**Chief Executives Board
for Coordination**

16 October 2006

English only

Conclusions of the High-level Committee on Management at its twelfth session

(Rome, 30 September to 1 October 2006)

Contents

I. Introduction

1.   The High-level Committee on Management (HLCM) held its twelfth regular session in Rome on 30 September and 1 October 2006. The meeting was chaired in alternate sessions by the Committee Chairperson, United Nations Population Fund Executive Director, Thoraya Obaid, and by the Vice-Chairman, World Health Organization Assistant Director-General, Director of the Office of the Director-General, Denis Aitken. For the second time, HLCM was meeting at the same time and venue as the High-level Committee on Programmes (HLCP), and a joint session with HLCP was held on 30 September.

II. Adoption of the agenda

2.   In opening the session, the Chairperson welcomed the new members of the Committee. The complete list of participants is provided in annex I to the present report.

3.   The agenda as adopted by the Committee is provided in annex II to the present report.

4.   All documents related to the session are available on the United Nations System Chief Executives Board for Coordination (CEB) website at: https://hlcm.unsystemceb.org/documents/20060910/.

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

5.   In accordance with established practice, the Committee conducted an exchange of views with the representatives of the Federation of International Civil Servants' Associations (FICSA) and the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA). FICSA was represented by its President, Robert Weisell, and by Mauro Pace, FICSA Executive Committee member for compensation issues; CCISUA was represented by Rick Cottam, bureau member of CCISUA. The statements of the representatives of FICSA and CCISUA are provided in annexes III and IV, respectively.

6.   The discussion that followed focused mainly on the areas of United Nations reform, the expert Redesign Panel on the United Nations system of administration of justice, the security and safety of staff (Inter-Agency Security Management Network), staff management relations, and the United Nations Joint Staff Pension Fund.

7.   The satisfaction expressed by the representatives of FICSA and CCISUA on the work of the expert Redesign Panel on the United Nations system of administration of justice was unanimously supported by the Committee. The United Nations informed the Committee that the Secretary-General had to report back to the General Assembly on this subject by March 2007, and that consultations were

already taking place. A special session of the Staff-Management Coordination Committee was planned for January 2007.

8. Both CCISUA and FICSA had participated fully and actively in the Inter-Agency Security Management Network meeting in Vienna, and expressed appreciation for the opportunity to discuss in a consultative context the vision and programmes of work of the Department of Safety and Security. The Department of Safety and Security acknowledged the contribution of the staff associations in the discussion on safety and security, and reiterated its intent to focus on the issue of local staff with high priority in the coming months. The recent experience of Lebanon could teach a lot in that respect. Similar praise for the collaborative and constructive attitude of staff associations in this area was echoed by the Office of Human Resources Management (OHRM).

9. The concerns expressed by staff associations in connection with the recent discussion on United Nations Joint Staff Pension Fund investment policy were shared by many organizations, which indicated the critical need to improve communication on this subject of a highly technical nature. Staff associations had to be involved in a transparent and comprehensive effort to raise awareness and understanding of the issues being discussed and the options being considered.

10. Better communication would significantly contribute to improving dialogue between the representatives of Member States and executive heads, on one side, and the participants' representatives on the other, and to avoiding the risk of compromising the correct functioning of the tripartite structure of the United Nations Joint Staff Pension Fund Board.

Conclusions and action points

11. The Committee agreed that, in the future, the CEB secretariat would conduct a de-briefing with FICSA and CCISUA representatives after HLCM meetings.

IV. Security and safety of staff

12. In a joint statement made by 10 organizations (the World Health Organization (WHO), the Food and Agriculture Organization of the United Nations (FAO), the International Civil Aviation Organization (ICAO), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the Pan American Health Organization (PAHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Industrial Development Organization (UNIDO), the World Intellectual Property Organization (WIPO)) at the Inter-Agency Security Management Network meeting of May 2006 in Vienna, it was recalled that HLCM, at its eleventh session, had requested a number of specific actions to be undertaken in connection with Department of Safety and Security budget development, namely:

(a) For 2004-2005, an implementation report on results achieved and the expenditure for each result of cost-shared field-related security arrangements;

(b) For 2006-2007, a revised programme of work and budget, focused on results achieved as related to planned results;

(c)   For 2008-2009, robust and timely inter-agency consultations for the development of the cost-shared portion of the budget with a clear results-based focus.

