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**REPORT OF THE NINETY-THIRD SESSION OF  
THE  
CONSULTATIVE COMMITTEE ON  
ADMINISTRATIVE QUESTIONS  
(PERSONNEL AND GENERAL  
ADMINISTRATIVE QUESTIONS)**

Geneva (22-23 June 2000) & New York (17 July 2000)

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## **Annexes**

### **I Agenda: Part I and Part II**

### **II List of Participants**

### **III Issues raised by Chairman of CCAQ in the context of the discussion of the review of the Pay and Benefits System (ICSC/52/R.12)**

#### [IV ICSC/52.CRP.4/Add.12 Review of the pay and benefits system](#)

#### [V Draft Guidance Note for the UN Resident Coordinator System on HIV/AIDS in the UN Workplace](#)

#### [VI United Nations system staff and their dependants living with HIV/AIDS - Translating Words into Action](#)

### **I Introduction and Adoption of Agenda**

1. The ninety-third session of CCAQ(PER) was held in two parts: in Geneva on 22-23 June prior to the meeting of the High Level CCAQ and in New York for half a day on 17 July prior to the 52nd session of the International Civil Service Commission (17 July-4 August 2000). The agenda as adopted for both parts is attached in Annex I and the list of participants in Annex II.

### **II. Simplification of Entitlements**

#### **A. Development of a "Relocation Grant"**

Document: ACC/2000/PER/R.12

1. The Committee:
  - expressed its appreciation to UNDP for the preparation of the document under review which reflected UNDP's progress to date in piloting a "lump sum" approach in respect of removal entitlements;
  - confirmed that UNDP's pilot approach was in consonance with the objectives it had outlined previously in respect of the introduction of effective simplifications to the elements of the entitlements package;
  - commended the approach taken by UNDP to those organizations who found merit in this approach as it would result in a significant reduction in administrative processing tasks and hence result in cost savings especially for those organisations with major field presences.

#### **B. Removal and Shipping Entitlements**

Document: ACC/2000/PER/R.12/Add.1

2. The Committee:

- expressed its appreciation to the United Nations for taking the initiative in trying to resolve what had been a long outstanding issue to modernise and streamline the removal and shipping entitlements so as to reflect current practices of the shipping industry;
- noted that the approach attempted to eliminate any unintended reduction in current entitlements;
- noted further that the major benefits of the changes would:

(i) involve considerably less paper work and time in making weight/volume comparisons;

(ii) facilitate the understanding of the entitlements by staff and;

(iii) induce lower insurance rates through the use of containers;

- recommended that those organizations ready to move forward adopt the following revised entitlements -

#### Removal

(i) for staff with recognized dependents: 1 x 40 ft container + 1 x 20 ft container (equivalent of 15 liftvans);

(ii) for staff without recognized dependents: 1 x 40 ft container (equivalent of 10 liftvans);

#### Non-removal (by applying the density rate of 96 kgs per cubic metre)

(i) for staff member: 1000 kgs = 10 cubic metres (equivalent of 3 liftvans);

(ii) first eligible dependent: 500 kgs = 5 cubic metres (equivalent of 2 liftvans);

(iii) each additional eligible dependent: 300 kgs = 3 cubic metres (equivalent of 1 liftvan);

#### Advance shipment by sea (by applying the same conversion rate as above)

(i) for staff member: 450 kgs = 5 cubic metres (equivalent of 2 liftvans);

(ii) first eligible dependent: 300 kgs = 3 cubic metres (equivalent of 1 liftvan);

(iii) each additional dependent: 75 kgs = 0.8 cubic metres (equivalent of 0.5 liftvan);

#### Conversion of entitlement to air

[Gross volume would be determined on the basis of half the entitlements by sea]

- (i) for staff member: 1 "CO7" or "D" air cargo container;
- (ii) for first dependent: 1 "d" air cargo container;
- (iii) each additional dependent: 1 "E" air cargo container.

### **III. Pay and Benefits**

Document: ACC/2000/PER/R.9 and ICSC/52/R.12

4. As a backdrop to its discussion on reform of the UN common system's pay and benefits system, the Committee had the benefit of presentations on the subject of competency-based/contribution-related pay systems by:

- Duncan Brown, co-author of Paying for Contribution, Chair of IPD Compensation Forum and Principal of Towers Perrin; and
- Graham Shaw, General Manager, Watson Wyatt Data Services, Europe, Africa & Middle East.

5. The Committee:

- expressed its appreciation for the excellent and thought-provoking presentations by Messrs. Brown and Armstrong and its thanks to their companies who had provided this opportunity to the UN family without cost to CCAQ;
- invited its secretariat, together with interested organizations, to prepare a short note detailing the objectives and goals, guiding principles, issues for consideration and a strategy for moving forward with the review which could form the basis of discussion in ICSC; this text is provided in Annex III.

*[ICSC's conclusions on this matter were far reaching and in view of their importance in the future are included in extenso in Annex. IV].*

### **IV. UN Staff and their Dependants Living with HIV/AIDS**

Documents: ACC/2000/PER/R.2 /Rev.1

ACC/2000/PER/R.3/Add. 1

ACC/2000/PER/R.3/Add. 2

ACC/2000/PER/R.3/Add. 3

ACC/2000/PER/R.13

ACC/2000/PER/R.13/Add.1

6. Further to ACC's review of the issue of UN system staff and their dependants living with HIV/AIDS and the conclusions reached thereon, the Committee examined a number of further steps that should be taken in order to move forward with all speed on this issue. Specifically, the Committee:

- expressed its appreciation to UNAIDS for the preparation of the basic document under consideration;
- noted that ACC's request that CCAQ present ACC with proposals for improving and harmonizing medical insurance for national staff within the UN system would require intervention at the highest management levels;
- endorsed the questionnaire to be used for regular reporting, but agreed that it should be revised every two years so as to take account the evolution of the situation;
- agreed that organisations should request country representatives to establish their own evidence base and support the preparation of local mapping in order better to plan present and future activities and policies related to HIV/AIDS in the workplace, as well as to assess their impact and/or effectiveness;
- urged its secretariat together with UNAIDS, UNICEF and World Bank (as a sponsoring agency of UNAIDS) to explore the possibility of obtaining extra-budgetary financing for the feasibility study, and later the project itself, for a UN system "Healthnet"; the possibility should also be explored of adding a certain percentage to organisations' contributions to the UN Medical service to reflect that this was an occupational health issue;
- requested all organisations of the UN system to make available the information booklet "AIDS and HIV Infection" on their respective Intranet sites;
- invited its secretariat to mobilize the staff development group and also involve those who had worked on the earlier pilot training programme to provide a report on these and other global concerns related to further training of staff and their families at all locations; the report should include a description of awareness and prevention activities undertaken and of difficulties encountered in their delivery;
- adopted the draft guidance note on HIV/AIDS in the UN workplace for the UN Resident Coordinator System and requested its secretariat to communicate thereon to CCPOQ (see Annex V);

- took note of the work programme, "Translating Words into Action" (see Annex VI) and requested its secretariat to investigate all possible means of ensuring that this work programme was pursued with all urgency through, for example, engaging a recent graduate (at minimum cost) to ensure follow up;
- expressed appreciation to the FICSA consultant for the report of his mission to Senegal and took note of the recommendations contained therein;
- decided to reconvene the task force which had met in 1999 and earlier in the year 2000 to pursue areas of concern as listed in the programme of work (Annex VI).

