



Chief Executives Board for Coordination

18 October 2004

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

(World Food Programme headquarters, Rome,
5 and 6 October 2004)

Contents

	<i>Paragraphs</i>	<i>Page</i>
I. Introduction	1–4	3
II. Dialogue with the representatives of the Coordinating Committee for International Staff Unions and Associations of the United Nations System and the Federation of International Civil Servants' Associations	5–6	3
III. Security and safety of staff	7–18	4
IV. Update on the work of the High-Level Committee on Programmes	19–20	8
V. The impact on management and programmes of the changing relationship between regular and voluntary funding	21–24	9
VI. Report of the third annual meeting of the United Nations system ombudsmen	25	10
VII. Measures to improve system-wide mobility	26–33	10
VIII. United Nations common system issues	34–38	11
IX. Human resources issues	39–49	12
X. Information and communication technology issues	50–54	15
XI. Financial and budgetary issues	55–58	16
XII. Review of governance structures, principles, accountability and future format and consideration of the reports of the Board of Auditors	59–60	17
XIII. Presentation by the Joint Inspection Unit on managing for results in the United Nations system	61–63	17
XIV. Other business	64–70	18

Annexes

I.	List of participants	20
II.	Statement by Ms. Susan Thompson, First Vice-President, Coordinating Committee for International Staff Unions and Associations of the United Nations System.....	23
III.	Statement by Federation of International Civil Servants' Associations representatives	26

I. Introduction

1. The High-Level Committee on Management held its eighth regular session in Rome on 5 and 6 October 2004 at the invitation of the World Food Programme (WFP). The list of participants is contained in annex I. The agenda of the session (CEB/2004/HLCM/R.14) focused primarily on:

- Security and safety of staff
- The report of the high-level panel on strengthening the international civil service
- A comprehensive information and communications technology strategy for the United Nations system
- Measures to improve system-wide mobility
- Finance and budgetary issues
- Human resource management issues.

2. All documents related to the session and presentations thereto can be viewed on the Committee's web site (<http://ceb.unsystem.org/hlcmssessions>).

3. The agenda was adopted by the Committee.

4. Recognizing the difficulties that arose from the late issuance of session documents, in particular the need for organizations to conduct internal consultations before the meeting, the Committee agreed that for future sessions agenda items should be deferred in the event of late submission of documents.

II. Dialogue with the representatives of the Coordinating Committee for International Staff Unions and Associations of the United Nations System and the Federation of International Civil Servants' Associations¹

5. The Committee engaged in a fruitful dialogue with the representatives of the staff bodies on issues related to its agenda and in particular on: (a) the safety and security of staff, particularly the proposals of the Secretary-General on a strengthened and unified security management system; (b) measures to improve mobility across the United Nations system, including a request by the staff bodies that greater attention be paid to mobility of locally recruited staff at the same duty station when considering the new interorganizational mobility accord; (c) the report of the panel on the strengthening of the international civil service; (d) personal status of staff members for purposes of entitlements; and (e) the introduction of the Senior Management Service, including how to filter the acquired competencies of high-level managers downwards throughout the system.

¹ The statements of the representatives of the Coordinating Committee for International Staff Unions and Associations of the United Nations System and the Federation of International Civil Servants' Associations are attached in annexes II and III, respectively.

6. The Committee:

(a) Thanked the representatives of the staff bodies for their active engagement and dialogue with the Committee and, in particular, their support for a number of initiatives such as a strengthened security management system and the interorganizational mobility accord;

(b) Agreed that both the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) should participate in future meetings of the Inter-Agency Security Management Network (IASMN);

(c) Took note of the staff bodies' request that, with regard to mobility issues, the Committee consider impediments to inter-agency mobility of local staff at the same duty station and the feasibility of short-term exchanges of professional and general service staff as part of career development initiatives;

(d) Took note of the information that FICSA intended to provide to the Committee on the issue of financial support;

(e) Requested that the representatives of the staff bodies work with the Chief Executives Board for Coordination (CEB) secretariat to identify focused priorities for presentation to CEB so as to ensure a constructive discussion on those issues for which the staff bodies seek specific CEB support, with more detailed written statements when necessary.

III. Security and safety of staff

7. In accordance with its decision to retain the security and safety of staff as a standing item on its agenda, the Committee reviewed a number of interrelated issues.

A. Report of the Secretary-General on a strengthened and unified security management system for the United Nations

8. Further to the videoconference of 24 August 2004 on this issue, the Committee was provided with the draft report of the Secretary-General on a strengthened and unified security management system for the United Nations (issued as A/59/365 and Corr.1) to be funded under the United Nations regular budget. It was recognized that security is a prerequisite for programme delivery and a core responsibility of Member States, which should be funded centrally under the United Nations regular budget and that the current cost-shared approach was ineffective and administratively cumbersome in that it was dependent on voluntarily funded budgets of United Nations agencies, funds and programmes.

9. The main recommendations with respect to the headquarters component were: (a) the amalgamation of existing security structures into a new directorate of security; (b) strengthened functional capabilities in the areas of security threat and risk assessment; (c) the coordination of close protection; and (d) operational support to the field, including policy and standards, compliance and evaluation, training and

human resources management of security staff, operational guidance and overall technical supervision in other headquarters locations.

10. Regarding the field component, the main recommendations included: (a) the senior United Nations official at the duty station would be the designated official responsible for security of all civilian staff in the country; (b) the designated official would be advised by a senior security officer, the country security adviser, who would have operational authority over United Nations security officers at the duty station, including other agencies' security officers and personal protection teams; and (c) a significant increase in the number of security personnel in the field.

