**Chief Executives Board
for Coordination**

## Report of the High-level Committee on Programmes at its thirty-eighth session

**(International Training Centre of the International Labour Organization, Turin, Italy, 10 and 11 October 2019)**

## I. Introduction

1.     The High-level Committee on Programmes of the United Nations System Chief Executives Board for Coordination (CEB) held its thirty-eighth session at the International Training Centre of the International Labour Organization (ILO) in Turin, Italy, on 10 and 11 October 2019. The agenda of the meeting and the list of participants are contained in annexes I and II to the present report.

2.     Further to the Committee's decision at its thirty-sixth session to engage in a pilot strategic foresight exercise, the agenda for the thirty-eighth session featured a full-day pilot foresight workshop on the future of work in sub-Saharan Africa, as well as a review of the United Nations system shared framework for action on equality and non-discrimination and a scoping discussion on promoting innovation to enhance evidence-based support for sustainable development.

3.     In opening the session, the Chair of the Committee, Guy Ryder, Director General of ILO, welcomed the members and thanked the International Training Centre of ILO for hosting the session and supporting the foresight workshop. In turn, the Director of the International Training Centre of ILO, Yanguo Liu, welcomed the Committee to the Centre and underlined the readiness of the staff of the Centre, acting as a hub for capacity development, to support the Committee's foresight exercise and to aim to contribute the expertise of the staff to promoting forward-looking strategic-thinking on global challenges in the world of work.

## II. Future of strategic foresight: pilot exercise on the future of work in sub-Saharan Africa

4.     In his opening remarks, the Chair recalled that, at its thirty-sixth session, the Committee had explored the concept and benefits of futures thinking and strategic foresight.[1] At that time, the Committee had recognized that strategic foresight had

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[1] The capacity of individuals, organizations and society to think systematically about planned and desired futures in order to inform current decision-making. Enhancing foresight capabilities can make a significant contribution to improved decision-making, including the elaboration of strategic options for communities and organizations.

considerable relevance and potential for enriching its policy and analytical work, in particular by enhancing its ability to proactively address the complex, interlinked, rapidly changing and unpredictable challenges facing the modern world. The Chair further recalled the endorsement of the United Nations system strategy on the future of work (CEB/2019/1/Add.2) by CEB in May 2019. He emphasized that, in addition to gaining general exposure to strategic foresight, the aim of the pilot foresight exercise was to consider the challenges in sub-Saharan Africa through a future-aware analytical lens and produce concrete and practical insights to inform the operationalization of the future of work strategy in sub-Saharan Africa.

5.      With lead facilitation by the Head of Futures Literacy at the United Nations Educational, Scientific and Cultural Organization (UNESCO), Riel Miller, and support from the learning innovation team at the International Training Centre, Committee members had engaged in a series of small-group exercises to apply a number of foresight and futures literacy [2] techniques. Specifically, groups had envisioned, from various stakeholder points of view, probable and preferred futures in the year 2040 with respect to work in sub-Saharan Africa. Members had then been confronted with an alternative future scenario to challenge pre-existing and underlying assumptions and concepts. Lastly, in the light of the various imagined futures, members had reassessed their perceptions of the present.

6.      To put the Committee's foresight engagement in a broader context of futures thinking, Mr. Miller had delivered a keynote speech, emphasizing that the image of the future was determined by the past and the ability to "imagine novelty". The future did not exist in the present, but anticipation did. The form the future took in the present was anticipation. He underscored the need to strengthen the United Nations system's futures literacy, building on existing efforts, capacities and expertise within United Nations system entities, in order to reveal underlying anticipatory assumptions, reinforce the United Nations system's capacity to anticipate and address new challenges and envision pathways towards a better future. A more futures literate United Nations would allow for uncertainty to become an asset, not an enemy, and for a diversification strategy towards resilience.

7.      Subsequently, the Committee had engaged in a plenary discussion, led by the Chief of Learning Innovation at the International Training Centre of ILO, Tom Wambeke. Members had reflected on the various themes and ideas that had emerged through the group interactions and on potential next steps to further enhance the United Nations system's foresight capacities. The Committee had recognized the relevance of foresight for achieving the 2030 Agenda for Sustainable Development and had emphasized the need to internalize foresight approaches within the United Nations system, including to help generate more impactful programming. Members had further stressed the value of applying foresight approaches and tools at the global, regional and country levels to support Member States in their national planning exercises, to identify possible challenges and opportunities and to inform policy options. The importance of including the voices of all stakeholders and diverse perspectives in such exercises was underscored.

