



Chief Executives Board for Coordination

19 December 2003

Conclusions of the sixth session of the High-Level Committee on Management

New York, 20-21 October 2003

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I. Introduction

1. The High-Level Committee on Management (HLCM) held its sixth regular session at United Nations Headquarters on 20 and 21 October 2003. The list of participants is contained in annex I. The agenda of the session is (CEB/2003/HLCM/R.10/Add.1/Rev.1) focused on:

- (a) Security and safety of staff;
- (b) Measures to improve system-wide mobility;
- (c) Information and communication technologies;
- (d) Finance and Budget Network issues;
- (e) Procurement issues.

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

3. The agenda was adopted by the Committee.

4. At the opening of the session, the Committee warmly congratulated its Chairperson, Catherine Bertini, who was awarded the 2003 World Food Prize in recognition of her achievements as the former Executive Director of the World Food Programme (WFP). The World Food Prize, created in 1986 by Nobel laureate Dr. Norman E. Borlaug, is the world's foremost award that inspires and recognizes breakthrough achievements in improving human development by increasing the quality, quantity and availability of food in the world.

II. Dialogue 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

5. The statements of 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 (CCISUA) are attached as annexes II and III.

6. The Committee engaged in a fruitful dialogue with the representatives of the staff bodies on issues related to its agenda and, in particular, on (a) the safety and security of staff, including a request by the staff bodies to participate in working groups of the Inter-Agency Security Management Network; (b) domestic partnerships; and (c) inter-agency mobility, including a request that greater attention be paid to mobility of locally recruited staff at the same duty station. Further to his presentation at the fifth session of the Committee, the President of FICSA brought forward a more extensive proposal for financial support for the Federation.

7. The Committee:

- (a) Thanked the representatives of the staff bodies for their active engagement with the Committee;

(b) Took note of the information presented by FICSA in respect of financial support, but reiterated its request that such requests be forwarded through the Human Resources and Finance and Budget Networks;

(c) Requested CCISUA, together with FICSA and in consultation with the secretariat of the United Nations System Chief Executives Board for Coordination (CEB) to put together (a) a comprehensive document outlining the totality of their budgets; and (b) a full rationale for any requests for cost-sharing in support of those budgets, together with the time frame within which such support would be required.

III. Security and safety of staff

A. Recommendations from the Inter-Agency Security Management Network

8. The Committee received a briefing from the United Nations Security Coordinator on experience gained after the tragic events in Baghdad. It also received reports emanating from two meetings of the working group of the Inter-Agency Security Management Network. Arising out of these reports were a series of recommendations, which are detailed below:

1. Risk and threat assessment

(a) **An integrated risk and threat assessment unit should be established on an urgent basis to examine the security situation in each country and to propose solutions that would mitigate the risk. This would include continuous sharing of information between departments within the Secretariat as well as between agencies, programmes and funds of the United Nations system;**

(b) **A new risk and threat assessment model should be developed on an urgent basis. It should include specific definitions of each term and be consistently applied;**

(c) **In the realization that risk and threat assessment is a full-time function and therefore beyond the capacity of the Field Security Coordination Officer, a system will need to be established whereby each duty station has the professional capacity to carry out credible risk and threat assessments;**

(d) **Once the new risk and threat assessment is ready, all field security coordination officers, designated officials and members of security management teams should be trained in its use;**

2. United Nations premises, accommodations and movement control

(a) **The concept of housing all or many United Nations system staff in one office premises should be seriously re-examined as a matter of urgency in the light of the new security realities;**

(b) **Each designated official and security management team urgently consider the appropriateness of their respective premises, given the security considerations at their particular duty station;**

(c) The risk and threat assessments carried out by the various duty stations did not include any consideration of issues other than premises; all duty stations must urgently undertake an assessment of risks associated with other aspects, such as residences, travel, etc.;

(d) No premises should be occupied by United Nations system staff until a written security assessment has been carried out by a security professional;

3. Technical security matters

(a) As a matter of urgency, all United Nations system offices worldwide should install blast-proof film on windows. The Office of the United Nations Security Coordinator should urgently provide the system-wide specifications for the type of film to be used;

(b) As a matter of urgency, all United Nations system offices worldwide should institute access control mechanisms both for staff and visitors, as well as for vehicular traffic. Parking facilities should also be reviewed as a matter of urgency;

(c) All duty stations should urgently review the physical security protective measures in use at their duty station, including walls, bars, grills, etc., to ensure that they are appropriate in the light of the specific risks at the duty station;

(d) The functions assigned to field security coordination officers should be urgently re-examined and at least two dedicated field security coordination officers appointed in each country where United Nations system staff are present;

4. Security at headquarters locations

Urgent action should be taken by the task forces at each individual United Nations system headquarters location to address similar concerns;