11. The Chairperson informed the Committee that in the proposals presented to the General Assembly at its fifty-eighth session, an additional \$10,745,000 had been approved for security, of which \$2,583,000 would automatically fall under the regular budget of the United Nations. Under current arrangements for cost-sharing, the remainder of \$8,162,100 would have to be cost-shared. If, however, the Secretary-General's proposal to abolish cost-sharing for security costs were to be accepted, this amount would also fall in full under the regular budget. The decision on cost-sharing and the fate of the \$8,162,100 was deferred to the fifty-ninth session of the General Assembly. Similarly, if cost-sharing were to be abolished, the proposals of the Secretary-General to be issued in the fall would add a further \$37,803,200 of the Office of the United Nations Security Coordinator (UNSECOORD) field costs to the regular budget as at 1 January 2006. A group of Member States, called "Friends of security", was being organized by the Permanent Mission of Canada in New York.

12. Noting that the proposals emanated from a number of independent reviews and investigations, the Committee:

(a) Welcomed the proposals, including the new organizational structure and approach to financing, which would lead to a strengthened and more coordinated security management system;

(b) Agreed that all organizations should be proactive in seeking the support of Member States in their governing bodies or executive boards and, to this end, should inform the Chairperson of their interventions;

(c) Took note of further work that had to be undertaken on such issues as governance, an implementation strategy for the new security management system and strengthened coordination at all headquarters locations, including how to maximize partnerships and collaboration with the specialized agencies;

(d) Noted that the new United Nations Security Directorate would not be responsible for security at the headquarters locations of the specialized agencies, which would continue their relationships with host Governments, the latter being ultimately responsible for the security and safety of personnel; the Committee believed it would be useful for organizations to share information on the initiatives of host Governments in this regard;

(e) Requested that security networks, both in the field and at headquarters, submit proposals to the Committee on mechanisms that will ensure a robust, well-coordinated global security management system.

B. Report of the Inter-Agency Security Management Network

13. The Committee considered and endorsed the report of the Inter-Agency Security Management Network on its May 2004 meeting and approved its key recommendations related to security threat and risk assessments, minimum operating security standards, aviation safety, medical emergencies involving mass casualties, security training and accountability, specifically:

Security risk management

- Endorsed the risk management model and recommended its immediate adoption as a tool to enable enhanced security management at the local, regional and headquarters levels
- Agreed that each designated official and security management team should conduct a threat and risk assessment, and identify areas of vulnerability in order to determine the measures necessary to mitigate risk. (The threat and risk assessment was an ongoing cyclical exercise that should be maintained, reviewed and updated on a regular basis.)
- Agreed that threat assessments, put together by a country team, should be reviewed by a dedicated unit within UNSECOORD to ensure a consistent approach.

Minimum Operating Security Standards

- Endorsed the revised policy document on Minimum Operating Security Standards (MOSS) as the new baseline standard for security at the field level. These baseline standards, combined with the outcome of the threat and risk assessment for specific local conditions should be incorporated into a location-specific MOSS
- Agreed that compliance evaluations of and assistance with the implementation of MOSS should be undertaken by a dedicated unit within UNSECOORD.

Aviation safety

- Endorsed the main recommendations related to aviation safety, including the need to develop a common aviation safety policy, drawing on the proposed air safety code of conduct
- Recommended that organizations without a flight safety rating procedure utilize the flightsafe rating system on a restricted basis until it was evaluated and determined whether it would remain the common system
- Affirmed that political and financial considerations should not be the overriding factors in determining whether a given airline would be utilized by the United Nations system.

Coping with mass casualties

- Emphasized the shared responsibility of security and medical personnel in crisis management involving mass casualties and recommended enhancing cooperation, coordination and joint training between these two areas

- Supported the establishment of the United Nations Medical Emergency Response Team (UNMERT) proposed by the medical directors and recommended its implementation without delay
- Commended the study undertaken by the World Food Programme (WFP), Food and Agriculture Organization of the United Nations (FAO) and the International Tribunal for the Former Yugoslavia, and recommended that a manual, including an operational plan for dealing with mass casualties, be developed for promulgation to the field.

Training

- Reiterated that security training was mandatory for all staff members depending on their individual specific needs, whether in the field or at headquarters and called on each organization to ensure adherence
- Agreed that staff should refresh their CD-ROM security training every three years on a mandatory basis
- Agreed that all designated officials must undergo mandatory security briefing and training prior to assuming their assignment.

C. Report on experience with the 2004 census

14. At the Committee's seventh session, it had received an update from the CEB secretariat on work with UNSECOORD to enable more accurate data collection in the 2004 census. The Underwriters of the malicious acts insurance policy had expressed concern regarding the accuracy of the data from the July 2003 census that should have been used to calculate the policy premium with respect to each participating organization. The Committee had therefore requested that the CEB secretariat investigate any anomalies in the data of the 2004 census with individual organizations and, if the census was not rigorous, refer the matter back to it for a review of the entire census process.

15. The Committee was provided with details of the results of the census carried out on 1 April 2004. There were 24 organizations participating in the data collection for the malicious acts insurance policy database, and each organization was to nominate one focal point to be responsible for data collection in their organization. The dataset elements requested were greatly reduced from the previous year to only five distinct data elements per staff member. There was an improvement in the 2004 data collection process, but not to the extent that was originally envisaged. In the case of 24,214 staff members in the dataset, their staff category was not reported (the problem principally concerned those on special service contracts). UNSECOORD was therefore unable to determine whether the higher premium rate for the Professional category or the lower rate for general service and field service categories was applicable. Another area of concern was that one organization failed to report the duty station country for 194 staff members.

16. The Committee:

- Noted that considerable resources of the CEB secretariat and UNSECOORD had already been devoted to investigating and resolving the problems associated with ensuring complete and accurate data from the organizations

- Requested that the CEB secretariat and UNSECOORD continue to follow up with organizations in an effort to resolve the outstanding problems
- Requested that the CEB secretariat, together with UNSECOORD, propose measures to avoid such work for any future census.

D. Contingency planning and emergency preparation

17. The Committee considered an update of a document presented at its fifth session on actions taken by individual organizations to improve their security and emergency preparedness so as to provide guidance for those organizations that had yet to complete their emergency preparedness and business continuity planning in the hope that experience gained by organizations might serve as a useful reference for others.

