



Chief Executives Board for Coordination

15 November 2005

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Conclusions of the tenth session of the High-level Committee on Management

(United Nations, New York, 10 and 11 October 2005)

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I. Introduction

1. The High-level Committee on Management (HLCM) held its tenth regular session in New York on 10 and 11 October under the chairmanship of David Waller, as agreed upon at the ninth session of the Committee. The list of participants is provided in annex I.
2. In opening the session, the acting Chairperson noted that the United Nations System Chief Executives Board for Coordination (CEB) would take a decision at its forthcoming session with regard to the selection of the bureau of the Committee for the next two years.

II. Adoption of the agenda

3. The agenda (CEB/2005/HLCM/R.13/Rev.1) as adopted by the Committee (see annex II) included:
 - (a) Security and safety of staff;
 - (b) United Nations system collaboration on accountability and transparency;
 - (c) Guidelines for a United Nations contingency plan for an influenza pandemic;
 - (d) Progress on implementation of the United Nations information and communications technology (ICT) strategic framework;
 - (e) Financial and budgetary issues;
 - (f) Human resource management issues.
4. All documents related to the session and related presentations can be viewed on the CEB website: <http://ceb.unsystem.org/hlcmsessions/>.

III. Dialogue with representatives of the Federation of International Civil Servants' Associations and the Coordinating Committee for International Staff Unions and Associations of the United Nations System

5. In accordance with established practice, the Committee conducted an exchange of views 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). FICSA was represented by its President Robert Weisell, and Guy Candusso represented CCISUA. The statements of the representatives of CCISUA and FICSA are provided in annexes III and IV, respectively.

IV. United Nations system collaboration on accountability and transparency

6. The Committee devoted a half-day of its session to a reflection on the outcome of the World Summit (see General Assembly resolution 60/1). In doing so, the Committee also had before it the CEB report “One United Nations — catalyst for progress and change: how the Millennium Declaration is changing the way the United Nations system works”, as well as the report of the Independent Inquiry Committee into the oil-for-food programme.

7. At the beginning of the discussion, Mark Malloch-Brown set out his perspective of the challenges facing the system, the historic opportunity and imperative for reform, especially for greater coherence and integration of management systems. He referred to the report of the Independent Inquiry Committee (the Volker Report) and its conclusion on the lack of coordination among the organizations of the system. He underlined that, with respect to country-level coordination in development and humanitarian work carried out by the system, both donors and recipients were of the view that not enough had been achieved by the United Nations system to work effectively and efficiently together. He also referred to the provisions of the World Summit Outcome on the need for enhanced oversight and accountability and their implications for the organizations of the system.

8. Mr. Malloch-Brown also noted that current governance structures and outmoded administrative procedures, particularly in finance and human resources, represented major hurdles. Against that backdrop, he stressed that no effort should be spared to enhance the management and operations if the organizations were to retain their political legitimacy and relevance. For its part, the United Nations was embarking upon the most sweeping institutional reforms since its creation, including institutional innovations, overhaul of oversight and audit arrangements, as well as a review of financial and human resources management policies and practices. He added that it was important that the organizations of the United Nations system should collectively help to support and reinforce those efforts.

9. The Committee members had a spirited discussion on the nature of the reform and the ongoing efforts among the organizations of the United Nations common system. They recognized the importance of greater coherence not only among the organizations of the United Nations system but also among Member States. They shared the concerns about many archaic practices and rules and noted that nearly all United Nations organizations were addressing those issues in one form or another. What was needed was greater exchange of information and more consultative processes within the system through HLCM so that organizations could benefit from each other’s experience. Support from Member States was also of the utmost importance.

10. The Committee also considered the follow-up to General Assembly resolution 57/278, in which the Assembly had, inter alia, requested that the Secretary-General and the Executive Heads of the funds and programmes of the United Nations examine governance structures, principles and accountability throughout the United Nations system. In response to that resolution, HLCM, at its ninth session, decided to set up a multidisciplinary working group to identify best practices.

11. The Committee members expressed interest in participating in the working group of HLCM on governance, accountability and transparency, for which draft

terms of reference had been prepared by the CEB secretariat (CEB/2005/HLCM/R.23). At the same time, the Committee's attention was drawn to the World Summit Outcome (A/60/1, para. 164 (b)), in which the General Assembly had requested the Secretary-General to submit an independent external evaluation of the United Nations, including the specialized agencies' auditing and oversight system, including the roles and responsibilities of management. During the meeting, the Secretariat provided a draft set of terms of reference for the external study called for in the Outcome. In the light of that development, HLCM, while recognizing the differences in mandates, governance mechanisms, structures, financing and staffing patterns of member organizations, agreed that it was critical to address the above issues collectively. The Committee considered that it would be useful for a small group of its members to act as a sounding board to support the external study and to avoid any duplication with its own working group on accountability and governance.

12. The Committee noted that in the Summit Outcome the General Assembly had also invited the Secretary-General to launch work to further strengthen the management and coordination of United Nations operational activities including proposals for more tightly managed entities in the field of development, humanitarian assistance and the environment (General Assembly resolution 60/1, para. 169). The Committee, noting that the Secretary-General intended to raise the issues at the forthcoming session of CEB, therefore decided that:

(a) On the basis of the outcome of the CEB session, HLCM would determine how best to work with and assist in this independent external evaluation of the auditing and oversight system, including the roles and responsibilities of management, in order to take into account the respective mandates and governing structures of its member organizations;

(b) Also in the light of CEB's conclusions, the Committee would revert to the terms of reference of its own working group on governance, accountability and transparency and adjust them as necessary. In addition, the working group would retain its original objective of identifying best practices encompassing all the different elements of a governance, accountability and transparency framework.

V. Security and safety of staff

13. In accordance with its decision to retain security and safety of staff as a standing item on its agenda, the Committee reviewed the two issues presented below. The Under-Secretary-General for Safety and Security participated in the Committee's deliberation on these items.

A. Process for development of field-related security budget proposals

14. At its ninth session, HLCM had agreed to set up a working group to outline more participatory and transparent procedures for future exercises on budgets subject to cost sharing so as to ensure that all organizations participating in cost-sharing arrangements were consulted in a timely manner on each step of the formulation, approval, recosting and revision of cost-shared budgets. The working group comprises the major contributors to the cost-shared budget.

15. The Committee welcomed the proposals of the working group (CEB/2005/HLCM/R.14) endorsing its conclusions that:

(a) The consultative process among organizations must entail dialogue on the strategic direction of the security management system and on the scope of operational requirements for field-related activities and should not be limited to modalities for the cost-sharing arrangements. The process must be timely and in line with both the United Nations Secretariat's budgetary planning cycle and that of the agencies, funds and programmes, so that a consensus may be reached on inputs that are subject to cost-sharing, while at the same time allowing the agencies, funds and programmes to include resource needs in their budget requests to their respective legislative/governing bodies;

(b) The Department of Safety and Security should first consult with a subgroup of the Inter-agency Security Management Network (IASMN) comprised of the main contributors to the budget in the second quarter of 2006 (for the security budget 2008-2009) on the strategic direction and operational requirements of security arrangements for the field. This would allow the Department to prepare and submit a budget proposal that has the endorsement of contributors by late 2006;

(c) The Finance and Budget Network of HLCM should also be part of the consultative process to deal with any financial aspects of cost-sharing arrangements.

16. At the same time, the Committee reiterated its position that Member States on all governing bodies should again be urged to fund centrally the security budget in place of the cost-sharing arrangements.

17. The Under-Secretary-General for Safety and Security also welcomed the proposals and agreed to work with the Department of Management and the CEB secretariat in developing a detailed timetable for the various steps in the definition of the strategic direction and operational and budgetary requirements of the security arrangements. This would ensure greater transparency in the decision-making process related to field security issues for the benefit of all members of HLCM.

18. In keeping with the same framework of enhanced transparency, HLCM requested the Secretariat to provide a detailed report on actual field-related security expenditure for the biennium 2004-2005.

19. With regard to the distribution of field-related security costs for the 2006-2007 biennium, the Secretary of HLCM drew the attention of members to a communication of 5 October 2005, informing the Committee of the World Bank's intention to withdraw from HLCM's funding arrangements for the biennium 2006-2007. The Bank believed that the methodology for calculating its future share of the field-related security budget should not be based on the agreements reached within HLCM and instead be consistent with that used for the Asian Development Bank and the European Bank for Reconstruction and Development (EBRD). The methodology would be based on United Nations security services being extended only to the Bank's internationally assigned staff members and visiting personnel.

20. The current arrangements for the apportionment of the field-related security costs among organizations of the United Nations family participating in the security system were based on a methodology that was last revised by HLCM in 2005. At present, each organization's share is calculated on the basis of the total number of staff (irrespective of the type or duration of contract) in duty stations of countries

not members of the Organization for Economic Cooperation and Development (OECD) at a particular point in time. (A census was generally conducted every two years by the CEB secretariat.) The formula also provides for a minimum (floor) amount of \$75,000.

21. The Asian Development Bank and EBRD, which are not part of the United Nations system methodology, participate in the field security arrangements but do not receive the full array of services of the Department of Safety and Security. They are billed an amount agreed upon by the Controller of the United Nations and those organizations.

22. Such a decision by the World Bank would result in a shortfall of approximately \$8 million in the 2006-2007 budget, which could not be made up by the other organizations of the United Nations system participating in the field security arrangements.*

B. Report of the Inter-agency Security Management Network

23. The report (CEB/2005/HLCM/R.15) was presented by the Under-Secretary-General for Security and Safety, who had presided over the meeting of IASMN of April 2005. He emphasized that every effort was being undertaken to ensure that the architecture of the security management system was not “New York-centric”, and that it responded to the mandate of the General Assembly and the needs of the participating organizations. He also added that a robust and accountable system would be ensured.