5. Accountability

The inherent weakness of the accountability policy is the absence of an enforcement mechanism. It is recommended that the Chief Executives Board consider this issue as a matter of priority at its forthcoming meeting, together with the aforementioned recommendations, with a view to having solutions in place by 31 December 2003, if not earlier;

6. Security for women

(a) The Human Resources Network should review the existing policies and procedures with regard to issues related to sexual harassment; a survey should be undertaken by the human resources offices to determine the level of problems at the workplace and also to determine the effectiveness of existing structures and procedures;

(b) A risk and threat assessment should be conducted at each duty station on the security threats faced by women and appropriate modifications of the minimum operational security standards undertaken to ensure that these risks and threats are addressed and mitigated;

(c) **Training of women in the field is a key component to ensuring their security; in that context, the following items should be considered by the appropriate entities:**

- (i) **The women senior managers who are assigned to high-risk areas should be provided with appropriate management training by human resources offices prior to assuming their functions;**
- (ii) **Gender sensitivity training at all levels should be built into agency training programmes by human resources offices;**
- (iii) **There should be special training for women regarding rape awareness and other specific concerns;**
- (iv) **Field security coordination officers should be trained in investigative techniques for sexual crimes, domestic violence and child abuse;**
- (v) **Member States should be requested to provide assistance for this training;**
- (vi) **Training should be considered for dependent spouses left alone for prolonged periods of time while the staff member is on mission;**
- (vii) **A working group on training should consider this matter on a priority basis;**

7. Air safety

(a) **Under the auspices of the Common Services Network, the air safety rating system currently in use by the European Bank for Reconstruction and Development should be made available to all security focal points of the Inter-Agency Security Management Network. Technical details will be coordinated by WFP;**

(b) **The Office of the United Nations Security Coordinator should hire an air safety adviser to provide advice, as required, regarding the use of particular aircraft;**

8. Guard contingent

The concept of a United Nations guard contingent to provide security for United Nations personnel and missions in high-risk areas should be explored with a view to developing the option for its use as an emergency response capability.

9. In an extensive discussion of the issues raised in the recommendations set out above, members re-emphasized the importance they attached to strengthening United Nations system security arrangements. The Committee then:

(a) Welcomed the recommendations in this critical area and endorsed the policy thrust contained therein;

(b) Urged implementation of those actions that could be undertaken immediately within existing resources;

(c) Requested the United Nations Security Coordinator to provide, as a matter of urgency, details of financial implications arising out of the recommendations, the cost of which were to be shared among organizations.

10. While acknowledging the importance of strengthening United Nations system security arrangements, the Food and Agriculture Organization of the United Nations (FAO) underscored the need for a detailed financial analysis of the proposals to be considered by the Inter-Agency Security Management Network, in the light of their potentially significant budgetary implications. Such analysis and the recommendations of the Network based thereon would allow HLCM and subsequently CEB to review comprehensively and make an informed decision on the feasibility of implementing the proposed security measures. In this regard, FAO took note of and fully supported the request made by HLCM to the United Nations Security Coordinator for the urgent provision of details on the financial implications.

B. 2003 census and cost-sharing formula

11. The Committee was provided with details of the results of the census carried out on 18 July 2003 that would form the basis for cost-sharing for system-wide security management for the biennium 2004-2005. In this context, the Committee was invited to consider whether to maintain the formula adopted for the biennium 2002-2003, by which organizations with less than 0.5 per cent and between 0.5 and 1 per cent of the total field workforce had paid a flat rate.*

12. The Committee was concerned about the application of relatively small flat rates in the context of increasing overall costs and considered, inter alia, whether the flat rate should not be expressed as a percentage of the total budget to be cost-shared.

13. After careful consideration, and taking account of general concerns for the budget process and the application of the cost-sharing formula, the Committee decided to:

(a) Retain the 2002-2003 cost-sharing formula for the biennium 2004-2005;

(b) Request that the secretariat circulate details of the applications of that formula in respect of the anticipated budget for the biennium 2004-2005 of some 69 million United States dollars (details are contained in annex V);

(c) Invite organizations to urgently clear the details of the cost-sharing arrangement and make any final adjustments to the data within a week of their receipt;

(d) Request that the United Nations Budget Division, together with the United Nations Security Coordinator, provide organizations with a more detailed rationale for increases to the overall collective security budget well in advance of the adoption of the cost-sharing formula for the biennium 2006-2007;

(e) Invite the secretariat to compile a detailed analysis of all security-related costs (headquarters and field) being met by each of the organizations of the system;

* *Note:* For the biennium 2002-2003, for less than 0.5 per cent, the flat rate was determined to be \$25,000; for between 0.5 and 1.0 per cent, the flat rate was determined to be \$100,000.

(f) Request that the secretariat prepare options for future cost-sharing arrangements, including different approaches for the establishment of minimum “solidarity” rates of participation and an analysis of any distortion that had been observed in applying the thresholds of 0.5 and 1.0 per cent;

(g) Continue to seek, through CEB and governing bodies, support from Member States for earmarking a greater proportion of assessed contributions for safety and security purposes.