8.      With a view to carrying the Committee's foresight engagement forward, the Committee had welcomed the creation of its strategic foresight network, led and coordinated by UNESCO. The network would provide an open and informal platform among interested Committee members to promote foresight capacities across the system; foster cross-agency and system-wide collaboration, mutual learning and

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[2] The capacity to both understand and deploy the systems and processes that shape why and what people imagine about the future.

synergies; and provide future-aware analyses and perspectives to inform, enrich and "futures-proof" the Committee's work.

9. In the context of the future of work in sub-Saharan Africa and, more broadly, the achievement of the Sustainable Development Goals in the region, Committee members had pointed to the importance of improving the information and communications technology infrastructure and strengthening digital literacy to achieve the full potential of sub-Saharan Africa for sustainable development. The Committee had emphasized the United Nations system's role in supporting structural transformation towards more sustainable consumption and production patterns, including sustainable food systems, the sustainable use of natural resources and a more diversified and green economy. Members had further noted the importance of skills development and the creation of decent jobs in the light of sub-Saharan Africa's growing, young workforce. Similarly, the important role of women and girls in achieving the Goals had been underscored, and members had called for sustained efforts towards the economic and social empowerment of women and girls to allow them to better shape their futures. Underlying all deliberations was the shared understanding of the importance of collecting, analysing and making available high-quality and disaggregated data to measure progress towards the Goals and inform evidenced-based policymaking.

10. In concluding, the Chair reconfirmed the Committee's belief in the merits and utility of applying foresight to its work, and of transmitting that approach to the Chief Executives Board, and noted the importance of making active use of the Committee's newly established strategic foresight network. The network would support system-wide capacity development on foresight and point to areas where foresight could provide added value. With a view to accelerating the implementation of the 2030 Agenda during the decade of action and delivery for sustainable development, the Chair emphasized the integral role that strategic foresight could play. With regard to the future of work strategy, he emphasized that it must be anchored at the country level in order to enhance its impact.

11. Reflecting on some of the themes raised during the plenary discussion that the Committee might wish to pursue further, the Chair recognized the value of data, noting that evidence-based support for sustainable development was on the agenda for the Committee's thirty-eighth session, and stressed the need for adequate data governance. Considering the World Food Systems Summit to be held in 2021, the Chair felt that there might be merit in revisiting the Committee's work on the future of food in due course. He specifically highlighted the possibility of addressing structural transformation as an overarching theme for a future Committee workstream, with logical policy linkages to issues raised during the foresight exercise, such as demographics and climate change.

**Conclusion**

12. **The Committee welcomed the establishment of its strategic foresight network, led and coordinated by UNESCO, and agreed to utilize the network to inform the Committee's analytical work.**

13. **Potential topics to be taken up by the Committee, based on the themes identified during the foresight pilot workshop, will be put forward for the Committee's consideration at its thirty-ninth session.**

## III. Promoting innovation to enhance evidence-based support for sustainable development

14. The Chair invited the Committee to engage in a scoping discussion on promoting innovative approaches to enhance evidence-based support for sustainable development. In his opening remarks, the Chair recalled the need to strengthen United Nations system capacities for data collection and analysis, and to improve the quality, availability, timeliness, relevance of data and the effective use thereof to guide policymaking and decision-making, which had been a common theme throughout the Committee's recent work examining the transformative power of new technologies and articulating a United Nations system-wide approach to their likely implications. Responding to the call by CEB to find specific ways to advance the practice and a culture of innovation across the system, the Chair stressed the urgency of the Committee considering ways to modernize the use of data and analytics within the United Nations system. The deliberations of the High-level Committee on Programmes deliberations were guided by two proposals prepared by the Committee of the Chief Statisticians of the United Nations System and the Office of the United Nations High Commissioner for Refugees (UNHCR) respectively.

