



## Chief Executives Board for Coordination

5 December 2003

English and French

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### Summary of conclusions of the United Nations System Chief Executives Board for Coordination at its second regular session of 2003

United Nations Headquarters  
31 October-1 November 2003

*Summary: Conclusions of the Chief Executives Board requiring specific follow-up*

#### **Programme matters**

The Chief Executives Board for Coordination (CEB) expressed its appreciation to the High-Level Committee on Programmes (HLCP) and its Chairman for the excellent preparatory work on main substantive issues on its agenda and noted with satisfaction that the Committee was functioning well, both in preparing strategic and policy issues for CEB deliberation and in pursuing programme coordination on behalf of the Board.

#### **Follow-up to Monterrey: financing for development**

The Board addressed the follow-up to the International Conference on Financing for Development, held in Monterrey, Mexico, on the basis of a note prepared by the Financing for Development Office of the Department of Economic and Social Affairs and finalized in the light of HLCP discussions at its last session.

CEB recalled that the Monterrey Consensus of the International Conference was a call to action for both the developed and developing countries. The Board's overall assessment of the state of implementation was that developed countries needed to do much more to deliver on their commitments, while developing countries should continue to make progress in creating an enabling environment for their own development. The United Nations system's contribution to the effective follow-up to the Conference would continue to focus on enhancing advocacy and advancing system-wide coherence, particularly by strengthening collective approaches to policy advice and programme delivery, at all levels, especially the country level.

**CEB decided to actively pursue the follow-up to Monterrey in the overall context of the integrated follow-up to United Nations conferences and summits, particularly the Millennium Summit.**

### **HIV/AIDS and its linkages with food security and governance**

The Board welcomed the note on the triple threat of HIV/AIDS, food insecurity and governance prepared by the World Food Programme and the Joint United Nations Programme on HIV/AIDS (UNAIDS) secretariat in cooperation with a number of United Nations system organizations and other stakeholders, and finalized by HLCP at its last session.

**CEB took note of the progress being made in reducing the cost of anti-retroviral treatment and making it more widely available to AIDS sufferers. It stressed the positive role that public pressure has played in the decision taken on this issue at the fifth Ministerial Meeting of the World Trade Organization, held at Cancún, Mexico, in August 2003.**

**CEB stressed the importance of developing an effective implementation plan as a means to coordinate the system's AIDS-related work with similar initiatives by non-United Nations partners in Africa.**

**CEB endorsed the general analysis and programming approach as well as the series of programmatic and institutional actions set out in the note. It concurred with the thrust of the recommendations contained therein and, to this end, called upon its members to:**

- (a) Provide the necessary support to carry out the action points;**
- (b) Strive to increase financial investments in country-level actions directed at HIV/AIDS in Southern and Eastern Africa;**
- (c) Draw on the note as a tool for advocacy and communication with regard to the interlinked crises of food security, weakened capacity for governance and AIDS in the Eastern and Southern Africa region;**
- (d) Adopt the note as a guide for action by their country representatives and by United Nations country teams in areas where AIDS threatened;**
- (e) Request the United Nations Development Group, in coordination with the Inter-Agency Standing Committee and in consultation with the Regional Inter-Agency Coordination and Support Office, as appropriate, to take the lead on follow-up and to report on progress in implementing the actions set out in the note.**

**CEB members expressed satisfaction with the collaborative efforts that had characterized the preparation of the note, thanked the World Food Programme and the UNAIDS secretariat for their leadership and commended HLCP for its contribution to this important inter-agency effort.**

### **Follow-up to the World Summit on Sustainable Development, as well as other matters dealt with in the report of the High-Level Committee on Programmes**

CEB welcomed the work accomplished by the Committee in regard to the inter-agency collaborative arrangements for the integrated follow-up to the Summit outcomes, focusing on the areas of freshwater, water and sanitation, energy, oceans and coastal areas and patterns of consumption and production. Executive Heads expressed appreciation for the outcome of this exercise in the Committee. They asked the Committee to take account of the multi-year programme of work of the

Commission on Sustainable Development in framing its future work programme on follow-up to the Summit. In the area of energy, the importance of renewable sources of energy was highlighted. It was further suggested that the issue of energy be taken up by CEB at a future session.

