be developed and maintained.
22. The scope for the potential development of shared and common service models, including through leveraging the UN system’s collective scale for joint purchasing, is wide – and, thus, careful prioritization will be required, as not all areas are equally ripe for exploitation.

C. Supporting the second generation of Delivering as One

23. The QCPR “Recognizes the achievements and experience of the implementation of the Delivering as One by a number of pilot programme countries on a voluntary basis as an important contribution for enhancing the coherence, relevance, effectiveness and efficiency of the UN development system in those countries, strengthening national ownership and leadership in the operational activities for development of the UN system and achieving strategic results, especially on cross-cutting issues; and furthermore notes that a number of programme countries have adopted the “delivering as one” modality on a self-starter basis, and that their experience can positively contribute to enhancing United Nations operational activities at the country level”.
24. In his Five-year Action Plan, the Secretary-General calls for the “Launch of a second generation of "Delivering as one", which will focus on managing and monitoring for results, ensuring increased accountability and improved outcomes”.
25. Building on the considerable efforts and resources already dedicated to assisting UN Country Teams in their efforts to “Deliver as one”, HLCM, in coordination with UNDG, aims to be a driving force in shaping the next generation of this undertaking, in particular by enabling the successful implementation of Standard Operating Procedures (SOPs).
26. In doing so, the HLCM shall guide the efforts directed at following-up on lessons learned and solutions initiated, so as to address bottlenecks at the country level and develop system-wide solutions. This approach should help ensure the alignment of country-level operations with priorities at the HQ/policy level.

D. Strengthening the risk management and oversight architecture

27. HLCM aims to develop a consolidated and trust-based relationship with Member States on the level and quality of controls in place in the organizations to allow for rationalized oversight, more focus on key risks and better internal resource allocation. The underlying challenge is to derive greater value from the UN's audit and oversight architecture, by assessing its increasing costs and focusing, in partnership with oversight entities, on strengthening accountability – both corporate and individual - and managing and mitigating risks.
28. Most UN system organizations have or are in the process of strengthening their internal control and risk management processes. In this regard, HLCM recognizes the strategic value of a collective engagement – to devise effective approaches for the identification of events that could affect the organizations, and in managing risks within the individual organization's risk appetite, so as to provide reasonable assurance regarding achievement of the organizations' objectives, while ensuring effectiveness and efficiency of operations, reliability of financial and performance reporting, and compliance with rules and regulations. An important component of this undertaking is represented by the further integration of risk management into the programme planning processes and within the performance dialogue with legislative bodies and Member States.
29. HLCM similarly places a high priority on coordinated work in the area of crisis preparedness and response, business continuity and cyber-security. UN system organizations recognize the critical role of ICT as the backbone of the operational system. Despite some organization-specific requirements, they recognize considerable common ground with respect to how to best protect themselves from business disruptions and security threats; and how to do so while, at the same time, providing increasingly open and user-friendly ICT and web-enabled services and communications.

E. Measuring and communicating results

30. The QCPR recognizes the priority for funds, programmes and specialized agencies to “... further improve their communication to the general public on their mandates and development results [...]”. This priority moves in parallel with the efficiency and results-based agenda and is framed within the objective of ensuring that the UN system represents value for money and makes effective use of the limited resources at its disposal.
31. The global communities the UN system serves have become more sophisticated in their information needs and the organizations’ information content and the means by which it is delivered often seem inadequate and out-dated to younger and other intended mass audiences. HLCM, in a complementary and coordinated effort with HLCP and UNDG, aims to develop the skills and capacity to leverage technology and adopt more direct, emphatic and compelling approaches to communication, including investments on data visualization tools to leverage the UN’s high-value digital data resources, so as to more effectively tell the story of the UN system.
32. Concurrently, HLCM will pursue the development of common methodologies for measuring performance and calculating efficiencies, as well demonstrating that achieved productivity increases and realized operational savings have been translated into increased resources for the implementation of programmatic activities.

Annex I

HLCM's methods of work - operationalizing the HLCM strategic priorities

- 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, where 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 2013-2016 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 2016.