## **V. Comparative Analysis of HR Management: Policies and Practices**

### 7. The Committee:

- took note of the information provided by its secretariat in respect of updating and expansion of certain aspects of the information contained in the 1998-1999 study by Cranfield University School of Management particularly in connection with the ratios of HR staff to total personnel.

## **VI. Work - Family Agenda**

### **A. Paternity Leave**

Document: ACC/PER/2000/R.14

### 8. The Committee:

- took note of UNDP's proposal to create a paternity leave entitlement structured along the lines of the current entitlement to adoption leave;
- welcomed this initiative in the context of good governance, of remaining a good employer in the market place and of the work/family agenda adopted by ACC;
- commended the approach taken by UNDP and invited those organizations which felt they could do so to move ahead with UNDP in working toward introducing this entitlement within their organizations along the lines proposed in the document.

### **B. Experience with PAMS**

### 9. The Committee:

- took note of the information provided by its secretariat that some 1000 resumes had been transmitted through the PAMS system since its start up in April 2000;

- reiterated its strong support for the system in response to ACC's calls to develop systems which would facilitate inter-agency mobility and spouse employment;
- requested its secretariat to develop a plan for Phase II of the project which would enable resumes to be stored in a data base and which would permit recruiters to search by any given criteria or subject (e.g. nationality, gender, specialization);
- expressed warm appreciation to those organizations which had already pledged financial support for phase II of the project (UNICEF and UNAIDS);
- requested organizations to continue to provide feedback to the secretariat on their use of PAMS and in particular the proportion of resumes of direct interest for their programmes.

## **VII. Issues Arising out of the 2000 Ad Hoc Inter Agency Meeting on Security**

Document: ACC/2000/PER/R.16

10. The Committee reviewed the issues brought to its attention by the *ad hoc* inter-agency meeting on security. It requested that its secretariat help to strengthen input to the work of the *ad hoc* meeting to ensure that all parties were working together. With respect to the specific measures put forward by the meeting the following, the Committee decided:

### **Residential Security Measures (Nairobi pilot)**

- in the light of the success of the pilot phase of this project that the project should now be implemented without further extension of the pilot phase as had been suggested in the ad hoc meeting;
- to recommend to the organizations that the approach taken in Nairobi be extended to other duty stations.

### **Review of Evacuation Entitlements**

- took note of the work being carried out on this subject and recommended that all organizations with field staff should be associated with the project in order to ensure coordination of the revisions being developed in respect of entitlements on evacuation.

### **Domestic Violence**

- noted with concern that on at least 3 occasions domestic violence had led to the death of staff members;
- requested its secretariat to bring this matter to the attention of the *ad hoc* meeting of staff counsellors with a view to exploring appropriate social policies and, in this connection, to organize a session for the staff counsellors with others involved in the provision of counselling in the field; given the large field presence and staff counselling resources, WFP was requested to play a lead role in this regard.
- 

### **Rest and Recuperation**

- to invite those organizations who had introduced rest and recuperation arrangements to meet together with all urgency to ensure that in the treatment of staff of different organizations was aligned in respect of its application.

### **VIII. Liaison with Medical Directors**

Document: ACC/2000/PER/R.17

#### 11. The Committee:

- welcomed the focus being placed by the UN Medical Directors on occupational health matters and in particular the proposal to increase coordination and cooperation between the Committee and the group of Medical Directors;
- decided to revert to the proposals made in respect of the management of medical clearances within the overall context of these and other occupational health concerns being looked into by the two groups.

### **IX. Matters Under Consideration by ICSC**

#### **A. Standards of Conduct (ICSC/52/R.13)**

#### 12. The Committee:

- took note of the organisations' comments on the text of the standards of conduct revised by the Commission at its spring session;
- recalled that the Standards of Conduct were a cornerstone of the International Civil Service. It was of paramount importance therefore that the final product reflect the best of current thinking and the relevant language of the time so that - like the 1954 model - it would stand the test of time;

- would underline to ICSC that the key consideration was that the revised standards be introduced by all organisations. Hence, the revised standards must be acceptable to all governing bodies, who were sovereign in this area. Were governing bodies not to adopt a revised text, there was the distinct possibility that there could be a proliferation of different and even divergent texts. For CCAQ this would be the worst possible outcome of all the efforts made to strengthen the international civil service;
- noted that there was serious concern for moving forward with the current text. Some organisations preferred to retain the 1954 text; others wished to develop a revision of their own;
- recalled further that the goal of the exercise was to provide the UN family with standards of conduct which would inspire international civil servants in the way the 1954 model had done. The current text - whatever its substantive shortcomings - lacked "gravitas". It would not inspire those joining the international civil service to strive to meet the Charter values of independence, impartiality and integrity in the way that its predecessor had;
- decided to ask ICSC to consider constituting a new tripartite working group with as many of the former "players" as possible and including members of the Commission. The task of the working group would be to re-visit and reconsider the texts which had to date been put forward with a view to achieving consensus. Above all the tone and style the final product must reflect the unique ideals and goals of service in the organisations of the United Nations system.

*[ICSC took account of the organisations' request by CCAQ to provide them with the opportunity of a final review to present specific comments and therefore decided to postpone submission of the standards to the General Assembly until 2001. The Commission again called upon the organisations to present their complete views and, to the extent possible, reach consensus on the draft before the matter was taken up at its next session at which time the Commission would finalise the standards and go forward with its proposals to the General Assembly in 2001].*

## **B. Children's and Secondary Dependant's Allowance (ICSC/52/R.4)**

### 13. The Committee:

- concurred with the proposal to increase the children's and secondary dependant's allowances to reflect the 11.89 per cent increase in the value of tax abatement and payments under the social legislation applicable at the seven headquarters duty stations;

- recalled that these allowances were considered to be a social benefit and should so remain until reviewed in the context of the overall study of the pay and benefits package.