24. The report requested the endorsement of the Committee for the revised framework for accountability for the United Nations security management system. It was recalled that in section VIII of its resolution 56/255, the General Assembly had noted with concern the lack of an accountability and responsibility mechanism in the area of field security and had requested the Secretary-General to submit, at its fifty-seventh session, a comprehensive report on the establishment of a clear mechanism. In the same context, in its resolution 59/276, the Assembly requested the Secretary-General to submit an accountability framework to its sixtieth session. Accordingly, a revised framework was recommended by IASMN for approval by the Committee.

25. Other recommendations emanating from IASMN concerned: aviation safety; progress in the implementation of previous IASMN recommendations; minimum operating security standards; coordination by the Department of Safety and Security of lessons learned; consultative approaches for the future review of policy issues; internal audit of security matters; a United Nations system policy regarding asylum-seekers; security training; security information systems, including the establishment of a working group for information technology security management; a strengthened programme assessment component in the current security threat and risk assessment model; critical incident stress management; security personnel including selection criteria and processes; concerns regarding the security budget; integration of United Nations volunteers into country-specific security management arrangements; arrest

* Consultations were undertaken following the meeting. It was decided that the United Nations Controller, the Office of the Security Coordinator and the World Bank should resolve this issue through further consultations on an urgent basis.

and detention provisions of the Field Security Handbook; emergency telecommunications; minimum operating residential security standards; managing situations involving mass casualties; and security for women.

26. The Human Resources Network, which considered the report of IASMN at its meeting in July 2005, decided to draw the Committee's attention to aspects relating to the minimum operating residential security standards and their application to national staff. It agreed that, given the complexities involved in considering measures to improve the safety of national staff, HLCM should determine which adjustments to the operation of the security standards should be considered.

27. While recognizing the need for a robust and coherent accountability framework for security management across the United Nations system, representatives of the specialized agencies drew the Committee's attention to section III.C, paragraphs 5, 7 and 8 of the document (providing the revised accountability framework) which failed to consider the governance structures of the various specialized agencies whereby their executive heads were accountable only to their respective governing bodies. In response, the Under-Secretary-General for Safety and Security agreed to request the legal adviser of the United Nations to undertake urgent consultations with the legal advisers of other organizations with a view to achieving the dual objective of ensuring clarity and robustness of the accountability framework, and responding to members' concerns that there be no breach of their governance structures.

28. The Committee:

(a) Expressed its appreciation for the work of IASMN and for the collaboration and progress in reinforcing inter-agency collaboration in strengthening the unified field security management system;

(b) Agreed to the revised framework for accountability for the United Nations security management system, subject to an acceptable resolution of the reservations expressed with respect to section III.C, paragraphs 5, 7 and 8 and a change in section C (g), which defined the roles and responsibilities by replacing "exceptional" by "unnecessary". In response to a proposal from the World Health Organization (WHO), the Under-Secretary-General for Department of Safety and Security assured the Committee that the Office of Legal Affairs would undertake consultations with the legal counsel of all the concerned organizations with a view to resolving this issue.

29. At the same time, the Committee:

(a) Reaffirmed that political or budgetary considerations should not be the overriding considerations of the United Nations system policy in determining means of transport used by system organizations;

(b) Recognized that the issue of ensuring the security of national staff was far more complex than just a lack of provisions under the minimum operating residential security standards, and therefore requested that the CEB secretariat, in collaboration with the Department of Safety and Security, pursue consultations on the development of a methodology to better determine threats and means of response for enhancing the safety of national staff.

VI. Guidelines for a United Nations system contingency plan for an influenza pandemic

30. The representative of WHO presented the Organization's assessment of a pandemic risk with regard to the avian influenza. While the timing and degree of the severity of the disease were still uncertain, the pandemic risk was considered to be great. As at October 2005, alert phase 3 had been declared. Only 40 countries currently had a pandemic preparedness plan, although WHO had issued guidelines and provided technical support to help countries develop national pandemic preparedness plans. In addition to the plans, the stockpiling of antiviral medication and a global action plan to increase influenza vaccine production capacity in both developed and developing countries were of critical importance.

31. It was also explained that United Nations medical services staff contingency plan guidelines for an influenza pandemic had been prepared by the United Nations medical directors group, with technical input from WHO. The plan set out measures and actions required of United Nations medical services, resident coordinators, country management teams, crisis management teams, designated officials, security management teams, individual agencies and staff members. Measures were also needed for United Nations duty stations. A task force had been established by the Secretary-General, chaired by the Deputy Secretary-General, to monitor the situation and update the guidelines as the situation evolved.

32. The representative of the United Nations medical services reported that an information pamphlet for staff was under preparation. The pamphlet would be circulated to HLCM, and organizations could replicate it for their own use.

33. With regard to the provision of antiviral and antibiotic medication and personal protective equipment, WHO emphasized that the guidelines made it clear that the organizations of the common system should work with host countries' health systems, but should not rely on the host country for ensuring that measures were in place. In this regard, WHO contacts with the suppliers could be used by organizations (as had been done by the United Nations which had purchased 5,000 doses of Tamiflu) to obtain antiviral medication.

34. The Committee:

(a) Expressed its strong support for the contingency plan and for the coordinating role of the Deputy Secretary-General;

(b) Emphasized the importance of additional communication and coordination on the subject and requested the Deputy Secretary-General to convene a videoconference with HLCM and the medical directors as soon as possible to discuss the preparedness plans and measures further.

VII. Information and communication technology issues

35. The General Assembly, by resolution 57/295 of 20 December 2002, requested that the Secretary-General, in his capacity as Chairman of CEB, develop a comprehensive ICT strategy for the United Nations system. Following extensive consultations at the inter-agency level, HLCM endorsed the ICT strategy. At its

ninth session, it agreed that the ICT Network should develop business cases for eight priority initiatives contained in the strategy document.

36. The Director of the Administrative Division of the International Maritime Organization (IMO), convenor of the ICT Network, introducing the report of its most recent meeting (CEB/2005/HLCM/R.19) held in Geneva on 26 and 27 September 2005, informed the Committee that the ICT Network had carried out an assessment of the current progress on the priority initiatives and had explored ways to further the work through increased participation by members of the Network. One outcome of the meeting was the establishment of eight working groups for each of the eight priority initiatives, which would report back to the ICT Network at its next meeting.

37. The convenor recalled the Committee's decision of its ninth session to create a steering group comprising directors from HLCM, the High-level Committee of Programmes (HLCP) and ICT (two from each) to provide business-level guidance to the working groups. He also noted that significant cooperation existed within the ICT arena among organizations, particularly in the areas of enterprise resource planning systems (ERP) and payroll. When implementing an enterprise resource planning system, organizations consulted each other on a regular basis, especially those with the same ERP system: examples included the United Nations Children's Fund (UNICEF), the World Food Programme (WFP) and IMO for SAP, the Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization (ILO) for Oracle, and the United Nations Development Programme (UNDP) and the Office of the United Nations High Commissioner for Refugees (UNHCR) for PeopleSoft.

38. The Committee:

(a) Expressed its continued support for the work of the ICT Network in advancing the United Nations system ICT strategic framework and endorsed its report;

(b) Noted that the true cost of large ICT-based systems comprised not only the cost of the software licences, which typically accounted for only a fraction of the cost, but development costs (configuration and customization), training and other implementation costs as well;

(c) Decided, noting the value of global purchasing agreements, to establish a task force comprising both ICT and procurement specialists, assisted by the CEB secretariat, to document any existing global software licensing purchasing agreements and explore possible new ones for the major ERP software products currently in use throughout the United Nations system.

VIII. Financial and budgetary issues

A. Single audit principle

39. The United Nations financial regulations give external auditors and the Board of Auditors the exclusive right to audit the accounts and statements of the United Nations. Comparable principles apply to the specialized agencies. Recent pressure to break the single audit principle (CEB/2005/HLCM/R.20) had arisen in connection

with activities funded by the European Commission and with joint programming activities and situations, such as the United Nations Development Group Iraq Trust Fund. The Chairman of the Panel of External Auditors has repeatedly taken official positions on the matter, most recently in his letter of 11 December 2002 to the United Nations Controller. Although specifically addressed to the United Nations, the position was taken by the Panel and thus should be applied to all organizations audited by Panel members. The letter states that:

“The Panel does not favour the introduction of clauses in agreements to which External Auditors are not signatories, which would commit the United Nations to have its External Auditors produce upon request a special audit opinion or report on a particular project or programme. The External Auditor is entirely independent of the United Nations Secretariat and as such must be free to choose whether to accept any additional audit mandate. Such a choice will be dependent on the request received from the appropriate authority, agreement as to the scope and report, arrangements for the audit and the availability of sufficient resources.”

40. At the last meeting of the Finance and Budget Network on 12 and 13 July 2005, representatives shared their recent experience and stressed the fact that no exceptions to the single audit principle should be authorized, whatever the form. It therefore agreed to bring the issue before HLCM.

41. HLCM agreed to recommend that CEB adopt the following policy statement reaffirming the single audit principle:

“The United Nations Board of Auditors and the appointed External Auditors of the specialized agencies and of the International Atomic Energy Agency retain the exclusive right to carry out external audits of the accounts and statements of the United Nations Organization. If special reviews are required, governing bodies should request the appointed External Auditor to carry out specific examinations and to issue separate reports to them on the results.”