13.   The above-mentioned 10 organizations did not endorse the budget proposals for 2008-2009.

14.   The Inter-Agency Security Management Network had therefore decided to establish a working group to redraft the strategic framework 2006-2009, to reflect the expansion that had taken place in the proposed scope of activities beyond the originally agreed structure and terms of reference, including cost-sharing arrangements relating to the establishment of the Department of Safety and Security. The new framework would incorporate the needs of the agencies, funds and programmes.

15.   The Network also decided that the working group would consider and review the budget proposals for 2008-2009 and submit its report no later than 1 September 2006.

16.   A report was issued on the working group meeting shortly after it was held on 10 and 11 July 2006.[1] The working group agreed that, to better enable the Department of Safety and Security to coordinate budgetary submissions with the approval process of HLCM and CEB, the next Network meeting would take place in February or March 2007.

17.   The Chairperson recalled that, at its tenth and eleventh sessions, HLCM had considered the measures to be taken to improve the operational administration of existing cost-sharing arrangements for safety and security, as well as the broader issue of improving the governance mechanisms of the United Nations security management system, both from a substantive point of view, i.e. the definition of future strategic frameworks, and from a budgetary point of view, i.e. the procedures to collectively identify and agree on objectives and corresponding resources.

18.   Two documents were before the Committee for discussion — the report on the Inter-Agency Security Management Network meeting of May 2006 in Vienna[2] and the report of the Network working group meeting of July 2006 in New York.[1] The report of the Secretary-General (A/61/223) on measures taken to improve cost-sharing arrangements for field security was also available as background information.

19.   The Chairperson gave the floor to the Under-Secretary-General for Safety and Security, for a briefing on the general security environment within which the staff of the United Nations system were currently operating, and on the recent accomplishments and the future challenges facing the Department of Safety and Security.

20.   An authoritative report entitled "Humanitarian action in this security environment", extensively researched by New York University and the Overseas Development Institute (with the support of the Department of Safety and Security), was to be launched in October. Its regrettable conclusion was a marked increase in violent acts against aid workers since 1997, with a steeper increase in recent years.

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[1] CEB/2006/HLCM/12/CRP.3.
[2] CEB/2006/HLCM/12/CRP.2.

The United Nations offered to share with HLCM the complete results of this study, upon its release.

21. An encouraging conclusion of the report was that United Nations system organizations, as compared to other organizations operating in the field, had experienced a relatively lower increase in security costs. That was also thanks to the unique capacity of United Nations organizations to expect host country leadership in United Nations security responsibility.

22. Recognition of the increased global threat to the United Nations and the wider humanitarian community was also expressed in General Assembly resolution 60/123. The wording of the resolution was particularly robust and contained specific recommendations on enhanced staff training, more coordination of threat and risk analysis and particular emphasis on attacks upon locally employed — national staff — which are the most common forms of attack.

23. The Department of Safety and Security recognized the role of the United Nations Designated Official and country security management team, as the foundation of the United Nations security system. In support of that role, the Department of Safety and Security had commissioned two analytical reviews, one from a development/humanitarian perspective and the other from a peacekeeping perspective. The conclusions of the first review had already been shared with the Inter-Agency Security Management Network at its meeting in May 2006, while the second review had recently been completed and was currently the subject of consultations with the Department of Peacekeeping Operations. The Department of Safety and Security intended to share the conclusions of both reviews with all interested stakeholders and to proceed with the implementation of those recommendations that had met broad acceptance and would have a good chance of strengthening the Designated Official and the country security management team in their crucial role.

24. In the discussion that followed, the Department of Safety and Security regretted that there had been only marginal improvement in the gender balance of security officers. Reiterated pressure on Member States to submit female candidatures for advertised posts had gone mostly unheard. In any case, a number of already announced positions were being kept open and reserved for women. The Under-Secretary-General for Management commended the efforts made by the Department of Safety and Security on the subject of gender balance, and stated that a real improvement in the gender balance of United Nations staff required truly radical measures, such as the planned staff buy-out currently under finalization in the Secretariat, which was expected to change the current demographics of senior leadership in the Organization.