*[ICSC decided to maintain the children's allowance and secondary dependant's allowance as a social benefit and to maintain the current methodology for the determination of dependency allowances for the Professional and higher categories.*

*It also decided to recommend to the General Assembly that effective 1 January 2001:*

*(a) The children's allowance be increased to reflect the 11.89 per cent increase in the value of tax abatements and social legislation payments at seven headquarters duty stations that occurred between January 1998 and January 2000. Consequently, the revised annual amounts for duty stations in the United States and in countries where dependency allowances were fixed in United States dollars would be:*

*(i) Children's allowance US\$ 1,936*

*(ii) Disabled children's allowance US\$ 3,872*

*(b) The secondary dependant's allowance also be increased by 11.89 per cent, resulting in a revised annual amount of US\$ 693 for duty stations in the United States and in countries where dependency allowances were fixed in United States dollars;*

*(c) The current list of duty stations where the allowances were payable in local currencies be maintained. The applicable local currency amounts of the children's and secondary dependant's allowances at those duty stations should also be increased by 11.89 per cent.*

*(d) Dependency allowances payable to common system staff be reduced by the amount of any direct payments received from a Government in respect of dependants;].*

### **C. Rental Subsidy Scheme (ICSC/52/R.11)**

#### 14. The Committee:

- noted the report of the ICSC secretariat which reflected work in progress on this matter;
- recalled that since the Commission's spring session a number of steps forward had already been taken to update and bring more consistency to some of the parameters used by the organisations in administering the rental subsidy scheme; the organisations based in New York had started to meet; action was also underway in London to introduce revisions in the autumn;
- was informed that a dedicated conference site (i.e. "chat room") had been established on the WEB BOARD of the CCAQ web site immediately following the spring session of ICSC. It was available to those involved in this process to interact and exchange information and ideas across duty stations.

*[ICSC decided:*

*(a) To take note of the information provided;*

*(b) To note that CCAQ would continue to work with the organisations to resolve pending problems regarding the determination and application of maximum reasonable rents at headquarters duty stations;*

*(c) To request its secretariat, in cooperation with the secretariat of CCAQ, to complete as soon as possible the collection and consolidation of data on usage and cost of the scheme in the common system and to present detailed information in this regard at an early date].*

### **D. Common Scale of Staff Assessment (ICSC/52/R.15)**

#### 15. The Committee:

- concurred with the recommendation of the ICSC secretariat that the current scale of staff assessment for establishing the pensionable remuneration of the

Professional and higher categories continue to apply; this proposal had also been supported by the Pension Board at its recently concluded session;

- also agreed that the scale be reviewed again at the time of the next comprehensive review of pensionable remuneration.

*[ICSC decided to report to the General Assembly that the current common scale of staff assessment should continue to apply and should again be reviewed at the time of the next comprehensive review of pensionable remuneration. The Commission also decided that the issue of tax deductions related to employees or retirees for the construction of the staff assessment rates should be addressed at the same time].*

#### **E. Implementation of Decisions and Recommendations of ICSC (ICSC/52/R.14)**

16. The Committee:

- took note of the findings of the ICSC secretariat;
- invited organisations' representatives to give clarifications to ICSC in respect of these findings as required;
- expressed appreciation for the revised format and presentation of the report;
- decided to ask the Commission whether the proposed interim enquiry on this issue before the Spring 2001 session would provide any significant new information given that the General Assembly's 2000 decisions would be known only in December of that year and could therefore not be expected to be implemented by organisations until early in 2001.

*[ICSC took note of the information relating to implementation of its decisions and recommendations. It noted with regret that the information was not complete, owing to the lack of response from a number of organisations, and it decided to revert to the matter in 2002].*

#### **F. Evolution of the Margin (ICSC/52/R.2)**

17. The Committee:

- noted the margin forecast of 113.8 for the year 2000 (see also H below);
- recalled again its concern for the individual margins at the D.1 and D.2 levels. In the course of the discussion of the need to reform the remuneration system, organisations had alluded to the problems that the lack of competitiveness posed at the D.1 and D.2 levels in terms of the recruitment and retention of senior managers. This "negative" margin was therefore becoming increasingly intolerable at a time when managers were being requested to manage more effectively and increasingly to be accountable for the management of both human and financial resources;
- noted that it was anticipated that there would be an increase in US federal civil service pay of some 5% in January 2001 which since this was greater than the inflation rate would in all likelihood result in a further reduction of the margin in 2001.

*[ICSC decided:*

*(a) To take note of the margin forecast of 113.8 between the net remuneration of the United Nations staff in grades P-1 to D-2 in New York and that of the United States federal civil service in Washington, D.C, for the period 1 January to 31 December 2000 based on current grade equivalencies;*

*(b) In view of the revised grade equivalencies between the United Nations and the United States to report to the General Assembly a margin of 113.3 (see H below)].*

#### **G. Proposed Agenda for the 24<sup>th</sup> Session of ACPAQ (ICSC/52/R.3)**

18. The Committee:

- took note of the proposed agenda for the 24th session of ACPAQ.

*[ICSC approved the agenda proposed for the twenty-fourth session of ACPAQ].*

#### **H. Statement on Grade Equivalency Study (ICSC/52/R.5 & CRP.6)**

19. The Committee:

- took note of the results of the grade equivalency study and the consequences it would have on the margin which, if adopted, would result in a reduction of the margin from 113.8 to 113.3 for the year 2000;
- expressed its appreciation to the ICSC secretariat and all those in the organisations who had been involved in the task;
- recalled its concern for the labour intensive nature of the process of the current methodology and would confirm to the Commission that those who had been involved in this process over many years would be pleased to work with the ICSC secretariat in looking at technically sound and credible alternatives to the current methodology in time for the next study of this nature.

*[ICSC decided to report to the General Assembly that it had conducted, as part of its regular five-year reviews, a new grade equivalency study for the year 2000 with the comparator. In that context, it decided the following:*

*(a) To note the results of the validation exercise, which showed an agreement rate of 92 per cent;*

*(b) To endorse, for remuneration comparison purposes, the results of the 2000 grade equivalency exercise with the comparator civil service;*

*(c) To report a net remuneration margin of 113.3 for the calendar year 2000;*

*(d) To request its secretariat to review the current methodology and to explore more efficient means with a view to streamlining the process and to reducing administrative costs without jeopardising the quality of the results in future grade equivalency studies].*

## **I. Language Knowledge (ICSC/52/R.10)**

20. The Committee:

- agreed with the proposal to take up this matter in the context of the review of pay and benefits;
- recalled that a broad knowledge of languages was not only important to meet specific functional requirements but also served to enhance understanding across multicultural organisations and to build a more flexible workforce. It would urge the Commission to continue to strongly support language schemes that served to

motivate staff to strengthen their language skills. Given the organisations' differing mandates, structures, systems and requirements, the modalities of the recognition of language knowledge should not - except for a broad policy direction - be determined at the level of the common system. CCAQ therefore would strongly urge the Commission to support the continuation of language schemes as currently applied, that is to say, to support continuation of both mechanisms, the incentive for Professional and the allowance for General Service staff.