**CEB endorsed the Committee's conclusions on inter-agency collaborative arrangements for the follow-up to the World Summit on Sustainable Development relating to the areas mentioned above.** These included the confirmation of UN Water as the inter-agency mechanism for follow-up to the water-related decisions of the Summit and the Millennium Development Goals concerning freshwater, along with a request for UN Water to finalize its terms of reference and modalities of work for submission to HLCP before the end of the year; the request to the International Strategy for Disaster Reduction for information on progress achieved in developing programmes for mitigating the effects of extreme water-related events; the request to UN Water to prepare a detailed plan for addressing water and sanitation issues; the establishment of an Oceans and Coastal Areas Network and the request for it to urgently set up a task group to draw up its terms of reference and work programme for submission to HLCP before the end of the current year; the endorsement of the 10-year framework on changing unsustainable patterns of consumption and production in the context of the Marrakesh Process, as well as the approach adopted by the Committee towards developing a system-wide coordination framework on energy.

**The Board requested HLCP to continue to monitor the implementation of inter-agency arrangements for follow-up to the World Summit, in order to ensure policy and programme coherence.**

## **Management matters**

### **Staff security and safety**

CEB had an extensive discussion on the issue of staff security. It was briefed on initial steps taken by the Secretary-General following the 19 August 2003 attack on the United Nations headquarters in Baghdad. The Board's attention was also drawn to the report and recommendations of the Independent Panel on the Safety and Security of United Nations Personnel in Iraq.

Executive Heads were also briefed on additional security measures that had been taken by the Secretary-General following the attack on 22 September 2003.

In the ensuing discussion, the need to accompany action to tighten security measures falling within the responsibility of each organization, with a reinforcement of the Office of the United Nations Security Coordinator, which draws on collective strength for the exercise of its mandate, was generally recognized.

CEB members were urged to instruct their staff to take security concerns seriously and to attend security management team meetings. It was observed that there were serious security issues at various headquarters locations that needed to be effectively pursued, including in the context of headquarters agreements.

The Secretary-General concluded by noting that in Iraq, as in other locations where major security threats existed, the United Nations system needed to minimize danger to the staff, while continuing to find ways to extend all possible support to the affected population. As the United Nations system moved forward in putting security

system safeguards into place, it would need to design mechanisms that would effectively protect staff, but also allow the system to work in challenging environments.

**Dialogue with the Chairman of the International Civil Service Commission and staff representatives**

The Board heard statements from and exchanged views with the Chairman of the International Civil Service Commission and representative of the Federation of International Civil Servants' Associations (FICSA), on the issues of pay and benefits system, staff mobility, hazard pay and General Service salary survey methodologies.

**CEB took note of the report by the Chairman of the International Civil Service Commission on the Commission's work in the various areas relating to the conditions of service of staff. It assured FICSA that the views and concerns that had been expressed by it had been duly noted and would be fully taken into account.**

**Information and communication technologies and other matters dealt with in the report of the High-Level Committee on Management**

**CEB endorsed the statement on inter-agency mobility put forward by the High-Level Committee on Management. CEB took note of other actions and conclusions outlined in the report of the Committee. It particularly noted the progress being achieved in the area of information and communication technology and encouraged the Committee to continue its work in this important field.**

**Other matters**

**Dates of the CEB 2004 spring and autumn sessions**

**CEB confirmed 2 and 3 April as the date for its spring 2004 session, to be held in Vienna, at the invitation of the Executive Director of the United Nations Office on Drugs and Crime. In the light of its decision to hold its autumn sessions in the last week of October, the Board agreed to consult further on the dates of that session.**