15. In her capacity as Chair of the Committee of the Chief Statisticians of the United Nations System, Angela Me (United Nations Office on Drugs and Crime), introduced a paper prepared by the chief statisticians of the United Nations system, which outlined ideas to modernize the production, analysis and dissemination of official United Nations data for faster, more accessible, innovative and relevant monitoring of progress towards the Sustainable Development Goals. The proposals put forward included: integrating complementary data sources to create new data solutions; encouraging national statistical systems to use new data sources and adopt innovative and coordinated ways of delivering technical assistance and increasing partnerships; ensuring that the United Nations statistical system responded to emerging policy needs; developing a "one United Nations statistics brand"; and achieving full open data by all United Nations system entities.[3] She noted that the field of statistics was at a turning point, as the world had recognized the power of data in the light of rapidly developing technologies, and the need to effectively monitor the implementation of the Goals and to inform evidence-based policymaking. She invited the Committee to consider the proposal to collaborate with the Committee of the Chief Statisticians in order to develop a draft road map and system-wide approach for modernizing United Nations data.

16. The Director of Programme Support and Management at UNHCR, Andrew Harper presented a proposal to members of the High-level Committee on Programmes regarding engaging in a pilot predictive analytics exercise, which aimed to use data, statistical algorithms and machine learning techniques to identify the likelihood of future outcomes based on historical data. The pilot focused on the United Nations system's shared pressing challenge of tackling the interconnectedness of displacement, climate risks, food insecurity, increased violence and threats to livelihoods in the Sahel region. He noted the importance of a collaborative whole-of-system engagement beyond the silo of humanitarian applications, to leverage the broader data and analytical capacity available across all pillars of the United Nations system, building on ongoing efforts by a number of United Nations system entities already using predictive analytics in their work. He stressed the need to pull in diverse – cross-sector and cross-geography – data points that strengthened the capacity of the

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[3] "Open data" is understood to mean data that are made available to the public free of charge, without registration or restrictive licenses, for any purpose whatsoever (including commercial purposes), in electronic, machine-readable formats that are easy to find, download and use. For more information, see the website of the Committee for the Coordination of Statistical Activities, https://unstats.un.org/unsd/ccsa/principles_stat_activities/.

United Nations system to analyse and predict trends and anticipate future events in a holistic and integrated manner.

17. In the ensuing discussion, members welcomed the two proposals made by the Committee of the Chief Statisticians of the United Nations System and UNHCR, and recognized the importance of disaggregated, timely and quality data for the work of the United Nations system in order to allow for evidence-based decision-making and the accelerated implementation of the Goals. It was observed that many United Nations entities were already engaged in various new initiatives and applications for data use and analysis, which reinforced the need for a coordinated overarching system-wide engagement on data innovation in support of the decade for action and delivery for sustainable development. In that regard, the High-level Committee on Programmes expressed its appreciation for the excellent coordination among United Nations chief statisticians within the Committee of the Chief Statisticians of the United Nations System. While the High-level Committee acknowledged the strong sense of urgency in improving the United Nations system's collection and use of data, members stressed the need for a draft road map and system-wide approach to further address data privacy, data security, the establishment of ethical guidelines and norms for new data sources, human rights considerations and safeguards against the reproduction of bias.

18. The members of the High-level Committee supported the proposed collaboration with the Committee of the Chief Statisticians of the United Nations System to draft a road map and system-wide approach for modernizing United Nations data, and underscored the importance of engaging end-users and taking into consideration the quality of new data sources and platforms, while emphasizing the significance of strengthening the capacities of national institutions and statistics offices to improve the collection and analysis of official data and make use of new data sources to fill remaining data gaps with respect to the Sustainable Development Goals. The High-level Committee further underlined the importance of strengthening the United Nations system's data innovation capacity by engaging and efficiently coordinating and pooling existing partnership networks with the private sector and research community, reducing fragmentation and silos and strengthening the capacity of United Nations staff to effectively use and analyse data.

19. Committee members agreed that there was merit in United Nations entities engaging in the pilot predictive analytics exercise on the Sahel region, utilizing additional data sets and experiences available in the broader United Nations community to inform policy and programme planning and decision-making in a more comprehensive and holistic manner in support of sustainable development. It was stressed that the pilot should consider existing processes within the United Nations system and inform ongoing discussions on the Sahel region.