25. In the discussions on the reports of the Inter-Agency Security Management Network, it was suggested that the Network should focus on its core mandate — field security — and not presume to be a governing body for the Department of Safety and Security. For example, paragraphs 59, 60, 61 and 67 of the Network report of May 2006[2] and paragraph 14 of the report on the working group meeting[1] addressed issues concerning the Secretariat security and safety services, which were not within the purview of the Network. It was furthermore suggested that the Network be renamed, in line with other HLCM subsidiary bodies, and called the Field Security Network.

26. Welcoming suggestions to develop and carry out training activities as preventive measures against harassment by male security officers towards their female colleagues, the United Nations informed the Committee that a new, strong sexual harassment policy was being developed and would be finalized shortly.

27. Noting that recent statistics indicated that a major cause of United Nations staff injury was traffic accidents, WHO offered to share with the organizations members of HLCM the methodology and conclusions of its recent work on road safety.

28. On the issue of the participation of the World Bank in the United Nations security management system and on the payment of its corresponding share, the Chairperson informed that she had met with the World Bank in July and that the Bank President had promised an answer on the issue before the CEB meeting in October 2006. The United Nations also noted that the biennial share of the World Bank in the field-security system amounted to approximately USD 10 million. Such an amount, if not duly paid, could not be absorbed by the United Nations, which would result in all the organizations participating in the system having to share the difference.

29. The World Bank representative provided the Committee with some historical background on this issue, explaining that in September 2004 the then Under-Secretary-General for Management had written to the World Bank to initiate a process to clarify the scope of cooperation between the World Bank Group and the United Nations security management system. Following initial discussions with the Department of Safety and Security in mid-2005 and in connection with an analysis of both the value of services received and their corresponding costs, a letter outlining the Bank position on the subject was sent to the Secretary of HLCM on 5 October 2005, and was discussed at the tenth session of the Committee. Following extensive consultations over several months with the World Bank, at both the working and senior management levels, a formal response to that position was provided by the Department of Safety and Security on 25 September 2006. The World Bank reiterated its commitment to continued dialogue with the United Nations, in order to resolve the current impasse, and stated its firm belief that a solution could be found very quickly through continued negotiations, with the Department of Safety and Security being empowered by stakeholders, including HLCM, to reach an acceptable agreement.

30. Organizations expressed their strong preference for an agreement that would permit the World Bank to continue its participation within the United Nations security management system. The Committee agreed that the solution lay in continued dialogue and encouraged all sides to meet as soon as possible to resolve the outstanding issues.

31. The Committee endorsed the objectives as spelled out in the Department of Safety and Security strategic framework for the biennium 2008-2009, as well as the newly identified need for a fully operational surge capacity, should resources be made available (i.e. with no additional base resource growth in the 2008-2009 budget).

32. Noting that the Department of Safety and Security current budget proposal for the biennium 2008-2009 included increased resource requirements, Committee members stated that the increased budgetary requirements could not be funded by

the partners of the Inter-Agency Security Management Network through the current cost-sharing arrangements, due to their financial limitations. There was also consensus on the fact that the possible establishment of a surge capacity could not be achieved through an increase in the 2006/07 cost-shared contribution.

33. The Committee encouraged the Department of Safety and Security to explore and utilize alternative options of funding for the full implementation of its proposed operations, including the development of a surge capacity.

34. The Committee decided to establish a technical working group to look at options for re-prioritization of activities of the Department of Safety and Security in order to best meet the objectives stated in the strategic framework 2008-2009 and develop an effective surge capacity within the 2006-2007 budget ceiling.

35. Organizations congratulated the Department of Safety and Security on the excellent progress made since its establishment, appreciated the consultative approach adopted by the Department of Safety and Security within the framework of the Inter-Agency Security Management Network, and noted that it would further benefit from a more timely circulation of the documents for discussion, prior to meetings of the Network.