B. Accounting standards development project

42. The Convenor of the Task Force on Accounting Standards and the accounting standards specialist presented a status report on Task Force activities (CEB/2005/HLCM/R.21), focusing on the evaluation of the best available options for the adoption of external standards.

43. Since the last meeting of HLCM in April 2005, the project has produced a series of papers and presentations, resulting also from group and individual organization meetings held with Task Force members and their colleagues in New York, Rome and Geneva and attended by the Finance and Budget Network, other United Nations system representatives and members of the technical group of the Panel of External Auditors.

44. The consultations resulted in greater clarity as to the project's broad direction on the adoption of external standards. All external standards under review would require full accruals. The only two agreed and viable options for adoption are the International Public Sector Accounting Standards and the International Financial Reporting Standards. There are significant similarities and overlap between these

two sets of accounting standards, and significant common ground with respect to the implementation issues faced when adopting either.

45. Members of the Task Force strongly supported a phased implementation approach, whereby some organizations would adopt external standards earlier than others within the United Nations system.

46. The Committee expressed its appreciation for the progress achieved thus far. Nonetheless, it considered that the timetable as proposed in the report — which scheduled reporting to HLCM only in the spring of 2006 — should be accelerated.

47. The Committee therefore decided that:

(a) The Task Force on Accounting Standards should complete a final evaluation of the external standards by early November 2005;

(b) The Task Force should therefore meet early in November 2005 to review the report of the accounting standards specialist (to be finalized by end October) on an in-depth review of these two standards;

(c) HLCM would expect to receive a recommendation of adoption of the two agreed international accounting standards along with the endorsement of the Finance and Budget Network by late November 2005, with a view to reaching a decision on that issue during a videoconference immediately thereafter.

C. Support costs on extrabudgetary activities

48. The chair of the working group presented its conclusions (CEB/2005/HLCM/R.22). She explained that most organizations of the United Nations system faced at least a relative decline in their core resources and a significant increase in their extrabudgetary funding. The shift had an impact on the overall level of administrative and other support work funded by the regular or core budget, especially when the latter remained static.

49. A 2002 report of the Joint Inspection Unit on the subject had highlighted a lack of harmonization of support cost-recovery policies and practices among organizations of the United Nations system. In addition to greater harmonization, it recommended that extrabudgetary projects should not be unduly subsidized by core resources.

50. In response to such recommendations and as a follow up to the Committee's deliberations, a working group led by the United Nations Educational, Scientific and Cultural Organization (UNESCO) was established, the conclusions of which were considered by the Committee.

51. The working group agreed on the following definitions of cost categories and principles of cost recovery:

(a) Direct costs (for example project personnel and equipment) are recoverable and should be charged directly to the projects;

(b) Fixed indirect costs (for example top management of an organization and its corporate costs) should be financed by regular/core resources (except for the organizations that do not have core resources);

(c) Variable indirect costs, usually referred to as programme support costs (for example administrative units which support project activities), should be recovered from extrabudgetary projects in one way or another (as a percentage rate, or even as a cost component of the project direct costs).

52. The group also concluded that cost-recovery policies should encompass both programme support costs and direct costs and stressed that both should be fully recovered from extrabudgetary projects. If the costs of project implementation, which had to be paid in any case, were not charged to the extrabudgetary project, the regular/core programme would fund the balance, making extrabudgetary projects more attractive and regular/core programmes seemingly less efficient. Furthermore, the group noted that cost recovery through support cost rates or direct charges, as well as cost classification itself, depended largely on the judgement and working framework of each organization. Organizations would continue to collaborate and develop methodologies for building standard staff costs through e-mail exchanges under the auspices of the Finance and Budget Network.

53. It was noted that the United Nations Development Group had agreed to build on these findings in its work on the harmonization of support cost-recovery policies. To ensure coordination with HLCM, the chair of the working group would represent the Network at the meetings of the Development Group.

54. The Committee:

- (a) Expressed its appreciation for the achievements of the working group;
- (b) Endorsed the conclusions of the working group;
- (c) Encouraged organizations to exchange information on cost-recovery methodologies with a view to further harmonization of practices.

IX. Human resources management issues

A. Inter-organization mobility accord

55. The Committee considered the final version of the inter-organization mobility accord (CEB/2005/HLCM/R.16), which was developed to replace the inter-organization agreement concerning the transfer, loan or secondment of staff among the organizations applying the United Nations common system of salaries and allowances.

56. The accord was the result of almost two years of negotiations and review at the inter-agency level. It was a tangible manifestation of the vision expressed by Executive Heads in their 2003 statement on inter-agency mobility (CEB/2003/2) in which they called for enhanced mobility among the United Nations common system organizations. An HLCM working group comprising human resources managers and legal specialists, had developed a first draft. At its eighth session, HLCM approved the accord in principle and requested the human resources Network to finalize the document. During the meeting of the Network in July 2005, an ad hoc working group, chaired by FAO, finalized the accord. The Network therefore decided to recommend its final approval and promulgation to HLCM.

57. The Committee approved the interorganization mobility accord (see annex V) for immediate issuance by the United Nations system.

B. Mobility and hardship allowance

58. The spokesperson for the Human Resources Network introduced a draft CEB statement on the new mobility and hardship scheme recommended by the International Civil Service Commission (ICSC) to the General Assembly for approval at its sixtieth session. The statement reflected the organizations' support for the new scheme, which would continue to provide incentives to staff to serve at hardship duty stations and to be geographically mobile. The new scheme, which would replace the current matrix format with flat rates and lump sums, should also be easier to administer and more transparent to staff. At the same time, the statement also reflected the organizations' disagreement with the decisions of ICSC and the General Assembly of 2004 to decouple the adjustment of the mobility and hardship allowance from the base floor salary scale.

59. The Committee approved the statement by the CEB (see annex VI) on the proposed new mobility and hardship allowance, to be transmitted to the sixtieth session of the General Assembly.

X. Other business

A. Treatment of tax reimbursement from the United States of America within the United Nations common system

60. In response to a request from some members of the Committee and further to the discussion at the ninth HLCM session on the judgement of the ILO Administrative Tribunal establishing that the "last income" method was the only acceptable method for determining United States tax reimbursement levels, the hope was expressed that the Under-Secretary-General for Management would take the lead in coordinating United Nations system negotiations with the Government of the United States of America to achieve a common approach towards all organizations of the United Nations system.

B. Functioning of the Committee

61. The Committee requested its secretariat to undertake consultations with all member organizations with a view to determining the priorities, format and timing of its next session. In addition, the secretariat was requested to hold consultations for a joint retreat with HLCP on a number of cross-cutting issues, including results-based management, accountability and transparency.

Annex I

List of participants

<i>Organization</i>	<i>Name and title</i>
United Nations	Mark Malloch-Brown, Chef de Cabinet, Under Secretary-General
	Christopher Burnham, Under-Secretary-General for Administration and Management
	David Veness, Under-Secretary-General for Safety and Security
	Jan Beagle, Assistant Secretary-General, Office of Human Resources Management
	Warren Sach, Assistant Secretary-General, Controller, Department of Management
	Jay Karia, Director, Division of Accounts
International Labour Organization	Patricia O'Donovan, Executive Director, Management and Administration
Food and Agriculture Organization of the United Nations	Khalid Mehboob, Assistant Director-General, Administration and Finance Department
United Nations Educational, Scientific and Cultural Organization	Yolande Valle-Neff, Director, Bureau of the Budget
International Civil Aviation Organization	Agya P. Singh, Director, Bureau of Administration and Services
World Health Organization	Anders Nordström, Assistant Director-General, General Management
	Susan Holck, Director, General Management
World Bank	Peter J. Gallant, Security Manager
International Monetary Fund	Michael Gehringer, Senior Adviser, Technology and General Services Department
Universal Postal Union	Michael Mauer, Director, Human Resources
World Meteorological Organization	Joachim Müller, Director, Resource Management Department
International Maritime Organization	Roger Jones, Director, Administrative Division

<i>Organization</i>	<i>Name and title</i>
World Intellectual Property Organization	Juan Antonio Toledo Barraza, Director, Human Resources Management Department Carlotta Graffigna, Controller
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
United Nations Children's Fund	Toshi Niwa, Deputy Executive Director Bill Gent, Security Coordinator, Office of Emergency Programmes Louis Bradley, Deputy Director, Accounting Services, Division of Financial and Administrative Management
United Nations Development Programme	Jan Mattsson, Assistant Administrator and Director, Bureau of Management
United Nations High Commissioner for Refugees	Raymond Hall, Director, Division of Human Resources Management
United Nations Population Fund	Imelda Henkin, Deputy Executive Director (Management)
World Food Programme	Susana Malcorra, Deputy Executive Director
International Trade Centre	Gian Piero Roz, Director, Division of Programme Support
United Nations Office at Vienna/United Nations Office on Drugs and Crime	Franz Baumann, Deputy Director-General (UNOV) and Director, Division for Management (UNODC)
World Tourism Organization	Peter Shackleford, Director, Division of Administration
United Nations Human Settlements Programme	Antoine King, Director, Programme Support Division
United Nations System Staff College	Paulo Ceratto, Deputy Director, Administration and Management Mr. Seav, Finance Officer

<i>Organization</i>	<i>Name and title</i>
Coordinating Committee of Independent Staff Unions and Associations of the United Nations System	Guy Canduso, Second Vice-President
Federation of International Civil Servants' Associations	Robert Weisell, President Anne Marie Pinou, Research/Liaison Officer
Comprehensive Nuclear-Test-Ban Treaty Organization	Pierce Corden, Director of Administration