*[ICSC decided to inform the General Assembly that it was currently engaged in a comprehensive review of the pay and benefits system which had emerged as a priority item from the integrated framework for human resources management. It would therefore be more appropriate to address the issue of recognition of language knowledge in the context of that larger study, which would be dealing with the entire range of common system allowances].*

## **J. Education Grant**

### **(i) Review of the Levels of the Education Grant**

Document: ACC/2000/PER/R.15 and ICSC/52/R.9

21. The Committee reviewed the proposals in the draft document to be submitted to ICSC; it agreed to recommend that:

- one US\$ amount for expenses outside as well as inside the USA area should be introduced;
- in areas where education related expenses were incurred in the Belgium franc, Swiss franc, Irish punt, Italian lire, USA dollar, the levels should be set as shown in the tables below.

<b>CURRENCY</b>	<b>Current maximum admissible level (MAE)</b>	<b>Current maximum education grant (75% of MAE)</b>	<b>Proposed maximum admissible level</b>	<b>Proposed maximum education grant (75% of MAE)</b>
<b>Belgium franc</b>	423000	317250	520290	390218
<b>Swiss franc</b>	23435	17576	24372	18279
<b>Irish punt</b>	6561	4921	7873	5905

Italian lire	21830000	16372500	23794700	17846025
USA dollar	20748	15561	23445	17584

Currency	Percentage Increase
Belgium franc	23%
Swiss franc	4%
Irish punt	20%
Italian lire	9%
US \$	13%

- the maximum amount of admissible expenses and the maximum grant should remain unchanged at current levels for the following currencies: Austrian schilling, Danish krone, Deutsche mark, Pound Sterling, Spanish peseta, Finnish markka, French franc, Japanese yen, Netherlands guilder, Norwegian krone, Swedish krona.
- the flat rates and the additional amounts for reimbursement of boarding costs over and above the maximum grant payable to staff members at designated duty stations should be revised as shown in the table on the next page:

#### CPI Movement from December 1998 to December 2000<sup>(1)</sup>

	Index	% change	Boarding	Boarding	Additional
(1)	(2)	(3)	(4) Dec'98	(5) Dec'00	(6) Flat
	Dec00/ Dec98	Dec00/ Dec98	Normal flat rate	normal flat rate	rate
Austria	1.030	3.0	42,351	43,622	65,433
Belgium	1.044	4.4	113,176	118,156	177,234

Switzerland	1.022	2.2	4,982	5,092	7,638
Germany	1.026	2.6	6,848	7,026	10,539
Denmark	1.062	6.2	20,709	21,993	329,895
Spain	1.054	5.4	387,658	408,592	612,888
Finland	1.033	3.3	12,828	13,251	19,877
France	1.005	0.5	16,320	16,402	24,603
UK	1.023	2.3	2,973	3,041	4,562
Ireland	1.065	6.5	1,777	1,893	2,840
Italy	1.040	4.0	4,763,220	4,953,749	7,430,624
Japan*	0.980	-2.0	525,930	525,930	788,895
Netherlands	1.040	4.0	6,716	6,985	10,478
Norway	1.049	4.9	16,682	17,499	26,249
Sweden	1.016	1.6	20,615	20,945	31,418
United States (NYC)	1.066	6.6	4,299	4,583	6,875
US dollar (other than US)	1.066	6.6	3,164	3,373	5,060

- in keeping with current policy, the amount of the special education grant for each disabled child should be equal to 100 per cent of the revised amounts of maximum admissible educational expenses for the regular education grant;
- if the proposal regarding the US \$ outside the USA currency area were not approved, special measures currently in place for China and Indonesia should be maintained;
- all of the above new measures would be applicable as from the school year in progress on 1 January 2001.

*[ICSC decided to forward the above recommendations to the General Assembly but to maintain the two separate United States dollar areas and the special measures for China and Indonesia, which would allow organisations to reimburse 75 per cent of actual expenses up to and not exceeding the maximum expenditure level in force for the United States dollar inside the United States.*

*It also decided to review the issue of the trigger point for adjusting the education grant at the time of the review of the methodology for the determination of the level of the grant].*

**(ii) Review of the Purpose, Scope and Application of the Education Grant (ICSC/52/R.8)**

22. The issues raised in the document were considered by the Committee from two perspectives: first that of the importance of the education grant in the human resources management context of an international organization; and second, within the context of expatriation benefits. It therefore decided that it would emphasize to ICSC that:

- the majority of organizations of the common system were now - more than ever before - requiring their staff to be mobile and to be ready to take up assignments in any part of the world; whatever the situation, if staff members were to undertake their work effectively, the organizations must provide the necessary support so that families did not unduly suffer from the consequences of the place of assignment;
- the education grant was a reimbursement for actual expenditure which was payable only to staff assigned to a duty station where they were considered to be expatriate and only upon presentation of certified receipts of attendance and bills from schools; moreover, this reimbursement represented only 75 % of the total costs of educating the child and was subject to a strict maximum reimbursable amount or ceiling which the Commission itself determined;
- the scope and purpose of the education grant had already been the subject of extensive review by successive expert bodies since the grant was originally approved;
  
- while at its inception, the grant had been established largely on the assumption that parents would send children to a boarding school or university in their home country, this assumption was made at a time when the United Nations consisted of some 50 member States from mainly developed economies and with staff concentrated in a few duty stations; the concept of the education grant had had to broaden since its inception in 1946 as staff now came from some 190 member States from all types of economies;
  
- staff were required to be more mobile than ever before; there had also been important societal changes - in particular - the growth in family units of dual citizenship which challenged earlier assumptions;
- as a further review of the scope and purpose of the grant would inevitably be included in the overall review of the pay and benefits system, it would be more appropriate for governing bodies of organizations of the common system to review the matter of harmonizing their staff rules and regulations after that review was concluded.

*[ICSC decided:*

*(a) To recommend to the General Assembly that the education grant continue to be treated as a benefit payable to internationally recruited staff with expatriate status;*

*(b) To inform the Assembly that it may wish to request the organisations to bring the matter of the payment of the education grant to staff members living in their own countries to the attention of their governing*

bodies with a view to harmonising the staff rules and regulations along the lines of those of the United Nations;

(c) To report to the Assembly that further consideration of the scope and purpose of the education grant would best be conducted under the overall review of the pay and benefits system, which was currently under way;].

## **X. Other Business**

23. The Committee was provided with briefings (i) by the Secretary on the outcome of the meeting of High Level CCAQ which had convened in New York on 10 and 11 July 2000 (ii) by the Chairman of CCAQ on the outcome of the UN Joint Staff Pension Board which had met in Geneva from 5-14 July 2000.

24. The Committee, noting with satisfaction that over 35 organizations had already joined AHRMIO and that the Inaugural Conference would take place in Geneva from 11-13 September 2000; it welcomed the progress which had been achieved and expressed support for CCAQ's continued involvement in the further development of the Association.

