



Administrative Committee on Coordination

4 January 2002

Report of the High-level Committee on Management on its second session

I. Introduction

1. The High-level Committee on Management (HLCM) held its second regular session at the United Nations Office at Geneva on 10 and 11 September 2001. The list of participants is contained in annex I. The agenda of the session (ACC/2001/HLCM/6) focused on (a) the security and safety of staff, (b) capitalizing on technology, (c) the simplification in procedures, processes and entitlements and (d) sustainable employability. Consultations were held with staff representatives.

2. All documents related to the session and presentations thereto can be viewed on the HLCM web site: <http://accsubs.unsystem.org/hlcm>.

3. The agenda was adopted by the Committee.

II. Security and safety of staff

A. Cost-sharing formula (HLCM/2001/R.1)

4. Further to the agreements reached at its Task Force session in July, in particular with regard to the principles underpinning a new cost-sharing formula and using as a basis the results of the 18 July 2001 census, the Committee decided:

(a) To adopt a cost-sharing formula for the biennium 2002-2003 in respect of a total budget of \$53.2 million as follows:

(i) Executive direction and management costs (\$4.2 million) would be borne by the United Nations;

(ii) Field-related expenditures would be cost-shared among all agencies on the basis of the following formula:

a. Organizations with less than 0.5 per cent of the total field workforce would pay a flat rate of \$25,000 for the biennium;

b. Organizations with 0.5 per cent to 1 per cent of the total field workforce would pay a flat rate of \$100,000 for the biennium;

c. The remaining costs would be borne by all other organizations¹ in proportion to their overall field presence (equivalent to scenario 1 in the document before the Committee);

(b) To allow a one-week period ending 17 September 2001 for the organizations to propose final adjustments to their census figures, following which the census data and the final breakdown of costs would be compiled. This final table is contained in annex II;

(c) To carry out a census in July 2003 in order to repeat the cost-sharing exercise in respect of the biennium 2004-2005.

5. For indicative purposes only, organizations requested an estimate of how costs would be borne if the current arrangements were to continue. At best, such costs can only be approximated and are included in annex III for reference only.

B. Arrangements for the management of the security system (HLCM/2001/R.1/Add.1)

6. This issue was introduced by the Office of the United Nations High Commissioner for Refugees (UNHCR) on behalf also of the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP).

7. The Committee:

(a) Took note with appreciation of the proposals put forward for developing a robust governance system for security management throughout the United Nations system;

(b) Acknowledged that, while preserving a clear line of command, security management arrangements should reflect the concerns and needs of users;

(c) Requested that a task force led by UNHCR and including the United Nations, UNICEF and the World Health Organization (WHO) review as soon as possible those and any other relevant proposals and prepare a document with recommendations for consultative mechanisms and structural relationships, including the linkages with local security arrangements, which would further enhance the security management system;

(d) Agreed to consider the report of the task force by videoconference or other suitable means at the latest by the end of 2001.

C. Simplification of evacuation allowances

8. The Committee endorsed, for immediate implementation (that is, effective 10 September 2001 or as soon as possible thereafter) by all organizations of the common system, simplified evacuation allowances as contained in annex II of document HLCM/2001/R.1. It noted that they served to further overall efforts to streamline employee benefits.

III. Capitalizing on technology (HLCM/2001/R.2)

9. Under this item, two presentations were made:
 - (a) The World Bank — Programme performance assessment monitoring system;
 - (b) The United Nations — Key items management report system.
10. After an exchange of views, the Committee:
 - (a) Expressed its appreciation to the representative of the World Bank for his presentation on the integration of numerous databases into one data warehouse, and to the representative of the United Nations for his presentation on the managerial use of a consolidated and already integrated database;
 - (b) Noted the willingness of the presenters to provide whatever information organizations might further require and whatever collaborative efforts organizations might wish to pursue with them.
11. Within its work programme, the Committee concurred with the inclusion of the following projects:
 - (a) An inventory of systems in use — in respect of electronic mail, central database management, desktop software, local area networks, enterprise resource planning, and other applications, along with a “user satisfaction” analysis (secretariat);
 - (b) An inventory of systems planned for introduction by organizations, giving details of the business activity which each system is meant to serve and the product(s) to be used (secretariat);
 - (c) The second phase of the Participating Agencies Mobility System (PAMS) project, which will involve refining data requirements, surveying potential commercial products, fund-raising (to finance software purchase and licence agreements) and tailoring and installing the new system (secretariat);
 - (d) A survey of commercial web-based hiring-management software and an analysis of their potential application (pros and cons) in the United Nations family (secretariat), and online demonstrations, where possible, of hiring-management and other management systems for HLCM members in their offices (secretariat);
 - (e) A feasibility study on extending umbrella contracts for joint purchasing, bringing together representatives of internal auditors with procurement and information technology specialists (task force).
12. On the basis of the conclusions it had reached in December 2000 (see ACC/2000/24, para. 11), the Committee confirmed that it was important to retain strategic concerns regarding information and communication technologies as a focal point of future agendas, in particular as regards elucidating a vision for information and communication technologies over the coming 5 to 10 years that would be relevant for all organizations of the system, notwithstanding the current stage of their development of such technologies.