18. The Committee:

- Noted that time and resources were saved through greater information sharing and cooperation in this area
- Agreed that the CEB secretariat should continue to survey organizations once a year on the latest developments.

IV. Update on the work of the High-Level Committee on Programmes

19. The Committee received a briefing by the Director of the CEB secretariat on the outcome of the recently concluded meeting of the High-Level Committee on Programmes (HLCP) held in Florence, Italy from 15 to 17 September 2004. The main themes of the meeting in preparation for the CEB's fall 2004 session included preparations for the 2005 comprehensive review of the implementation of the Millennium Declaration, implementation of the development agenda at the country level and bridging the digital divide. Two key issues within the last theme were to be focused on: the coherence of the policy advice the system provides to countries in setting comprehensive, forward-looking strategies to harness information and communication technologies (ICT) for economic and social progress; and the unprecedented opportunities that ICT offers for system-wide knowledge management and for knowledge creation. In addition, the Committee took up the issue of progress being made in implementing a strategic system-wide response to transnational crime, follow-up to the Monterrey Consensus of the International Conference on Financing for Development and the issue of conflict prevention. The Committee also considered the draft United Nations system ICT strategy that was presented by the Information and Communication Technology Network as follow-up to General Assembly resolution 57/295 (see paras. 50-54 below). A summary of the report would be circulated to Committee members.

20. The Committee:

- Reiterated its wish for closer communication with the High-Level Committee on Programmes in order to ensure the meaningful and practical sharing of information

- Suggested that two areas in which close collaboration would be fruitful were results-based management and harmonization and simplification.

V. The impact on management and programmes of the changing relationship between regular and voluntary funding

21. The Committee had established a working group on the impact on management and programme of the changing relationship between regular and voluntary funding to consider and make recommendations on a number of issues arising from the system-wide increase in supplementary funding in relation to regular or core funding. The working group met in Paris on 4 and 5 February 2004, and its report had been considered the Committee's Seventh Session.² It had concluded that the shift in the balance between regular and supplementary funding in favour of the latter, which was affecting all organizations in the United Nations system, was unlikely to lead to a major distortion of programmes, provided that regular funding remained adequate to cover a critical mass of budgetary support for basic infrastructure and core activities, and that steps were taken to ensure that regular budget and supplementary activities were planned, implemented and reported on in an integrated fashion. At its seventh session, the Committee had decided on a number of steps to be taken for the further examination of these issues, but it had also specifically requested a paper on the issue of accepting contributions to which donors attach conditions concerning procurement and staff recruitment.

22. The matter was of inter-agency concern since if one organization of the system was perceived by donors to be more susceptible to such pressures, it encouraged the use of similar pressures on other organizations, as a result of which the credibility and integrity of the entire United Nations system could suffer. In essence, the concern was to draw attention, at the highest levels, to the need (a) for caution and careful consideration of all of the implications that pertain to donations; (b) for a more coherent and integrated policy approach across the system; and (c) to enable organizations to review internal practices that may not always accord with their constitutional framework.

23. The Committee considered a document that included a draft policy prepared by the CEB secretariat following extensive consultations with the working group. Following a wide-ranging discussion, including the concern of several organizations that the policy not impinge on the arrangements that organizations have with donors regarding junior professional officers and associate experts, the Committee decided under its own authority to adopt the following statement:

“The High-Level Committee on Management recommends that all organizations not accept contributions to which donors attach conditions that affect procurement and staff recruitment. While accepting that executive heads need to retain the authority to grant exceptions when circumstances so warrant, it recommends that waivers to this policy be kept to a strict minimum; for example, such contributions should only be accepted in cases where they are clearly in the best interests of the

² CEB/2004/HLCM/R.3.

organization and do not contravene the organization's competitive procurement and recruitment policies.

24. The Committee also decided that the secretariat should continue to monitor developments, in order to determine the need to revise the policy in the light of work being undertaken on frameworks for managing voluntary contributions.

VI. Report of the third annual meeting of the United Nations system ombudsmen

25. In its consideration of the report of the third annual meeting of the ombudsmen and mediators of the United Nations system and Bretton Woods institutions, the Committee on behalf of the CEB, welcomed and encouraged professional exchanges, sharing of best practices and strengthening of inter-agency cooperation of the ombudsmen and mediators, while maintaining each organization's autonomy.

VII. Measures to improve system-wide mobility

26. At its seventh session, the Committee had received a progress report from its working group on mobility and had agreed that the following items would be considered at its eighth session.

A. The interorganization mobility accord

27. The Committee at its seventh session had agreed that the new interorganization mobility accord would be a valuable tool to enhance inter-agency mobility. Subsequently, the working group had met in Vienna in August 2004 to continue its work on the new accord. FAO, on behalf of the working group on mobility, presented the revised draft of the interorganizational mobility accord to the Committee.

28. Members of the Committee expressed satisfaction at the progress made with regard to the accord. It was suggested that prior to final implementation, organizations would review the proposed text with a view to clarifying and fine tuning some of the articles. The Committee agreed that the human resources network should undertake this work and that there would be no need to revert to the Committee on this matter.

29. The Committee also considered future possibilities for extending the mobility accord to short-term assignments, general service staff and assignments with non-United Nations international organizations.

30. The Committee:

- Expressed its appreciation to FAO and the working group for the excellent work done and progress achieved
- Approved the accord, in principle, on the understanding that it would be refined and finalized under the auspices of the Human Resources Network

- Requested that the CEB secretariat consult with Human Resources Network members to this effect and ensure the timely finalization of the accord.

B. Results of a questionnaire-based exercise to determine the baseline for organizations with regard to efforts to increase or facilitate interorganizational mobility

31. At its seventh session, the Committee had requested that the CEB secretariat conduct a survey to determine the baseline for organizations with regard to efforts to increase or facilitate interorganizational mobility. The survey, which was completed by human resources directors, yielded data on the numbers of interorganizational movements, including secondments, loans and transfers of professional and general service staff as well as on current organizational policies, practices and enabling as well as impeding factors relating to interorganizational mobility.