1. <sup>1</sup>

Calculated by ICSC/COLD on 11 May 2000.	
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Note: Most CPIs are available until March 2000 only, 12 months projection factors were used to estimate December 2000 CPIs.
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*	Same since the movement was negative.	
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## **Annex I**

ACC/2000/PER/R.8/Rev.1

19 June 2000

Consultative Committee on

Administrative Questions

(Personnel & General  
Administrative Questions)

Ninety third session

Geneva, 22-23 June 2000, New York, 17 July 2000

## **REVISED PROVISIONAL AGENDA**

Note by the CCAQ secretariat

### **Part I, Geneva, 22-23 June 2000**

Document symbol

#### **1. Adoption of the agenda ACC/2000/PER/R.8/Rev.1**

#### **2. Pay and Benefits**

Preparation for ICSC ACC/2000/PER/R.9

Presentation on competency based pay systems

#### **3. Review of ACC and the ACC machinery (to be taken up at a later session)**

#### **4. Simplification of Entitlements**

Progress Report by UNDP ACC/2000/PER/R.12

Document symbol

**5. UN Staff and their dependants living with HIV/AIDS**

Progress Report ACC/2000/PER/R.13

**6. The Comparative Analysis of HR Management Policies and Practices**

(The Cranfield Study)

Progress report

**7. Work-Family Agenda**

7.1 Paternity Leave

Note by UNDP ACC/2000/PER/R.14

7.2 Experience with PAMS

Progress report

**8. Report of the Security Coordinator's Meeting for action by CCAQ (PER)**

Note by the secretariat ACC/2000/PER/R.16

**9. Liaison with Medical Directors**

Note by the secretariat ACC/2000/PER/R.17

**10.\* Preparation for ICSC**

including CCAQ Report on Education Grant levels ACC/2000/PER/R.15

\*This will also be the main item from the session on 17 July in New York

**11. Other Business**

6 July 2000

Consultative Committee on  
Administrative Questions  
(Personnel & General  
Administrative Questions)

Ninety third session

Geneva, 22-23 June 2000, New York, 17 July 2000

## **REVISED PROVISIONAL AGENDA**

Note by the CCAQ secretariat

**Part II, New York, 17 July 2000**

Document symbol

**1. Adoption of the agenda ACC/2000/PER/R.8/Add.1**

**2. Preparation for ICSC**

2.1 CCAQ Report on Education Grant levels ACC/2000/PER/R.15

2.2 All other issues contained on the Agenda of ICSC

as contained in document ICSC/52/R.1

### 3. Simplification of Entitlements

Removal and Shipping Entitlements

Reports from organisations

### 4. Other Business

## Annex II

### Ninety-third Session

Geneva, 22 to 23 June 2000

### LIST OF PARTICIPANTS

UN, New York	Ms Jan Beagle, Director, Specialist Services Division, OHRM Mr. Julio Camarena-Villaseñor, Chief, Common System & Inter-Agency Policy Unit
UNDP	Ms Deborah Landey, Director, Office of Human Resources Mr. Gary McGillicuddy, Chief, Policy, Organisational Development & Compensation Ms Elizabeth Velander, Policy Associate
UNICEF	Mr. Tom McDermott, Director, Division of Human Resources Ms Marta Helena Lopez, Human Resources Officer, Policy Unit
UNHCR	Mr. Alejandro Henning, Head, Human Resources Service Mr. Duncan Barclay, Chief, Policy and Planning Section Ms Anne Gunning, Senior Policy Coordination Officer Mr. Kiyeshi Murakami, Head Career and Staff Support Service

UNFPA	Ms Cornelia Moussa, Deputy Chief, Personnel Branch
UNOPS	Mr. Todd Larson, Human Resources Specialist, Policy and Staff Development Section  Ms Mieko Tarui, Human Resources Advisor
UNEP/UNON	Mr. Alexander Barabanov, Chief, Division of Administrative Services
WFP	Ms Dyane Dufresne, Director of Human Resources
UNAIDS	Ms Johanne Girard, Manager, Human Resources Management
ILO	Mr..David Macdonald, Chief, Common System and Entitlements Section  Ms Christine Elstob, Senior Personnel Policy Officer  Ms Keiko Nimi, Personnel Policy Officer
ITC	Juan Luis Larrabure, Director, Division of Administration  Ms Christine M.Garstin, Chief, Personnel Section, Division of Administration
UNESCO	Mr. M.Ait Si Selmi, Director a.i. Office of Human Resources Management  Mr. Sean Hand, Chief, Human Resources Development Division
ICAO	Abdoulaye R. Diallo, Chief, Recruitment, Establishment and Studies Section  Mr. Geoffrey.P.Moshabesha, Chief, Field Personnel Section, Technical Co-operation Bureau
WHO	Ms Enid Steward-Goffman, Coordinator, HR Policy Development  Ms.Eva Lustigova, Human Resources Policy Analyst  Ms Telma Viale, Human Resources Specialist, Policy Development
PAHO	Dr. Diana S. LaVertu, Chief of Personnel
ITU	Mr. Dirk. Jan. Goossen, Chief, Personnel & Social Protection Department  Mr.Michel Rolland, Deputy Chief, Personnel & Social Protection Department
WMO	Ms.Kathleen.J Charles, Director, Resource Management Department  Ms Katia M.Chestopalov, HR Officer  Mr. Marc Peeters, HR Officer

IMO	Mr. Leif Gunnstedt, Head, Personnel Section
WIPO	Mr. Herman Ntchatcho, Director, Human Resources Management Division Mr. Sven Arneberg, Deputy Director, HRMD
IFAD	Ms Margaret Simon, Director of Personnel
IAEA	Mr. Dieter Goethel, Director of Personnel
WTO	Mr. Paul Rolian, Director, Personnel Division

ISCC Secretariat	Mr. Jerry Barton, Principal Officer and Secretary
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ICSC secretariat	Ms Nicole Lanfranchi, Personnel Policies Specialist
CTBTO	Mr. Michael Hasenau, Chief, Personnel Section
ISA	Mr. Fransiscus Mutidjo, Finance Officer
OPCW	Mr. Johann Rautenbach, Head of Human Resources
IOM	Ms C. Zourdos, Chief, Human Resources Division Ms C. Purpura, Human Resources Officer
UN Staff College	Mr. Sergio Gardelliano, Head Management and Organisational Learning Group

FICSA	Mr. Bernard Grandjean, President Mr. André.J.Heitz, General Secretary Ms Leslie Ewart, Information Officer
CCISUA	Ms.Mehri Madar-shahi, President

<b>Resource Persons</b>
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Towers Perrin	Mr. Adrian Tamburi Mr. Duncan Brown
Watson Wyatt	Mr. Graham Shaw, General Manager, Data Services Europe, Africa & Middle East

CCAQ Secretariat	Mr. Roger Eggleston, Secretary Ms Mary Jane Peters, Assistant Secretary
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## **Annex III**

### **ISSUES RAISED BY CHAIRMAN OF CCAQ IN THE CONTEXT OF THE DISCUSSION OF THE REVIEW OF THE PAY AND BENEFITS SYSTEM (ICSC/52/R.12)**

#### **Concern for the Current Remuneration System**

Expressions of dissatisfaction with the current remuneration system have been voiced for quite some time (e.g. in the course of the 1988-89 comprehensive review). The following are just some of the overarching concerns raised:

