



Chief Executives Board for Coordination

Distr.: General
18 January 2019

Original: English

Second regular session of 2018

Manhasset, New York, 7 and 8 November 2018

Summary of deliberations

I. Introduction

1. The second regular session of 2018 of the United Nations System Chief Executives Board for Coordination (CEB), chaired by the Secretary-General, was held at the Greentree Foundation Estate, in Manhasset, New York, on 7 and 8 November 2018.
2. Held in retreat format, the session consisted of three segments on the following themes: (a) state of the world; (b) common United Nations system position on drug policy; and (c) fostering innovation in the United Nations system.
3. The Board heard a presentation via videoconference from the Democratic Republic of Congo by the Director General of the World Health Organization, Tedros Adhanom Ghebreyesus, and the Under-Secretary-General for Peacekeeping Operations, Jean-Pierre Lacroix, on the United Nations system response to the recent outbreak of Ebola virus disease.
4. The Board also heard briefings on the United Nations system response to sexual harassment and sexual exploitation and abuse.
5. The present summary highlights the main points of the session.

II. Segment 1: state of the world

6. The Secretary-General offered an analysis on the state of multilateralism, noting that the multilateral system was fragile and faced the structural problems often linked to the increasing appeal which new and more restrictive forms of democracy had to societies, with the subsequent spreading of racism, populism and polarization.
7. The ensuing discussion focused on the importance of multilateralism and the need to overcome silos, work collaboratively to inspire people globally and ensure that the principles of the Charter of the United Nations remained at the core of the engagement that the United Nations system maintained with partners.
8. The Board underscored the relevance of using the convening power of the United Nations to promote multi-stakeholder engagement for tackling current and future problems, including by developing the systemic thinking that would facilitate



envisioning how to address problems that societies were bound to face in the next two or three decades.

9. The Board noted the relevance of working in partnership, in a form of networking multilateralism that encompassed regional approaches and regional partners in which the United Nations would play a federating role.

10. The Board renewed its commitment to supporting functional multilateral solutions in an increasingly multipolar world, pointing out the importance of simplifying how it communicated on the ground and its role in facilitating the creation of greater social space and social cohesion and the promotion of youth engagement.

III. Segment 2: common United Nations system position on drug policy

11. In 2009, the international community agreed on a global strategy for addressing the world drug problem. With the adoption of the Political Declaration and Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem, Governments established 2019 as the target year for States to eliminate or reduce significantly and measurably the illicit cultivation, production, trafficking and use of drugs, as well as the diversion of precursors, and money-laundering. In 2016, the General Assembly held a special session on the world drug problem to review progress made in the implementation of the Political Declaration and Plan of Action and adopted resolution S-30/1, entitled “Our joint commitment to effectively addressing and countering the world drug problem”.

12. The Commission on Narcotic Drugs, a functional commission of the Economic and Social Council mandated to monitor the world drug situation, develop strategies on international drug control and recommend measures to address the world drug problem, will convene a two-day ministerial segment at its sixty-second session in March 2019 in Vienna to take stock of the implementation of drug control-related commitments.

13. To ensure a common United Nations system position on the matter at the ministerial segment of the Commission on Narcotic Drugs, CEB held deliberations on drug policy, informed by the contents of a discussion paper prepared under the auspices of the High-level Committee on Programmes through a consultative process coordinated by the United Nations Office on Drugs and Crime (UNODC). The paper contained an overview of the world drug problem and an analysis of key issues emanating from the international policy discourse, as well as ideas and measures to assist CEB in articulating a common United Nations position, with a view to enhancing system-wide coordination and coherence in the lead-up to the 2019 ministerial segment.

14. CEB members benefitted from introductory presentations made by the Director General of the International Labour Organization (ILO), Guy Ryder, in his capacity as Chair of the High-level Committee on Programmes, and the Executive Director of UNODC, Yury Fedotov.

15. In opening the discussion, the Secretary-General reaffirmed the commitment of the United Nations system to the comprehensive and balanced implementation of the United Nations drug control conventions and the outcome of the special session of the General Assembly on the world drug problem, as an integral part of the realization of the 2030 Agenda for Sustainable Development. The United Nations system played an important role in supporting Governments in developing and pursuing evidence-based and rights-based, human-centred and integrated responses for addressing the world drug problem.

16. In presenting the discussion paper, Mr. Ryder outlined for consideration by CEB the proposed common position contained in the discussion paper, which included the following:

(a) Reaffirmed the United Nations system commitment to supporting the comprehensive implementation of agreed norms and commitments, including the drug control conventions and the outcome of the special session of the General Assembly on the world drug problem, anchored by the 2030 Agenda;

(b) Focused on mobilizing the system broadly in support of a comprehensive, balanced, integrated, evidence-based, human rights-based, development-oriented and sustainable approach;

(c) Affirmed the commitment to harnessing inter-agency synergies and outlined concrete areas for stepping up collaborative efforts;

(d) Emphasized the critical nature of evidence serving as the basis for effective policy decisions, and recognized the role the United Nations system could play as a knowledge broker in support of Member States;

(e) Proposed measures for enhancing system-wide coordination and collaboration in research, data collection and analysis.

17. Providing an overview of the current intergovernmental situation in the lead up to the ministerial segment, Mr. Fedotov noted that preparations were well under way and that Member States were expected to reaffirm their overall commitment to the existing drug control norms and framework.

18. Supplementing those substantive presentations, the Chief Information Technology Officer of the Office of Information and Communications Technology of the Secretariat, Atefeh Riazi, provided the Board with a briefing on public perceptions of the drug problem, based on sentiment analyses of social and news media content.

19. During the ensuing discussion, CEB members:

(a) Expressed their full support for the common position proposed in the discussion paper;

(b) Appreciated the excellent work done by the High-level Committee on Programmes, with UNODC playing a lead coordinating role, in reaching a convergence of views on a complex topic;

(c) Reaffirmed the importance of a human-centred and rights-based approach firmly anchored by the 2030 Agenda;

(d) Highlighted the critical importance of science-based and evidence-based policy decisions to realizing such an approach;

(e) Stressed, to that end, the importance of supporting Member States in enhancing national and regional capacities for building their evidence base and sharing proven best practices and lessons learned;

(f) Emphasized the importance of prevention and demand reduction, especially through education;

(g) Stressed the special needs and circumstances of women and the need to duly integrate a gender perspective into the way in which drug problems were addressed;

(h) Underscored the need for concrete actions to implement the common position and to operationalize its shared principles at all levels.

Conclusion

20. In closing, the Secretary-General underscored that the common position was not aimed at prescribing policies on drugs, but served as a useful internal tool for the United Nations system to speak with one voice and pursue coherent and coordinated efforts to address the drug problem. The United Nations system had a critical role to play as knowledge broker to help Member States in better assessing the risks and benefits of various approaches to drug problems and in pursuing science-based and evidence-based policy decisions for the effective implementation of comprehensive and integrated measures. The discussion concluded with **CEB unanimously supporting the draft common position proposed in the discussion paper, including the shared principles and commitments for action across the United Nations system** (see annex I).