32. The Committee was informed that interorganizational mobility remained rather limited and that staff on secondment, loan or transfer were still the exception in the United Nations system; survey respondents reported a total number of 795 interorganizational movements, which could not be seen as significant compared to the overall staff population of approximately 53,280. While some progress had been achieved, in particular with respect to awareness-building and the communication of employment opportunities across the system, mobility continued to be severely impaired by organizational policies and practices, such as the non-recognition of rewards and promotion received during an interorganization release period, by security and health concerns, spouse or partner employment issues and staff's uneasiness over career development and job security. Recommendations included the refinement and alignment of organizational policies and practices, the focus on specific occupational groups, enhanced efforts to promote spouse and partner employment and an emphasis on fostering a common United Nations system culture through training and learning programmes and communities of practice.

33. The Committee:

- Noted that, at present, interorganizational mobility was limited;
- Encouraged organizations to promote and support interorganizational mobility through the establishment and enhancement of suitable organizational policies, practices, systems and other measures;
- Requested that the CEB secretariat undertake a follow-up survey to the baseline in early 2007 and report back on the findings at the Committee's spring 2007 session.

VIII. United Nations common system issues

A. Report of the panel of the International Civil Service Commission on strengthening the international civil service

34. The Committee heard an update from the CEB secretariat on the work done with regard to the strengthening of the international civil service. The report of the panel, which had met three times in the first half of 2004 and had included

participation by the Chairman of the International Civil Service Commission (ICSC) as an ex officio member, had included recommendations on the role, functioning and working methods of ICSC, the criteria and process for the selection of its members, the implications for its secretariat and the enhancement of the Commission's capacity to strengthen the international civil service. The comments of the Commission on the panel report had been made available in late September and a draft text for inclusion in the Secretary-General's report to the General Assembly had subsequently been circulated to members of the Committee for their review and comments.

35. The Committee unanimously endorsed the report containing the comments of the Secretary-General on the report of the panel on the strengthening of the international civil service. Recalling the long process leading up to the convening of the panel and the inclusion of the Chairman of ICSC on the panel, the Committee decided to recommend to CEB members that they convey to the Chairman of ICSC and, through him, to the Commission:

- Their strong disappointment at ICSC's comments on the panel's report, which called into question any real commitment on the part of the Commission to improve and change, and the value of CEB's dialogue with its Chairman,
- Their expectation that the outcome of the General Assembly's discussion would respond in a positive manner to the key recommendations of the review panel. The absence of a positive outcome, as a consequence of ICSC's position, would lead CEB to review the nature of the participation of organizations in the work of the Commission. It would also risk having an extremely negative impact on the unity of the common system.

36. The Committee members agreed to brief their executive heads on this issue.

B. Review of the consultative process with the executive heads on the submission of candidates for the International Civil Service Commission and the Joint Inspection Unit

37. While many organizations had expressed their views with respect to nominees for positions with ICSC and the Joint Inspection Unit (JIU), several members doubted the impact of those views on the election of Commission members and inspectors.

38. The Committee took note of the request of the United Nations Secretariat that all organizations openly and candidly continue to contribute their views as part of the consultative process for the selection of new members of the two bodies.

IX. Human resources issues

A. Lump-sum payments for relocation

39. The Committee received a presentation from the CEB secretariat summarizing the experience gained by organizations during the pilot phase of the relocation grant. The findings of the review of the pilot confirmed that, overall, the lump sum scheme had proven to be an effective new approach to entitlement design and

administration for organizations and staff alike. Specifically, the pilot scheme had been a success in that it had: (a) contributed to increasing organizational effectiveness in meeting the increasingly critical challenge of moving staff quickly and efficiently to new duty stations; (b) enhanced staff satisfaction and staff morale; (c) met with positive feedback from human resources administrators and practitioners; and (d) yielded a favourable cost-benefit ratio, particularly if indirect cost savings and intangible benefits were added to the direct cost calculations.

40. Committee members spoke in favour of the lump sum as a concept for all organizations. Several organizations emphasized the need to study further the introduction and structure of a lump sum approach in their specific organizational and local contexts, in particular with regard to cost-effective levels of the grant and geographical zoning considerations. Other organizations, including those that had participated in the pilot scheme, expressed their intention to adopt the relocation grant in its present form and no longer on a pilot basis.

41. The Committee:

- Thanked the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and the Office of the United Nations High Commissioner for Refugees (UNHCR) for their input to the review of the pilot scheme;
- Endorsed the lump sum approach as an option for staff in those organizations who felt ready for its formal introduction;
- Encouraged each agency to report back next year to the Human Resources Network on its decisions and experience within their specific organizational context.

B. Personal status of a staff member

42. The Committee received an oral report on the issue of personal status for the purpose of recognizing dependants, as detailed in the Secretary-General's bulletin of 24 September 2004 (ST/SGB/2004/13). It affirmed that the practice of the Organization when determining the personal status of staff members for the purpose of entitlements under the United Nations Staff Rules and Regulations had been done, and would continue to be done, by reference to the law of nationality of the staff member concerned. Requests relating to the determination of the personal status of staff members in connection with their entitlements would be submitted by the Secretariat for consultation with the permanent mission to the United Nations of the country of nationality of the staff member. The Committee's attention was also drawn to a recent case brought before the Administrative Tribunal of the United Nations (AT/Dec/1183) regarding a staff member of the United Nations who had lodged a successful appeal of discrimination with respect to spousal benefits and entitlements.

43. Several organizations briefed the Committee on the status of relevant administrative instructions and directives in their respective organizations.

44. The Committee:

- Expressed appreciation to the United Nations Secretariat for its leadership and progress achieved

- Noted that it was the intention of the United Nations Secretariat to make available to organizations any relevant country-specific information on recognition of personal status received from the permanent missions that would be relevant for implementation throughout the system.