## I. Introduction

1. The second regular session of the United Nations System Chief Executives Board for Coordination (CEB) for 2003 was held at United Nations Headquarters, from 31 October to 1 November 2003.
2. A private meeting of CEB members, chaired by the Secretary-General, was held in the afternoon of 31 October at the Greentree Foundation in Long Island, New York.
3. CEB members also held a retreat at the Greentree Foundation from the evening of 31 October to 1 November, under the chairmanship of the Secretary-General. The retreat focused on the future of multilateralism.
4. The present report covers the outcome of the regular session of CEB held at United Nations Headquarters.
5. The agenda of the second regular session of CEB for 2003 was as follows:
  1. Adoption of the agenda.
  2. Programme matters:
    - (a) Follow-up to Monterrey: financing for development;
    - (b) HIV/AIDS and its linkages with food security and governance;
    - (c) Follow-up to the World Summit on Sustainable Development as well as other matters dealt with in the report of the High-Level Committee on Programmes.
  3. Management issues:
    - (a) Staff security and safety;
    - (b) Dialogue with the Chairman of the International Civil Service Commission and staff representatives;
    - (c) Information and communication technologies and other matters dealt with in the report of the High-Level Committee on Management.
  4. Other matters
    - Dates of the CEB 2004 spring and autumn sessions.
6. The Secretary-General welcomed, on behalf of CEB, Dr. Jong-Wook Lee, the new Director-General of the World Health Organization and Mr. Taïeb Chérif, the new Secretary-General of the International Civil Aviation Organization, both of whom were attending CEB for the first time.

## II. Programme matters

7. The Chairman of the High-Level Committee on Programmes (HLCP) briefed CEB on the work of the Committee at its sixth session, held in Castelgandolfo, Italy, on 18 and 19 September 2003, focusing in particular on the two main issues being brought to the Board's attention, namely, follow-up to the International Conference on Financing for Development, held in Monterrey, Mexico, and HIV/AIDS and its

linkages with food security and governance, and on the outcome of the HLCP discussion on inter-agency arrangements for the follow-up to the World Summit on Sustainable Development. He also reported on the outcome of the Committee's deliberations with regard to preparations for the 2005 comprehensive review of the implementation of the Millennium Declaration; support for the New Partnership for Africa's Development (NEPAD); United Nations system relations with civil society; communication strategy for CEB; and the HLCP work programme.

**8. CEB expressed its appreciation to HLCP and its Chairman for the excellent preparatory work on the main substantive issues on its agenda and noted with satisfaction that the Committee was functioning well, both in preparing strategic and policy issues for CEB deliberation and in pursuing programme coordination on behalf of the Board.**

#### **A. Follow-up to Monterrey: financing for development**

9. CEB addressed the item entitled "Follow-up to Monterrey: financing for development" on the basis of a note prepared by the Financing for Development Office of the Department of Economic and Social Affairs, and finalized in the light of HLCP discussions at its last session. The note identified a number of areas where further steps were needed to advance system-wide implementation of the Monterrey Consensus of the International Conference on Financing for Development. The areas covered included domestic resources, private resource flows, trade, financial cooperation for development, debt and systemic issues. In the note, CEB was invited to focus on the advocacy role of Executive Heads and on actions that could be taken at the managerial and inter-agency levels, including in relation to policy advice and programme delivery at the country level.

10. The Secretary-General observed that the Monterrey conference had been a landmark event from at least two points of view. It had introduced a new comprehensive compact between developing and developed countries and, as part of that compact, it had led, for the first time in years, to a reversal in declining official development assistance flows. It had also begun the process of repositioning the United Nations on economic issues and had done so by bringing to a qualitatively new level the relationship between the United Nations and the Bretton Woods institutions. Both of these were crucial requirements for progress in achieving the Millennium Development Goals.