21. As a next step, the **Board decided that an inter-agency task team of interested United Nations system entities would be established, led by UNODC, within the framework of the Secretary-General's Executive Committee**. The team would seek to identify actions to translate the common position into practice and in particular ensure cooperation and coordination in research, data collection and analysis across the system in order to best support Member States in making informed and evidence-based policy decisions in tackling drug-related challenges.

IV. Segment 3: fostering innovation in the United Nations system

22. Segment 3 built on the Board's discussion on fostering innovation in the United Nations system (see [CEB/2018/1](#)). It was organized to meet the following three core objectives:

- (a) To provide a platform for CEB members to learn, share and inspire further innovation in a systematic way;
- (b) To feature strategies, structures and tactical action plans for innovation from within the United Nations system, including the engagement of change agents;
- (c) To showcase practical steps towards innovation, including through the demonstration of a preliminary version of the United Nations innovation toolkit.

23. In setting the context for the segment, the Secretary-General recalled his ongoing efforts to make innovation a priority and recognized that significant steps had been taken across the United Nations system to integrate innovations since the Board's previous session. He acknowledged the efforts of the High-level Committee on Management in fostering business innovation. The Secretary-General underscored the value that informal networks, such as the United Nations Innovation Network and the Young United Nations Network, could bring in the form of novel ideas for different working methods.

24. The Secretary-General noted the intense speed with which new technologies were developing and that more remained to be done across the United Nations system to reap their benefits. He stressed the need to move innovation from a peripheral to a central priority in all aspects of work and urged members to accelerate efforts to innovate both by focusing on working in a more systematic way within each organization and making connections across the system.

25. The rest of the segment was facilitated by an external public sector innovation expert who, together with the co-chairs of the United Nations Innovation Network, provided an overview of the progress made on the United Nations innovation toolkit, which the Network had been tasked with developing at the first regular session of 2018, guided a discussion among the Executive Heads to reflect on achievements and

challenges and concluded with next steps for building on the existing momentum to help the United Nations system to become more innovative.

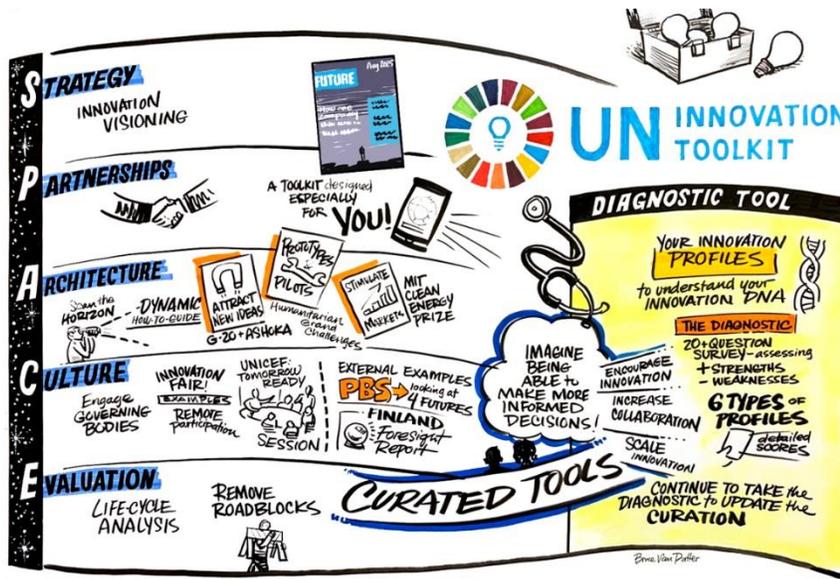
Progress across the United Nations system since the first regular session of 2018

26. The results of a second innovation survey conducted by the Executive Office of the Secretary-General were presented, revealing some insights and opportunities related to innovation efforts undertaken by United Nations entities since the previous session of CEB. The survey results indicated that many organizations had focused on innovation strategies, but that those of higher innovation maturity had invested in promoting partnerships. The data suggested that entities had achieved more progress relative to level of effort in cultivating internal and external partnerships for catalysing innovation, compared with efforts on strategy, where progress had been less pronounced. The results revealed a number of opportunities, including to learn from peers to navigate challenges and meet goals, explore additional areas for cooperation to better leverage external partnerships with the governmental, non-governmental or private sectors and engage governing bodies in order to create enabling environments for innovation.

27. The Chair of the High-level Committee on Management engaged with the Board on the Committee's ongoing work to encourage innovation within management and administration functions, as well as to enable innovation more broadly within their organizations. The Committee was updating its strategic plan for the period 2017–2020 to establish innovation as the anchor at the core of the Committee's work and incorporate innovation-focused operational priorities. Action areas that had been identified included creating spaces for innovation, innovating in human resources and utilizing bots, artificial intelligence and machine learning to support management functions.

28. The United Nations Innovation Network co-chairs then led a preview of the United Nations innovation toolkit. The toolkit included modules on architecture, partnerships and culture, areas previously identified by CEB as key to fostering innovation, and two additional modules, on strategy and evaluation, which were added on the basis of public sector best practices. Several curated tools in the five areas, which were being developed on the basis of lessons learned and examples from within the United Nations system and from other sectors, were presented (see figure below). Board members were also provided with a demonstration of the diagnostic assessment, which would guide users to suggested innovation tools on the basis of their responses. When the results were aggregated, the assessment had the potential to provide Executive Heads with insight into the practice of innovation across organizations and could facilitate strategic decision-making.

Graphic illustration of the discussion on the United Nations innovation toolkit



29. In the ensuing discussion, Executive Heads shared observations about progress on innovation in the United Nations system in general and highlighted specific activities and initiatives that they were driving forward within their respective organizations. Members identified key remaining barriers and shared their views on the toolkit and next steps.

30. Members expressed support for the work undertaken to date on the United Nations innovation toolkit and highlighted how it could assist United Nations system organizations in maturing in their abilities to foster and scale innovation, while also recognizing that it was only one element in a bigger effort to cultivate innovation. There was broad agreement that staff across the system would benefit from the lessons learned and best practices contained in the toolkit, and members looked forward to the launch of the first release in 2019.

31. Throughout the discussion, Board members shared examples of fostering innovation within their respective organizations and in partnership with other United Nations system entities. It was recognized that, since the Board's previous discussion, the views on the integration of innovation had become more strategic.

32. The centrality of leadership to supporting innovation by creating and maintaining an environment that embraced change was illustrated in the examples presented, and the benefit of the direct and personal engagement of senior leadership recognized. It was agreed that the willingness to be bold and disrupt an organization and the readiness to fundamentally change the way in which work was done were critical factors for bringing about a culture of innovation. Clarity from senior leadership about specific problems to be solved and goals to be achieved was a prerequisite to effectively managing change and demonstrating the value that innovation could bring to the people whom the United Nations served. The crucial role of CEB in collectively championing an innovation agenda and communicating about that agenda was also emphasized.