- The elements of the current system are based on the work practices and assumptions of the 1930's and 1940's, e.g. that staff would make lifelong careers in the international civil service. These are no longer valid. Increasingly, there is need for punctual appointments to meet one or other organizational needs; these cannot be appropriately rewarded through the current system.
- The current remuneration system is out of step with the way in which international and national public administrations in every continent of being reengineered. It does not serve managers who are increasingly held accountable for the effective management of human resources. Nor has it kept abreast with the evolution of the behavioral sciences and those theories which underpin systems for the effective motivation of a workforce.
- It does not respond to public sector practices in terms of the organization and management of work particularly in terms of team-based approaches. Organizations are dynamic living organisms trying to meet ever-changing programme requirements; the rigid description of functions essentially used to classify jobs does not and cannot reflect today's demands for multi-tasking and team assignments.
- It does not match the aspirations of the emerging workforce which are much less centered upon job security and seniority and much more on reward for personal contribution.
- To meet these organizational and individual needs, there has been a tendency to misuse the current system (e.g. using job re-classification to reward though promotion).
- Although on the surface the remuneration system may appear simple, this initial impression is misleading because the methodologies and mechanisms used to determine pay, post adjustment and the benefits package are complex and increasingly inexplicable to staff.

This is why we have been hearing for over a decade expressions such as the following which for all their simplicity are symptoms of the over-all malaise:

- “Benefits packages are too monolithic and lack creativity and sensitivity to organizations diverse mandates”.
- “The pay system is too complex – not transparent.”
- “No recognition of skills and personal input.”
- “Overly burdensome and expensive to administer.
- “Too much weight given to seniority.”
- “By the time the job description is approved and classified, the duties have already changed.”
- “Within grade increases based on seniority are a disincentive to junior staff who are leaving in large numbers.”
- “No possibility of recognizing team work.”
- “Inhibits quick responses to changing mandates.”
- “Neither the P or the GS scales are appropriate for paying highly specialized logistic staff serving on humanitarian projects.”
- “Pay based on marital or dependency status is an outdated and degrading concept.”

### **Objectives/ Goals of the Review of the System**

While maintaining the Noblemaire and Flemming principles as the basis of any revised arrangements, the goal is to reform the present system to:

- Reward staff in manner which is more clearly based on merit, competence, responsibility, accountability and performance/contribution and reduce the emphasis on seniority;
- Enable organizations to attract and retain high quality staff (including senior management staff and particular categories of professional/technical staff in short supply);
- Provide high performing staff with well-defined career progression opportunities;

- Link rewards (financial and non-financial) with training and development, by introducing skills and competency-based appraisal and award systems which encourage staff (individuals and teams) to acquire and use new skills and behaviour of value to their employing organization;
- Provide sufficient incentives (financial or otherwise) to encourage staff mobility in all its forms – across functions, occupations, duty stations and organizations of the system;
- Achieve greater flexibility in the composition and application of the overall rewards package;
- Make the system more transparent and easily explained, less costly and simpler to administer;
- Strengthen the international civil service.

### **Considerations**

- We must move forward; the status quo is not an option.
- There are no “quick fixes”- changing a structure/system that has been in place for more than 50 years will take time. We should therefore be prepared to accept a two-year time frame within which consideration of all relevant issues will evolve. Also, we must consider the possibility of experimentation with particular approaches within and following that period.
- All partners have to be involved in the exercise from the beginning. This is not a problem for HR specialist alone. Managers and staff are important stakeholders in the process.
- At any early stage, obstacles to change of the remuneration system must be addressed, including for example the rigidity of certain budgetary systems which impose manning tables by grade (i.e. the post system).
- The measurement of individual performance cannot be seen in isolation of the performance of the organization for which management will have to set performance targets/indicators.
- However effective the pay system, there will always be need for attention to be given to the less tangible aspects of reward such as learning and development and work environment, especially work/family issues.
- We should be prepared to consider developing a system (or systems) that reflect(s) the increasing diversity and flexibilities required within the common system of organizations (different mandates, modalities, sizes, geographical locations, management culture and needs), provided that there is agreement on –

- ✓ The extent to which flexibility is to be provided (i.e. the “core/fixed elements of the pay and benefits system which must be retained irrespective of an organization’s particular circumstances), the categories of staff to whom they should be applied, and what can reasonably be provided for as discretionary (i.e. variable) elements in the remuneration package to be offered by the organizations.
- ✓ The degree of tolerance that organizations can accept between themselves in adopting a more “tailor-made” approach better suited to each individual’s/organization’s needs.
- We should recognize that pay/benefits are a key, but not the only element in the HRM Framework. Rewards strategies must be based on a concept of “total rewards” which accords value to learning and development opportunities and work environment considerations as well as pay and benefits. This approach can be seen in the diagram which on next page:

*DIAGRAM*

**Some issues to be included in the next stage of the review**

So as to arrive at streamlined competitive remuneration packages which will help organizations manage better - especially in respect of the retention and recruitment of managerial and specialist staff - a range of issues should be considered in the next stage of the review, including:

- Reform of the job classification system by incorporating competencies (on the basis that staff are no longer recruited to fill a particular post but to perform ‘work’ at á certain grade level, thereby providing the opportunity for more horizontal flexibility);

□□□□□□□□□□ • Broad-banded and job family pay structures (including removing barriers in movement from G to P grades for appropriately qualified staff);

- A senior executive service;
- Paying for contribution<sup>1</sup>[1] (i.e. competency-related pay);

□□□□□□□□□□ • Strengthening performance management systems to support approaches such as broad-banding and paying for contribution;

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- • Simplification of entitlements (e.g. possibility of adopting lump sum approaches); *N.B.: CCAQ*

*is already looking into this;*

- Review of dual salary scale reflecting family status.

### **Strategy for Moving Forward**

Based on experience, working group arrangements would appear to be the best vehicle for moving forward in the most cost effective manner. Recalling the emphasis given in the Framework for Human Resources Management to the importance of taking account of the linkages between different areas of human resources management, the terms of reference of such a working group/s must ensure that the approach taken is a holistic one.

As of the ongoing process, organizations should be encouraged to pilot new approaches.

18 July

2000

## **Annex IV**

# **International Civil Service Commission**

## **Fifty-second session**

New York, 17 July-4August 2000

## **Draft twenty-sixth annual report**

### *Addendum*

## **Review of the pay and benefits system**

### **Annex**

### **Background**

1. In its resolutions 51/216 of 18 December 1996, 52/216 of 22 December 1997 and 53/209 of 18 December 1998, the General Assembly requested the International Civil Service Commission to play a lead role in the development of innovative approaches in

the field of human resources management. In response, the Commission developed an integrated human resources framework that identified not only the major elements, but also the linkages among them together with a set of guiding principles. One element of the framework, the compensation and benefits system, was singled out as requiring the highest priority consideration by the Commission.