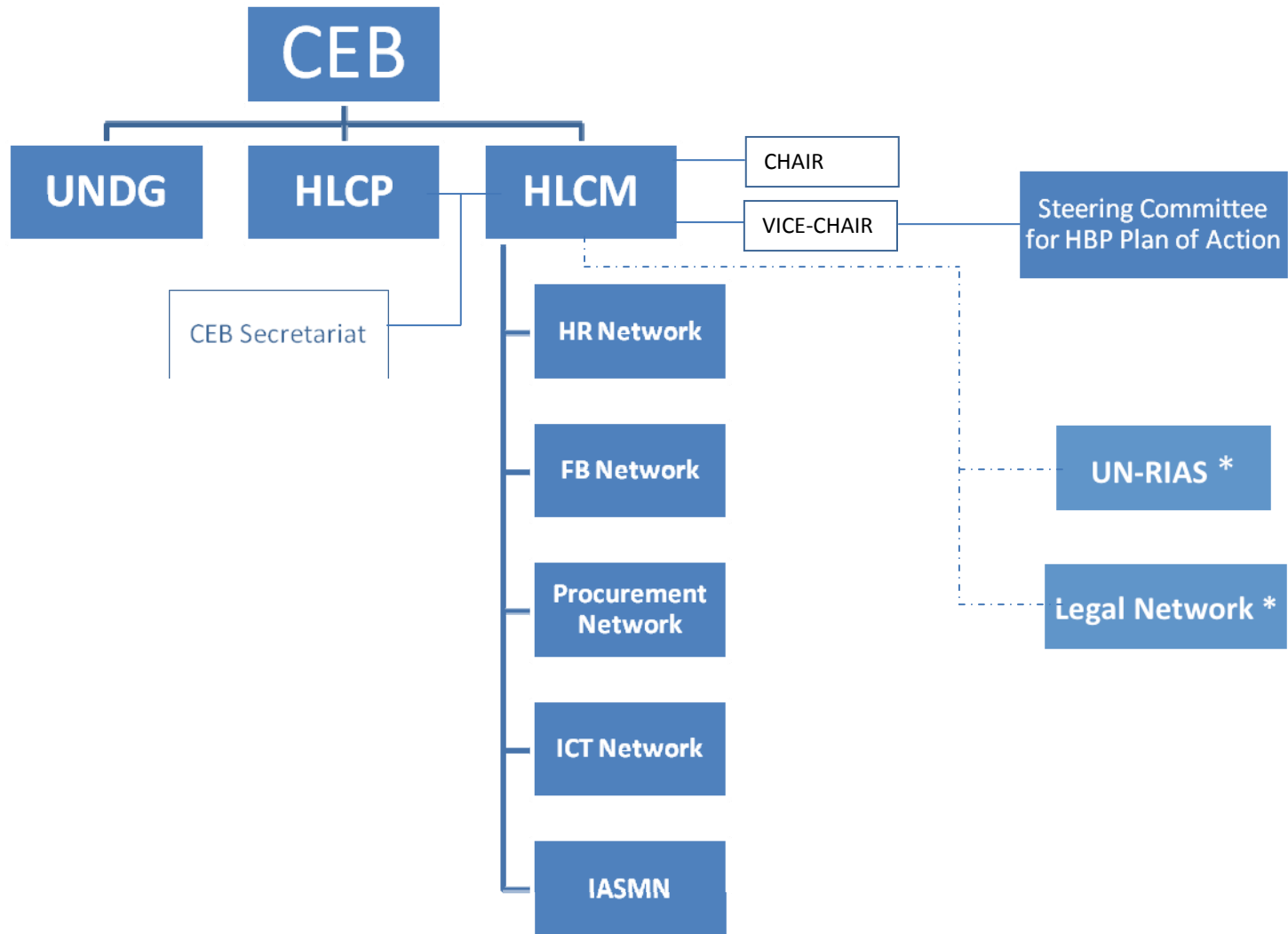
Annex II

Terms of Reference of the High Level Committee on Management

1. The High Level Committee on Management (HLCM) is responsible to CEB for coherent, efficient and cost-effective management across the United Nations system of organizations. It is composed of the most senior administrative managers of each CEB member organization.
2. HLCM acts on behalf of and in the name of CEB on matters affecting the administrative management of all member organizations, both multi-sectoral and specific to a given area.
3. 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. It is also responsible for:
 - ensuring the frank sharing of knowledge and experiences in order to enable organizations to profit from best practices;
 - facilitating the continuing dialogue on the reform processes and the management of change underway in the organizations of the system;
 - reviewing issues of an administrative nature submitted to it by UN system groups within or outside the existing CEB machinery and
 - introducing measurable improvements and other administrative reforms.
4. Its work is carried out in the main through task-forces of experts in given administrative areas and also through groups of human resources managers, financial managers and Information Technology managers whose work is guided by HLCM.
5. Recognizing that CEB may from time to time enter into exchanges with the representatives of staff bodies, HLCM is responsible for maintaining an on-going dialogue with staff representatives on concerns of a system-wide nature. It also interacts, as appropriate, with Member States in the UN's Fifth Committee and with the Chairpersons of ACABQ and ICSC on issues which have, or may have, system-wide implications for the management of resources.
6. Generally, HLCM meets once a year but may hold sessions more frequently if there is a common demand. The Chairperson and any other office bearers rotate among CEB member organizations.

Annex III

HLCM Working Mechanisms



* Consultative and advisory relationship