C. Establishment of a Senior Management Service

45. The establishment of the Senior Management Service, which would be developed progressively as a network of senior managers throughout the common system similar to a professional association, had been endorsed by the Committee at its seventh session. The Committee received an update from the CEB secretariat on the developments since that time.

46. A working group of the Human Resources Network had continued to collaborate with the United Nations System Staff College to prepare a request for proposals to elicit bids for the design and delivery of the leadership development programme for the Senior Management Service. The request for proposals was expected to be issued by early October 2004, and an evaluation committee of United Nations System Staff College and Human Resources Network representatives would review the proposals received and select the successful bidder or bidders. A target group of 600 managers over a three-year period was being assumed for planning purposes. It was hoped that the programme would be ready for delivery in the first half of 2005.

47. Since the last session of the Committee, the Senior Management Service had also been considered by the Committee for Programme and Coordination, the panel on the strengthening of the international civil service and ICSC. The Committee for Programme and Coordination had recommended to the General Assembly that it return to the issue at its fifty-ninth session. Some delegations had been of the view that the General Assembly and other legislative bodies were required to take a decision on the establishment of the Senior Management Service on the basis of a recommendation from ICSC; other delegations had considered that the creation of the Service was a highly commendable initiative on the part of the Secretary-General and CEB as a means of strengthening leadership and management throughout the system.

48. The panel on the strengthening of the international civil service had welcomed the developmental work being carried out on the implementation of a Senior Management Service; while the ICSC had decided to take note of the progress report on the developmental work regarding the Service. While acknowledging executive heads' responsibility to take measures to enhance the managerial capacity and performance of their senior staff, ICSC members had affirmed that the Commission was the only body responsible for recommending to the General Assembly the establishment of a separate category of staff or such an entity as a Senior Management Service for the common system. The Commission had also requested progress reports on the further developmental work on the Senior Management Service.

49. The Committee emphasized the importance that executive heads attached to the establishment of the Senior Management Service as a means of strengthening management and leadership capacity in the system and requested that all organizations cooperate with the Human Resources Network and the United Nations

System Staff College in the development of the leadership and management development programme to underpin the Service.

X. Information and communications technology issues

50. Pursuant to General Assembly resolution 57/295, in which the Assembly requested the Secretary-General, in his capacity as Chairman of CEB, to develop a comprehensive ICT strategy for the United Nations system, the ICT Network had tasked a working group to develop a draft ICT strategy for the United Nations system for consideration by both the High-Level Committee on Management and the High-Level Committee on Programmes, so that it could be presented by the Secretary-General in his report to the General Assembly at its fifty-ninth session.

51. In setting out the terms of reference for the working group, the ICT Network had identified the following goals for an ICT strategy for the United Nations system:

- Set out a vision for harnessing the totality of the investment in ICT by the United Nations system, for the benefit of its stakeholders and the civil communities at large
- Harmonize efforts and promote and achieve standardization and cost-effective investments to avoid duplication (this would lead to significant system-wide savings)
- Promote individual organizational objectives and a United Nations-wide dimension to ICT investment
- Contribute to achieving the Millennium Development Goals (MDGs) and to bridging the digital divide.

52. The International Maritime Organization (IMO), which convened the ICT Network, along with FAO, which coordinated the working group of the ICT Network, presented a note on the ICT strategy for the United Nations system to the Committee for its endorsement. It included a United Nations system ICT charter underpinned by a strategy comprising 15 main initiatives and next steps as well as actions required of the High-Level Committee on Programmes and the High-Level Committee on Management. At its recently concluded session, the High-Level Committee on Programmes, in its consideration of the document, had expressed its appreciation and strong support for the strategy. This strategy sought to ensure that ICT investments were aligned with the programmes of the organizations in order to generate value-added service or improvement in the delivery of activities. The value of a system-wide strategy resided in the capability of the system as a whole to agree on common ICT policy initiatives, and the programmatic focus of the strategy would be on areas that were common to all United Nations system organizations. The governance structure of the United Nations system would shape the pace and direction of the strategy. At the same time, it was noted that executive heads were responsible to separate and distinct legislative bodies that established and approved their programmes of work and allocated their funding.

53. The organizations faced increasing demands for investment in ICT. At the same time, the current and projected state of the technological landscape was a major determinant in shaping an ICT strategy for the United Nations system.

Geopolitical conditions also had a major influence on the strategy, such as the need to address crisis and emergency country situations as well as the threat of cyber-terrorism. Major opportunities existed for improved use of funds invested in ICT through a more coordinated approach to standards and investment across the United Nations family and the integration of ICT into the broader strategic management process.

54. The Committee:

- Thanked the ICT Network and its convenor as well as the coordinator of the working group for their leadership and congratulated the ICT Network for its work, which was accomplished within a very tight time frame;
- Endorsed, in general, the ICT charter and strategy, which provided an excellent framework of principles for interorganizational collaboration in this critical area;
- Agreed that future work should focus on measures to address the governance and organizational constraints, on the development of the business cases, including cost-benefit analyses and return on investment as well as proposals on a prioritized and coordinated implementation plan;
- Requested that the convenor of the ICT Network present an “options” report to HLCM at its next session, thus further developing the business case for the strategy on the basis set out in the third bullet point above, including resource implications to enable the Committee to decide on the implementation of a United Nations system-wide ICT strategy.

XI. Financial and budgetary issues

55. At its third session, the Committee had, *inter alia*, taken note of the different practices in respect of arrangements for the reimbursement of United States taxes and had invited its Chairman to pursue with the authorities of the United States of America the extent to which the introduction of arrangements similar to those at NATO might be foreseen in the United Nations system.

56. The Committee considered a document submitted by the International Atomic Energy Agency (IAEA) informing the Committee of recent decisions issued by the International Labour Organization Administrative Tribunal regarding reimbursement of national income taxes on United Nations salaries. In each case, the Tribunal had ruled that the Organization was under a duty to protect its employees from national taxation of their earnings as international civil servants and could not rely on the tax reimbursement agreement and the provisions of its Staff Regulations as an excuse for abdicating its responsibilities to its staff members under international law. It also ruled that the last income method was the only appropriate method for determining tax reimbursement. While the issue concerned more than one Member State, the United States was of particular concern.