Conclusions and action points

36. The Committee:

(a) Endorsed the recommendations included in the report of the IASMN of May 2006,[2] as follows:

- Paragraphs 28 to 30, on the production of CD-ROM 2 (Advanced Security in the Field);

- Paragraph 51, on the development, by October 2006, of a training package on how to cope with mass casualties, to be included in the next workshop for Department of Safety and Security field security officers held after that date;

- Paragraphs 55 to 58, on security for women;

- Paragraphs 75 to 78, on the work done with regard to cooperation with non-governmental organizations;

(b) Welcomed the agreement reached at the Inter-Agency Security Management Network meeting by all organizations, with the exception of the World Bank, on the wording of the final outstanding paragraph of the policy for the accountability of the United Nations security management system;

(c) With regard to the revised commercial passenger travel guidelines, as outlined in paragraph 34 of the IASMN report,[2] noted that the issue of staff limits on flights required further study, especially in connection with the guidelines' implications on insurance costs;

(d) Requested that the Department of Safety and Security and the World Bank undertake further consultations in order to resolve the issue of the World Bank's participation in the United Nations security management system and the payment of its corresponding share;

(e) Established a technical working group to look at options for re-prioritization of activities of the Department of Safety and Security and

corresponding funding mechanisms in order to best meet the objectives stated in the strategic framework 2008-2009 within the 2006-2007 cost-shared budget ceiling, and develop an effective surge capacity, should resources become available (i.e. with no additional base resource growth in the 2008-2009 budget). The working group should complete its report and submit it to HLCM by the end of October 2006. The terms of reference of the working group are contained in annex V to the present report.

V. Management reform

37. This item was taken up as a follow-up to the HLCM spring session and the subsequent videoconference of 26 July. Organizations had expressed great interest in information-sharing and exchange of experiences on the subject. Following up on a suggestion by WIPO, the CEB secretariat had opened a section of the HLCM website specifically dedicated to information sharing on management reform by United Nations organizations (see https://hlcm.unsystemceb.org/reform/). Such virtual sharing had just been launched and not many organizations had contributed to it yet.

38. The Under-Secretary-General for Management provided a briefing on management reform at the Secretariat. Recent progress in this area included:

(a) The establishment and staffing of an Ethics Office and the launch of a Global Ethics Day;

(b) The finalization of a new, strong financial disclosure policy. Received disclosure forms were currently under review by outside experts;

(c) The launch of a cutting-edge whistle-blower protection policy;

(d) The issuance of a prototype for a new, consolidated United Nations Annual Performance Report (copies were distributed to all participants);

(e) The finalization and approval of a capital master plan, a USD 1.9 billion project whose completion was expected by 2014;

(f) The approval and funding by the General Assembly of the plan to adopt the International Public Sector Accounting Standards by 1 January 2010;

(g) The approval by the General Assembly of a new Chief Information Technology Officer post at the Assistant Secretary-General level, which underscored the emphasis on technology and the importance of coordination with the United Nations sister agencies;

(h) The plan, already endorsed but yet to be funded by the General Assembly, to implement a new enterprise resource planning (ERP) system. In that respect, the United Nations informed that a working group had been established to analyse the needs of the organizations and evaluate alternative options available. A consultant was being hired to help in the evaluation, which would start with an appropriate consideration of the already concluded contracts of the United Nations Children's Fund (UNICEF) with SAP and the United Nations Development Programme (UNDP) with PeopleSoft/Oracle. Given the fact that 14 organizations had not chosen a new ERP system yet, that area represented a great opportunity for systemwide cooperation.

39. The United Nations also reiterated the need for the procurement reform to go forward, and for HLCM to have a role in providing systemwide guidance in that area. It was noted that the final customers of procurement activities were increasingly not at Headquarters, and that adjustments to meet the new needs were required.

40. A subcommittee headed by the Under-Secretary-General for Management was being established to follow up audit recommendations.

41. The Assistant Secretary-General for Human Resources Management briefed the Committee on the status of reform in the area of human resources, which was seen as critical to the success of the overall reform effort. The reform proposals were based on the recognition that existing systems were not aligned with current realities. Unlike in the past, when operations had been headquarters-focused and generally stable, the United Nations today employs a large number of staff in the field. Specific proposals included:

    (a)   The simplification and streamlining of the Organization's recruitment systems, which were currently seen as not sufficiently accountable;

    (b)   Harmonization of conditions of service, both within the Secretariat and with other United Nations organizations. This was particularly important with regard to field conditions where the United Nations had a vacancy rate of 30 per cent and a high turnover rate;

    (c)   One United Nations contract, with one set of staff rules, would replace the current 100, 200 and 300 series contracts. The new one-contract modality would include short-term, fixed-term and continuing appointments;

    (d)   A doubling of the training budget and a focus on systematic and rigorous staff development, including leadership development;

    (e)   The introduction of a career path for staff on peacekeeping missions;

    (f)   A limited staff buy-out programme that was currently under negotiation with Member States. A targeted buy-out, based on a review of mandates, was no longer under consideration.