C. Contingency planning and emergency preparations

14. After being provided with an oral report on the development of the United Nations contingency planning and comprehensive emergency preparedness plan, the Committee:

(a) Welcomed the United Nations offer to share the template of its plan and to help other organizations with the development of their plans;

(b) Noting that most plans should be location-specific, underlined the urgent need to ensure that risk assessments be carried out for headquarters as well as for field duty stations;

(c) Decided to review, in 2004, the status of the development of organizations’ plans and, in this context, requested its secretariat to undertake a survey for presentation to the Committee at its eighth session.

IV. Measures to improve system-wide mobility

A. Report of the Working Group on Mobility

15. The Chairperson of the Working Group on Mobility presented the Group’s report which included:

(a) A draft policy statement for forwarding to CEB, in which Executive Heads reaffirmed their commitment to inter-agency mobility;

(b) Proposals to replace the current “loan” and “secondment” arrangements by a more flexible “customized” set of arrangements, using a template approach.

Policy statement

16. The Committee complimented the Working Group on its work and endorsed the following policy statement for onward transmission to CEB:

Statement of the Chief Executives Board on inter-agency mobility

Inter-agency mobility is critical for strengthening the cohesiveness and effectiveness of the United Nations system’s response to global challenges. It builds unity of purpose, a common culture and shared values. It promotes the sharing of knowledge and experience which enhance organizations’ capacity to meet their operational requirements. It

opens up a wider scope of opportunity for personal and professional growth and career development. It builds a competent, versatile, multi-skilled and experienced international civil service.

Executive Heads affirm their commitment to inter-agency mobility and to ensuring that policies and monitoring mechanisms are developed and implemented in the context of their human resources management strategies.

To this end, Executive Heads will actively promote inter-agency mobility by:

Fostering staff members' appreciation that they are part of one United Nations system;

Encouraging movement of individual staff members between organizations;

Valuing experience gained in United Nations system organizations;

With due regard for organizations' placement, rotation and internal mobility policies, giving staff members of all United Nations common system organizations equal access and consideration for employment opportunities on a competitive basis;

Creating an administrative framework that supports mobility;

Addressing work/life issues that impede mobility.

These objectives may be achieved through:

Building awareness among staff members that they belong to one United Nations system, inter alia, through induction programmes;

Announcing employment opportunities through the United Nations system Extranet;

Recognizing United Nations system experience in job profiles, vacancy announcements and selection mechanisms;

Promoting system-wide learning programmes, particularly through the United Nations system Staff College;

Supporting mobility of managers, including through the development of the Senior Management Service;

Creating systems to maintain close links with staff on inter-agency release in the context of their career development;

Ensuring that effective incentives are in place to facilitate the movement of staff across the system, in particular to difficult and high-risk duty stations;

Facilitating dual careers through spouse/partner support, such as career counselling and job search assistance.

The High-Level Committee on Management (HLCM) will be responsible for monitoring and reporting progress in respect of system-

wide implementation of these measures to the Chief Executives Board for Coordination on a regular basis.

17. Further, the Committee:

(a) Endorsed the general approach put forward by the Working Group to replace current “loan” and “secondment” arrangements with a more flexible “customized” inter-agency mobility accord. This would be based on the template that is attached to the present report as annex IV and which would enable all the parties concerned to decide on the elements to be contained in each particular agreement;

(b) Requested that the Working Group complete its work as soon as possible, in particular in respect of the inter-agency accord and the template;

(c) Considered that the development of the senior management service, which it had endorsed at its fifth session, should be a major focus for the enhanced mobility of managers;

(d) Requested that the secretariat ensure that work being pursued by the United Nations Development Group in this area be fed into the Working Group;

(e) Also requested that the secretariat establish base-line data on the number of inter-agency transfers, loans and secondments in recent years;

(f) Called upon all organizations to further harmonize entitlements in respect of hardship and non-family duty stations;

(g) In this context, noted the introduction of a lump sum for shipments by some agencies and requested that the Human Resources Network urgently bring forward proposals for system-wide application of such an approach;

(h) Took note of action being pursued in respect of spouse employment, in particular with two private sector not-for-profit initiatives (Partnerjob.com and Permits Foundation).

B. Recognition of domestic partners

18. In the context of its discussion on mobility at its fifth session, held on 12 and 13 June 2003, the Committee had underlined the importance and urgency of moving forward with a common approach on the issue of recognizing domestic partners. It had invited the Human Resources Network to bring forward options thereon to the next HLCM session.

19. Consequently, the Human Resources Network, at its meeting in July 2003, had set up a working group under the leadership of the International Labour Organization (ILO) to bring together interested organizations, legal advisers and staff representatives with a view to putting forward concrete proposals.