33. The Board recognized that, to truly transform the system, innovations should be celebrated. Staff at all levels needed to be empowered and incentivized to do things differently. Some experiences of exchanges with governing bodies on innovation were

shared, and it was stressed that intensifying such engagement was a necessity for moving towards a stronger culture of innovation. Specific examples were given to highlight numerous benefits of cooperation on innovation initiatives among United Nations entities. The value and necessity of creating partnerships with external actors was emphasized throughout the discussion.

Addressing remaining barriers

34. Although much progress had been made since CEB first discussed the topics of innovation and the potential of frontier technologies, the Board observed that several barriers continued to hamper innovation efforts in United Nations system entities.

35. Members highlighted the importance of fostering a culture that genuinely valued and rewarded innovation. Risk aversion, the lack of recognition of the potential benefits of risk-taking, internal resistance to change and overly restrictive rules and regulations were perceived as impediments to an organizational culture that enabled innovation. Change management processes also needed to be strengthened.

36. The Board found that a lack of inclination towards new technologies persisted throughout the system, which had made it difficult to fully harness the opportunities provided by such frontier technologies as artificial intelligence, machine learning and blockchain. Examples were provided to show that it was possible to mitigate this through staff training and engagement with outside entities on innovation.

37. Members noted the difficulty of bringing projects to scale beyond the initial pilot phase and of extending ideas, methods and solutions across the United Nations system in order to overcome silos. The benefit of scaling existing innovative approaches was recognized, including for the opportunity to leapfrog over old technologies that such solutions presented for other organizations and Member States. Partnership was identified as part of the solution to help promote scaling up and scaling across.

38. Increasing the scope and impact of partnerships, both with other United Nations system entities and outside players such as the private sector, was itself another major challenge to be addressed. Members highlighted the need to understand the broader ecosystem and the roles of United Nations organizations in it, approach partnerships in a more dynamic manner and overcome internal resistance to working collaboratively across and outside the system. In addition to contributing to overcoming the challenge of scale, the private sector in particular was seen as an instrument to help to scan the horizon for future impacts for organizations and to mitigate funding shortages, including through innovative financing mechanisms. Challenges specific to partnering with the private sector, including reputational risks, were highlighted. The topic of partnership was suggested for discussion by CEB, including as an opportunity to learn from other United Nations system organizations and pursue further collaboration.

39. Members discussed the ability to pursue innovation within existing rules and regulations, including providing an enabling environment in which staff could experiment. In turn, the importance of staff members being held accountable for results and of developing evaluation mechanisms to measure the impact of innovations was underscored.

40. The value in leveraging change agents within and across the United Nations system, including Young United Nations and the United Nations Innovation Network, to overcome many of the barriers identified was emphasized, and both networks were commended as valuable resources for fostering innovation. Stressing the value of empowering younger staff, several members underscored the importance of considering age diversity in the workplace.

Conclusion

41. In his closing remarks, the Secretary-General recognized the significant strides that had been made across the United Nations system and noted his appreciation for the continued engagement of the Board on the topic. He stressed that, in striving to achieve the ambitious Sustainable Development Goal targets, it would be impossible to ignore the opportunities and challenges presented by the fourth industrial revolution and the potential impact of frontier technologies on societies and the respective mandates of United Nations system organizations. He therefore reiterated the need for taking a systematic and comprehensive approach to innovation across the United Nations system, moving it to the core of work in every entity, using a tailored approach mindful of organizations' respective mandates.

42. The Secretary-General also reiterated the Board's view that, in order to succeed in effecting the necessary cultural change, senior leadership should seek to further engage staff and executive bodies, as well as to create and nurture partnerships, including with the private sector. He underscored that such change was not for the benefit of the United Nations system, but to deliver better and more effectively for the benefit of those whom the United Nations served. The Secretary-General encouraged CEB to push change to the fullest extent and to work to overcome resistance from within and outside organizations. He asked organizations to continue to pursue the most effective procedures, use the most effective technologies and follow the most effective methodologies in fulfilling their mandates. He reiterated the need to take an approach that went beyond technology but that was nevertheless strongly influenced by the potential of technology and the realities of how it was driving the way United Nations system organizations operated.

43. The Secretary-General summed up the action items that had emerged during the discussion, which the members agreed to take forward:

(a) With the support of the United Nations Innovation Network, develop a customized approach to innovation in respective United Nations system entities that is aligned with the overall CEB vision for transformation;

(b) Communicate with staff at all levels to signal what the Board envisions and expectations with regard to embracing innovation in United Nations system organizations and to support a broader cultural shift, and in particular continue to leverage the energy and ideas of informal networks, such as the United Nations Innovation Network and Young United Nations;

(c) Engage United Nations governing bodies and Member States on innovation to secure their support in ensuring that United Nations organizations are prepared for the future;

(d) Follow up with other United Nations system organizations to share, learn about, collaborate on, replicate and scale innovation efforts;

(e) Where appropriate, pursue innovation partnerships with external entities, including the private sector.

V. Presentation and updates

A. United Nations response to the recent outbreak of the Ebola virus disease in the Democratic Republic of the Congo

44. The Board was engaged on the common efforts of the United Nations system that are under way in response to the Ebola virus disease outbreak in the Democratic Republic of the Congo and more broadly in the preparedness efforts in the region.

45. The Board received an update from Mr. Lacroix and Dr. Tedros, who joined the session via videoconference connection on the current situation in the Democratic Republic of the Congo and neighbouring countries.

46. CEB members actively engaged with Dr. Tedros and Mr. Lacroix and noted their gratitude to all United Nations system staff involved in the Ebola virus disease response, in particular in the light of the personal risks associated with the crisis and the security challenges.

B. Sexual exploitation and abuse and sexual harassment

47. The Secretary-General provided the Board with a briefing on the implementation of his strategy for preventing and responding to sexual exploitation and abuse (see annex II) and a comprehensive report by Under Secretary-General for Management, Jan Beagle, acting in her capacity as Chair of the CEB task force on addressing sexual harassment within the organizations of the United Nations system (see annex III).

48. Concerning sexual exploitation and abuse, the Secretary-General underscored the critical importance of confronting the issue system-wide and recalled that all heads of United Nations Secretariat offices and departments, as part of their performance management compact, were to provide him with a certification that all received allegations related to sexual exploitation and abuse had been reported, and that training on the prevention of sexual exploitation and abuse was being offered annually. In 2017, he had asked the heads of all non-Secretariat United Nations entities who were mandated to report allegations related to sexual exploitation and abuse to the General Assembly to provide him with a management letter certifying that all such allegations had been reported.

49. Noting the importance of coherent reporting and accountability across the United Nations system, the Secretary-General announced that he would invite the heads of all non-Secretariat entities in CEB who were not mandated to report to the General Assembly to also submit such certifications on a voluntary basis in the future.

50. Regarding system-wide actions to address sexual harassment, Ms. Beagle highlighted the significant progress that had been made by the United Nations system, through the CEB task force, in developing and approving major system-wide deliverables for tackling sexual harassment in a coherent and effective manner across the United Nations system.