Secretariat of the United Nations System Chief Executives Board for Coordination

Qazi Shaukat Fareed, Director

Mary Jane Peters, Secretary, High-level Committee on Management

Kristiane Golze, Inter-Agency human resources management Adviser

Ken Herman, Senior Adviser on information management policy coordination

Remo Lalli, Inter-Agency adviser on finance and budget

Richard Maciver, ICT specialist and webmaster

Annex II

Agenda

	<i>Documents</i>
1. Adoption of the agenda and work programme.	CEB/2005/HLCM/R.13/Rev.1
2. Dialogue with representatives of the Federation of International Civil Servants' Associations and the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System.	
3. United Nations system collaboration on accountability and transparency.	CEB/2005/HLCM/R.23 A/RES/60/1 http://iic-offp.org/
4. Security and safety of staff:	
(a) Process for the development of field-related security budget proposals;	CEB/2005/HLCM/R.14
(b) Report of the Inter-Agency Security Management Network.	CEB/2005/HLCM/R.15
5. Guidelines for a United Nations system contingency plan for an influenza pandemic.	CEB/2005/HLCM/R.18
6. Information and communication technology issues.	CEB/2005/HLCM/R.19
7. Finance and budget issues:	
(a) The single audit principle;	CEB/2005/HLCM/R.20
(b) Accounting standards development project;	CEB/2005/HLCM/R.21
(c) Support costs on extrabudgetary activities.	CEB/2005/HLCM/R.22
8. Human resources management issues:	
(a) Interorganization mobility accord;	CEB/2005/HLCM/R.16
(b) Mobility and hardship allowance.	CEB/2005/HLCM/R.17
9. Other business.	

Annex III

Statement by the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System

On behalf of the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System (CCISUA), we extend our sincere congratulations to the International Atomic Energy Agency for their winning the Nobel Prize. This good news has filled all members of the United Nations family with pride and presented a positive image to the world about the value of our work.

I would like to bring a few items to your attention this morning for discussion. Let's be honest. Many of you are tired of staff representatives appearing in meetings like this with a list of all the things that have gone wrong in our relationship with management. There is often a feeling that no matter what you give, it never seems to be enough. However, the fact that you open your meetings with a dialogue with staff representatives is encouraging and demonstrates your full awareness of the need to work with staff representatives.

These are times of serious criticism and the United Nations system is taking a hard look at improving its work culture and how it does business. Governance, accountability, transparency and security of staff are high on your list of priorities, just as they are for staff representatives.

CCISUA welcomes the working group on governance, accountability and transparency of the High Level Committee on Management (HLCM) and its promise to develop a framework of good governance, an accountability framework, and to review accountability systems and the positive role they play in fostering good performance. CCISUA also finds that identifying the role of a modern human resources function is an important step towards good governance.

A lot of time and energy has been spent by organizations in developing programmes to build a strong organizational concept of accountability, as it pertains to delivery of programmes. The staff representatives would also like to recall that Executive Heads refer to staff as being the most valuable resource. Bearing this in mind, CCISUA would urge organizations to place priority on developing individual managerial accountability measures and sanctions, which would ensure that managers respect human resources. Aside from having an ethical and fraud-free workplace, we also want a workplace where managers make fair decisions and respect the rule of law.

The Inter-Agency Security Management Network (IASMN) has submitted a report with a variety of important components. Under the new and dynamic leadership of Sir David Veness, consultation with staff on security matters has reached an unprecedented and welcome level. The accountability framework that IASMN adopted will provide greater clarity with relation to the roles of those responsible for the security management system. Everyone has concerns about security; however, some have actual responsibilities and those should be made clear.

IASMN has also embarked on a number of efforts, through working groups, to establish a clear definition of safety and to look at rationalizing training through the field. Staff representatives have participated fully in these discussions and can identify with and support the outcome and proposals of IASMN.

From 21 to 23 September 2005, staff representatives from unions and associations throughout the common system met in Geneva at the second Inter-Union Symposium to take a hard look at their role and their readiness to meet the challenges of modern staff representation. This symposium was sponsored by the staff union of the International Labour Organization. The statement endorsed by the meeting is attached for your attention (see appendix).

Staff representatives reiterated their commitment to effective collaboration to identify goals and achieve measurable aims with the relevant bodies, including HLCM. There was a full realization at that meeting of the need for all concerned staff representative bodies to work together to obtain particular expertise and to strengthen our capacity to work towards conditions conducive to social dialogue.

Just as HLCM recognizes the need of organizations to learn from each other and share best practices, so have the individual unions and associations of the common system recognized that need. Therefore, CCISUA and the Federation of International Civil Servants' Associations (FICSA) committed their federations to cooperate with all parties to achieve these reforms and to be the leaders in enhancing cooperation in our future work.

Staff representatives are aware of the need for change and are also taking steps to reform their structures and approaches to collaborative negotiations and problem-solving. It is, therefore, very opportune that FICSA has presented a proposal for the creation of a task force to draft recommendations for policies and procedures for staff-management relations in the United Nations system. There is a definite need to establish consistency in relation to facilities accorded staff representatives. And, it is extremely important that changes in the management culture in the United Nations system also reflect a greater respect for fundamental rights and freedoms and a desire to create effective joint staff-management machinery.

CCISUA supports this matter as a priority and an integral part of developing good governance, accountability and transparency. We stand ready to answer your questions and would be very interested to hear the ideas from organizations on what measures you would like to see staff representatives take to enhance staff-management relations.

Appendix

Text adopted by the second Inter-Union Symposium for Staff Associations and Unions of the United Nations Common System (International Labour Organization Headquarters, 21-23 September 2005)

The Inter-Union Symposium,

Mindful of the ongoing United Nations reform process, aimed at improving the operational activities of the United Nations family of organizations, aimed at facilitating the delivery of services to their constituents, as underlined in paragraph 169 of General Assembly resolution 60/1,

Fully endorsing the call for transparency, accountability and the need for adequate resources, proposes that staff representatives collectively reconfirm their commitment to effective collaboration to identify goals and achieve measurable aims with the relevant bodies (e.g., individual organizations, the High Level Committee on Management, the Human Resources Network and International Civil Service Commission),

Also mindful of the need for staff representation across the United Nations system to strengthen their organization and capacities in order to work towards achieving, for all the United Nations staff, conditions conducive to social dialogue,

Recognizing the need for particular expertise, proposes that all concerned staff representative bodies work together,

Further recognizing the need for appropriate means to ensure continuous effective cooperation,

1. *Decides* that, under the leadership of the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System and the Federation of International Civil Servants' Associations, staff representative bodies will:

- (a) Identify required expertise;
- (b) Assess availability of such expertise;
- (c) Make adequate provisions to respond to needs (e.g., training programmes, use of expertise);
- (d) Share experiences and resources whenever necessary;

2. *Proposes* that staff representatives, under the guidance of CCISUA and FICSA, commit themselves to cooperate with all parties to achieve these reforms through regular contacts between staff representations, with the purpose of identifying the ways and means of creating a modus operandi resulting in the identification and achievement of common organizational goals and challenges;

3. *Decides* to:

- (a) Maintain annual and/or biannual contacts;
- (b) Consider targeted themes of major interest to a majority of staff representative bodies, including the agendas of above-mentioned relevant bodies;

- (c) Harness available resources from interested participants;
- (d) Establish relevant programmes;

4. *Proposes* that CCISUA and FICSA commit themselves to continuing their current cooperation and to enhancing their future work together in addressing relevant bodies as well as in coordinating the input of the staff representational bodies to achieve the aims enumerated above.

Annex IV

Statement by the Federation of International Civil Servants' Associations

The Federation of International Civil Servants' Associations (FICSA) commented on some of the issues included in the agenda of the High Level Committee on Management (HLCM), and reiterated its position on issues already addressed at previous HLCM sessions.

Staff safety and security (CEB/2005/HLCM/R.15)

FICSA lent its full support to the initiatives arising out of the regular Inter-Agency Security Management Network (IASMN) meetings in which it participates fully. In particular, and in line with the recommendations emanating from the most recent IASMN meeting held in Glen Cove, New York, in April 2005, FICSA reiterated its support for funding the United Nations security management system from a centrally funded security budget and urged organizations to assist the Secretary-General in advocating as much.

Inter-agency mobility (CEB/2005/HLCM/R.16)

FICSA urged organizations to enhance their efforts substantially in order to remove any obstacles to inter-agency mobility, for example, by treating all United Nations system candidates as internal candidates and applying contractual arrangements consistently, in line with a broad framework, as promulgated by the International Civil Service Commission (ICSC). With reference to the existing inter-agency mobility programme, FICSA pointed out that not all agencies belonged to it and that it was only one part of the process.

Mobility and hardship scheme (draft CEB statement)

FICSA indicated its support for the draft United Nations System Chief Executives Board for Coordination (CEB) statement regarding the revision of the mobility and hardship scheme.

Strengthening the international civil service

Although not strictly on the HLCM agenda, as FICSA pointed out, the issue will be considered by the Fifth Committee at its current session, under the agenda item "United Nations common system". FICSA expressed the hope that members of HLCM would continue to promote this issue and that CEB would make a strong statement to that effect to the Fifth Committee.

FICSA added that it has repeatedly supported the first nine recommendations of the panel report. One of the recommendations concerned the selection of candidates for vacant positions among the 15 commissioners of ICSC. Noting that the deadline for

submission of candidates was 19 October 2005, FICSA believed that both staff representatives as well as the organizations would have little impact on the process.