42. The Assistant Secretary-General for Human Resources Management also noted the good collaboration with the staff representatives on the reform proposals that had been discussed at the meeting of the Staff-Management Coordination Committee in June. The Under-Secretary-General for Management highlighted the important leadership role that the Assistant Secretary-General had played in the context of the Staff-Management Coordination Committee (SMCC).

43. With respect to the recent completion of the independent evaluation of governance and oversight systems, carried out by PricewaterhouseCoopers under the guidance of a steering committee of six independent experts, the United Nations informed that the results of the study had been published in a report of the Secretary-General (A/60/883 and Add.1 and 2).

44. The United Nations briefed the Committee on the structure and the main recommendations of the Steering Committee report, which the Advisory Committee on Administrative and Budgetary Questions would examine in October and which would be considered by the General Assembly at its September session (whether in

the Fifth Committee or in the plenary was yet to be determined), with the expectation to complete the discussion in March next year.

45. With regard to the review of the Office of Internal Oversight Services (OIOS), the Under-Secretary-General for Internal Oversight Services had provided separately her comments in a report on proposals for strengthening the Office of Internal Oversight Services (A/60/901).

46. On the specific subject of OIOS, the Under-Secretary-General for Management noted that the study's recommendations had faced strong criticism, both by Member States and by OIOS itself, as they were generally considered to be incompatible with the United Nations governance and oversight structure, mirroring instead internal audit frameworks for the private sector.

47. Numerous organizations judged the conclusions and recommendations of the study to be superficial, poorly supported, and lacking appropriate consideration of the specificities and requirements of the organizations of the United Nations system. There was also consensus on the fact that the study had been carried out in an unrealistic time frame, far inadequate to the stated objectives.

48. This, along with the considerable investment of senior staff time and other resources in the process, had generated strong frustration among organizations, both with the process through which the study had been carried out and with its results.

Conclusions and action points

49. The Committee:

(a) Invited organizations to provide the CEB secretariat with information and documentation on their management reforms, for posting on the HLCM website;

(b) Invited organizations to nominate representatives in the working group for the evaluation of a new ERP system;

(c) Asked the United Nations to provide an update on the General Assembly discussion of the study on governance and oversight at the next HLCM session.

VI. Collaboration between the High-level Committee on Management and the United Nations Development Group Management Group

50. At its videoconference of 26 July, HLCM was informed of an upcoming meeting of the Committee Chairperson with the Chair of the United Nations Development Group (UNDG) Management Group. The meeting took place on 31 July, followed by a meeting on 7 August including the CEB Secretary, the CEB secretariat and colleagues from the United Nations Development Group Office.

51. The Chair of the UNDG Management Group was invited to brief the Committee on the conclusions of those meetings and to provide a more general overview of UNDG Management Group activities.

52. The current areas of activity of the UNDG Management Group included:

  (a)   Financial policies;

  (b)   Common premises and services;

  (c)   Audit;

  (d)   Information communication and technology;

  (e)   Joint Office;

  (f)   Human resources;

  (g)   Resident Coordinator issues;

  (h)   Multi-donor trust funds and joint programming mechanisms;

  (i)   Procurement.

53.   A note including objectives, conclusions and decisions of the 7 August meeting was circulated to all participants, and is contained in annex VI to the present report.

Conclusions and action points

54.   The Committee thanked the Chair of the UNDG Management Group for his briefing, expressed appreciation for any efforts towards increased dialogue between UNDG and HLCM, and endorsed the conclusions and decisions outlined in annex VI to the present report.

55.   The Committee also noted that such conclusions and decisions should be considered as transitional and would have to be re-examined in the light of actions affecting inter-agency structures that may be taken in the process of follow-up to the outcome of the High-level Panel on System-wide Coherence.

VII.   Establishment of a supply network under the High-level Committee on Management

56.   At its videoconference of 26 July, HLCM agreed to consider at its twelfth session a proposal by the United Nations High Commissioner for Refugees (UNHCR) for the establishment of a supply network under the auspices of the Committee.