2. At its fifty-first and fifty-second sessions (April and July-August 2000), on the basis of documents prepared by the secretariat (ICSC/51/R.10 and ICSC/52/R.12), the Commission analysed some of the main problems besetting the common system and discussed how they might be solved. Other initiatives included a briefing in June 2000 organized by the Consultative Committee on Administrative Questions on competency-based pay and the International Civil Service Commission Forum on Human Resources Management held in July 2000, which concentrated on the broadbanding approach to pay and the possible development of a senior executive service for the common system. In the light of the above, the Commission decided at its fifty-second (July-August 2000) session to proceed with the review of the pay and benefits system and to establish mechanisms to allow for the broadest possible participation and discussion on the part of the organizations and the staff.

3. Examination of alternatives to the existing pay and benefits system would be based on a holistic approach, underpinned by the Noblemaire and other relevant principles set out in the Framework for Human Resources Management. In line with these principles, a revised pay and benefits system would:

(a) Reward staff in a competitive and equitable manner, based on merit, skills, competence and responsibility;

(b) Be designed to motivate and encourage staff to develop skills and competencies and provide opportunities for career advancement;

(c) Be flexible, transparent, administratively simple;

(d) Meet organizations' needs.

4. The review would be expected to result in a set of options, leading to a streamlined and competitive pay and benefits system for consideration by the Commission (see also paras. \_\_\_ to \_\_\_ of A/55/30).

Modalities  
Steering Committee

5. Coordinated by the Chairman of the International Civil Service Commission, the Steering Committee would comprise the ICSC Vice-President, the Executive Secretary of the Commission, the Chairman/Bureau of the Consultative Committee on Administrative Questions and the Secretary of the Consultative Committee on Administrative Questions. Its role would be:

(a) To direct, over a two-year time period, all future work on the review of the pay and benefits system,

(b) To make recommendations to the International Civil Service Commission.

## Overall mandate of the Steering Committee

6. The overall mandate of the Steering Committee would be:

(a) To coordinate and integrate the work of three open-ended focus groups (see below) established at the main headquarters duty stations on specific topics, taking into account that there could be some overlap between them in the issues addressed, for example, competencies;

(b) To establish any other participation or mechanisms as needed to ensure, inter alia, that all reasons for and obstacles to change are identified;

(c) To present recommendations, based on the work of the focus groups and other eventual mechanisms, to the Commission on a package of reform measures that would also accommodate the diversity among organizations;

(d) To ensure that any revised pay and benefits system is flexible and transparent and that it supports the management of each organization.

## Role of the focus groups

7. The role of the focus groups would be:

(a) To analyse in a proactive, future-oriented way, specific topics, including related issues and obstacles and bearing in mind the external factors affecting the United Nations system today by, inter alia, calling upon outside expertise on specific/technical matters when necessary;

(b) To take into consideration the experience of the private sector and other public organizations;

(c) To take into account any cost implications of suggested changes and examine various methods to ensure that the revised pay system has financial controls that permit it to operate within budgetary limits;

(d) To propose options for consideration by the Steering Committee.

## Composition of open-ended focus groups

8. The open-ended focus groups would be composed of:

(a) Commission members;

(b) A convenor for each group;

(c) Representatives of organizations, including programme managers and a representative cross-section of staff from the organizations;

(d) Staff representatives;

(e) Members of the secretariats of the International Civil Service Commission and the Consultative Committee on Administrative Questions.

#### Broad mandates of the focus groups

9. The following outline sets out the broad mandates of the focus groups.

I. The nature of work (Vienna)  
Objective

10. *To examine alternatives for a simplified pay system that is flexible, responds to the needs of organizations and, in particular, those of managers, ensures competitiveness in the common system and better reflects the work currently performed by staff in the different organizations of the common system.*

#### Principal tasks

(a) To analyse and define the changing nature of work in today's organizations; that is: what the work is, how it is carried out and how the pay system reflects that work;

(b) To review and simplify the present job classification system in terms of the categorization of work with a view to moving towards generic job profiles, broader occupational groups, facilitating and improving recruitment methods, etc;

(c) To examine the concept of categories, grades and steps with a view to their retention/revision. In this context, to assess broadbanning approaches and performance in its broadest sense;

(d) To bear in mind the related issue of contractual arrangements, which require flexibility to respond to organizations' needs, and as it relates to the changing nature of work and to compensation and benefits policy.

II. Rewarding contribution (Geneva)  
Objective

11. *To provide suggestions as to how to link the pay system to organizations' performance management systems and to better recognize performance, contribution and/or competencies in a multicultural environment.*

#### Principal tasks

(a) To define mechanisms to differentiate individual pay according to performance, contribution or competencies that are transparent and agreed by managers and staff;

(b) To discuss measurable and objective criteria based on skills, competencies and individual or team contribution to assess and compensate performance, taking into account the work already done by the Commission and currently under way on competencies across the system;

(c) To take into consideration the concepts of staff development and career growth.

### III. Management capacity (New York) Objective

12. *To create a system that strengthens the management capacity of the organizations and enable organizations to attract and retain managers of high calibre.*

#### Principal tasks

(a) To specify what is expected from managers in the light of organizations' changing needs and the changing nature of work;

(b) To examine the range of possible tools and systems, including those in use in national civil services and other institutions, in order:

(i) To strengthen managerial capacity and promote leadership;

(ii) To facilitate the transfer of skills (enabling managers to work across the organizations, thereby reinforcing core values and a common culture);

(iii) To better reward managers in view of their key role in driving organizational change;

(c) To study the possible establishment of a senior management service in the United Nations system.

#### Agenda and time frame

13. The agenda and time frame for the review would be as follows:

(a) Focus groups start meeting, insofar as possible, in October/November 2000;

(b) Focus groups report to Steering Committee, which meets early in 2001;

(c) Steering Committee reports to the International Civil Service Commission in June 2001;

(d) The International Civil Service Commission establishes next steps/ agenda based on Steering Committee report .

#### Communication

14. Communication would be facilitated by:

Video-conferencing;

Dedicated web site.

## **Annex V**

### **Draft Guidance Note for the UN Resident Coordinator System on HIV/AIDS in the UN Workplace**

#### **Focal Point**

1. The UN Resident Coordinator may wish to nominate a Focal Point to coordinate implementation and follow-up on the activities described below.

#### **Information sharing, awareness raising and prevention**

2. UN systemwide distribution of the booklet "AIDS and HIV Infection. Information on United Nations Employees and Their Families" and use of the orientation training package developed by the UNDG Technical Task Group on HIV/AIDS.

3. Awareness raising on prevention and discrimination issues conducted for all UN system staff with training in working and local languages for staff members and families, with the involvement of the staff associations.