**Conclusion**

20. **The High-level Committee on Programmes requested the Committee of the Chief Statisticians of the United Nations System to prepare, in collaboration with interested members of the High-level Committee, a draft road map and system-wide approach for modernizing United Nations data, to be considered at its thirty-ninth session.**

21. **The High-level Committee supported the initiation of a pilot cross-pillar predictive analytics exercise, led by UNHCR in collaboration with interested Committee members, focused on the interconnectedness of displacement, climate risks, food insecurity, increased violence and threats to livelihoods in the Sahel region.**

## IV. Leaving no one behind: United Nations system shared framework for action on equality and non-discrimination

22.    Against the background of broadly rising inequalities, the Chair recalled the Committee's responsibility to periodically review progress on the implementation of the United Nations system shared framework for action on equality and non-discrimination. He called attention to the analysis of the systemic gaps and challenges in the implementation of the shared framework and accompanying recommendations put forward in the progress report prepared by the co-leads, the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), for the Committee's consideration.

23.    Stressing that combating inequalities had been defined as a global challenge reflected in and across the Sustainable Development Goals, the Director of the New York Office of OHCHR, Craig Mokhiber, presented, on behalf of both co-leads, the second progress report on the implementation of the shared framework, which was based on reviews submitted by 25 member entities of the Committee. He highlighted a range of negative trends related to rising inequalities and growing intolerance, while also outlining ongoing efforts to fight inequality and discrimination within United Nations system organizations in order to illustrate progress made in implementing the framework. Work to operationalize the framework at the country level had also advanced, with the United Nations Sustainable Development Group having completed a draft operational guide on leaving no one behind, as well as having integrated the framework into the guidance materials for the United Nations Sustainable Development Cooperation Frameworks and common country analysis.

24.    Despite the progress, Mr. Mokhiber stressed that systemic challenges and gaps remained and enumerated six areas of action that could be taken to overcome them. He invited the Committee to consider how to: overcome silos and work together against inequality; enhance coordination around Goal 10 (reduced inequalities); promote more joint analysis, data collection and monitoring; integrate a focus on inequalities in the work of United Nations economists and provide disaggregated economic policy advice at all levels; raise awareness of and disseminate the framework across the United Nations system; and apply the principles of the framework to the United Nations system itself, for example with regard to staffing, procurement and the protection of civil society.

25.    In the ensuing discussion, members agreed it was good practice to engage in analytical reflections on progress made in the implementation of system-wide strategies developed under the High-level Committee on Programmes. The Committee expressed appreciation for the analysis in the background paper and broadly supported its recommendations. Progress achieved in implementing the framework was welcomed, yet the rising levels of inequalities and discrimination was a pressing problem that required enhanced action by the United Nations system. Members observed with concern that Goal 10 had been perceived by the high-level political forum on sustainable development as the "forgotten Goal", with weak implementation and a lack of United Nations leadership. It would be vital for the system to come together strongly around efforts to achieve Goal 10 in support of the decade of action and delivery for sustainable development.

26.    There was a rich exchange of views on the recommendations put forward in the background paper. The Committee underscored the importance of cooperation and accountability and recognized the imperative to maximize the United Nations system's collective impact through stronger coherence, integration and joint action. Increased coordination on Goal 10 was seen as important, but diverging views were

expressed on the form that it might take. While some members supported reconstituting an inter-agency task team to strengthen coordination, others preferred a lighter global approach. It was suggested that technology-based solutions for exchange could be explored.

27. Members discussed various approaches to more fully utilizing existing research, analysis, tools and methodologies; overcoming data fragmentation; and identifying joint approaches to facilitate analytical coherence and systematic sharing of information to expedite the implementation of Goal 10. The Committee agreed that efforts to reduce inequalities needed to be supported by multidimensional analysis and the inclusion of all vulnerable groups to ensure that the pledge to leave no one behind was fulfilled. While challenging to achieve, the importance of equipping organizations with financial tracking systems that would allow monitoring of the flow of resources to vulnerable groups and consistent reporting against a set of indicators was also highlighted.

28. With respect to deepening the relevance of policy advice, members appreciated the efforts of the United Nations Sustainable Development Group to operationalize the shared framework and welcomed the attention directed towards combating inequalities in the common country analysis and the United Nations Sustainable Development Cooperation Frameworks. A more systematic feedback loop between the Committee and the United Nations Sustainable Development Group was seen as important, in particular as the guidance on leaving no one behind would need to evolve as new trends unfolded. Linkages to the companion piece on economic transformation that is being developed with respect to the guidance on Cooperation Framework, as well as the broader work of the Chief Economist and the United Nations Economists' Network were further highlighted. It was suggested that the shared framework could also be reflected in the work of the proposed regional collaborative platforms.