IV. Simplification of procedures, processes and entitlements

13. A presentation of the lump sum relocation grant arrangements was provided by UNDP.

14. The Committee:

(a) Took note with appreciation of the introduction of the UNDP pilot lump sum relocation grant; a project which, inter alia, exchanged absolute precision and control for efficiency, simplicity and greater user satisfaction;

(b) Looked forward to receiving the outcome of the project evaluation as soon as possible;

(c) Acknowledged that, in that as in other areas, it was important to review what greater simplifications of the United Nations family's complex entitlement system were feasible, desirable and cost-effective while ensuring that staff were not disadvantaged;

(d) Decided to invite a task force, led by UNDP, to undertake such a review as soon as possible and to put forward modalities for the introduction of such simplified arrangements for the Committee's consideration at its next session;

(e) Also decided to inform the Administrative Committee on Coordination of the importance of taking a vigorous approach to simplification within a tight time frame without trying to seek perfection.

V. Sustainable employability (HLCM/2000/R.2)

15. The Committee:

(a) Took note of the recommendations made to it, inter alia, by the Human Resources Network with regard to pursuing this topic, including:

(i) Undertaking an analysis of current policies and practices regarding job titles throughout the system and exploring the feasibility of moving towards titles that are more comparable, compatible and — to the world outside the United Nations family — meaningful;

(ii) Requesting organizations to undertake consultations on a new policy for considering all candidates for vacant posts from United Nations system organizations on a par with applicants from within the organization posting the vacancy and reporting the results of these consultations to the Committee at its next session;

(b) Concurred with the approaches being pursued by the secretariat within the framework of the Committee's overall work programme;

(c) Requested the secretariat also to include, within the framework recommended by the Human Resources Network, consideration of:

(i) The recognition of promotion while on secondment;

(ii) Job design specifications, which should be more results-orientated;

(iii) The reason why inter-agency mobility was not more highly prized.

VI. Consultations with staff representatives

16. To make discussion with staff representatives more meaningful in the future, the Committee decided:

(a) To invite the representatives of the staff federations to prepare written inputs to its future regular sessions, taking up whatever issues they wished to pursue with the Committee. These documents should be circulated at least two weeks in advance of the Committee's session;

(b) To request the secretariat to maintain ongoing exchanges with the representatives of the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations system to keep them apprised of the work being undertaken by the Committee;

(c) To invite UNDP to prepare a short note on other modalities for consultation with the staff representatives, for example in task forces or working groups, on issues related to the conditions of employment of staff, indicating in particular how such consultative arrangements could further the Committee's strategic approach to organizations' managerial concerns.

VII. Other matters

A. Future work programme

17. Further to the conclusions it had reached in December 2000, and the circulation of an initial work plan in February 2001, the Committee:

(a) Requested the secretariat to circulate a draft HLCM work programme for the consideration of the Committee as soon as possible, containing the goal, tasks, reporting responsibilities, outputs and time lines for each project, together, wherever possible, with an indication of milestone achievements to date;

(b) Requested further the secretariat to include in that programme:
(i) specific issues raised by information technology specialists brought forward by the International Labour Organization (ILO) and (ii) cost recovery concerns;

(c) Decided that it would revert to the question of how specific issues on the work plan would be dealt with (that is, through specifically mandated task forces or working groups) after consideration of the overall work plan itself.

B. Relations with the Management Group of the United Nations Development Group

18. The Committee concluded that the Chairman of the Management Group of the United Nations Development Group should be invited to explain how the mandate of the Management Group differed from the terms of reference of the Committee with a view to ensuring that the work of the two was synergistic and that there was no duplication of work.

C. United Nations Accounting Standards
(ACC/2001/HLCM/8)

19. The Committee took note of the recommendations of the Working Party on Accounting Standards (June 2001) and concurred with proposed changes made to the United Nations Accounting Standards.

20. The Chairman, in consultation with concerned members, would revert shortly to the policy question of the further development of the United Nations Accounting Standards in the context of the existing International Public Sector Accounting Standards under development by the Public Sector Committee of the International Federation of Accountants.

D. Future sessions²

21. The Committee noted requests to include the following in a future agenda:

(a) Inter-agency arrangements for the reimbursement of United States taxes (International Telecommunication Union);

(b) A review of organizational practices in respect of geographical balance in staffing (UNESCO).