20. The Committee considered a progress report (CEB/2003/HLCM/6/CRP.5) on the work being undertaken to develop a common approach in respect of the recognition of marriage (including common law marriage) on a non-discriminatory basis and of domestic partnerships.

21. The Committee:

(a) Noted that the issue was of increasing concern to all organizations and that many of them were being asked to respond to individual requests for recognition of partnerships;

(b) Expressed satisfaction with the general spirit and direction of the work of the Working Group, which sought to arrive at a common policy in respect of:

(i) Same sex marriages legally recognized by the staff member's home country;

(ii) Domestic partnerships given formal recognition by the staff member's home country;

(iii) Domestic partnerships of staff members that did not enjoy any form of legal recognition in their home country;

(c) Reiterated the importance it attached to completing this work as soon as possible, and requested that the Human Resources Network submit proposals to it at its next session (spring 2004) on strong United Nations common system policies on (i) same sex marriages legally recognized by the staff member's home country; (ii) domestic partnerships given formal recognition by the staff member's home country;

(d) Also requested that the Human Resources Network develop a process for determining the treatment of domestic partnerships that did not enjoy any form of legal recognition as described in paragraph 21 (b) (iii) above;

(e) Further requested that the Working Group and the Human Resources Network ensure the collaboration of legal advisers in the next phase of the work, as well as identify potential obstacles to implementation once policies were approved (e.g. countries that might not grant residence permits to domestic partners);

(f) Noted that implementation within each organization could vary depending upon the need for approval by its legislative body.

C. Dual careers and access to work permits

22. Following extensive discussions, the Committee:

(a) Took note of the interim report of the secretariat (CEB/2003/HLCM/R.15) containing 27 replies from resident coordinators to the e-mail from the Under-Secretary-General for Management, dated 4 September 2003, on access to work permits and other issues surrounding spouse employment;

(b) Took note also of the useful comments being provided by resident coordinators;

(c) Requested that the secretariat complete the report as soon as possible, incorporating whatever supplementary information might be obtained from resident coordinators and others engaged in the attempt to obtain permits for spouses or partners.

V. Information and communication technology issues

23. Following a briefing by the Chairperson of the Second Meeting of the Information and Communication Technology (ICT) Network, held in Geneva, on 24 September 2003, the Committee:

(a) Noted with appreciation the progress made by ICT managers on a number of projects, including the United Nations system Extranet and the search engine, and looked forward to further reports on their successful development;

(b) Encouraged all organizations of the system, that had not done so, to join the United Nations system Extranet so that it could truly become a system-wide tool for communication;

(c) Noted that:

(i) With regard to information security and, in particular, divulging of information concerning staff members, the CEB secretariat would bring together a group of Human Resources, ICT managers and legal officers to prepare the elements for a common policy which could be adopted by organizations of the system;

(ii) With regard to costs of ICT, recognized the importance of developing common approaches and methodologies for costing ICT expenditures in order to arrive at a common understanding of non-discretionary and discretionary ICT resources, and requested that the Information and Communication Technology and Finance and Budget Networks urgently undertake further work on the issue, with a view to reporting to the Committee at its next session;

(iii) With regard to software assets and purchasing agreements, the CEB secretariat would promote the sharing of information regarding software assets and purchasing agreements;

(d) Encouraged all organizations of the system to exchange policies on hardware replacement, including the possibility of donating obsolete hardware to not-for-profit organizations;

(e) Supported increased interaction between ICT managers and programme managers as part of the development of a system-wide ICT strategy;

(f) Noted the useful work accomplished by the Inter-Agency Telecommunications Advisory Group and the Working Group on Emergency Telecommunications and asked the CEB secretariat to work with these and other forums to eliminate duplication and build synergies;

(g) Also noted the work of the Knowledge Sharing and Information Management Group and supported the recommendation that organizations make available their publications and databases to United Nations system members on a reciprocal basis.

VI. Financial and budgetary issues

24. A preparatory meeting to reinvigorate the Finance and Budget Network was held in Geneva, and by audioconference, during which the Committee was briefed (CEB/2003/HLCM/6/INF.2). The preparatory meeting had reiterated the need for the

Network and stressed that it should focus not only on accounting, but also on budgeting and programming issues. It was also strongly felt that, from time to time, the Network should have face-to-face meetings. Five main issues had been highlighted for the work programme of the Network, namely, United Nations accounting standards, including after-service health insurance liabilities, support costs, fraud prevention, electronic inter-agency payments and a treasurer's network focusing on cash management. The group also proposed to develop modalities of work and report to HLCM. The Committee concluded that the Finance and Budget Network should take the responsibility for cost-sharing formulas and the review of jointly financed budgets.

25. The Committee:

(a) Welcomed the reactivation of the Finance and Budget Network and supported the proposals for its agenda;

(b) Underlined the importance of focusing the Network's attention on developments in results-based budgeting, as well as United Nations system accounting standards;

(c) Noted that the Network would also be charged with further refinements of cost-sharing formulas and the budgets of inter-agency funded bodies;

(d) Agreed that the Network be properly structured and have periodic face-to-face meetings.