29. In order to enhance the impact of the Committee's policy work on combating inequalities, members recognized the need to enhance and leverage broader-based awareness of and buy-in to the shared framework among United Nations staff, along with the Committee's other policy products. To that end, members noted the need to engage the United Nations Evaluation Group and underscored the importance of monitoring and evaluation in programme implementation. In addition, members agreed that it was important for United Nations entities to lead by example and highlighted the best practices in that regard, among their respective organizations. They further underscored the value of replicating successful efforts. Ongoing work by the High-level Committee on Management regarding staffing and procurement policies, addressing sexual harassment and promoting diversity in the future United Nations system workforce was noted.

30. During the discussion, several members highlighted the inequalities faced by specific vulnerable groups. The work carried out by the inter-agency support group on indigenous issues was showcased as an opportunity to overcome silos, fill in data gaps and leverage existing frameworks. In order to support efforts to revitalize the system-wide action plan for ensuring a coherent approach to achieving the ends of the United Nations Declaration on the Rights of Indigenous Peoples (E/C.19/2016/5), it was proposed that CEB could consider a short policy statement to bring attention to the issue. The opportunity to improve coherence and coordination around strategies and activities on intolerance and discrimination against migrants and refugees was also noted.

31. Speaking on behalf of the co-lead entities, Mr. Mokhiber expressed appreciation for members' engagement in the discussion and support for the recommendations put forward in the progress report. He noted the emphasis on ensuring that the Committee

complemented the work of the United Nations Sustainable Development Group on equality and reiterated some new focus areas that were suggested for the Committee to take forward. Stressing the need for continued political courage to uphold United Nations norms and standards, as outlined in the United Nations system leadership framework (CEB/2017/1, annex), he indicated that OHCHR and UN-Women could lead the implementation of the Committee's decisions on that topic and provide an update at the thirty-ninth session.

32. In concluding the discussion, the Chair recognized members' commitment to realizing Goal 10 and expressed appreciation for the progress made in implementing the shared framework. However, he expressed concern at the perceived lack of leadership within the system on combating inequality. The recommended actions in the progress report provided a solid basis on which to move forward and address the range of systemic issues that had been identified. The Committee would return to the topic to ensure a more cohesive and impactful contribution of the United Nations system to reducing inequalities, which was particularly important in the context of supporting the decade of action and delivery for sustainable development and accelerating progress towards achieving Goal 10. The Chair noted that much more needed to be done to fully implement the shared framework and stressed the importance of the Committee's policy work complementing the efforts of the United Nations Sustainable Development Group to operationalize the framework at the country level. He further saw the need to draw more efficiently on analytical work being done throughout the system to inform policy discussions on inequality.

**Conclusion**

33. **The Committee supported the recommended actions proposed to strengthen the United Nations system's impact on reducing inequalities and to address emerging systemic challenges, to be taken forward under the leadership of OHCHR and UN-Women, working with a task team of interested Committee members to:**

- **Make greater efforts to work collaboratively, leveraging distinct mandates and overcoming siloed approaches to strengthen coherence, consistency and the collective impact of the United Nations system on addressing inequalities;**

- **Enhance United Nations system leadership, coordination and visibility on Goal 10;**

- **Adopt common methodologies and bring together data and monitoring in a common information system to give a fuller picture of the multidimensional realities on the ground and achieve greater impact, including for early warning and prevention;**

- **Ensure that United Nations policy advice on combating inequalities includes a focus on the disaggregated impact of economic policy choices to help to promote more inclusive growth and a transformative economy;**

- **Disseminate more broadly and raise awareness of the shared framework among United Nations system staff, and raise the issue of inequalities across the Committee's work to help to strengthen its impact on combating inequalities;**

- **Ensure that the United Nations leads by example, including in relation to staffing, procurement and the protection of civil society.**

## V. Summary of information items: progress reviews – Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020; UN-Water; UN-Energy; and UN-Oceans

34.    Further to their electronic reviews and endorsements in advance of the session, the Committee members took note of the progress report on the ongoing effort to mainstream the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020 into the work programmes of United Nations system organizations, submitted by the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States. They also took note of the progress reports of UN-Water, UN-Energy and UN-Oceans.