57.   The Chairperson invited the UNHCR Controller and Director of the Division of Financial and Supply Management to present the proposal outlined in the document on the establishment of a supply network (CEB/2006/HLCM/R.11), noting that such a proposal required careful evaluation by the Committee, especially in the light of the governance mechanisms and the roles of other existing United Nations community organizations of work in this area, such as the Inter-Agency Procurement Working Group (IAPWG), and others.

58.   The Committee also had before it the IAPWG workplan.

59.   UNHCR explained that the procurement officials of the United Nations system agencies had been meeting for decades within the framework of IAPWG, supported by UNDP/Inter-Agency Procurement Services Office (IAPSO) as secretariat.

60.   In line with the approaches to the reform of the inter-agency machinery adopted by CEB in 2000, which called for the number of formal sub-groups to be kept to a minimum, HLCM had outlined in 2003 its reporting relationships with IAPWG as follows:

(a)   To incorporate the work of IAPWG within its agenda, to receive IAPWG reports in respect of those matters where high-level inter-agency support is required and to provide guidance and oversight as appropriate;

(b)   To invite members to inform procurement officers in each respective organization of the discussion in HLCM and to follow meetings of IAPWG.

61.   Nevertheless, reporting from IAPWG to HLCM had been rare, if any.

62.   At its last meeting of June 2006, the IAPWG had agreed to seek formalization of its reporting relationship towards HLCM, forming a procurement and supply chain management network reporting to HLCM on strategic procurement and supply chain matters requiring the decision of HLCM; and indicating that UNDP/IAPSO could continue to provide the secretariat for the network.

63.   The proposal outlined in the document on the supply network (CEB/2006/HLCM/R.11) was therefore to be considered as representing a common position of UNHCR, UNDP/IAPSO and IAPWG, although other members of IAPWG did not support the proposal.

64.   According to the proposal, the United Nations system supply chain suffers from fragmentation, lack of critical mass of expertise, lack of leadership, championship and voice. The absence of an effective governance mechanism at the inter-agency level further reduces the potential of having a modern, integrated supply chain in the United Nations system and its contribution to the ongoing United Nations system reform.

65.   Potential benefits for such a supply net would include: advancement on conceptual and generic issues regarding the integrated supply chain through inter-agency exchanges of ideas and initiatives; gains in effectiveness and cost savings; the development of common standards, indicators and benchmarks; an effective system of management of assets; and higher visibility, voice, influence and respect of the supply chain profession.

66.   It was acknowledged that, under IPSAS, significant assets would be "capitalized" and reported on the financial statements, subject to internal and external audit. Proper management of physical assets would become even more important to enhance transparency and accountability. The Committee encouraged the Finance and Budget Network to look at this issue with the necessary attention.

Conclusions and action points

67.   The Committee took note of the UNHCR proposal, recognizing the increasing importance and complexity of management and coordination issues related to procurement and, more broadly, to the supply chain.

68.   Stressing the need for appropriate, extensive consultation on any proposals on that subject, the Committee requested further inter-agency discussions in that area, in particular through IAPWG, encouraged interested parties to carry out further

study and looked forward to receiving updates, including a report back from IAPWG.

VIII. Information and communication technology issues

69.   The convenor and Chair of ICT Network (WFP) updated the Committee on the status of the United Nations system Information and Communication Technology (ICT) strategic framework. It was noted that since the Network's last meeting in April 2006 progress had been made in furthering the priority initiatives contained in the framework (common application solutions; governance; business case development tools; global networking; knowledge management; service sourcing; ERP and payroll and executive training in ICT), and that two of those initiatives, ERP Systems and Payroll and ICT Training, had advanced to a stage where funding would be required to carry the process forward.

70.   In the document on ICT (CEB/2006/HLCM/R.12), the Network presented approaches for the advancement of each initiative. In the ERP/payroll area, the Network recommended three detailed studies; the value of a common United Nations system payroll disbursement facility; an analysis of human resources rules applied systemwide; and the establishment of ERP instances in one of the three main vendor products (SAP and Oracle/PeopleSoft). In the area of ICT training, the Network presented four proposals worth developing; three focused on the need to better equip non-ICT managers to make strategic decisions on technology-related matters, and one on developing the business skills of ICT managers. The ICT Network Chair noted that appropriate funding was now essential to enable the Network to pursue these initiatives further.