United Nations reform and the future of the international civil service

FICSA devoted most of its remarks to the ongoing reform of the United Nations and the role of the international civil service. It was noted that HLCM members would devote a significant period of time at the session to discussing the reform, and its implications in closed session. Nevertheless, in the light of the crucial aspect of these issues, FICSA requested that it would like to be part of that discussion within HLCM.

That being said, FICSA commented in general on the reform of the United Nations and on other reforms and major changes going on elsewhere in the United Nations system. FICSA pointed out that while not always labelled reform, the changes resembled what was considered reform by any interpretation. FICSA was particularly concerned about the effect such reforms and changes would have on staff and the role that staff would play in the reform/change process.

Recognizing that the concept of reform in the United Nations was not new, FICSA noted that it seems to occur in one form or another roughly every eight years (1953-1956; 1964-1966; 1974-1977; 1992-1997 and 2005). FICSA further pointed out that reform meant different things to different entities or players: the community of non-governmental organizations wants a more democratic United Nations with more access and accountability; technocrats seek more productivity and efficiency from United Nations staff; Member States often favour reforms that are in line with their national interests; idealists offer plans for a greatly expanded body, thus touching on national sovereignty issues, while others wish to see the power of the United Nations reduced.

FICSA expressed the view that the staff (i.e., the international civil service) is often portrayed as the culprit when the United Nations is criticized for its inefficient machinery, whereas much of the inefficiency attributed to the United Nations may result from deep political disagreements among its members, which only serve to contribute to divisions and contradictions within the institution.

For FICSA, the importance and value of an independent and highly competent international civil service seems to be diminished in the light of the current reform efforts. It was clear that when the United Nations was created (and the League of Nations before), the international civil service was its foundation. As such, FICSA believes that the principles upon which the system was built have now been forgotten or misunderstood and that it is time to clarify and reaffirm the unique role and purpose of the international civil service.

Historical context of the international civil service: basic principles

FICSA drew the attention of HLCM members to the basic principles, established as early as 1919 at the League of Nations, that underlie the concept of an autonomous civil service accountable to international organizations rather than to national

Governments or other entities (that is, that the international civil service would be autonomous, independent and staffed with the best men and women from all over the world to carry out exclusively international duties).

Such principles were enshrined and reaffirmed in Articles 97, 100, 101 and 105 of the Charter of the United Nations and have been reiterated by a number of eminent United Nations leaders over the years including, Dag Hammarskjöld, Ralph Bunche and, most recently, by the President of the General Assembly, Jean Ping of Gabon, at the time of the sixtieth anniversary of the signing of the Charter. The Secretary-General himself, in his recent report "In larger freedom: towards development, security and human rights for all" (A/59/2005) referred to the need for "a capable and effective Secretariat [which] is indispensable to the work of the United Nations".

FICSA expressed the view that the concept of the international civil service had withstood the test of time. With the United Nations and its agencies, programmes and funds appearing on the world stage with more visibility than ever before, and the depth and breadth of United Nations activities having expanded, the international civil service continues to be a relevant service for Member States.

FICSA also stated that it was necessary not to lose sight of these historical principles, especially when, many of today's reform efforts are associated with dramatic shifts in the composition of the international civil service. The Federation sees increased emphasis being placed on an international civil service consisting of insecure staff members on short-term contracts who are brought in for defined short-term tasks. FICSA cautioned that the continuing dependence on short-term contracts (many of which also bring dramatically reduced conditions of service) results in securing only a limited commitment to the United Nations from staff.

While recognizing that there are certain tasks more suited for short-term assignments, FICSA also recognized that the advice of Dag Hammarskjöld was not wholly irrelevant today in stipulating that the United Nations should maintain a ratio of 75 per cent to 25 per cent of permanent/continuing contract holders to short-term contract holders.

As mentioned earlier, FICSA deems staff involvement in the reform process as crucial and is very concerned about the perceived lack of true staff involvement in the number of reform exercises that are currently being conducted throughout the United Nations system. The framework for human resource development stresses the importance of full staff involvement in the operations of the organizations. Regrettably, this is not happening. There is no doubt that staff feel they are being left out. This is dangerous and FICSA is concerned.

FICSA hopes that it, the staff representatives and the administrations can truly look at what is happening and adopt a process for improving and reforming the United Nations system that is satisfactory to all.

Collaboration with the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System

In closing, FICSA welcomed the emphasis placed by the Coordinating Committee of Independent Staff Unions and Associations of the United Nations System on greater cooperation between the two staff bodies and, in so doing, pointed out that a signed agreement on this issue had in fact been in existence since 1997.

Annex V

Inter-Organization Mobility Accord

Article I. Preamble

- 1.1 Mobility is critical for strengthening the cohesiveness as well as effectiveness of the United Nations system's response to global challenges and for building a competent, versatile, multi-skilled and experienced international civil service.
- 1.2 The Inter-Organization Mobility Accord (hereinafter referred to as "the Accord") is rooted in the desired principles of greater harmonization, precision and flexibility, and engenders responsiveness to the diverse needs and requirements of United Nations common system organizations and their respective staff members.
- 1.3 Organizations of the United Nations common system listed in annex B are parties to this Accord.
- 1.4 This Accord does not by itself give the staff member rights which are enforceable against an organization. It can be enforced only to the extent that either the organizations concerned have included appropriate provisions in their administrative rules, or have accepted to apply the Accord in the individual case.
- 1.5 No inter-organization mobility arrangement of any form shall be concluded without the consent of the staff member and that of the Releasing and Receiving Organizations.

Article II. Definitions

- 2.1 For the purpose of this Accord, the terms utilized herein shall be defined as follows:
 - (i) **Organization:** An organization that is a party to this Accord.
 - (ii) **Inter-Organization Mobility Accord:** The instrument embodying the terms and conditions generally governing inter-organization mobility arrangements between organizations, as set out in this document.
 - (iii) **Transfer:** The movement of a staff member from one organization to another under conditions which give no right of return to the releasing organization. Employment by an organization of a former staff member of another organization, after a break in service not exceeding twelve months, may, with the agreement of the organizations and the staff member concerned, be treated as if it were a transfer.
 - (iv) **Inter-organization Exchange (also referred to hereinafter as "Exchange"):** The movement of a staff member from one organization to another for a specified period of time and under the terms and conditions jointly agreed by the organizations and the staff member.

- (v) **Releasing organization:** An organization that agrees to release a staff member to another organization under one of the inter-organization mobility arrangements described in this Accord.
- (vi) **Receiving organization:** An organization that agrees to receive a staff member from another organization under one of the inter-organization mobility arrangements described in this Accord.
- (vii) **Memorandum of Inter-organization Exchange (MIOE):** The agreement established within the framework of the Accord between the releasing and the receiving organizations and the staff member concerned for the exchange of a staff member. A copy of a sample MIOE is attached as annex C.

Article III. Procedures

- 3.1 A template outlining the delineation of responsibilities between the releasing and receiving organizations within the framework of an inter-organization mobility arrangement is attached as annex D.
- 3.2 When a staff member is under consideration for selection by the receiving organization and upon obtaining his/her consent, the releasing organization shall provide the receiving organization with, as a minimum, the information and documentation listed in annex E.

A. Transfer

- 3.3 Requests for the transfer of staff members should be sent by the human resources department of the receiving organization or the staff member to the human resources department of the releasing organization.
- 3.4 Prior to the commencement of the transfer, the releasing organization shall provide the receiving organization with the information specified in annex E.
- 3.5 A copy of all the information provided in conformity with the provisions of paragraphs 3.2 and 3.4 above shall be sent at the time of transfer to the staff member concerned.

B. Inter-organization exchange

- 3.6 Requests for the exchange of a staff member should be sent by the human resources department of the receiving organization to the human resources department of the releasing organization.
- 3.7 A specific Memorandum of Inter-organization Exchange shall be concluded for each exchange initiated within the framework of this Accord. The staff member shall be a signatory of the MIOE.
- 3.8 Prior to the commencement of the exchange, the procedure outlined in paragraph 3.4 above shall apply.
- 3.9 Upon completion of the inter-organization exchange, the receiving organization shall provide the releasing organization with the information and documentation listed in annex E.

3.10 A copy of all the information provided in conformity with the provisions of paragraphs 3.2, 3.8 and 3.9 above shall be sent to the staff member concerned at the time of the exchange.

Article IV. Terms governing the relationship between the staff member and the organizations

4.1 The releasing organization retains the authority to decide whether to grant return rights. When these are not granted, the parties concerned may consider a transfer.

A. Transfer

4.2 The contractual/employment relationship between the staff member and the releasing organization shall cease as from the date of transfer to the receiving organization. Accordingly, the releasing organization shall be under no obligation to re-employ the staff member should he/she leave the receiving organization.

4.3 As from the date of transfer, the conditions of employment of the staff member shall be governed by his/her contractual relationship with the receiving organization.

4.4 The receiving organization shall, if feasible under its policies, grant the staff member an appointment of a duration not less than the remaining duration of his/her appointment in the releasing organization.

B. Inter-organization exchange

Return rights

4.5 When return rights are granted, the following options shall apply:

- (i) The staff member shall retain a right of return to a specific post to which he/she shall return at the end of the exchange. This right to return shall be reconsidered by the releasing organization at the time of any renewal of the exchange;
- (ii) The staff member shall retain a right of return to the releasing organization without having any guarantee as to the particular post to which he/she may return nor as to the availability of other posts for which he/she has the required qualifications. His/her return to the releasing organization shall be in accordance with that organization's regulations and rules.

Duration

4.6 The exchange shall be for a fixed period specified in the MIOE, which may be renewed with the agreement of all the parties concerned.