## VI. Other matters

### A. Dates and location of the thirty-ninth session of the Committee

35.    The Chair proposed the dates of 6 and 7 April 2020 for the Committee's thirty-ninth session, to be hosted by the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris.

**Conclusion**

36.    **The Committee approved the dates of its thirty-ninth session: 6 and 7 April 2020, to be hosted by UNESCO in Paris.**

### B. Any other business

37.    On behalf of the Committee members, the Chair thanked Kayoko Gotoh for her dedicated service as Secretary of the Committee, wishing her success in her new position, and welcomed Maaike Jansen, who would be assuming that role.

**Annex I**

## Agenda

1. Future of strategic foresight: pilot exercise on the future of work in sub-Saharan Africa.

2. Promoting innovation to enhance evidence-based support for sustainable development.

3. Leaving no one behind: United Nations system shared framework for action on equality and non-discrimination.

4. Summary of information items: progress reviews – Istanbul Programme of Action for the Least Developed Countries for the Decade 2011–2020; UN-Water; UN-Energy; and UN-Oceans.

5. Other matters:

   (a)  Dates and location of the thirty-ninth session of the Committee;

   (b)  Any other business.

## Annex II

### List of participants

**Chair**: Guy Ryder (International Labour Organization)

**Secretary**: Kayoko Gotoh (Department of Economic and Social Affairs)

United Nations

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| Executive Office of the Secretary-General | Michelle Gyles-McDonnough |
| Department of Economic and Social Affairs | Marion Barthelemy |
| Office for the Coordination of Humanitarian Affairs | Murad Jeridi |
| Office of the United Nations High Commissioner for Human Rights | Craig Mokhiber |
| Regional commissions | Amr Nour |
| United Nations Framework Convention on Climate Change | Daniele Violetti |
| United Nations Office for Disaster Risk Reduction | Kirsi Madi |
| Office for Outer Space Affairs | Simonetta Di Pippo |
| International Labour Organization | Sukti Dasgupta<br>Shengjie Li<br>Tom Wambeke |
| Food and Agricultural Organization of the United Nations | Beth Crawford<br>Lorenzo Giovanni Bellu |
| United Nations Educational, Scientific and Cultural Organization | Eliot Minchenberg<br>Clare Stark<br>Riel Miller (Presenter)<br>Julius Gatune<br>Kwamou Eva Feukeu |
| International Civil Aviation Organization | Erwin Lassooij |
| World Bank Group | Jos Verbeek |
| International Monetary Fund | Robert Powell |
| Universal Postal Union | Abdellatif Meskine |
| International Telecommunication Union | Yushi Torigoe<br>Ursula Wynhoven<br>Nancy Sundberg |
| International Maritime Organization | Arsenio Dominguez |
| International Fund for Agricultural Development | Guoqi Wu |
| United Nations Industrial Development Organization | Tsung Ping Chung |

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| International Organization for Migration | Ashraf El Nour<br>Alina Narusova |
| United Nations Conference on Trade and Development | Paul Akiwumi |
| United Nations Development Programme | Haoliang Xu<br>Zazie Schafer |
| United Nations Environment Programme | Maaike Jansen<br>Mara A. Murillo-Correa |
| Office of the United Nations High Commissioner for Refugees | Andrew Harper |
| United Nations Children's Fund | David Matern |
| United Nations Population Fund | Dereje Wordofa<br>Alexander Pak |
| World Food Programme | David Kaatrud |
| United Nations Office on Drugs and Crime | Bo Mathiasen |
| United Nations Human Settlements Programme (UN-Habitat) | Christopher Williams |
| United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) | Aparna Mehrotra |
| United Nations University | James Cockayne |
| Joint United Nations Programme on HIV/AIDS | Shannon Hader<br>Nertila Tavanxhi |
| United Nations System Staff College | Jafar Javan |
| United Nations Interregional Crime and Justice Research Institute | Bettina Bartsiotas<br>Leif Villadsen |
| Committee of the Chief Statisticians of the United Nations System | Angela Me (Presenter)<br>Steve Macfeely |
| Secretariat of the United Nations System Chief Executives Board for Coordination | Simona Petrova<br>Remo Lalli<br>Federica Pietracci<br>Cheryl Stafford<br>Cansin Karakus<br>Marije van den Berg<br>Marta Lorenzo Fernandez |

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