11. The Under-Secretary-General for Economic and Social Affairs briefed CEB on the outcome of the General Assembly High-Level Dialogue on the follow-up to Monterrey, which had resulted in a frank assessment both of areas of progress and of setbacks in implementation. The essential issue in delivering the Monterrey Consensus had been one of "political will" and of how to muster the will to move forward. On trade, there was a universal concern that trade negotiations should resume as soon as possible and work expeditiously towards outcomes that would advance the cause of development. With regard to official development assistance, while increases were reported and commitments to further increase it were reiterated, the gap between expected flows and what was required to realize the Millennium Development Goals remained large. On debt, disappointment was expressed at how slow the Heavily Indebted Poor Countries Initiative had been in delivering relief, and questions had been reiterated about its adequacy. Interest had

also been expressed in strengthening international cooperation on tax matters and in pursuing the Secretary-General's proposal to upgrade the Ad Hoc Group of Experts on International Cooperation in Tax Matters. Finally, the need to consolidate structures for better governance at the global and domestic levels was stressed. In that context, proposals to strengthen the Economic and Social Council were reiterated.

12. While acknowledging areas of progress, Executive Heads expressed concern that implementation was lagging behind in many key respects. Donor countries needed to do a great deal more to deliver on their commitments in Monterrey and on the numerous pronouncements and pledges made in Monterrey and reiterated at the High-Level Dialogue. This applied both to official development assistance levels and to market access for the exports of developing countries. In some key sectors, negative trends in official development assistance flows persisted. This was the case, for instance, with regard to agriculture: despite the adoption of the goal to reduce by half the proportion of people who suffer from hunger by 2015, the amount of official development assistance devoted to agriculture had actually declined by 50 per cent. In addition, debt relief continued to be slow and inadequate.

13. It was pointed out that many developing countries, particularly in Africa, had made progress in adopting sound macroeconomic policies and improving their systems of governance. This, however, had not led to substantially higher official development assistance levels nor to increased foreign capital inflows. As a result, the compact between developed and developing countries underlying the Monterrey Consensus risked being brought into question. In the same context, it was observed that there was no shortage of resources, as evidenced by the amounts of resources that were raised for reconstruction in strategic areas, or to meet perceived threats to security; what was still lacking was the necessary political will to mobilize the level of resources required to support the development of the developing countries and the achievement of the Millennium Development Goals. The challenge for the United Nations system was to convince donors that an investment in development and poverty eradication in developing countries was also an investment in their own security.

14. Inadequate delivery on commitments made at Monterrey could put the credibility of the United Nations system at risk. Clarifying the respective roles of Governments, which had the primary responsibility for implementing the Monterrey Consensus, and that of the system, which was to support the efforts of Member States was important, but would not be sufficient. It was important to maintain pressure particularly on the donor countries to help to ensure that the commitments made in Monterrey for achieving the Millennium Development Goals were met. Organizations of the system should continue to raise the issues; to monitor and report on progress made or lack of it; and to strengthen advocacy not only vis-à-vis Governments, but also by harnessing the power of public opinion. The agreement reached at the fifth Ministerial Meeting of the World Trade Organization with a view to reducing the cost of anti-AIDS drugs showed the impressive results that the mobilization of public opinion could achieve.

15. Other points raised related to:

- Building on the potential of new donors

- Focusing on the social dimension, and on the education and health of young people, thus projecting financing for development as an investment for the future
- The importance of taking concerted action in helping the least developed countries, particularly in the area of commodities
- The urgency of providing assistance to countries facing serious political and economic difficulties, as in the case of Bolivia.

16. **CEB recalled that the Monterrey Consensus was a call to action for both the developed and developing countries. The Board's overall assessment of the state of implementation was that developed countries needed to do much more to deliver on their commitments, while developing countries should continue to make progress in creating an enabling environment for their own development. The United Nations system's contribution to the effective follow-up of the International Conference on Financing for Development would continue to focus on enhancing advocacy and advancing system-wide coherence, particularly by strengthening collective approaches to policy advice and programme delivery, at all levels, especially the country level.**

17. **CEB decided to actively pursue the follow-up to the Monterrey Conference in the overall context of the integrated follow-up to United Nations conferences and summits, particularly the Millennium Summit.**