57. Some organizations had already adopted the last-income method and had contacted the United States authorities with a view to negotiating a new tax agreement in the light of the decisions of the Tribunal. So far, the United States authorities had not responded to these requests, or had refused to enter into new

negotiations. The United States had also not agreed to reimburse those organizations on the basis of last-income method for calculating tax liability.

58. The Committee decided that interested organizations should meet with a view to determining how best to move forward.

XII. Review of governance structures, principles, accountability and future format and consideration of the reports of the Board of Auditors

59. The Committee was informed that, in its resolution 57/278, the General Assembly had, *inter alia*, requested the Secretary-General and the executive heads of the funds and programmes of the United Nations to examine governance structures, principles and accountability throughout the United Nations system and make proposals on the future format and consideration of the reports of the Board of Auditors by the respective executive boards and the General Assembly.

60. The Committee:

- Decided that, in the first instance, this item should be carried forward by the Finance and Budget Network, in particular as regards format and consideration of the reports of the Board of Auditors
- Noting that the resolution was unclear as to the scope of the coverage, agreed that the specialized agencies should determine whether they should participate in the review
- Requested that the CEB secretariat carry out consultations with the Board of Auditors and obtain more detailed information on the scope and objectives of this review.

XIII. Presentation by the Joint Inspection Unit on managing for results in the United Nations system

61. Mr. Even Fontaine Ortiz, inspector of the Joint Inspection Unit, introduced the Unit's reports on the subject of managing for results in the United Nations system, which consisted of three parts: implementation of results-based management in the United Nations system (JIU/REP/2004/6); delegation of authority and accountability in human resources management (JIU/REP/2004/7); and managing performance and contracts (JIU/REP/2004/8).

62. The objective of this series of reports was to identify factors critical to the successful implementation of results-based management in the organizations of the United Nations system. Based on the findings from an evaluation of the ongoing results-based management implementation processes within organizations of the system, it had identified a list of critical success factors in the context of a benchmarking (or "scorecard") framework designed to enable the organizations of the system to measure their progress towards results-based management. The report had concluded with a series of recommendations to endorse the benchmarking framework and to harmonize results-based management implementation system-wide.

63. The Committee:

- Thanked the Inspector for his presentation, which had provided many useful ideas for reflection, and welcomed the framework and benchmarks as a general orientation for the organizations
- Noted that, while organizations were moving towards results-based management and budgeting, Member States wished to continue to examine budgets containing objects and items of expenditure
- Noted that the CEB secretariat would be providing a consolidated report with the comments of all the organizations for submission to the General Assembly.

XIV. Other business

A. Issues of interest to the Chief Executives Board for Coordination secretariat

64. The Director of the CEB secretariat thanked the organizations for their prompt response to the request to urgently forward their contributions for the cost-shared budget of CEB and suggested that this should also be done for other cost-shared budgets.

65. The Committee agreed that in this context it would be helpful for the CEB secretariat to receive a statement every six months and a year-end closing statement in order to monitor more effectively the status of contributions for which the assistance of the Chairperson would be most beneficial.

66. The Committee also took note that the CEB secretariat budget for the first year was to be on maintenance level, but after that, in accordance with the actual experience of the secretariat and the full implementation of the decisions taken by the Administrative Committee on Coordination (CEB), revised proposals would be prepared.

B. Establishment of the inter-agency travel network

67. The Committee reviewed a document regarding the establishment of an inter-agency travel network. A recent meeting of travel managers from United Nations entities and other interested international organizations had concluded that it would be useful to form an inter-agency travel network to cooperate on all aspects of travel, share best practices in the management of travel services and cooperate on global airline agreements and contractual agreements for travel management services in order to leverage resources relating to travel services.

68. The Committee welcomed and encouraged the professional exchange, sharing of best practices and strengthening of inter-agency cooperation between travel managers of the United Nations system.

C. Common services

69. The Chairperson informed the Committee that the Secretary-General had requested that an inventory be undertaken of facilities at headquarters locations so as to determine the feasibility of further co-location arrangements.

D. Date and location of the Committee's ninth session

70. Noting that CEB's spring 2005 session would take place in Geneva on 8 and 9 April, the Committee decided that the Committee should meet for its ninth session in Geneva on 4 and 5 April; its tenth session should be held in New York.

Annex I

List of participants

<i>Organization</i>	<i>Name and title</i>
United Nations	Catherine Bertini, Under-Secretary-General for Administration and Management
Food and Agriculture Organization of the United Nations	Khalid Mehboob, Assistant Director-General, Administration and Finance Department David Benfield, Director, Information Systems and Technology Division Serge Nakouzi, Human Resources Officer
United Nations Educational, Scientific and Cultural Organization	Dyane Dufresne-Klaus, Director, Bureau of Human Resources Management
World Health Organization	Anders Nordström, Assistant Director-General, General Management
World Bank	Luis Descaire, Director, General Services Department Peter J. Gallant, Security Manager
International Monetary Fund	Norman Schroeder, Division Chief, Technology and General Services
World Meteorological Organization	Joachim Müller, Director, Resource Management Department
International Telecommunication Union	Michel Rolland, Chief, Personnel and Social Protection Department
International Maritime Organization	Roger Jones, Director, Administrative Division
International Fund for Agricultural Development	Ana Knopf, Assistant President, Finance and Administration Department Beatrice Kimani, Director of Personnel
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 Conference on Trade and Development	Oluseye Oduyemi, Chief, Administrative Service
United Nations Children's Fund	Toshi Niwa, Deputy Executive Director Mieko Tarui, Deputy Director, Division of Human Resources