VII. Procurement issues

26. Following a briefing by the United Nations on the follow-up to decisions taken at its fifth session, the Committee:

(a) Welcomed the progress being made on the Microsoft global agreement and noted that details would be posted on a dedicated procurement site;

(b) Recalled its request that the Inter-Agency Procurement Working Group report to HLCM;

(c) Noted that negotiations would soon be undertaken with airlines on global agreements and requested that the United Nations inform organizations of the timetable for those negotiations;

(d) Welcomed the efforts of the Inter-Agency Procurement Working Group to institute a standardized procurement training and certification programme across the United Nations system;

(e) Noted that, if outside funding was not found for the procurement training and certification programme that the International Training Centre of the International Labour Organization in Turin would lead, the United Nations Development Programme proposed to contribute according to the normal cost-sharing formula.

VIII. Chief Executives Board secretariat issues

A. Process for the appointment of the Secretary of the High-Level Committee on Management

27. The Committee was informed that the job description for the post of Secretary of the High-Level Committee on Management had been circulated by the Chairperson on 30 July 2003 for internal distribution in the organizations members of CEB. A total of 28 applications had been received by the deadline of 30 August 2003 and three applications had been received subsequently.

28. The Committee agreed that late applications should not be considered unless it could be proven that the delay had been caused by technical anomalies.

29. The Committee decided that:

(a) The Chair would appoint a panel of three members to work with the Director of the CEB secretariat to (i) prepare a shortlist of applicants; (ii) conduct interviews; and (iii) submit recommendations to the Chairperson and Vice-Chairperson by the end of November 2003;

(b) The Chairperson and Vice-Chairperson would present their recommendations to the Committee by the end of December 2003.

30. The Chairperson further reported that, in the light of the foregoing, the contract of the current incumbent of the post of Secretary, Roger Eggleston, would be extended to the end of December 2003. The Committee expressed its warm appreciation to Mr. Eggleston for his leadership for over 15 years in inter-agency collaboration and cooperation.

B. Status report on the budgetary process in respect of the budget of the Chief Executives Board secretariat for the biennium 2004-2005

31. The Committee was informed that, as agreed at its last meeting, further details, including the budget fascicle, had been circulated to members in June for their information. Since then, the Advisory Committee on Administrative and Budgetary Questions had reviewed and recommended approval of the budget proposal and had welcomed the restructuring and establishment of the jointly financed secretariat. It was expected that the General Assembly would agree with the recommendations of the Advisory Committee; thus, by the end of 2003, vacancy announcements could be circulated for positions in the CEB secretariat. For future bienniums, the budget process would most likely be revised to reflect the recommendation that the Finance and Budget Network review jointly financed budgets.

32. The Committee noted that the budget for the CEB secretariat had been approved by the Advisory Committee and asked to be kept informed of further developments.

IX. Other issues

33. The Chairperson informed the Committee that the spring session of CEB had been scheduled for 2 and 3 April 2004 in Vienna and that the HLCM spring session should therefore be held during the first half of March 2004. In the near future, consultations with organizations would be undertaken on the precise date of the meeting. The International Maritime Organization had kindly offered to host the meeting in London.

Annex I

List of participants

United Nations	Catherine Bertini, Under-Secretary-General for Administration and Management Andrew Toh, Assistant Secretary-General, Central Support Services Jessie R. Mabutas, Special Adviser to the Under-Secretary-General for Administration and Management Jan Beagle, Director, Division for Organizational Development Warren Sach, Director, Programme Planning and Budget Division
United Nations Security Coordinator	Tun Myat, United Nations Security Coordinator Diana Russler, Director and Deputy United Nations Security Coordinator
United Nations Conference on Trade and Development	Duncan Barclay, Chief Human Resources Management Section
United Nations International Drug Control Programme	Franz Baumann, Director, Division of Administrative and Common Services, United Nations Office at Vienna
United Nations Environment Programme	Alexander Barabanov, Chief, Division of Administrative Services, United Nations Office at Nairobi
United Nations Human Settlements Programme (UN-Habitat)	Antoine King, Director, Programme Support Division
United Nations Development Programme	Jan Mattsson, Assistant Administrator and Director, Bureau of Management
United Nations Population Fund	Imelda Henkin, Deputy Executive Director (Management)
Office of the United Nations High Commissioner for Refugees	Saburo Takizawa, Controller and Director, Division of Finance and Supply Management Shelly Pitterman, Deputy Director, Division of Human Resources Management Alan Vernon, Head of Service a.i., Emergency and Security Service
United Nations Children's Fund	Karin Sham Poo, Deputy Executive Director Anna Maria Laurini, Senior United Nations Affairs Officer
World Food Programme	Charles Vincent, Deputy Director, New York Liaison Office
Joint United Nations Programme on HIV/AIDS	Johanne Girard, Manager, Human Resources