Notes

¹ The contribution by the International Organization for Migration is regulated by a treaty agreement with the United Nations, which will be subject to separate negotiations.

² Given, inter alia, the concerns for the urgent pursuit of a security management policy, the Committee may well need to meet more than once in 2002. At the current stage, it is envisaged that a session will be held in New York in March 2002 and another will be held in Geneva later in the year.

Annex I

List of participants

Chair: J. Connor

Secretary: R. Eggleston

<i>Organization</i>	<i>Name and title</i>	<i>Email address</i>
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^a For agenda item 2.^b For agenda item 6.

Annex II

**Comparison of total shared security cost contributions,
including central and field-related costs (Final)**

<i>Organization</i>	<i>Staff in the office</i>	<i>Staff on mission</i>	<i>Number of staff (incl. 25% of mission staff)</i>	<i>Percentage of staff</i>	<i>Contribution</i>	<i>Percentage of contribution</i>
FAO	2 756	29	2 763	5.00%	\$2 512 900	4.72%
IAEA	6	67	23	0.04%	\$25 000	0.05%
ICAO	170	-	170	0.31%	\$25 000	0.05%
IFAD	1	-	1	0.00%	\$25 000	0.05%
ILO	1 803	43	1 814	3.28%	\$1 649 800	3.10%
IMF	421	40	431	0.78%	\$100 000	0.19%
IMO	110	-	110	0.20%	\$25 000	0.05%
ITC	13	16	17	0.03%	\$25 000	0.05%
ITU	83	4	84	0.15%	\$25 000	0.05%
PAHO	280	12	283	0.51%	\$100 000	0.19%
United Nations total	7 570	76	7 589	13.74%	\$11 121 900 ^a	20.88%
UNAIDS	200	3	201	0.36%	\$25 000	0.05%
UNDP	9 238	72	9 256	16.76%	\$8 418 000	15.80%
UNESCO	1 177	15	1 181	2.14%	\$1 074 100	2.02%
UNFPA	1 418	13	1 421	2.57%	1 292 400	2.43%
UNHCR	4 406	29	4 413	7.99%	\$4 013 500	7.53%
UNICEF	7 498	99	7 523	13.62%	\$6 841 900	12.84%
UNIDO	455	11	458	0.83%	\$100 000	0.19%
UNOPS	1 765	2	1 766	3.20%	\$1 606 100	3.02%
UNU	21	0	21	0.04%	\$25 000	0.05%
UNV	113	0	113	0.20%	\$25 000	0.05%
UPU	7	2	8	0.01%	\$25 000	0.05%
WFP	7 091	23	7 097	12.85%	\$6 454 500	12.12%
WHO	5 667	31	5 675	10.27%	\$5 161 200	9.69%
WIPO	0	0	0	0.00%	\$25 000	0.05%
WMO	53	0	53	0.10%	\$25 000	0.05%
World Bank	2 733	149	2 770	5.01%	\$2 519 200	4.73%
Total	55 055	736	55 241	100.00%	\$53 265 500	100.00%

^a The United Nations total includes UNEP and UNRWA. The United Nations contribution includes \$4,219,900 in central costs.
Note: Organizations with less than 0.50% of staff pay \$25,000, between 0.5% and 1.0% pay \$100,000.

Annex III

Indicative calculations of costs per country and organization based on field security officer costs (including central and field-related costs)

<i>Organization</i>	<i>2000 (single year): payments based on FSO costs per country</i>	<i>2002-2003: theoretical comparison of share of FSO costs per country^a</i>
FAO	\$671 477	\$2 211 700
IAEA	0	21 100
ICAO	145 959	137 500
IFAD	0	1 400
ILO	196 549	1 341 300
IMF	69 310	247 100
IMO	0	78 800
ITC	8 508	8 400
ITU	5 758	45 000
PAHO	0	139 100
United Nations total ^b	1 269 416	11 424 600
UNAIDS	13 473	141 600
UNDP	1 960 605	6 953 100
UNESCO	171 167	810 900
UNFPA	308 603	961 600
UNHCR	1 430 493	4 213 000
UNICEF	1 801 945	7 043 300
UNIDO	65 699	297 600
UNOPS	557 956	1 878 900
UNU	0	7 900
UNV	395 742	53 600
UPU	444	3 200
WFP	1 603 561	7 692 200
WHO	1 116 060	5 533 400
WIPO	0	0
WMO	4 385	27 500
World Bank	336 245	1 991 700
Total	\$12 133 355	\$53 265 500

^a Assuming \$400,000 per biennium per FSO, allocations based on staff counts per organization in each country.

^b Including central costs of \$4,219,900 for the biennium 2002-2003.

Note: FSO = field security officer.