Administration and supervision

- 4.7 The organizations shall agree on which of the following options shall apply for the duration of the exchange:
- (i) *Exchange governed by the regulations and rules of the releasing organization:* For the duration of the exchange, the staff member shall remain a staff member of the releasing organization and his/her contract with that organization shall continue to be binding. While during that period the staff member shall be governed by the staff regulations and rules of the releasing organization (unless otherwise stipulated in the MIOE under specific provisions), he/she shall, however, be administratively supervised by the receiving organization;
 - (ii) *Exchange governed by the regulations and rules of the receiving organization:* The staff member shall, for the duration of the exchange, become a staff member of the receiving organization. In addition to the MIOE, the staff member shall conclude a separate employment contract with the receiving organization and be governed by its regulations and rules (unless otherwise stipulated in the MIOE under specific provisions). Accordingly, the staff member's employment contract with the releasing organization shall be suspended for the duration of the exchange.

Termination of appointment

- 4.8 With respect to an exchange governed by the regulations and rules of the releasing organization, the releasing organization shall not serve notice of termination during the period of exchange, except under conditions prescribed in its regulations and rules.
- 4.9 When return rights are granted and the exchange is governed by the regulations and rules of the receiving organization, the following shall apply:
- (i) If the receiving organization considers that it has justification for terminating the appointment before the expiry of the inter-organization exchange, it shall consult the releasing organization with a view to ending the arrangement at an earlier date to be mutually agreed upon by both organizations.
 - (ii) If the organizations are unable to agree on an earlier date of return, the receiving organization can terminate the appointment in accordance with its regulations and rules.
 - (iii) In the event of termination under paragraph (ii) above, such termination shall not affect the rights of the staff member to resume his/her assignment in the releasing organization on the date originally agreed to in the MIOE. However, the releasing organization shall retain the prerogative to decide whether the circumstances relating to the staff member's termination of appointment in the receiving organization justify the termination of his/her appointment in the releasing organization as well, or otherwise warrant any other measure that may be applicable in conformity with its regulations and rules.

Disciplinary action

- 4.10 In the event of an alleged misconduct or unsatisfactory conduct, the receiving organization shall inform the releasing organization of the allegation as well as of proceedings under way.
- 4.11 Disciplinary action in respect of alleged unsatisfactory conduct prior, during or after an inter-organization exchange or transfer, can be initiated either by the releasing organization or the receiving organization, notwithstanding where the staff member was at the time the alleged incident of unsatisfactory conduct occurred.
- 4.12 If the receiving organization considers that the circumstances warrant dismissal, it may terminate the appointment in the receiving organization.

Abandonment of post

- 4.13 Abandonment by a staff member of his/her post in the receiving organization renders him/her liable to dismissal by both the receiving and releasing organizations, in accordance with their respective rules.

Appeals

- 4.14 Appeals against an administrative decision taken during the period of an exchange shall be heard by the appropriate appeals body of the organization which took the decision appealed against and be dealt with under the regulations and rules of that organization.

Article V. Benefits and entitlements

A. Transfer

Service credit

- 5.1 Service in the releasing organization shall be counted for all purposes, including credit towards within-grade increments, as if it had been made in the receiving organization at the duty station(s) where he/she actually served.

Salary

- 5.2 When a staff member in the Professional and higher categories is transferred to another organization:
- (i) At a higher or lower grade than he/she held in the releasing organization, the base salary shall be determined as if, immediately before the transfer, the staff member had been serving in the receiving organization at the grade and step which he/she had held in the releasing organization, and had then been promoted or downgraded under the regulations and rules of the receiving organization;
 - (ii) At the same grade, the grade, step and incremental date upon joining the receiving organization shall be the same as they were in the releasing organization, provided that the step will not be higher than the normal maximum of the grade.

5.3 When a staff member in the General Service or an equivalent local category is transferred to a post in the Professional category in another organization:

- (i) If there is no change in the duty station, the base salary shall be determined as if, immediately before the transfer, the staff member had been serving in the receiving organization at the grade and step corresponding to those which he/she had held in the releasing organization, and had then been promoted under the regulations and rules of the receiving organization;
- (ii) If there is a change in the duty station, base salary shall be determined as in (i) above, and post adjustment shall then be set at the level in force at the new duty station.

5.4 When a staff member in the General Service or an equivalent local category is transferred to a post in the General Service or equivalent local category in another organization:

- (i) If there is no change in the duty station, base salary shall be determined as in 5.3 (i) above, including, where applicable, the clause concerning promotion;
- (ii) If there is a change in the duty station, the grade and salary shall be determined under the regulations and rules of the receiving organization and specified in advance of the transfer.

Social security

5.5 The transfer shall not affect any rights which the staff member may have under the regulations of the United Nations Joint Staff Pension Fund.

5.6 Any claim for compensation for service-incurred illness, injury or death shall be made to, and dealt with, by and under the regulations and rules of the organization to whose service it is attributable.

5.7 Any compensation based on salary shall however be calculated with reference to the last grade and step held by the staff member at the time of death or incapacity giving rise to the compensation.

5.8 A staff member who is transferred and his/her dependants shall, in so far as the matter lies within the control of the organizations, be entitled to participate in:

- (i) Any health insurance arrangements of the receiving organization, without new medical reservations or waiting periods;
- (ii) The group life insurance arrangements of the receiving organization without new medical reservations.

5.9 Insofar as the matter lies within the control of the organizations, periods during which a staff member has participated in any health or group life insurance arrangements of one organization shall be taken into account in determining his/her eligibility for post-retirement participation in any schemes in which he/she was participating at the date of retirement. The organizations shall consult as necessary on the detailed application of this principle.

Leave

5.10 The transferred staff member shall carry his/her accrued annual leave credit from the releasing organization to the receiving organization. If, in the receiving organization, the cut-off date for carrying forward annual leave is earlier than that of the releasing organization, the staff member shall, if necessary, be granted an appropriate period of grace to be decided by the receiving organization in which to utilize any annual leave in excess of the amount that could be carried forward.

5.11 Any home leave entitlement a transferred staff member may have shall be determined as if all his/her previous service had been with the receiving organization at the locations worked for the releasing organization.

Education grant and related travel costs

5.12 A transferred staff member who at the date of transfer was entitled to an education grant under the regulations and rules of the releasing organization shall, in respect of any of his/her children in an educational institution at that date, remain entitled to the grant and related travel costs provided for in the regulations and rules of the releasing organization until the end of the scholastic year concerned or, if earlier, until the date on which his/her children leave the school. Thereafter, any entitlement shall be governed by the receiving organization's regulations and rules.

5.13 When, as a result of a transfer, a staff member changes his/her family residence during the scholastic year, any entitlement to education travel shall cover the cost of reuniting his/her children with the family at the new place of residence.

5.14 No staff member may receive from the releasing and receiving organizations together, in respect of any one child for a scholastic year, more than the grant he/she would have received had all his/her services been with one organization.

B. Inter-organization exchange**Service credit**

5.15 With respect to an exchange governed by the regulations and rules of the receiving organization, service in the releasing organization shall be counted for all purposes, including credit towards within-grade increments, as if it had been made in the receiving organization at the duty station where he/she actually served. Upon return of the staff member, the recognition of any changes in his/her status (such as promotions, contract type, etc.) while at the receiving organization shall be at the discretion of the releasing organization.

5.16 With respect to an exchange governed by the regulations and rules of the releasing organization, service in the receiving organization shall be counted as service in the releasing organization.

Salary

5.17 The same provisions shall apply as specified in paragraphs 5.2, 5.3 and 5.4 above.

Social security

5.18 The inter-organization exchange shall not affect any rights that the staff member may have under the regulations of the United Nations Joint Staff Pension Fund.

5.19 Regarding claims for compensation for service-incurred illness, injury or death, the provisions stipulated in paragraphs 5.6 and 5.7 above shall apply.

5.20 A staff member on an exchange and his/her dependants shall, insofar as the matter lies within the control of the organizations, be entitled to either of the following:

(a) To participate in any health insurance arrangements of the receiving organization, without new medical reservations or waiting periods;

(b) To continue participation in the arrangements of the releasing organization, provided that the two organizations agree that this would be reasonable and possible in the circumstances.

5.21 With regard to post-retirement participation in health or group life insurance schemes, the provision of paragraph 5.9 above shall apply.

Leave

5.22 In all cases of leave, the regulations and rules of either the releasing or receiving organization shall apply, as per the agreement between the parties.

Education grant and related travel costs

5.23 With respect to an exchange governed by the regulations and rules of the releasing organization and if as a result of the exchange a staff member changes his/her family residence during the scholastic year, the provisions of paragraph 5.13 shall apply.

5.24 With respect to an exchange governed by the regulations and rules of the receiving organization, the provisions of paragraphs 5.12 or 5.14 shall apply as appropriate depending on whether the staff member's children were in an education institution or not at the date of his/her release to the receiving organization.

5.25 In terms of the amount of education grant to be received during an exchange period, the provisions stipulated in paragraph 5.14 above shall apply.

Article VI. Relocation**A. Transfer**

6.1 Upon transfer, the regulations and rules of the receiving organization shall apply.

B. Inter-organization exchange

6.2 Relocation entitlements of the staff member and of his/her dependants (including inter alia travel expenses, removal of household effects, unaccompanied shipment, assignment grants) — hereinafter referred to as relocation entitlements —

shall be governed by the regulations and rules of the releasing or receiving organization as defined in the MIOE.