International Labour Organization	Don Skerrett, Executive Director, Regions and Technical Cooperation
Food and Agriculture Organization of the United Nations	Khalid Mehboob, Assistant Director-General, Administration and Finance Department
United Nations Educational, Scientific and Cultural Organization	Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management Yolande Valle-Neff, Director, Bureau of Budget
World Health Organization	Anders Nordström, Assistant Director-General, General Management Alejandro Henning, Managing Director, HR Services and Policy Development
World Bank	Peter J. Gallant, Security Manager
International Civil Aviation Organization	Agya P. Singh, Director, Bureau of Administration and Services Roland Sergerie, Acting Chief, Field Personnel Section, Technical Cooperation Bureau
International Maritime Organization	Roger Jones, Director, Administrative Division
Universal Postal Union	Michael Mauer, Director of Human Resources
World Meteorological Organization	Workneh Degefu, Acting Director, Resource Management Department D.D.C. Don Nanjira, WMO Representative to the United Nations and other intergovernmental organizations
World Intellectual Property Organization	Tony Keefer, Special Adviser to the Director-General Orobola Fasehun, Director, New York Liaison Office
International Fund for Agricultural Development	Ana Knopf, Assistant President, Finance and Administration Department
United Nations Industrial Development Organization	Renato Fornocaldo, Managing Director, Division of Administration
International Atomic Energy Agency	David Waller, Deputy Director-General and Head of Management
Comprehensive Nuclear-Test-Ban Treaty	Pierce Corden, Director of Administration
World Trade Organization	Jacques E. Chabert, Director, Administration and General Services
Federation of International Civil Servants' Associations	Richard Kerby, President Anne Marie Pinou, FICSA Research/Liaison Officer

**Coordinating Committee for
International Staff Unions
and Associations of the
United Nations System**

Marlene Sequeira, President

**Secretariat of the Chief
Executives Board for
Coordination**

Qazi Shaukat Fareed, Director

Roger Eggleston, Secretary, High Level Committee on
Management

Mary Jane Peters, Inter-Agency Advisor on Human Resources
Management

Karina Gerlach, Senior Inter-Agency Officer

Annex II

Statement by the President of the Coordinating Committee for International Staff Unions and Associations of the United Nations System

The Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) wishes to pursue the dialogue with the High-Level Committee on Management. Some items on the agenda before us are considered crucial by our membership; some are of the utmost importance for both federations and will be dealt with either by CCISUA or by the Federation of International Civil Servants' Associations (FICSA), since we both share the same views on the issues.

Security and safety of staff

After the tragedy suffered by the Organization in Baghdad and the loss of our colleagues, many questions remain unanswered. CCISUA and FICSA met, in Geneva, with the Assistant Secretary-General and United Nations Security Coordinator, Mr. Tun Myat. After answering some of our concerns, he informed us that a status of security review of all United Nations facilities was planned. We wish to know where we stand on this issue.

I was also invited to a meeting organized in Geneva by a Panel on Iraq headed by Mr. Ahtisaari. I heard several colleagues pointing to the weaknesses of the security system in Baghdad and I wish to ask why the following elements were absent:

- (a) Evacuation plan;
- (b) Videocamera surveillance;
- (c) Metal detectors;
- (d) Coordination between international security staff and administration;
- (e) Secure layout of offices;
- (f) Security of local staff.

Why was the international security staff not involved in the recruitment of local security personnel?

The following few suggestions were brought to our attention by staff members who have experience in mission assignments:

- (a) Secure transport to and from the hotels;
- (b) Send staff experienced in post-war contexts;
- (c) Scout a mission duty station by staff specialized in evacuation plans, first aid and fire before sending staff;
- (d) Insist on the technical aspect of the mission by sending specialists to put in place a security concept;

(e) Lastly, send the staff, not the other way around, as was the case in Baghdad.

Human resources development: measures to improve system-wide mobility

Inter-agency mobility

CCISUA has repeatedly stated that system-wide mobility must take into account balanced mobility between organizations of the system. There appears to be more mobility from specialized agencies towards the United Nations than the other way around. Could we have some figures for all grades in the Professional category?

Mobility of staff is perceived as a sanction when it is presented as a must for a promotion. What measures do you intend to take to enhance the perception of mobility for all staff, including General Service staff?

CCISUA is extremely interested in the mobility of General Service staff. There does not seem to be any proposal on that issue. In duty stations where several agencies have headquarters and/or offices, the question of inter-agency mobility of General Service staff must be considered. It is in the interest of the Organization and its staff to offer training and careers to facilitate greater movement and greater versatility of the support staff. The present situation, one in which the General Service force is attached to one organization, with no possibility of transfer to another organization, unless the General Service separates, is detrimental to all. The working conditions are worsening: lack of job security; lack of the necessary feeling of belonging to a wider system, with the negative effect of narrowing the scope of the United Nations vision; building frustrations, work-related illnesses, and so on. Improving system-wide mobility for the General Service staff is highly pertinent in today's world. CCISUA wishes to underline the need for HLCM to undertake a study of the issue.