51. Since its establishment by CEB in November 2017, the task force focused on several priority initiatives geared towards rapidly scaling up prevention and response efforts, protecting and supporting victims and creating a safe and enabling working environment. The harmonization of sexual harassment policy, improvements in reporting and accountability and enhanced awareness-raising and communication were identified as priority areas for action.

52. The CEB task force delivered the following concrete actions for United Nations system-wide implementation:

- (a) A United Nations system model policy on sexual harassment;
- (b) A system-wide screening database to prevent the rehiring of perpetrators of sexual harassment;
- (c) A harmonized mechanism for system-wide collection and analysis of data;
- (d) Guidelines for managers on prevention of, and response to, sexual harassment in the workplace and helplines and hotlines for staff;
- (e) A draft model code of conduct to prevent sexual harassment during and in relation to United Nations events;
- (f) A commitment to strengthening and harmonizing investigatory capacity and improving the quality of investigation, in the next phase of the work of the task force.

53. Following the presentation, the Secretary-General and members of the Board expressed their appreciation for the many system-wide achievements in an area of vital importance for the entire United Nations system. **It was underscored that expeditious implementation of the agreed commitments and joint actions was critical, including the following:**

- (a) **Continuing to put the zero-tolerance approach into practice across the United Nations system;**
- (b) **Aligning the respective policies of United Nations entities with the United Nations system model policy on sexual harassment;**
- (c) **Reporting annually on sexual harassment using the data collection mechanism created for that purpose;**
- (d) **Populating the system-wide screening database and ensuring that it is continually updated and systematically utilized during recruitment processes;**
- (e) **Strengthening the capacity and improving the quality of investigations of sexual harassment within the respective entities and working together to share investigation resources.**

54. Building on the accomplishments to date, the Board supported the continuation of the work of the CEB task force and its focus on implementation as a priority area for action. The Secretary-General concluded that CEB members would be able to report back on the status of the implementation of agreed actions by their respective agencies in time for the first regular session of 2019.

VI. Other matters

A. Endorsement of documents

55. In advance of the session, the Board electronically endorsed the report of the High-level Committee on Programmes on its thirty-sixth session (9–10 October 2018) ([CEB/2018/6](#)).

56. The report of the High-level Committee on Management on its thirty-sixth session (11–12 October 2018) was endorsed electronically after the conclusions of the CEB session ([CEB/2018/5](#)).

B. Dates and venue of forthcoming sessions

57. The Board members were reminded of the dates of the first regular session of 2019, namely, Thursday and Friday, 9 and 10 May 2019, to be hosted by ILO in Geneva.

58. The Board members accepted the invitation of the United Nations Environment Programme, the United Nations Human Settlements Programme (UN-Habitat) and the United Nations Office at Nairobi to jointly host the first regular session of 2020, in Nairobi.

Annex I

United Nations system common position supporting the implementation of the international drug control policy through effective inter-agency collaboration

Shared principles

Reiterating our strong commitment to supporting Member States in developing and implementing truly balanced, comprehensive, integrated, evidence-based, human rights-based, development-oriented and sustainable responses to the world drug problem, within the framework of the 2030 Agenda for Sustainable Development, we, the members of the United Nations system, underlining the importance of the following common values:

- Commit to supporting the practical implementation of the outcome document of the special session of the General Assembly on the world drug problem, held in April 2016, General Assembly resolution S-30/1, entitled “Our joint commitment to effectively addressing and countering the world drug problem”, as a blueprint for action, charting a path that promotes more effective and humane drug control policies, supporting the commitment made in the context of the Sustainable Development Goals to leave no one behind;
- Recognize that the world drug problem is complex and multifaceted and that challenges posed by drugs have wide-ranging adverse impacts on security, human rights and development;
- Underscore that the multifaceted nature of the problem requires a comprehensive approach that includes law enforcement efforts ensuring people’s security and efforts promoting health, human rights, including equality and non-discrimination, and sustainable development;
- Commit to promoting a truly evidence-based and balanced approach, whereby sufficient attention is given to measures that address the root causes of drug abuse and cultivation and other involvement in the drug trade;
- Acknowledge that we have a common and shared responsibility to work together, in particular through the Commission on Narcotic Drugs, to pursue a coordinated, balanced and comprehensive approach leading to evidence-based and sustainable solutions;
- Recognize that the concern for the health and welfare of humankind underpins the three international drug control conventions, which, together with other relevant international instruments, are the cornerstone of the international drug control system;
- Acknowledge that the conventions allow for sufficient flexibility for countries to design and implement national drug policies according to their priorities and needs, consistent with the principle of common and shared responsibility and applicable international law;
- Acknowledge that the international drug control conventions, international human rights treaties and other relevant instruments and the 2030 Agenda are complementary and mutually reinforcing. National drug control programmes, strategies and policies should be designed and implemented by States in accordance with their human rights obligations;

Scope and purpose

- To guide approaches across the United Nations system, stepping up efforts to ensure that no one is left behind;
- To inspire the planning and implementation of United Nations activities, including joint inter-agency activities;
- To speak with one voice and raise awareness of the multifaceted nature of the world drug problem.

Directions for action

In addition to ongoing efforts, we commit to harnessing synergies and strengthening inter-agency cooperation, making best use of the expertise within the United Nations system, to further enhance consistent sharing of information and lessons learned and the production of more comprehensive data on the impact of drug policies, including with a view to supporting the implementation of the 2030 Agenda.

We, therefore, commit to stepping up our joint efforts and supporting each other, *inter alia*:

- To support the development and implementation of policies that put people, health and human rights at the centre, by providing a scientific evidence-based, available, accessible and affordable recovery-oriented continuum of care based upon prevention, treatment and support, and to promote a rebalancing of drug policies and interventions towards public health approaches;
- To promote the increased investment in measures aimed at minimizing the adverse public health consequences of drug abuse, sometimes referred to as harm reduction, which reduce new HIV infections, improve health outcomes and deliver broader social benefits by reducing pressure on health-care and criminal justice systems;
- To ensure the provision of drug prevention, treatment, rehabilitation and general support services, including health care and social protection in prison settings, ensuring that they are equivalent to and that they provide continuity of care with those in the community;
- To ensure the respect for the dignity and human rights of people who use drugs in all aspects of drug and social policies, including providing equal access for people who use drugs to public services, including housing, health care and education;
- To call for universal health coverage for people with drug use disorders and for the positioning of drug use disorders as with other health conditions that should be included in the overall universal health coverage framework in national health systems;
- To enhance access to controlled medicines for legitimate medical and scientific purposes, including the relief of pain and treatment of drug dependence;
- To enhance international support for effective capacity-building in developing countries to support the implementation of all Sustainable Development Goals, including through North-South, South-South and triangular cooperation;
- To support the identification of prevalent, persistent and harmful psychoactive drugs, including new psychoactive substances, and their associated health risks, using global and regional agencies' early warning and alert systems;
- To provide guidance and technical assistance to strengthen cross-border law enforcement and judicial cooperation;