<i>Organization</i>	<i>Name and title</i>
	Bill Gent, Security Coordinator, Office of Emergency Programmes
	Anna Maria Laurini, Senior United Nations Affairs Officer
United Nations Development Programme	Jan Mattsson, Assistant Administrator and Director, Bureau of Management
United Nations Environment Programme	Alexander Barabanov, Chief, Division of Administrative Services
Office of the United Nations High Commissioner for Refugees	Saburo Takizawa, Controller and Director, Division of Finance and Supply Management
United Nations Population Fund	Imelda Henkin, Deputy Executive Director (Management)
World Food Programme	Susana Malcorra, Deputy Executive Director
	Michael Stayton, Chief of Staff and Director, Office of Executive Director
	Andrew Lukach, Director, Management Services and Security Focal Point
	Rebecca Hansen, Director, Human Resources Division
	Diana Serrano, Director, Division of Legal Services
	Finbarr Curran, Chief Information Officer and Director, ICT
	Adnan Khan, Director, Inspector General, Division of Oversight Services
	Suresh Sharma, Director, Financial Services Division
International Trade Centre UNCTAD/WTO	Gian Piero Roz, Director, Division of Programme Support
United Nations Office on Drugs and Crime	Franz Baumann, Director, Division for Management
Joint United Nations Programme on HIV/AIDS	Johanne Girard, Manager, Human Resources
World Tourism Organization	Peter Shackleford, Director, Division of Administration

<i>Organization</i>	<i>Name and title</i>
Other representatives	
World Trade Organization	Jacques Chabert, Director, Division of Administration and General Services
Joint Inspection Unit	Even Fontaine-Ortiz, Inspector
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Susan Thompson, Vice-President
Federation of International Civil Servants' Associations	Robert Weisell, President Edward Seidler, Regional member for Europe
CEB secretariat	
Qazi Shaukat Fareed, Director	
Mary Jane Peters, Secretary, High-Level Committee on Management	
Kristiane Golze, Inter-agency human resources management adviser	

Annex II

Statement by Ms. Susan Thompson, First Vice-President, Coordinating Committee for International Staff Unions and Associations of the United Nations System

Security and safety of staff

In spite of the ongoing efforts of the Secretary-General to ensure the security of United Nations staff in Iraq, the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) continues, with the Federation of International Civil Servants' Associations (FICSA), to oppose the continuing presence of staff members in the country. Since the tragic event of 19 August 2003, CCISUA has persistently expressed its concerns on the presence and continuing deployment of staff members in Iraq. A joint letter with FICSA of 5 September 2003, CCISUA's letter dated 22 August 2003, the statement of CCISUA at the sixth session of this Committee in February 2004 and, most recently, a joint FICSA/CCISUA letter to the Secretary-General, signed on 30 September 2004, have received no reaction, questions or clarification.

Further, at the sixth session of this Committee in February 2004, CCISUA proposed that an independent service made up of professionals in the area of security be established. This service would therefore be independent of the political system that exerts pressure on the organizations. In this context, CCISUA proposed that a career development path be established for this service that would be accountable, and therefore fully transparent, at all levels. We would appreciate feedback on this proposal.

At the recent videoconference in New York, organized by the CEB secretariat for staff associations and unions, it was stated that it is the staff who are left injured or killed — it is therefore unacceptable that staff not be consulted on security issues. CCISUA is disappointed that staff proposals are not further investigated and hopes that the latest joint letter will instigate a positive reaction to ensure the increased safety, if not the total withdrawal, of staff in Iraq, and increased security at all other hazardous duty stations. CCISUA and FICSA understand the extreme political pressure to maintain a United Nations presence in Iraq and remain available to join future consideration of all aspects of staff security.

Therefore, as is the case of FICSA, CCISUA requests participation in Inter-Agency Security Management Network working group meetings that have an impact on personnel matters.

Measures to improve system-wide mobility

CCISUA has taken note of continuing progress to improve the inter-agency mobility of staff. In spite of the slight increase indicated by the recent baseline survey among organizations, much work remains to be done before full mobility can be achieved with assurances for staff of career development, recognition of promotions and spouse employment when changing duty stations. However, CCISUA is disappointed to note that inter-agency mobility for General Service staff members remains an exception. We would like to see increased mobility for General

Service staff members, in particular in headquarters duty stations and mission and field duty stations that accommodate a large number of United Nations system organizations. Does the Committee envisage a work programme to further study this possibility?

United Nations common system issues

Report of the panel on the strengthening of the international civil service

The report of the panel on the strengthening of the international civil service was considered at the fifty-ninth session of the International Civil Service Commission (ICSC) in closed session. CCISUA would like to express its concern that in spite of the continuing references to the partnership of the Commission with human resources and staff representatives, consideration of this report was unilateral. CCISUA fully supports the feeling expressed by FICSA that, in this forum, staff representatives are only tolerated.

In the context of the strengthening of the international civil service, CCISUA would like to underline the need for specific expertise in the ICSC and supports the recommendation to apply such criteria in the appointment of members. Commissioners should be closely connected to the realities of conditions of service, in particular the most difficult and hazardous conditions that more and more staff members have to face on a daily basis. CCISUA feels that, in this forum, decisions made on the basis of budgetary criteria alone are unacceptable.

Both FICSA and CCISUA have requested that staff representation be recognized as a core element of human resources management and that the question be considered in the context of basic guidelines applicable to all United Nations system organizations. CCISUA would like to reiterate this request and ask when this question could be considered with the aim of ensuring the well-being of staff throughout the system and their right to express themselves through their elected representatives.

Contractual arrangements

CCISUA has noted that the proposal of ICSC on contractual arrangements does not correspond to agreements reached at the Staff Management Coordination Committee and, should a working group be established, as suggested by colleagues in the World Food Programme (WFP), CCISUA would like to participate. Speaking of permanent contracts certainly makes Member States nervous. Basically, we cannot compare the international civil service to a foreign service of one entity. We represent the world and, in that capacity, deserve the best work force available. In that context, job security means more than contracts. We need to ensure that, in maintaining continuing contracts, the indemnities protecting the acquired rights of the staff are also included.