## **B. HIV/AIDS and its linkages with food security and governance**

18. CEB welcomed the note, entitled "Organizing the United Nations response to the triple threat of food insecurity, weakened capacity for governance and AIDS, particularly in Southern and Eastern Africa", prepared by the World Food Programme (WFP) and the Joint United Nations Programme on HIV/AIDS (UNAIDS) secretariat in cooperation with a number of United Nations system organizations and other stakeholders, and finalized by HLCP at its last session. The note presented an in-depth analysis of the triple crisis and called for a comprehensive and coherent system-wide approach to combat the crisis. It identified areas where innovation and a scaled-up response by the system were required and the specific actions that would help to bring this about.

19. The Executive Director of UNAIDS drew attention to the continuing crisis in human capacity as a result of the HIV/AIDS pandemic in Southern and Eastern Africa. He pointed to ongoing work at the regional and country levels and called upon the system to adopt a new approach to deal with the crisis, as advocated in the note before CEB.

20. The Executive Director of the World Food Programme, who also served as the Special Envoy of the Secretary-General for Humanitarian Needs in Southern Africa, highlighted the continuing devastating impact of HIV/AIDS in Southern and Eastern Africa, the millions of children orphaned by the disease, and the shorter life span of the adult population in many African countries. He stressed that HIV/AIDS had exacerbated the food crisis and poverty in the region and referred to the positive role played by the Regional Inter-Agency Coordination and Support Office in the system's concerted and coordinated response to the triple crisis. The leadership of the Office would likely be passed from WFP to UNAIDS in the coming year, in

order to coordinate the system's continuing response to the huge challenge of HIV/AIDS and vulnerability.

21. The Director General of the World Health Organization (WHO) emphasized the importance and urgency of effective large-scale treatment that would allow people living with AIDS to continue to work, earn income, care for their children and contribute to society and the economy. In this connection, he referred to the "3 by 5" target established by WHO and the UNAIDS secretariat, which aimed at making anti-retroviral treatment available to 3 million people in developing countries by the end of 2005. In addition to lower drug prices, it would also be essential to strengthen the capacity of health systems to procure, distribute and deliver anti-retroviral medicines to those who needed them.

22. CEB welcomed the WHO/UNAIDS initiative. It was pointed out that, to achieve the "3 by 5" target, both the high cost of screening and testing for HIV and their availability in rural areas would have to be effectively addressed.

23. The importance of preventive education and retraining of teachers, as well as the need to analyse the impact of AIDS on the educational system, were emphasized, as was the need to systematically reflect the role that the UNAIDS secretariat and co-sponsors should play in implementing the actions contained in the note.

**24. CEB took note of the progress being made in reducing the cost of anti-retroviral treatment and making it more widely available to AIDS sufferers. It stressed the positive role that public pressure had played in the decision taken on this issue at the fifth Ministerial Meeting of the World Trade Organization in August 2003.**

**25. CEB stressed the importance of developing an effective implementation plan as a means to coordinate the system's AIDS-related work with similar initiatives by non-United Nations partners in Africa.**

**26. CEB endorsed the general analysis and programming approach, as well as the series of programmatic and institutional actions set out in the note. It concurred with the thrust of the recommendations contained therein and, to that end, called upon its members to:**

- (a) Provide the necessary support to carry out the action points;**
- (b) Strive to increase financial investments in country-level actions directed at HIV/AIDS in Southern and Eastern Africa;**
- (c) Draw on the note as a tool for advocacy and communication with regard to the interlinked crises of food security, weakened capacity for governance and AIDS in the Eastern and Southern Africa region;**
- (d) Adopt the note as a guide for action by their country representatives and by United Nations country teams in areas where AIDS threatened;**
- (e) Request the United Nations Development Group, in coordination with the Inter-Agency Standing Committee and in consultation with the Regional Inter-Agency Coordination and Support Office, as appropriate, to take the lead on follow-up and to report on progress in implementing the actions set out in the note.**