- To promote sustainable livelihoods through adequately-sequenced, well-funded and long-term development-oriented drug policies in rural and urban areas affected by illicit drug activities, including cultivation, production and trafficking, bearing in mind environmental protection and sustainability;
- To promote alternatives to conviction and punishment in appropriate cases, including the decriminalization of drug possession for personal use, and to promote the principle of proportionality, to address prison overcrowding and overincarceration by people accused of drug crimes, to support implementation of effective criminal justice responses that ensure legal guarantees and due process safeguards pertaining to criminal justice proceedings and ensure timely access to legal aid and the right to a fair trial, and to support practical measures to prohibit arbitrary arrest and detention and torture;
- To call for changes in laws, policies and practices that threaten the health and human rights of people;
- To promote measures aimed at reducing stigma and eliminating discrimination and achieving universal coverage of evidence-based prevention, treatment and rehabilitation;
- To cooperate to ensure human rights-based drug control and address impunity for serious human rights violations in the context of drug control efforts;
- To assist Member States in implementing non-discriminatory policies, including with regard to ethnicity, race, sex, language, religion or other status;
- To promote the active involvement and participation of civil society and local communities, including people who use drugs, as well as women and young people;
- To provide Member States with the evidence base necessary to make informed policy decisions and to better understand the risks and benefits of new approaches to drug control, including those relating to cannabis;
- To compile, analyse and produce data reflecting United Nations system-wide practices and lessons-learned in drug-related matters, and to produce system-wide data and analysis, including in the light of the 2019 ministerial segment of the Commission on Narcotic Drugs and the advancement of the implementation of the 2030 Agenda.

Accountability and operationalization

We commit to supporting each other's activities, within our mandates, and to delivering balanced, comprehensive, integrated, evidence-based, human rights-based, development-oriented and sustainable support to Member States in implementing joint commitments, including the operational recommendations contained in the outcome document of the special session of the General Assembly on the world drug problem held in 2016.

With a view to ensuring coherent efforts to realize the commitments set out in this common position and, in particular, coordinated data collection to promote the scientific, evidence-based implementation of international commitments,¹ we hereby establish a United Nations system coordination task team, to be led by UNODC, and composed of interested United Nations system entities, including those with expertise in the collection of drug-related data, within the framework of the Secretary-General's Executive Committee.

¹ Working in line with the principles governing international statistical activities ([E/CN.3/2006/13](#), annex), as endorsed by the Committee for the Coordination of Statistical Activities.

Annex II

Fact sheet on the Secretary-General's initiatives on preventing and responding to sexual exploitation and abuse

Background

In March 2017, the Secretary-General outlined a comprehensive, four-pronged strategy to improve the system-wide approach to preventing and responding to sexual exploitation and abuse (see [A/71/818](#) and [A/71/818/Corr.1](#)).¹ The strategy focused on: (a) prioritizing the rights and dignity of victims; (b) ending impunity through strengthened reporting and investigations, including by ensuring criminal accountability; (c) engaging with civil society and external partners; and (d) improving strategic communication for education and transparency. In the implementation of the strategy, the Secretary-General has focused on putting the United Nations “house in order”, i.e. putting into place mechanisms in areas under his authority. In March 2018, the Secretary-General provided an update on the implementation of the strategy (see [A/72/751](#) and [A/72/751/Corr.1](#)).

To enhance coordination and ensure sustained high-level attention to the issue, the Secretary-General extended until 31 December 2018 the mandate of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, whose role is to coordinate the implementation of the strategy system-wide and ensure a harmonized approach through the development of aligned mechanisms and procedures, standardized protocols and tools.

Below are some key initiatives undertaken or built upon in accordance with the Secretary-General's commitment to combat sexual exploitation and abuse.

Prioritizing the rights of victims

Initiative	Status
1. Secretary-General appointed the first Victims' Rights Advocate, at the Assistant Secretary-General level, to strengthen the support that the United Nations gives to victims and ensure that a victim-centred approach is integrated into prevention and response	Appointed in August 2017; action plan completed December 2017; work ongoing
2. Field visits conducted by the Victims' Rights Advocate to gain first-hand understanding of how United Nations actors operate on the ground to assist and support victims of sexual exploitation and abuse and to make recommendations for further action	Central African Republic, October 2017; South Sudan, December 2017; Haiti, April 2018; Lebanon, August 2018; and Jordan, September 2018

¹ As part of the strategy to ensure high-level engagement in the relevant entities across the United Nations system, in 2016 a high-level steering group was established, chaired by the Chef de Cabinet and including the Under-Secretary-General for Field Support, the Under-Secretary-General for Management, the Under-Secretary-General for Global Communications, the Under-Secretary-General for Peacekeeping Operations, the Under-Secretary-General for Legal Affairs/Legal Counsel, the United Nations High Commissioner for Human Rights, the Special Representatives of the Secretary-General on Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children, the Under-Secretary-General for Political Affairs, the Under-Secretary-General for Humanitarian Affairs/Emergency Relief Coordinator, the Administrator of the United Nations Development Programme (UNDP), the Executive Director of the United Children's Fund (UNICEF), the United Nations High Commissioner for Refugees, the Executive Director of the United Nations Population Fund (UNFPA), and the Under-Secretary-General/Executive Director of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women). The Under-Secretary-General for Internal Oversight Services participates as an observer.

3. Establishment of an inter-agency working group to facilitate a more timely and effective resolution of outstanding paternity and child support claims arising from sexual exploitation and abuse	Working group established in June 2018; ongoing
4. Mapping of victims' rights approaches and services, in line with the Secretary-General's instruction (A/72/751, para. 28); the Victims' Rights Advocate is undertaking a pilot mapping exercise of victims' rights approaches and services, including with regard to prevention, medical, psychosocial and legal assistance, livelihood support and accountability, that are available across the United Nations system and beyond, in eight countries. This will build on existing work and provide a clear overview of gaps, overlaps, lessons learned and best practices to inform the development of additional tools, policies and programmes	Project commenced in August 2018; ongoing
5. Field Victims' Rights Advocates appointed in the four peacekeeping operations with the highest number of allegations, namely, the United Nations Organization Stabilization Mission in Democratic Republic of the Congo, the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic, the United Nations Mission for Justice Support in Haiti and the United Nations Mission in South Sudan. Their role is to ensure that a victim-centred, gender-sensitive, child-sensitive and non-discriminatory approach is integrated into all activities aimed at supporting and assisting victims in those duty stations	Appointed in September 2017; work ongoing Three dedicated positions were approved by the General Assembly in July 2018
6. Secretary-General and the Victims' Rights Advocate met confidentially and directly with victims of sexual exploitation and abuse	October 2017; ongoing
7. Centralized tracking tool for the provision of victim assistance in all peace operations, developed by the Department of Field Support	To be rolled out in the fourth quarter of 2018
8. Protocol on the provision of assistance to victims of sexual exploitation and abuse developed and field-tested by the Department of Field Support and UNICEF providing guidance on the roles and responsibilities of United Nations actors in the field for ensuring coordinated and immediate assistance to victims	Field testing began in January 2017; the protocol will be updated on the basis of testing and will incorporate the roles of the Victims' Rights Advocate and the Field Victims' Rights Advocates
9. Trust fund established in 2016 to provide resources to support victims' assistance services and projects	As at August 2018, the balance of the fund is some \$2 million Projects have been launched or are being developed in the Central African Republic, the Democratic Republic of the Congo, Haiti, Liberia and South Sudan