6.3 On completion of an exchange governed by the regulations and rules of the receiving organization at the scheduled date, the relocation entitlements of a staff member who resumes his/her duty in the releasing organization at a location other than the duty station assigned by the receiving organization shall be in accordance with and subject to the regulations and rules of the receiving organization which will cover the related costs, including reinstallation of the staff member at the duty station assigned by the releasing organization.

6.4 If the services of a staff member are terminated during an exchange by both the receiving and the releasing organizations, or if he/she resigns from both organizations, or if he/she dies:

(a) Relocation entitlements, if any, shall be determined under the regulations and rules of the releasing organization as if all of the staff member's service had been with it;

(b) If the staff member is entitled to repatriation travel under subparagraph (a) above, he/she may claim from the receiving organization a return travel to the original duty station before the repatriation entitlement is exercised.

6.5 If the services of a staff member are terminated during an exchange by the receiving organization but not by the releasing organization, or he/she resigns from the receiving organization but not from the releasing organization:

(a) His/her entitlement to return travel to the original duty station at the releasing organization shall, subject to paragraph 6.5 (b), be determined under the regulations and rules of the receiving organization.

(b) If the staff member returns to duty in the releasing organization without a break in service, he/she shall not be entitled to repatriation travel either for himself/herself or his/her dependants. Instead, he/she and his/her recognized dependants shall be entitled to travel to the duty station to which he/she is assigned by the releasing organization (refer to the provisions in paragraph 6.3 above).

(c) If the staff member returns to duty in the releasing organization after a break in service, he/she shall have the same relocation entitlements as if he/she were being newly appointed. Where the break in service however is due to resignation, his/her entitlement shall not exceed the cost of travel by direct route between the duty station where he/she was serving when he/she resigned and the duty station to which he/she is stationed by the releasing organization.

Article VII. Financial liabilities

7.1 All financial liabilities for transfers and inter-organization exchanges shall be borne by the receiving organization, unless otherwise agreed in a particular case between the organizations concerned and stipulated in the MIOE.

Salary, allowances and social security provisions

7.2 The financial liabilities for the receiving organization shall commence on the day the staff member initiates travel to that organization. In the case of inter-

organization exchanges, its liability ceases on the day prior to the day on which the staff member reports back for duty in the releasing organization or, if this is sooner, on the effective date of termination of the staff member's appointment by the receiving organization, but not by the releasing organization. The two organizations may, however, agree on an alternative date for cessation of liability, particularly where leave is taken between the periods of employment.

7.3 If a staff member validates for the United Nations Joint Staff Pension Fund purposes a period of prior non-pensionable service, either during an exchange governed by the regulations and rules of the receiving organization, or after a transfer, the organizations which employed him/her during the period validated shall pay directly to the Pension Fund, in accordance with the administrative rules of the Fund, the sums due from them under the regulations of the Fund.

7.4 Any advances on salary or allowances (but not of travel expenses) made to the staff member by the releasing organization which have not been recovered by the date of transfer or by the date of an inter-organization exchange governed by the regulations and rules of the receiving organization, shall be refunded to the releasing organization by the receiving organization, by which they will thereafter be recoverable from the staff member. The reverse procedure shall be applied in respect of any advance outstanding against the staff member when he/she returns to the releasing organization after an exchange governed by the regulations and rules of the receiving organization.

7.5 If separation occurs within two years of the date of transfer, the receiving organization shall be entitled to recover from the releasing organization that proportion of the separation payments that the number of the staff member's months of service before the date of transfer bears to the total number of his/her months of service.

7.6 If the staff member is separated from the services of both the receiving and the releasing organization during an exchange, the receiving organization shall be entitled to recover from the releasing organization that proportion of payments which the staff member's length of service before the date of the exchange bears to the total length of service.

7.7 If the staff member is separated from service within two years of his/her return to the releasing organization following an exchange, the releasing organization shall be entitled to recover from the receiving organization that proportion of the payments which the staff member's number of months of service during the exchange bears to the total number of his/her months of service.

Education grant and travel

7.8 In cases of transfers or inter-organization exchanges governed by the regulations and rules of the receiving organization, the cost of any education grant for the scholastic year in which the transfer or exchange takes place shall be borne by the two organizations in proportion to the period of service in each during that scholastic year.

7.9 The extent of each organization's liability for the cost of any education travel shall be agreed between the organizations in the light of the circumstances of each case, provided that:

(a) Expenses for journeys already paid for by the releasing organization before the date of transfer, or before the date of an exchange generally governed by the regulations and rules of the receiving organization, shall not be recoverable from the receiving organization;

(b) Expenses paid by the receiving organization shall not be recoverable from the releasing organization;

(c) If the exchange governed by the regulations and rules of the receiving organization results in a change of duty station which appreciably increases the cost of education travel in a particular year, the extra costs shall be borne by the receiving organization.

Travel, installation and relocation

7.10 In the case of a transferred staff member who is separated from the receiving organization within two years, any relocation costs upon repatriation not payable by the receiving organization shall be borne by the releasing organization, if the staff member concerned had an entitlement in the releasing organization to full removal upon repatriation. Thereafter, the full cost of the staff member's entitlement shall be borne by the receiving organization.

Article VIII. Payments of salary and allowances on separation

8.1 This article applies only in cases relating to inter-organization exchanges governed by the regulations and rules of the receiving organization.

8.2 If either (i) the appointment of the staff member is terminated by both the receiving and releasing organizations, or (ii) the staff member resigns from both organizations, or (iii) he/she dies, the staff member's entitlements shall be determined under the regulations and rules of the releasing organization as if all his/her service had been with it.

8.3 If the services of the staff member are terminated by the receiving organization but not by the releasing organization, his/her entitlements, if any, shall be determined as follows:

(a) Between the date of termination by the receiving organization and the date of resumption of duty in the releasing organization, he/she shall be deemed to be on leave without pay from the latter organization; his/her position vis-à-vis the United Nations Joint Staff Pension Fund shall be regulated according to its regulations;

(b) Termination indemnities shall be payable by the receiving organization under its rules governing the payment of these indemnities for the termination of appointments;

(c) Entitlement to repatriation grant, if any, shall be determined solely on the basis of service with the receiving organization. A period of service in respect of which a repatriation grant was paid by the receiving organization shall not be counted towards any subsequent entitlement to the grant from the releasing organization;

(d) Any payment for accrued annual leave shall not exceed payment for leave earned in respect of service with the receiving organization less leave taken during that service. Any leave standing to the credit of the staff member in excess of the amount for which payment is made shall be credited to him/her when he/she resumes service in the releasing organization.

Appendix A

Inter-organization mobility accord

CEB statement 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 United Nations System Chief Executives Board for Coordination (CEB) on a regular basis.

Appendix B

List of organizations parties to this accord

United Nations (including funds and programmes¹ and other entities of the United Nations²)

International Labour Organization

Food and Agriculture Organization of the United Nations

United Nations Educational, Scientific and Cultural Organization

International Civil Aviation Organization

World Health Organization

Universal Postal Union

World Meteorological Organization

International Telecommunication Union

International Maritime Organization

World Intellectual Property Organization

International Fund for Agricultural Development

United Nations Industrial Development Organization

International Atomic Energy Agency

World Tourism Organization

International Seabed Authority

International Criminal Court

¹ United Nations Conference on Trade and Development, United Nations Office on Drugs and Crime, United Nations Environment Programme, United Nations Children's Fund, United Nations Development Programme, United Nations Population Fund, Office of the United Nations High Commissioner for Refugees, World Food Programme, United Nations Relief and Works Agency for Palestine Refugees in the Near East, United Nations Human Settlements Programme.

² Office of the United Nations High Commissioner for Human Rights, United Nations Office for Project Services, United Nations University, United Nations System Staff College, Joint United Nations Programme on HIV/AIDS.

Appendix C

Sample memorandum of inter-organization exchange

The present memorandum of inter-organization exchange, hereinafter referred to as the memorandum or MIOE, sets out the terms and conditions governing the provision on exchange of Mr./Ms. [name of staff member], from [name of the releasing organization], hereinafter referred to as [the releasing organization's acronym], to [name of the receiving organization], hereinafter referred to as [the receiving organization's acronym], within the framework of the Inter-Organization Mobility Accord.

All three parties concerned [name of staff member and acronyms of the releasing and receiving organizations] are signatories of the present memorandum and confirm that they will fulfil the terms and conditions of the provisions contained therein, as stipulated hereafter.

General terms and conditions governing the exchange

1. The exchange shall be for a period of [defined length of time] commencing on [date], with the staff member returning to the [releasing organization's acronym] by [date].
2. The assignment under the present exchange may be extended subject to the concurrence of all three parties concerned, with the process of extension being initiated at least three months prior to the scheduled end date of the exchange. The exchange may be terminated prior to its expiry in conformity with the provisions specified in paragraph 4.9 of the Inter-Organization Mobility Accord. The releasing organization shall not serve notice of termination during the period of exchange, except under conditions prescribed in its regulations and rules.
3. [The releasing organization's acronym] agrees to grant Mr./Ms. [name of staff member] return rights [either (i) to a specific post, with the right of such renewed reconsidered by the releasing organization at the time of any renewal of the exchange, or (ii) to a post with the Organization, subject to the provisions of the Inter-Organization Mobility Accord].
4. Mr./Ms. [name of staff member]'s exchange shall be governed by the regulations and rules of the [releasing or receiving] organization, unless otherwise specified in this Memorandum. [In case the staff member's exchange is governed by the regulations and rules of the releasing organization, a sentence should be added indicating that he/she will be administratively supervised by the receiving organization].