27. **CEB members expressed satisfaction at the collaborative efforts that characterized the preparation of the note, thanked the World Food Programme and the UNAIDS secretariat for their leadership and commended HLCP for its contribution to this important inter-agency effort.**

**C. Follow-up to the World Summit on Sustainable Development, as well as other matters dealt with in the report of the High-Level Committee on Programmes**

28. CEB welcomed the work accomplished by the Committee in regard to the inter-agency collaborative arrangements for the integrated follow-up to the outcomes of the Summit, focusing on the areas of **freshwater, water and sanitation, energy, oceans and coastal areas and patterns of consumption and production**. Executive Heads expressed appreciation for the outcome of this exercise in the Committee. They asked the Committee to take account of the multi-year programme of work of the Commission on Sustainable Development in framing its future work programme on follow-up to the Summit. In the area of energy, the importance of renewable sources of energy was highlighted. It was further suggested that the issue of energy be taken up by CEB at a future session.

29. **CEB endorsed the Committee's conclusions on inter-agency collaborative arrangements for the follow-up to the World Summit on Sustainable Development relating to the areas mentioned above.** These included the confirmation of UN Water as the inter-agency mechanism for follow-up to the water-related decisions of the Summit and the Millennium Development Goals concerning freshwater, along with a request for UN Water to finalize its terms of reference and modalities of work for submission to HLCP before the end of the year; the request to the International Strategy for Disaster Reduction for information on progress achieved in developing programmes for mitigating the effects of extreme water-related events; the request to UN Water to prepare a detailed plan for addressing water and sanitation issues; the establishment of an Oceans and Coastal Areas Network and the request for it to urgently set up a task group to draw up its terms of reference and work programme for submission to HLCP before the end of the current year; the endorsement of the 10-year framework on changing unsustainable patterns of consumption and production in the context of the Marrakesh Process; as well as the approach adopted by the Committee towards developing a system-wide coordination framework on energy.

30. **The Board requested HLCP to continue to monitor the implementation of inter-agency arrangements for follow-up to the World Summit, in order to ensure policy and programme coherence.**

### **III. Management issues**

31. The Chairperson of the High-Level Committee on Management (HLCM) briefed CEB on the work of the Committee at its last session held on 20 and 21 October 2003. The main issues addressed by the Committee included security and safety of staff, information and communication technology, human resource and staff management issues.

32. CEB was informed that the Committee had endorsed the recommendations of the Working Group of Inter-Agency Security Management Network in regard to risk and threat assessment, United Nations premises, accommodation and movement control, security at headquarters locations, accountability and other aspects of ensuring the security of staff, and had urged their implementation as soon as possible. The Committee noted that security costs were rising rapidly and that there was a need to finance a larger part of them through regular budgets. It agreed that it would be very useful to have a better overall picture of costs incurred by the system on security.

33. In the area of information and communication technology, the Chairperson of HLCM reported that the Committee had reviewed the progress being made in the setting up of a United Nations system Extranet, which now included a number of applications that facilitated communication and information-sharing among the organizations of the system, and in the development of a United Nations system search engine. She further noted that the organizations of the United Nations system were now working with the Secretary-General's Information and Communication Technologies Task Force to help develop the concept and content of a United Nations system information technology strategy in response to a request by the General Assembly addressed to the Secretary-General, as Chairman of CEB (resolution 57/295 of 20 December 2002).

34. With regard to human resources, the Chairperson reported that the Committee, through its Working Group chaired by its Vice-Chairman, the Deputy Director-General of the International Atomic Energy Agency, had prepared a policy statement on inter-agency mobility for endorsement by CEB. Finally, the Chairperson noted that, in the Committee's dialogue with the representatives of the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA), the main issues raised by staff representatives related to staff security and safety and the financial situation of FICSA.