10. Development of a United Nations policy on a human rights-based approach to sexual exploitation and abuse, led by the Office of the United Nations High Commissioner for Human Rights	Expected completion in the fourth quarter of 2018
Risk mitigation and ending impunity	
Initiative	Status
1. Development and distribution to all United Nations entities with a field presence of the “No excuses card” prototype, which sets out the Organization’s standards and the obligations to prevent and report in all official and some local languages. The prototype can be customized to meet the needs of individual organizations	Development completed in November 2017; distribution ongoing
2. Mandatory training and e-learning on the prevention of sexual exploitation and abuse, required of all staff and personnel in peacekeeping, the Secretariat, the International Organization for Migration (IOM), UNDP, UNFPA, the Office of the United Nations High Commissioner for Refugees (UNHCR), UNICEF, the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA), UN-Women and the World Food Programme (WFP)	Implemented for peacekeeping operations since 2016, for the Secretariat and other entities, since 2017; training ongoing
3. Instituted in 2017 an annual management letter requiring heads of funds and programmes to certify to their governing bodies and the Secretary-General that they have reported all credible allegations and report on the training offered ²	Completed in January 2018
4. Management letter to be sent in 2018, in which the Secretary-General plans to urge all members of the United Nations System Chief Executives Board for Coordination (CEB) to submit certifications for 2018	To be done in November 2018
5. Action plans and risk mitigation strategies submitted to the Secretary-General by all entities with field operations and programmes	April 2017: 35 submitted August 2018: 37 submitted
6. Development of guidelines on the implementation of Security Council resolution 2272 (2016) , addressing sexual exploitation and abuse in peace operations	Operationally effective as at July 2016
7. The Office of Military Affairs of the Department of Peacekeeping Operations released a military aide-memoire, a commanders’ guide on measures to combat sexual exploitation and abuse among United Nations military personnel http://dag.un.org/handle/11176/400745	September 2017; updated in May 2018

² Certifications provided by the International Trade Centre (ITC), UNDP, UNICEF, UNFPA, UNHCR, the United Nations Office for Project Services (UNOPS), UNRWA, UN-Women, United Nations University and WFP.

8. Department of Field Support developed a sexual exploitation and abuse risk-management toolkit	Launched in June 2018; under implementation
9. Development of an electronic tool, Clear Check, ³ for screening United Nations personnel dismissed owing to substantiated allegations of sexual exploitation and abuse or who left the Organization with a pending investigation or disciplinary case	Launched on 28 June 2018
10. Introduction of an incident reporting form and associated guidance to ensure uniformity in the collection of information first reports	July 2017
11. Field testing of incident reporting form in the Democratic Republic of the Congo	November 2017; ongoing
12. Review of field testing of incident reporting form	Ongoing (May–September 2018)
13. Development and endorsement of system-wide uniform policy on balancing the disclosure of information to national authorities with the principle of confidentiality when receiving and handling allegations of sexual exploitation and abuse by persons acting under a United Nations mandate	November 2017
14. Development of uniform guidelines for investigations of sexual exploitation and abuse to harmonize investigative methods and approaches across United Nations investigative bodies	Fourth quarter of 2018
15. Adoption of formal and informal community-based complaint mechanisms in all peace operations for the receipt of allegations of sexual exploitation and abuse	Established in 2016; rolled out to all United Nations entities in March 2018
16. Finalized and circulated the protocol on allegations of sexual exploitation and abuse involving implementing partners to all agencies, funds and programmes (implementation led by UNICEF and UNFPA)	March 2018 Translations of the protocol completed (available in Arabic, English, French, Russian, Spanish)
17. All job openings and hiring letters now specify the United Nations values and expectations of conduct and the consequences for misconduct	Completed for 2017; ongoing
18. Staff members required to acknowledge in writing, upon entry, reassignment and on a yearly basis, their knowledge and understanding of United Nations standards of conduct, in particular regarding sexual exploitation and abuse, and the consequences for violating them	Completed for 2017; ongoing

³ The United Nations entities participating in the screening tool are: all Secretariat entities, FAO, IOM, IMO, IRMCT, ITC, ITU, UNAIDS, UNCTAD, UNDP, the United Nations Environment Programme, UNFPA, the United Nations Human Settlements Programme (UN-Habitat), UNHCR, UNICEF, UNOPS, UNRWA, WFP and WIPO.

19. Repository of national military laws on sexual exploitation and abuse established; available at https://peacekeeping.un.org/en/standards-of-conduct	46 legal frameworks submitted to date
20. Review of options for the harmonization of standards and procedures for non-United Nations international forces authorized under a Security Council mandate	Ongoing
Engaging with civil society and external partners	
Initiative	Status
1. Establishment of a civil society advisory board, comprising leading civil society figures and experts, to provide the Secretary-General with advice on measures to strengthen the prevention of, and response to, sexual exploitation and abuse	October 2018
2. Formal and informal meetings with civil society actors	2017: three formal meetings 2018: two formal and three informal meetings
Improving strategic communications for education and transparency	
Initiative	Status
1. Development of a glossary on sexual exploitation and abuse in the context of the United Nations, in English and French. Available from https://hr.un.org/materials/un-glossary-sexual-exploitation-and-abuse-english and https://hr.un.org/materials/glossaire-sur-l%E2%80%99exploitation-et-les-atteintes-sexuelles-glossary-sea-french	Initiated on 5 October 2016; updated on 24 July 2017
2. High-level meeting of the Secretary-General on the prevention of sexual exploitation and abuse, held on the margins of the seventy-second session of the General Assembly with Heads of State and Government, regional organizations, civil society and the United Nations leadership	18 September 2017
3. Voluntary compact on measures for preventing and responding to sexual exploitation and abuse established. Available from www.un.org/preventing-sexual-exploitation-and-abuse/content/voluntary-compact	As at 23 October 2018, 99 Member State signatories; ongoing
4. Circle of leadership on the prevention of sexual exploitation and abuse in United Nations operations, comprising Heads of State and Government willing to make a visible commitment to ending impunity for sexual exploitation and abuse (see www.un.org/preventing-sexual-exploitation-and-abuse/content/circle-leadership)	As at 23 October 2018, 71 sitting and former Heads of State and Government are members; ongoing