4. Circulating and keeping up-to-date list of websites: AIDES Federation National (in French) <http://www.aides.org>, ; AEGIS, <http://www.aegis.com> ; HIV/AIDS Treatment Information Service, <http://www.hivatis.org> ; Swiss information and exchange site on HIV/AIDS, by the Fondation du Présent, <http://www.hivnet.ch/> ; HIV/AIDS information network for Central and West Africa in French, [safco@hivnet.ch](mailto:safco@hivnet.ch) . Where access to the Internet is limited, providing relevant reference material in hard copy

5. Ensuring the availability of condoms through UN system offices for all staff.

6. Informing where safe blood can be obtained. Ensuring availability of first-aid kits in UN vehicles/offices and training of drivers and other staff in fist-aid.

7. Advising on safety precautions while on duty travel including information on required travel clearances and on travel kits for HIV prevention.

### **Stigma and Discrimination**

8. Providing leadership in establishing a climate of trust and understanding free of fear for stigma, discrimination and loss of employment noting the responsibility of UN system organisations regarding their employees in the context of HIV/AIDS, as reflected in the UN Committee on Economic, Social and Cultural Rights General Comment on the Right to the Highest Attainable Standard of Health (Article 42).

### **Voluntary Counselling and Testing, and access to care**

9. Providing staff with up-to-date information on confidential counselling and testing, and psychosocial support services available in the country.

10. Describing services available through UN Medical Dispensaries and through the UN Examining Physicians.

11. Inform UN system staff on the necessity for prompt treatment of opportunistic infections. Distributing up-to-date information on medical facilities/institutions experienced in handling HIV-related care.

12. Describing availability of Antiretroviral treatment in the country and access to reliable healthcare facilities/professionals who can assist and advise on use of drugs, provide ongoing physical monitoring and psycho-social support.

## Occupational Safety

13. Reinforcing and keeping up-to-date, following inter-agency consultation, a country PEP emergency protocol to ensure the efficient and effective response to any incident involving potential exposure to the HIV virus.

14. Providing briefing on security prevention of sexual assault both for men and women, entitlements/benefits, etc.

## Information on staff entitlements

15. Disseminating information on health insurance entitlements, and information on financial, legal and educational support available to staff and their families, including procedures to manage confidential information concerning staff.

16. Providing advice on recruitment and continuation of employment for staff living with HIV/AIDS.

## Annex VI

### UNITED NATIONS SYSTEM STAFF AND THEIR DEPENDANTS LIVING WITH HIV/AIDS

#### TRANSLATING WORDS INTO ACTIONS

<i>Areas for Improvements and/or sustained actions</i>	<i>Specific actions required</i>	<i>Responsibility</i>	<i>Target date</i>	<i>Additional comments</i>
Medical insurance coverage for national staff in the UN system	1. Develop summary tables per country showing: <ul style="list-style-type: none"><li>• current ceilings</li><li>• local availability of</li></ul>	UNICEF/ UNDP/UNAIDS	July 2000	

<i>Areas for Improvements and/or sustained actions</i>	<i>Specific actions required</i>	<i>Responsibility</i>	<i>Target date</i>	<i>Additional comments</i>
	<p>drugs</p> <ul style="list-style-type: none"> <li>• costs of treatment</li> </ul> <p>2. Review of MIP ceilings</p> <p>3. Request organizations to report on any discrimination related HIV/AIDS</p> <p>4. Report to ACC on proposals for improving and harmonizing medical insurance coverage for national staff within the UN system</p>	<p>UNDP/UNDG</p> <p>CCAQ</p> <p>All organizations</p> <p>CCAQ(PER/FB)</p>	<p>July 2000</p> <p>October</p>	<p>UNDP actuarial study to evaluate viability of MIP for after service coverage</p> <p>ACC Fall session</p>
Implementation of Guidance note at country level	<p>1. Finalize guidance note</p> <p>2. Clearance by correspondence</p> <p>3. Include note with the transmittal letter of the ED to Heads of Agencies regarding the substantive issue</p> <p>4. Draft letter from Agency Head to RR-RC</p> <p>5. Disseminate Guidance note to field offices</p> <p>6. Collect and disseminate Best practice</p> <p>7. Report on status of implementation</p>	<p>UNAIDS</p> <p>CCPOQ</p> <p>UNAIDS</p> <p>HR dept.</p> <p>Heads of agencies</p> <p>CCPOQ</p> <p>All organizations</p>	<p>May 2000</p> <p>Asap</p> <p>Dec 2000</p> <p>Spring 2000</p>	<p>Document to be presented at IAAG</p> <p>ACC Spring</p>

<i>Areas for Improvements and/or sustained actions</i>	<i>Specific actions required</i>	<i>Responsibility</i>	<i>Target date</i>	<i>Additional comments</i>
	8. Analysis of urgent/problematic countries  9. Report to ACC	CCPOQ  CCPOQ &/or CCAQ		session 2001
Regular reporting on the implementation of the ACC policy	1. Develop report format <ul style="list-style-type: none"> <li>• Prevention – disseminate up-to-date info</li> <li>• Statistical – Evidence base</li> <li>• Care – identification of local resources</li> <li>• Administrative issues (trg, insurance)</li> <li>• Environment free from discrimination</li> </ul> 2. Send request to each agencies 3. Agencies to complete report 4. Analysis of reports – Summary for ACC	CCAQ  CCAQ All organizations CCAQ	June 2000  June 2001 Dec 2001 Feb 2002	For approval by CCAQ in July  ACC Spring Session 2002?
Feasibility study on development of health net	1. Develop proposal 2. Ascertain funding 3. Report to ACC	ISCC/UNMS. CCAQ(PER/FB) CCAQ(PER)	Aug 2000 Sept 2000 Spring 2001	CCAQ to follow-up  ACC Spring session 2001
Post Exposure Preventive (PEP) Treatment Starter Kits	1. Reinforce awareness and review protocol 2. Provide kits to isolated locations	UNICEF, JMS, UNAIDS	Sept 2000 Dec 2000	



<i>Areas for Improvements and/or sustained actions</i>	<i>Specific actions required</i>	<i>Responsibility</i>	<i>Target date</i>	<i>Additional comments</i>
	entitlements  3. Enhanced training of UNMS health staff at HQ and in UN dispensaries <ul style="list-style-type: none"> <li>• Francophone Africa</li> </ul> 4. Ascertaining reliable routes of supply for medications	UNAIDS/UNMS/  JMS  “  UNAIDS	Dec 2000  Ongoing	Regional workshop already conducted in Asia, Anglophone Africa (Pretoria) and in Geneva
Continuing prevention measures	1. Disseminate booklet in other language versions  2. Translate and disseminate briefing materials in other working languages (French/Spanish)  3. Organize briefing sessions in local language  4. Provide access to free condoms on UN premises  5. Foster supportive work environment  6. Include HIV/AIDS information in induction training  7. Develop specific HIV/AIDS training component for peacekeeping missions	UNAIDS / UN  UNHCR  RR-RC  RR-RC – UNFPA  All organizations  All organizations  UNDPK		