Benefits and entitlements

Service credit

5. [If the exchange is governed by the regulations and rules of the receiving organization, then the following text would be inserted under this paragraph]: service in the releasing organization shall be counted for all purposes, including credit towards within-grade increments, as if it had been made in the receiving organization at the duty station where he/she actually served. Upon return of the

staff member, the recognition of any changes in his/her status (such as promotions, contract type, etc.) while at the receiving organization shall be at the discretion of the releasing organization. [If the exchange is governed by the regulations and rules of the releasing organization, then the following text would be inserted under this paragraph]: Service in the receiving organization shall be counted as service in the releasing organization.

Salary

6. [The releasing/receiving organization's acronym] shall pay Mr./Ms. [name of staff member]'s salary and allowances in conformity with the provisions of paragraphs 5.2, 5.3 and 5.4 of the Inter-Organization Mobility Accord.

Pension fund

7. Mr./Ms. [name of staff member] shall continue to participate in the United Nations Joint Staff Pension Fund. This Memorandum does not affect any rights he/she may have acquired under the said Pension Fund.

Health insurance

8. Mr./Ms. [name of staff member] shall [either (i) continue to participate in the [releasing organization acronym]'s medical and health insurance plan or (ii) participate in the [receiving organization acronym]'s medical and health insurance plan].

Life insurance

9. The provisions of paragraph 5.9 of the Inter-Organization Mobility Accord shall apply.

Service-incurred coverage

10. Any claim for compensation for service-incurred illness, injury or death shall be made to, and dealt with, by and under the regulations and rules of the organization to whose service it is attributable.

Leave

11. While serving with [receiving organization's acronym], Mr./Ms. [name of staff member] shall be subject to the regulations and rules of [releasing or receiving organization's acronym] pertaining to leave entitlements.

Education grant and related travel costs

12. Mr./Ms. [name of staff member] shall be eligible for education grant and education grant travel in respect of his/her dependent children in accordance with [releasing or receiving organization's acronym]'s regulations and rules governing this entitlement.

13. The provisions of paragraphs 5.12, 5.13 and 5.14 of the Inter-Organization Mobility Accord shall apply.

Relocation and travel

14. Mr./Ms. [name of staff member]'s entitlements to travel costs for himself/herself and his/her dependants in connection with the exchange, from [duty station] to [duty station] shall be governed by the regulations and rules of [releasing or receiving organization's acronym].

15. Official travel undertaken during the period of exchange related to the work assigned in [releasing organization's acronym] shall be governed by the [releasing or receiving organization's acronym]'s regulations and rules.

16. All removal of household effects and unaccompanied shipment entitlements shall be granted in accordance with the regulations and rules of [releasing or receiving organization's acronym].

17. Assignment grants related to the exchange shall be provided in conformity with the regulations and rules of [releasing or receiving organization's acronym].

18. Upon completion of the exchange or in cases of early termination of the arrangements thereof, the provisions of paragraphs 6.3, 6.4 and 6.5 of the Inter-Organization Mobility Accord shall apply.

Financial liabilities

19. All financial liabilities for exchanges shall be borne by [receiving organization's acronym] with the exception of the provisions specified below.

20. The liabilities of the [releasing or receiving organization's acronym] in terms of salary, allowances and social security provisions shall be governed by the relevant provisions of article VII of the Inter-Organization Mobility Accord.

21. The estimated costs and expenses related to the exchange of Mr./Ms. [name of staff member] shall comprise:

(a) Salary and allowances (with breakdown of cost elements including inter alia gross salary, staff assessment, post adjustment, dependency allowance, education grant, pension fund — organization's contribution — health insurance, mobility/hardship allowance etc.);

(b) Relocation costs;

(c) Assignment grants.

22. All costs relating to official travel undertaken by Mr./Ms. [name of staff member] during the period of exchange for [receiving organization's acronym] shall be borne by [receiving organization's acronym].

Others

23. Performance assessments and evaluations of Mr./Ms. [name of staff member]'s work during the period of exchange shall be conducted by [receiving organization's acronym] and provided to [releasing organization's acronym].

24. Any amendments or changes to the present MIOE shall be subject to the agreement of all three parties concerned.

25. The regulations and rules of the [releasing or receiving] organization will apply in the event of alleged misconduct or unsatisfactory conduct.

Appendix D

Inter-agency mobility accord

Template

	<i>Who decides? A=Releasing org. B=Receiving org.</i>
1. Are there return rights? (a) If “no”, stop here — Transfer (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 A 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 or 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

Appendix E

Documentation to be provided to the receiving and/or releasing organizations within the framework of a transfer or an exchange

I. In accordance with the provisions of article III, paragraph 3.2, the releasing organization shall provide the receiving organization the following documentation/information when a staff member is under consideration for selection by the receiving organization:

- (a) A current description of the functions of the staff member;
- (b) His/her formal qualifications and experience record;
- (c) The most recent performance evaluation available.

II. As provided for in article III, paragraph 3.4, the releasing organization shall provide the receiving organization with the information documentation/information prior to the commencement of the transfer:

- (a) Full name, nationality (or nationalities) and date of birth of the staff member;
- (b) Names, nationality and dates of birth of the staff member's recognized dependants and their present location(s);
- (c) Type and duration of appointment, including information on the current grade, base salary and contractual status of the staff member;
- (d) Balance of available annual and sick leave for use by the staff member including the cut-off date for annual leave in the releasing organization;
- (e) Venue of recognized home leave and repatriation (if the staff member has such an entitlement) together with full information concerning last home leave travel and accumulated service credit towards repatriation grant;
- (f) Status in the United Nations Joint Staff Pension Fund, including date of affiliation and pension number;
- (g) Health and group life insurance arrangements, and accumulated participation credit in these arrangements;
- (h) When required by the receiving organization, certified true copies of supporting documentation such as birth and marriage certificates;
- (i) Any other information deemed pertinent by the organizations concerned.

III. As provided for in article III, paragraph 3.9, the receiving organization shall provide the releasing organization with the information documentation/information upon completion of the inter-organization exchange:

- (a) The date that the staff member initially reported for duty and the last working day at the receiving organization;

- (b) An appraisal of the performance and conduct of the staff member during the exchange (which will also be discussed with the staff member prior to his or her departure from the receiving organization);
- (c) Changes in dependency status that occur during the period of exchange;
- (d) Details and dates of all annual, sick and home leave taken by the staff member during the period of exchange;
- (e) Type and duration of appointment, including information on the current grade, base salary and contractual status of the staff member;
- (f) Report of a medical examination carried out in the receiving organization prior to the completion of the exchange and return to the releasing organization;
- (g) Accumulated service credit towards repatriation grant at the date of conclusion of the exchange;
- (h) Any other information deemed pertinent by the organizations concerned.

Annex VI

Statement by the Chief Executives Board for Coordination on the mobility and hardship allowance

A mobile workforce has become a critical success factor for all organizations operating in the international environment. The organizations of the United Nations common system operate in 179 countries and 627 duty stations worldwide. An increasing number of these duty stations are classified as hardship locations, where staff are confronted, on a daily basis, with deteriorating security and public health situations and generally challenging conditions of life.

Particularly in recent years, many organizations of the common system have put in place policies that seek to enhance staff mobility. These policies can only lead to the desired results if they are accompanied by an effective system that encourages the staff mobility by providing incentives and rewards to those who are geographically mobile and are required to take up assignments in hardship duty stations. This is all the more important in light of the increasing number of staff who are part of a dual career couple and whose mobility is subject to the prospects for suitable spouse employment.

Given these organizational requirements, the review and revision of the mobility and hardship allowance scheme has been of great and strategic importance to organizations and staff of the common system, especially as it was introduced at a time when organizations were increasing their efforts to enhance the mobility of their staff inside and between organizations. Organizations and staff therefore strongly disagreed with the decision taken by the International Civil Service Commission at the outset of the review process, at its fifty-ninth session in July 2004, to decouple the mobility and hardship allowance from the base/floor salary scale.

At the same time, it is recognized that the subsequent review process was of a collaborative nature and took into account a number of the concerns of the organizations of the common system. Therefore, and notwithstanding their disagreement with the Commission's decision to decouple the allowance scheme from the base/floor salary scale, Executive Heads wish to express their support for the new scheme proposed to the General Assembly. Executive Heads believe that, on the whole, the Commission's proposals are in line with the overall reform objectives. The new flat-rate scheme will meet organizations' business needs by providing incentives to staff required to be mobile and to serve in hardship duty stations. At the same time, the new scheme would represent a simplification in that it will be easier to administer and will also be more transparent to staff.

Executive Heads also support the proposed increases in the hardship element and the introduction of an additional mobility category for staff on their seventh and higher assignment. It is regretted, however, that as a result of the Commission's goal of overall cost neutrality, in some instances the increases in the hardship element would be offset by a reduction in mobility and non-removal allowances.

Furthermore, Executive Heads strongly support the proposal to continue the mobility allowance for staff at duty stations classified as "H" and "A" locations. They attach great importance to this aspect of an effective mobility and hardship scheme and firmly subscribe to the need to make a clear distinction between

considerations that relate to mobility and those that relate to hardship. For staff members who spend a large part of their careers changing duty stations, homes, professional and personal environments, the tangible and intangible impact of mobility on their lives remains the same, regardless of the hardship level of the duty stations. Moreover, Executive Heads believe that the inclusion of “H” and “A” category duty stations is of significant strategic importance for the purpose of encouraging and increasing inter-agency mobility, which in the case of some organizations may include moves between headquarters locations and “A” category duty stations.

In conclusion, Executive Heads urge the General Assembly to approve the new mobility and hardship allowance scheme for implementation as of 1 July 2006.