5. Development and issuance of a collective statement of the members of the Secretary-General's circle of leadership on the prevention of and response to sexual exploitation and abuse in United Nations operations	September 2018
6. Five informal meetings to share best practices and information on initiatives held in 2018, chaired by the Secretariat and jointly sponsored by permanent mission representatives of the Heads of State and Government who are members of the circle of leadership	29 May, 25 June, 27 July and 17 and 30 August 2018
7. Prevention of sexual exploitation and abuse website launched. Available at www.un.org/preventing-sexual-exploitation-and-abuse	Created July 2017; updated regularly
8. To improve transparency, each quarter the Spokesperson reports on allegations received by all United Nations entities mandated to report to the General Assembly (see www.un.org/preventing-sexual-exploitation-and-abuse/content/quarterly-updates)	November 2017 and February, May and August 2018; ongoing
9. United Nations produced and aired a film showing the work of community-based complaint mechanisms	September 2017
10. Development of mobile application featuring training materials for use by field personnel	Expected completion in September 2018
11. Department of Field Support launched its new website, with a live database of allegations, an online reporting form and a subscription service for alerts on database updates (see https://conduct.unmissions.org/sea-data-introduction)	January 2017
12. All peacekeeping missions, as part of their communications strategy on sexual exploitation and abuse, conduct outreach activities to inform communities of the risks of sexual exploitation and abuse and the mechanisms for reporting thereon, using direct outreach, theatre, radio and television programming and SMS-based and social media campaigns, as well as targeted outreach to local media	Ongoing
13. UNDP launched a website containing information and resources on combatting sexual exploitation and abuse. Available at www.undp.org/content/undp/en/home/accountability/combating-sexual-exploitation-and-abuse.html	Fourth quarter of 2017
14. UNFPA launched a website containing information and resources on protection from sexual exploitation, sexual abuse and sexual harassment. Available at www.unfpa.org/protection-sexual-exploitation-and-abuse	August 2018

15. UNHCR launched a webpage on addressing sexual exploitation and abuse. Available at www.unhcr.org/our-fight-against-sexual-exploitation-abuse-and-harassment.html	July 2018
16. Public information campaign on United Nations efforts to combat sexual exploitation and abuse, featuring a video showcasing the United Nations Secretary-General's strategy to improve the system-wide approach to preventing and responding to sexual exploitation and abuse, including commitments from the Secretary-General, the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, the Victims' Rights Advocate, the Department of Field Support, the Department of Peacekeeping Operations, IOM, UNDP, UNFPA, UNHCR, UNICEF, UNRWA, UN-Women, WFP, the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo and the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic)	September 2018 and presented during the 2018 General Assembly weeks
Additional	
Initiative	Status
1. System-wide survey for United Nations personnel at 30 duty stations with humanitarian and peace operations	Baseline survey: completed in September 2016 Second survey: 1 August–September 2017 Third survey: 1 August–30 September 2018
2. Results of surveys disaggregated and shared with the heads of participating entities	Baseline survey: December 2016 Second survey: December 2017 Third survey: to be released December 2018
3. UN-Women developed and issued a handbook on combating sexual exploitation and abuse and sexual harassment, providing a comprehensive overview of the applicable policies and procedures	June 2018
4. Study on the causes and consequences of sexual exploitation and abuse, including an integrated gender perspective, to inform the development of strategies and responses	Concept finalized in February 2018; engaged in outreach for necessary funding
5. UNRWA established a task force on sexual exploitation and abuse and sexual harassment aimed at finding innovative ways to ensure that the Agency met the goals of the Secretary-General's and CEB initiatives, standards and reporting requirements	February 2018
6. WFP established an ad hoc joint Management and Executive Board committee on sexual exploitation and abuse, sexual harassment and whistle-blower protection	Meetings held in May and October 2018

7. WFP established an advisory group on preventing sexual exploitation and abuse, with key stakeholders from each operational region, aimed at providing a learning and knowledge-sharing platform and strengthening the capacity of focal points on preventing sexual exploitation and abuse to fulfil their roles. Advisory group consultations and review of guidance and tools will inform the WFP strategy and work plan on preventing sexual exploitation and abuse	Ongoing; first consultation held in September 2018
8. UNFPA appointed a senior focal point for preventing sexual exploitation and abuse at the Assistant Secretary-General level, who is assisted by a full time coordinator and an ad hoc interdivisional working group at the director level	Ongoing
9. UNHCR appointed a senior coordinator at the director level to lead its work on combating sexual exploitation and abuse and sexual harassment, supported by a working-level multifunctional team. The senior coordinator reports directly to the Deputy High Commissioner, who chairs an emergency task force on combating sexual exploitation and abuse with director-level membership	May 2018
10. UNHCR released its strategy for combating sexual exploitation and abuse, with an action plan taken forward by cross-divisional teams at UNHCR headquarters in Geneva and in the field. Key initiatives included an evaluative review of UNHCR policies and procedures on combating sexual exploitation and abuse, the establishment of an independent helpline, a new communication strategy, the strengthening of investigation capacity and disciplinary processes, and reinforced vetting and reference-checking mechanisms. Available from www.unhcr.org/5b2cb6284	May 2018
11. Executive Director of UNICEF issued a public statement on her commitment to preventing sexual exploitation and abuse and launched an independent review of the response of UNICEF, aimed at examining effective practices and areas that needed improvement, identifying ways of deepening management accountability and improving its policies, systems and responses, as well as its culture. Available from unicef.org/press-releases/unicefs-position-sexual-exploitation-and-abuse-and-sexual-harassment	February 2018; planned completion of the review in September 2018
12. UNICEF completed an internal review of sexual harassment investigations, conducted by an independent law firm, as an additional step towards culture change and an environment of zero tolerance of harassment	August 2018

13. UNICEF amended its programme cooperation agreements and conducted global training for all regional and country offices and partners on the United Nations protocol on allegations involving implementing partners. A toolkit for partners is also under development	June 2018
14. UNDP Administrator requested all country offices to develop and implement a comprehensive action plan to prevent and respond to sexual exploitation and abuse	Completed on 30 September 2018

Inter-Agency Standing Committee initiatives

The Inter-Agency Standing Committee is the primary mechanism for inter-agency coordination of humanitarian assistance. It is a unique forum involving the key United Nations and non-United Nations humanitarian partners, established in June 1992 in response to General Assembly resolution 46/182 on strengthening of the coordination of humanitarian emergency assistance of the United Nations. Its principals are the heads of all member agencies of the Inter-Agency Standing Committee, or their representatives, and hold meetings twice yearly, chaired by the Emergency Relief Coordinator. The task team on accountability to affected populations and protection from sexual exploitation and abuse aims at creating a system-wide culture of accountability, in function and in resourcing, within each humanitarian organization alongside system-level cohesion, coordination and learning.

Initiative	Status
1. Executive Director of UNICEF appointed as Inter-Agency Standing Committee Champion for preventing sexual exploitation and abuse and for addressing sexual harassment and abuse of aid workers	July 2018 Function previously held by IOM
2. IOM launched a project to strengthen the humanitarian community's collective ability to reduce and effectively respond to sexual abuse and exploitation by aid workers, providing technical assistance to humanitarian country teams and networks for the prevention of sexual exploitation and abuse to institutionalize it on the basis of the toolkit developed by the Inter-Agency Standing Committee in 2016	Established in 2016; ongoing
3. Adoption of formal and informal community-based complaint mechanisms in humanitarian operations to receive allegations of sexual exploitation and abuse	Established in 2016; ongoing
4. Development by the Inter-Agency Standing Committee of a protection from sexual exploitation and abuse toolkit through inter-agency community-based complaint mechanisms ⁴ (see https://interagencystandingcommittee.org/accountability-affected-populations-including-protection-sexual-exploitation-and-abuse/documents-50)	Rolled out in 2016

⁴ The toolkit includes the best practice guide for humanitarian actors on inter-agency community-based complaint mechanisms and the global standard operating procedures on inter-agency cooperation in community-based complaint mechanisms.