Recognition of domestic partnerships

CCISUA will support the FICSA position on the issue of recognition of domestic partnerships.

Spouse employment

CCISUA is very much in favour of urgent Secretariat-wide action on dual careers and spouse employment. Research indicates that spouse and dual career issues are the biggest barrier to mobility. This applies, in particular, to inter-agency mobility. Is there any specific proposal from management on spouse employment? Work permits probably also need a comprehensive, in addition to bilateral, approach (e.g., Austria does not issue work permits for United Nations spouses). Due consideration should be given to renegotiation of host agreements. What is the frequency of renegotiation of these host agreements, for example, over the past 10 years? Have any clear alternative strategies been considered? For example, in the International Criminal Tribunal for the Former Yugoslavia, the host agreement was renegotiated two years ago and full work permits have been obtained for all spouses and work permits of up to 10 hours per week for dependants over the age of 18.

A staff survey was sent to various agencies located in Bangkok. I believe that a summary of the findings has been given by the United Nations Development Programme to Ms. Bertini. I also have a few copies with me, should you be interested in considering the results of that exercise.

Annex III

Statement by the President of the Federation of International Civil Servants' Associations

Safety and security of United Nations system staff

United Nations system personnel have, sadly, been victims of brutal and senseless attacks over the years. However, never has the direct threat to the United Nations been more evident than in the barbarous attack on the United Nations headquarters in Baghdad that claimed the lives of many colleagues and left others injured and scarred for life.

In response to the direct threats to the United Nations, the Federation of International Civil Servants' Associations (FICSA) supports the recommendations contained in document R.11 and is particularly pleased to see the reference in paragraph H.11 to the need for the Chief Executives Board for Coordination to consider the establishment of an enforcement mechanism to strengthen the accountability policy. After all, accountability without enforcement is meaningless. FICSA is also pleased to note the steps that are proposed to develop a strategy for securing more effective security measures for female staff members.

With reference to the latter, it is to be noted that at the last Inter-Agency Security Management Network meeting, held in May 2003, FICSA had specifically requested to participate in the working group that would be constituted to consider security measures for female staff members. Paragraph 13 of document R.12 states that such a working group should be held in November 2003 at World Food Programme headquarters and that this group would include representatives from human resources, training and stress counselling. To date, FICSA has received no invitation to this meeting and wishes to reiterate its request to participate. It is to be noted that, at the May 2003 Inter-Agency Security Management Network meeting, no objections to the FICSA request were made.

In this context, it is to be noted that FICSA participation as an observer at the annual regular sessions of the Inter-Agency Security Management Network has been both encouraged and commended by the United Nations Security Coordinator over the years. FICSA participation, however, has thus far been limited to the annual meetings of the Network. As evidenced most recently by documents R.11 and R.12, working groups are convened in between the Network's regular sessions to consider a range of issues. It is at the level of the working groups that the "nuts and bolts" discussions are taking place.

In the light of the FICSA commitment and ever-increasing involvement with staff security issues, the Federation is respectfully requesting that HLCM not only ensure FICSA participation in the working group on security measures for women, but also consider extending FICSA observer status to include working groups of the Inter-Agency Security Management Network when issues directly relevant to its agenda are being discussed. This would be similar to the way in which FICSA participates in the work of the Human Resources Network as an observer, where it is also invited to participate in Human Resources Network working groups on relevant issues. This was demonstrated most recently by the Federation's participation in the working group on the recognition of domestic partnership.

FICSA has much to contribute to the strengthening of safety and security issues and looks forward to the opportunities to do so in a constructive and industrious manner.

Recognition of domestic partnership

The general consensus at the meeting of the Human Resources Network in July 2003, as well as the specific comments of all active participants in the more recent Human Resources Network working group convened specifically to address this issue, underscored the need for concrete progress on the issue of the recognition of domestic partnerships and same gender marriages. It was the understanding of FICSA that, as a result of the discussion that took place in the Human Resources Network, and the subsequent efforts of the broadly constituted Human Resources Network working group, a statement of principles forming the basis from which organizations might move forward to promulgate their own administrative instructions would be presented to HLCM at this session.

The above-referenced working group has compiled an accurate, concise and consensus document with very broad support from the large majority of active participants in this group. Regrettably, due to the fact that it has not yet issued an administrative instruction on this issue, the United Nations secretariat has advocated for a delay in presenting the paper to HLCM (citing a need to further discuss this issue within the Human Resources Network). This led to the exchange of e-mails annexed to the end of the report, which would appear as back-peddalling on this issue.