#### **A. Staff security and safety**

35. Before turning to the specific issues raised in the HLCM report, the Secretary-General noted that the attack on the United Nations headquarters in Baghdad of 19 August 2003, which had had tragic consequences for United Nations personnel and had affected the system's capacity to help the Iraqi people, had shown serious weaknesses in the security management that required a clear, urgent and global response. He outlined the measures that had been taken since 19 August to strengthen security arrangements in Iraq and at other duty stations, including the decision to ask the United Nations Security Coordinator to carry out a comprehensive assessment, as well as the appointment of a team drawn from the system to conduct an investigation.

36. Following the second attack against the Canal Hotel on 22 September 2003, additional actions had been taken. The overall number of international staff resident in Iraq had been reduced and short-term visits restricted. More recently, the remaining international officials in Baghdad had been temporarily relocated in Larnaca. On 22 September, the Secretary-General had asked former President of Finland, Martti Ahtisaari, to lead an independent panel on the safety and security of

United Nations personnel in Iraq. The panel's findings and recommendations, which had been shared with CEB Executive Heads, had far-reaching implications for the United Nations security arrangements currently in place in Iraq and around the world, and for actions that must be taken by the system as a whole. On 31 October 2003, the Secretary-General had informed all staff of the steps that had been or would be taken. First, in response to the recommendation to set up a separate and independent audit and accountability procedure, an independent team of experts was being appointed to review the responsibilities of key individuals for the lack of preventive and mitigating actions taken prior to the attack on 19 August. Second, the serious weaknesses revealed in the management of the security system were being reviewed. Third, the Office of the United Nations Security Coordinator and the entire security apparatus of the United Nations system had been instructed to conduct an in-depth review of all security systems. Fourth, a review of the threats faced by United Nations missions throughout the world, especially the most vulnerable, had been instituted and measures to upgrade the security of those missions initiated.

37. The United Nations Security Coordinator stressed that, as a result of the attack in Baghdad, it was essential for the system to change the way it did its work. Security threats all over the world had increased exponentially and all United Nations premises were now considered "soft targets". The ongoing threat and risk assessment was especially important. Compliance by all with the existing safety standards was essential, given the fact that only 35 duty stations out of a total of 129 were presently in compliance with minimum operating security standards.

38. The Deputy Secretary-General noted that a review of the management of the security system had already been under way before 19 August and would now be completed, taking into account the Ahtisaari report and its recommendations. It would encompass a thorough, country-by-country threat assessment and the review and establishment of enforcement mechanisms. This would have budgetary implications that would need to be detailed and worked out. Action was also being taken to ensure that the various groups dealing with security issues worked in a coordinated way and that there was a clear understanding of the distribution of tasks. Meanwhile, full compliance with existing minimum operating security standards needed to be secured by all concerned organizations of the United Nations system.

39. In the ensuing discussion, the need to accompany action to tighten security measures falling within the responsibility of each organization, with a reinforcement of the Office of the United Nations Security Coordinator, which draws on collective strength for the exercise of its mandate, was generally recognized.

40. It was noted, that as of 31 October, United Nations Children's Fund staff who had not completed the mandatory security training available on CD-ROM and through the Extranet would not be given travel clearance. **The Secretary-General praised this action and said that this should be taken as a "best practice" to be followed by other organizations.**

41. The Secretary-General of the International Civil Aviation Organization reported on the work undertaken by his organization to increase security in the global air transport system, notably through the implementation of the Global Strategy for Strengthening Aviation Security adopted in 2002.

42. In response to concerns regarding the psychological impact on staff, the Chairperson of HLCM stated that every effort was being made to ensure that staff had access to the same quality of medical and psychological care. She noted that medical services within the United Nations system had cooperated effectively to ensure that affected staff members were cared for in an appropriate manner.

43. CEB members were urged to instruct their staff to take security concerns seriously and to attend security management team meetings. It was observed that there were also serious security issues at various headquarters locations that needed to be effectively pursued, including in the context of headquarters agreements.

44. The Secretary-General concluded by noting that, in Iraq, as in other locations where major security threats existed, the United Nations system needed to minimize danger to the staff, while continuing to find ways to extend all possible support to the affected population. As the United Nations system moved forward in putting security system safeguards into place, it would need to design mechanisms that would effectively protect staff, but also allow the system to work in challenging environments.