5. Mandatory training and regional train-the-trainer courses on community-based complaint mechanisms	2017–2018: country-tailored workshops held in 2017 in Chad, Iraq, Lebanon, Malawi, Nigeria, Turkey (on refugee response and cross-border response with regard to the Syrian Arab Republic) and Yemen; and three regional train-the-trainer courses on community-based complaint mechanisms (held in Eastern Africa, June 2018, the Middle East and North Africa, July 2018, and Western-Central Africa, September 2018) and
6. Deployments, upon request, to support or establish in-country initiatives on preventing sexual exploitation and abuse	Bangladesh, 2017, and the Syrian Arab Republic, 2018

Annex III

Factsheet

United Nations System Chief Executives Board for Coordination task force on addressing sexual harassment within the organizations of the United Nations system

Initiatives and progress

Harassment of any type is antithetical to the principles of the United Nations, and sexual harassment in particular undermines its credibility and is degrading to its staff. The Secretary-General and United Nations system leaders committed to taking the approach of zero tolerance of sexual harassment, strengthening victim-centred prevention and response efforts and fostering a safe and inclusive working environment across the United Nations system. To realize those commitments, the United Nations System Chief Executives Board for Coordination (CEB) established, in November 2017, a task force on addressing sexual harassment within the organizations of the United Nations system, under the leadership of the Under-Secretary-General for Management and Chair of the High-level Committee on Management, Jan Beagle, to drive joint action in key priority areas.

Policy		
Initiative	→	Status
Uniform definition of “sexual harassment”	√	Completed May 2018
Compendium of United Nations sexual harassment policies available online	√	Completed May 2018
Development of common principles representing best practices, with a view to harmonizing policy on sexual harassment across the United Nations system	√	Completed May 2018
Model policy on sexual harassment	√	Approved by the High-level Committee on Management on behalf of CEB in October 2018
Staff perception survey on sexual harassment to be conducted by an independent provider across 31 entities	↔	Ongoing: survey to be conducted in November 2018
Harmonized mechanism for system-wide collection and analysis of data	√	Indicative data and analysis from system-wide questionnaire on case reporting: completed in October 2018
	↔	Ongoing: periodic data collection

Accountability		
Initiative	→	Status
Operational and legal framework for a United Nations system-wide screening database to avoid rehiring individuals whose working relationship with an organization ended because of a finding they had perpetrated sexual harassment	√	Completed May 2018
Launch of the system-wide screening database Clear Check	√	Launched June 2018
Expanded guidelines for Clear Check to include pending allegations of sexual harassment to avoid rehiring individuals whose employment with an organization ends while allegations are pending	√	Approved by the High-level Committee on Management on behalf of CEB in October 2018
Support and outreach		
Initiative	→	Status
Common guide for managers to use in addressing sexual abuse, including a checklist, and as a tool for outreach and communication	√	Completed in May 2018; ongoing deployment
Stocktaking of the existence and features of hotlines and helplines	√	Completed in May 2018
Development of a framework of various hotline and helpline solutions with reference to best practices	↔	Agreed upon by the High-level Committee on Management in October 2018
Deployment of hotlines and helplines at the organizational level	↔	Ongoing, including in the World Health Organization, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees and the Secretariat
Support campaigns against sexual harassment	↔	Ongoing, including the “Say no to sexism” campaign at the United Nations Office at Geneva
Support campaigns for organizational change, including increasing workplace civility	↔	Ongoing, including the development of workplace civility campaign with the Ombudsman
Development and promulgation of a model code of conduct to prevent sexual harassment during or in relation to United Nations events	√	Draft model code of conduct approved by the High-level Committee on Management in October 2018
	↔	Chair and task force members to undertake further informal consultations with Member States, with a view to the adoption of the model code by the end of 2018
Staff training on sexual harassment at the entity level	↔	Ongoing, including the mandatory programme in the Secretariat, in the context of which more than 18,000 staff members participated in training courses in the period from January to October 2018

Development in coordination with the Department of Public Information of internal and external email and web-based communications strategies for the United Nations	↔	Ongoing
Strengthening investigations		
Initiative	→	Strategy
Prioritization of sexual harassment investigations	↔	Ongoing, including higher priority being given, by the Office of Internal Oversight Services (OIOS), to investigations involving allegations of sexual harassment (category 1), implemented in February 2018
Recruitment of specialized sexual harassment investigators	↔	Ongoing
Coordination of United Nations system investigations with the network of United Nations Representatives of Investigations Services	↔	Ongoing
Development of a United Nations investigative interviewing model that is adapted for sexual harassment cases	↔	Ongoing in OIOS, with input from the task force
Specialized orientation training for investigators with a focus on sexual harassment investigations	↔	Ongoing
Joint meeting of members of the task force and the Inter-Agency Standing Committee with heads of investigatory bodies	↔	Meeting to be held Geneva on 26 November 2018
Establishment of task force working group on strengthening investigative capacity to ensure continued focus on improving investigative capacity in the United Nations system	↔	Being established
Cross-cutting strategies		

Outreach and consultations

The task force continues to broaden its consultative process and engagement with stakeholders that are active and experienced in addressing sexual harassment, including outreach to staff members, gender specialists, academics, non-governmental organizations and those who have been directly affected by sexual harassment, with a view to seeking advice and highlighting best practices in order to strengthen future system-wide efforts. The task force has conducted outreach to ombudspersons, the United Nations Feminist Network, United Nations Globe, the network of gender focal points and the Inter-Agency Standing Committee humanitarian network. The task force has also developed support for the United Nations system initiatives against sexual harassment in the broader community through partnerships, such as its engagement with the ambassadorial-level Group of Friends to Eliminate Sexual Harassment, in New York.

Alignment with related United Nations policies

The United Nations system-wide activities on sexual harassment take place in a broader context of social and cultural change around gender equality and the empowerment of women, organizational change and United Nations system reform. Those distinct but related activities are being implemented in parallel within the United Nations system, and close collaboration between the task force and those

teams ensures mutually informed and enhanced manner of implementation with United Nations activities and policies, including the following:

(a) Given that sexual harassment is fundamentally linked to unequal gender relations, the Secretary-General's system-wide strategy on gender parity, launched in September 2017, provides comprehensive targets and tools to ensure gender parity and the empowerment of women and effect positive organizational change;

(b) A safe and inclusive working environment is a prerequisite to addressing sexual harassment. The enabling environment guidelines for the United Nations system, developed by the CEB Human Resources Network, the Office of Human Resources Management and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), will be published in November 2018 to provide guidance and best practices.

(c) The issue of sexual exploitation and abuse is closely linked to the issue of sexual harassment, and cooperation between the task force and the United Nations Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse and the Victims' Rights Advocate ensures mutual support for the two action plans.