FICSA believes that administrative instructions need not precede a statement of principles. Administrative instructions are, after all, predicated on principles in the first instance. Any further delay would be contrary to the tenor of the recent Human Resources Network meetings, contrary to the recent public statement of the Secretary-General, and would prolong the already protracted discussion that began in the Consultative Committee on Administrative Questions/Personnel, in 1998.

FICSA therefore respectfully requests that HLCM take the lead to ensure that this issue moves forward without further delay, giving effect to the Secretary-General's stated intention to defer to the country of origin of the staff member as regards recognition of same gender domestic partnership, as well as same gender marriage.

Annex IV

Inter-agency mobility accord

Template

	Yes/No	Who decides? A=Releasing org. B=Receiving org.
1. Are there return rights?		A
(a) If “no”, stop here — Transfer		A
(b) If “yes”, will the contractual/continuing relationship upon employment/release continue? ▪ returning – to job/post – to organization – including any promotion to what grade____		A
2. If contract relationship continues, is it – time limited (and until when) – open ended		A
3. During time away, who will fund salaries/allowances – will the release be reimbursable or non-reimbursable		A and B
4. Who will (a) payroll (b) manage (c) administer		A and B
5. Who will deal with complaints/disciplinary actions/appeals		A and B
6. Is there any choice with regard to which insurance staff member has If Yes, then 7		A and B
7. By which organization does the staff member wish to be insured?		Mutual
8. List opportunities for career development for staff member		Mutual

Annex V

Allocation of field-related security costs, based on staff counts, 2003

Organization	Staff in office	Staff on mission	Number of staff ^a	Staff	2001 staff	Cost allocation	
				Percentage		Cost allocation (US dollars)	
Asian Development Bank	293	34	302	0.45	-	0.04	25 000
European Bank for Reconstruction and Development	74	11	77	0.11	-	0.04	25 000
Food and Agriculture Organization of the United Nations	2 666	108	2 693	4.01	5.00	4.14	2 846 300
International Atomic Energy Agency	41	26	48	0.07	0.04	0.04	25 000
International Civil Aviation Organization	196	8	198	0.29	0.31	0.04	25 000
International Fund for Agricultural Development	-	-	0	0.00	0.00	0.04	25 000
International Labour Organization	1 197	35	1 206	1.80	3.28	1.85	1 274 600
International Monetary Fund	305	40	315	0.47	0.78	0.04	25 000
International Maritime Organization	104	0	104	0.15	0.20	0.04	25 000
International Organization for Migration	1 947	76	1 966	2.93	-	3.02	2 077 900
International Trade Centre	8	0	8	0.01	0.03	0.04	25 000
International Telecommunication Union	131	26	138	0.21	0.15	0.04	25 000
Pan American Health Organization	326	8	328	0.49	0.51	0.04	25 000
United Nations total ^b	14 350	295	14 878	22.16	13.74	22.87	15 724 800
Joint United Nations Programme on HIV/AIDS	166	4	167	0.25	0.36	0.04	25 000
United Nations Development Programme	10 975	138	11 010	16.40	16.76	16.92	11 636 600
United Nations Educational, Scientific and Cultural Organization	886	35	895	1.33	2.14	1.38	945 900
United Nations Population Fund	1 323	32	1 331	1.98	2.57	2.05	1 406 800
Office of the United Nations High Commissioner for Refugees	4 432	323	4 513	6.72	7.99	6.94	4 769 800

<i>Organization</i>	<i>Staff in office</i>	<i>Staff on mission</i>	<i>Number of staff^a</i>	<i>Staff</i>			<i>Cost allocation (US dollars)</i>
				<i>2001 staff</i>	<i>Cost allocation</i>		
				<i>Percentage</i>			
United Nations Children's Fund	7 359	278	7 429	11.07	13.62	11.42	7 851 800
United Nations Industrial Development Organization	403	3	404	0.60	0.83	0.15	100 000
United Nations Office for Project Services	928	16	932	1.39	3.20	1.43	985 000
United Nations University	43	0	43	0.06	0.04	0.04	25 000
United Nations Volunteers	462	1	462	0.69	0.20	0.15	100 000
Universal Postal Union	1	1	1	0.00	0.01	0.04	25 000
World Food Programme	6 952	224	7 008	10.44	12.85	10.77	7 406 800
World Health Organization	6 259	167	6 301	9.39	10.27	9.69	6 659 600
World Intellectual Property Organization	-	-	0	0.00	0.00	0.04	25 000
World Meteorological Organization	20	0	20	0.03	0.10	0.04	25 000
World Bank	4 230	467	4 347	6.48	5.01	6.68	4 594 400
Total	66 077	2 356	67 124	100.00	100.00	100.00	68 755 300

^a Including 25 per cent of staff on mission.

^b United Nations total includes peacekeeping, the United Nations Environment Programme and the United Nations Relief and Works Agency for Palestine Refugees in the Near East.