## **B. Dialogue with the Chairman of the International Civil Service Commission and staff representatives**

45. The Chairman of the International Civil Service Commission briefed CEB on the Commission's work on the pay and benefits system, staff mobility, hazard pay and General Service salary survey methodologies. In regard to the pay and benefits system, the proposed new master standard for the classification of posts in the Professional and higher categories, to be promulgated on 1 January 2004, would be the key foundation of the Commission's future work on performance management, broadbanded salary structures and other human resources initiatives. The Commission would also continue to develop further its proposal for the establishment of the Senior Management Service. On mobility, the Commission identified four key areas: development of strategies to change organizational culture relating to mobility; clear definition of the different types of mobility; terms of contract; and spouse employment. It had reaffirmed its decision to increase the level of hazard pay granted to locally recruited staff to 30 per cent of the midpoint of the local salary scale, with effect from 1 January 2004. CEB was also given an update on the Commission's review of General Service salary survey methodologies.

46. The representatives of FICSA conveyed the views of staff on a range of issues. On the security of staff, FICSA expected separate and independent audits of the responsibilities of management prior to the attack on the United Nations of 19 August 2003. At the same time, urgent action was needed to ensure: that enforcement mechanisms were in place to guarantee accountability; certified training of staff on security matters; that proper briefings were conducted prior to the taking up of assignments at high-risk duty stations; that contracts were signed before departure on mission; and appropriate insurance coverage for the staff. FICSA also requested that staff members assigned to Iraq be fully reintegrated and every effort made to ensure that the victims of the attack were cared for and fully compensated.

47. FICSA reiterated its opposition to "broadbanding" and to the pay-for-performance concept and its reasons for doing so, as well as its reservations with

regard to the revised master standard for post classification and the lack of opportunity given to the Association to comment on it. FICSA also reiterated its objections to the application by the International Civil Service Commission of the compensation methodologies approved by the General Assembly. It urged management to develop without delay a policy that would guarantee non-discrimination among staff with respect to dependency status. FICSA welcomed the steps taken to encourage inter-agency “mobility”, but reiterated that mobility should not be used to coerce staff into particular assignments or hinder in any way the promotional prospects of staff. Concern was expressed as follows: the exclusion of staff from decisions that had an important impact on their working life was expressed; that staff representatives were not released to enable them to carry out their representative duties; that short-term contracts were misused, resulting in fewer staff being given fixed-term appointments; and that there was lack of enforcement of policies against harassment of staff. FICSA also sought the support of CEB to grant *locus standi* to the Staff Union of the International Labour Organization.

**48. CEB took note of the report of the Chairman of the International Civil Service Commission on the Commission’s work in the various areas relating to the conditions of service of staff. It assured FICSA that the views and concerns that had been expressed by it had expressed had been duly noted and would be fully taken into account.**

### **C. Information and communication technology and other matters dealt with in the report of the High-Level Committee on Management**

49. CEB endorsed the statement on inter-agency mobility put forward by HLCM. CEB took note of other actions and conclusions outlined in the HLCM report. It particularly noted the progress being achieved in the area of information and communication technology and encouraged the Committee to continue its work in this important field.

## **IV. Other matters**

### **Dates of the spring and autumn sessions of the Chief Executives Board**

50. CEB confirmed 2 and 3 April as the date for its spring 2004 session, to be held in Vienna, at the invitation of the Executive Director of the United Nations Office on Drugs and Crime. In the light of its decision to hold its autumn sessions in the last week of October, the Board agreed to consult further on the dates of that session.

51. CEB paid tribute to Messrs. G. O. P. Obasi and William O’Neil, whose terms in office would end before the next session of the Board. CEB commended their outstanding leadership as heads of their respective organizations and cited their invaluable contributions to advancing international cooperation and development in their respective areas of responsibility as well as to the work of CEB.