Personal status

CCISUA fully supports FICSA's position on the issue of the adoption of a policy to fully recognize personal status as reflected in the revised Secretary-General's bulletin and is pleased to note that such recognition has already begun at Headquarters.

Establishment of a senior management service

With reference to the establishment of a senior management service, CCISUA would appreciate further precision on the cost of this service and the manner in which it is planned to filter the acquired competencies of high-level management downwards throughout the system. Experience has shown in the past that management retreats and training sessions, surveys and studies of external consultants have not entirely responded to the hopes and desires of staff to establish an updated management environment.

Annex III

Statement by Federation of International Civil Servants' Associations representatives

Security

The Federation of International Civil Servants' Associations (FICSA) highlighted the recent joint FICSA-Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) letter of 30 September to the Secretary-General expressing their concern over sending any, let alone more, United Nations staff into Iraq under the present precarious security conditions. FICSA recalled the close collaboration and involvement that it had had with the Office of the United Nations Security Coordinator (UNSECOORD) and the Inter-Agency Security Management Network over the past few years and the trust and acceptance by the organizations and agencies in this very important area. It was pointed out that the full involvement and inclusion of staff representatives is particularly crucial when dealing with such issues as gaining the trust and staff's acceptance of enhanced security measures, for example, the tracking of staff members' movements when on official travel. FICSA has made a point of respecting the trust given to it by the Inter-Agency Security Management Network by, for example, not putting security-related documentation on its web site. FICSA recognized that the very important issue of how the expanded measures on security would be funded was a vexing question, namely, whether it would be a United Nations budget line item or continue to be one of cost-sharing among the organizations and agencies. Whichever means are adopted for funding, FICSA stressed that sufficient funding should not be compromised. Security of staff was of the utmost importance. FICSA also stressed that staff should be reassured that should a tragic incident occur, the United Nations would adopt all means to investigate the causes and identify the perpetrators.

Mobility

As a result of an initial reading of the draft interorganization mobility accord, FICSA noted that it was an improvement on the existing situation. It was noted that everyone had their favourite horror story on attempts by staff to move from organization to organization. Contrary to what is sometimes reported, United Nations staff are not opposed to mobility and in fact many seek it. It was stressed that mobility should not be used as a tool to ousting staff or as a reason for denying promotion. FICSA cautioned the organizations that care should be taken to deliver as much as possible a consistent message on mobility. For example, the United Nations Children's Fund (UNICEF) has stated in various forums that it has no problem encouraging mobility, while other organizations indicate that a number of their staff are reluctant to be mobile. While recognizing that the situation and problems facing different organizations can and do vary, a consistent message should come across as inconsistency is used against the interest of the staff and organizations.

Report of the panel on the strengthening of the international civil service

FICSA noted that it had been an advocate and promoter of a review of the International Civil Service Commission (ICSC) as early as 1995 and worked with the then Consultative Committee on Administrative Questions in advocating the terms of reference and format for a review. Thus, it has been a topic in which it has always been interested. FICSA commented that it was somewhat caught off-guard with the suddenness and rapidity of the convening of the panel under discussions. Comments were requested at very short notice and during the fifty-eighth session of ICSC in Paris, with all its distractions, there had not really been enough time for full consultation and research within FICSA. FICSA also stressed that it would very much have preferred an opportunity to meet with the panel members. However, FICSA was largely satisfied with recommendations 1 to 8, but was not in support of some of the recommendations dealing with specific aspects of the human resources review (recommendations 9 to 19). In fact, when providing comments to the panel, FICSA had not been aware of the expanded terms of reference and scope of its review.

FICSA expressed concern with many of the comments and observations provided by the ICSC commissioners on the panel report, while it found that most of the comments on the panel's report in the report of the Secretary-General were correct and could be supported. FICSA closed by commenting that although understanding the dangers in opening up a review of the statutes in a review of ICSC, it felt that any changes in the operation of ICSC will be minimal without doing such.

Personal status

FICSA noted that it was aware that a new Secretary-General's bulletin had been issued on this subject and that some consideration of requests for coverage of United Nations entitlements was occurring in New York, but it requested a briefing on this issue. FICSA also noted that it had been one of the primary proponents of this issue over the years.

Senior Management System

FICSA raised this issue in order to ask a question. FICSA first noted the history of this issue: that it had originally been part of the pay and benefits reform but, after it was decided that it would not entail any separate pay scale, it was no longer considered by ICSC as an issue under its mandate. Thus, the Chief Executives Board for Coordination (CEB) assumed responsibility for developing the Senior Management Service. However, at the fifty-ninth session of ICSC, the Commission insisted that it continue to review the development of the Senior Management Service. FICSA wanted to know how this issue would be resolved.

FICSA's proposal for cost-sharing arrangements with the High-Level Committee on Management

FICSA raised this issue as a point of information, since the topic was first raised in the High-Level Committee on Management. It was reported that a proposal with complete background documentation was tabled at the most recent Human Resources Network meeting in New York in July and, from the point of view of FICSA, the results as to what to do next were hard to decipher. The Human Resources Network had not agreed at this time to a cost-sharing arrangement but suggested that the issue be kept on future Human Resources Network agendas. FICSA felt the discussion had not been as expansive as was hoped and was unsure how the matter would progress. After discussions with the human resources secretariat, it was agreed to further discuss a proposal in the future in the hopes that a palatable proposal could be prepared. However, FICSA made it clear that its involvement and participation in future meetings and activities would be jeopardized by its decreasing budget along with escalating expenses. The time was not far off when essential activities might have to be stopped or curtailed or that FICSA simply close down.

Format of discussion at the upcoming Chief Executives Board meeting

FICSA queried whether it could expect a discussion-like format at the CEB, much like the one now adopted at the High-Level Committee on Management. FICSA confirmed that it preferred such an arrangement.

Other matters

FICSA assured the High-Level Committee on Management that it had studied the other documents and topics on its agenda but limited its intervention to those it considered the most important.
