

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.

APPENDIX

HLCM'S METHODS OF WORK

- a) The agenda of HLCM's meetings will focus on subjects directly relevant to the Committee's Strategic Plan. The Committee will continue to meet face-to-face twice a year, for one and one half days or longer, as necessary, allowing for remote participation, where appropriate. Ad-hoc inter-sessional meetings will be convened via virtual means in special circumstances, as appropriate.
- b) Each HLCM session will devote appropriate time to comprehensive discussions on a limited number of items. Interested member organizations will take the lead and/or actively engage in the preparation of the substantive sessions, with the CEB Secretariat offering coordination, data-gathering and substantive support. This would ensure the quality preparation that good policy level discussions of this nature require.
- c) Depending on the venue, HLCM could consider a more informal setting for its meetings, and would welcome presentations and/or other contributions by outside experts – both from the private sector and leading governmental and non-for-profit institutions – to advance discussions of certain topics.
- d) Representation in the Committee should be at the level of the member organization's most senior official in management/operations/administration.
- e) Decision-making will continue to be based on consensus among HLCM representatives, with the adoption of the opt-in/opt-out principle when circumstances call for it.
- f) HLCM documentation will be prepared along the lines of succinct executive briefs, outlining any decision required from the Committee, the expected results, the follow-up actions and the corresponding responsibilities and timelines, as well as any financial implications. Any background documentation would be for reference only, and would have to be succinct and inclusive of an executive summary.
- g) The HLCM's agenda will not include reports from the Networks (including IASMN) *per se*. Rather, Networks will contribute their input, 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, DTN, 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) HLCM Strategic Plans will be implemented in close collaboration with the other pillar of the UN Chief Executives Board for Coordination (CEB) – the High Level Committee on Programmes (HLCP), and in full coordination with the United Nations Sustainable Development Group (UNSDG)¹ – seeking a complete alignment of the respective work plans, so as to ensure maximum coherence among their respective priorities, strategies and work plans.
- n) HLCM Strategic Plans will be reviewed and adjusted as necessary in the course of the reference periods, to reflect any emerging management priorities and inter-governmental mandates. The HLCM will report on implementation of Strategic Plans and assess their impact at the end of each reference period.

¹ In 2017, CEB decided to delink the United Nations Development Group from the CEB machinery (see CEB/2017/2, para. 25). Subsequently, the United Nations Development Group evolved into the United Nations Sustainable Development Group.