71.   During the discussion on the ERP and payroll proposals, agencies underlined the need to maintain an open mind while identifying initial areas of investigation, and not to give preference to any single platform (SAP, Oracle or PeopleSoft) before the conclusion of related studies and processes, such as the United Nations own ERP platform selection process. Responding to issues raised on the cross-functional nature of ERP, the Network Chair recognized that, in addition to consulting other stakeholders and partners, further investigation of alternatives and priorities should be pursued in close collaboration with the Finance and Budget and Human Resources Networks. Many organizations, particularly the United Nations, UNHCR and UNFPA, indicated their interest in being involved and contributing to some of these studies, especially one intended to present a business case for consolidated payroll disbursements.

72.   The ICT Network Chair noted further that, while fulfilling its role as an ICT management forum, the Network faced challenges in serving as a vehicle for achieving far-reaching changes, citing a lack of funding to explore systemwide service options and the need for a management system for implementing business-oriented decisions. The proposals represented small steps towards achieving systemwide ICT coherence, but more could be achieved, provided resources were available. In particular, the ICT Network Chair highlighted the need to study in depth the value of common data centres and communications capabilities, noting that far-reaching studies regarding systemwide shared ICT services could yield tremendous benefits. Such studies could uncover different models to provide these

services, including exploring how the system could better leverage existing capacity, like the International Computer Centre.

73. During the discussion, the Committee noted that a unified approach to ICT had been advocated by Member States, and that funding for its implementation could be available provided that its value could convincingly be established. In addition, several organizations noted that different models exist to advance in this area, including identifying centres of excellence, where organizations that excel in a particular technical area provide services to other organizations.

Conclusions and action points

74. The Committee thanked the Network for the progress made in the areas outlined in the document on ICT (CEB/2006/HLCM/R.12), and endorsed the proposals presented to them.

75. The Committee requested ICT Network to prepare a proposal for the development of business cases for high-impact ICT projects by the end of October 2006. The proposal should include a clear business case to justify investment, and a detailed plan for the implementation of common ICT services in the area of data centres and data communications, along with appropriate vehicles for delivering such services. This would allow the proposal, which may have funding implications, to be discussed perhaps in November 2006 so that the momentum is not lost and fully developed business cases could be discussed at the spring session of HLCM.

IX. Finance and budget issues

76. At its eleventh session, HLCM had requested the Task Force on Accounting Standards to keep the Committee informed on progress of work and all relevant developments with the IPSAS implementation project.

77. The Committee invited the spokesperson of the Finance and Budget Network and Chairman of the Task Force on Accounting Standards to present the progress report on the IPSAS project (CEB/2006/HLCM/R.13).

78. The report covered the period 1 March to 31 August 2006, and outlined progress made with respect to:

    (a)   Project infrastructure;

    (b)   Accounting policies and guidance;

    (c)   Communication;

    (d)   IPSAS Board involvement;

    (e)   Budgetary practices (implications).

79. Since March 2006, the General Assembly had formally endorsed the decision to adopt IPSAS, and the IPSAS Project Team (funded by HLCM) had been almost fully formed and was working within the framework of the HLCM Task Force on Accounting Standards and the Finance and Budget Network.

80. The governance mechanisms for the IPSAS project were fully consultative: all HLCM organizations were actively involved in the discussion and decision-making processes, which were led by a steering committee whose membership was based on

a logic of "duty station" representation (WHO and UNHCR for Geneva, WFP and FAO for Rome, the International Atomic Energy Agency (IAEA) and the United Nations Industrial Development Organization (UNIDO) for Vienna, the United Nations, UNICEF and UNDP for New York).

81.   All the information and documentation related to this project was available on the Finance and Budget Network website (https://fb.unsystemceb.org/reference/05).

82.   The IPSAS Project Steering Committee was considering the appropriate organizational and governance means through which to ensure adequate attention, analysis and guidance in connection with budget-related aspects of IPSAS implementation in United Nations system organizations.

83.   An amendment to be inserted in paragraph 3 of the United Nations System Accounting Standards (UNSAS), as already endorsed by the Finance and Budget Network, was recommended to HLCM. The recommended amendment would allow organizations to gradually adopt IPSAS by 2010. The amended paragraph 3 would read as follows (new text in italics):

> "Where individual organizations find it necessary to depart from the practice set out in the standards they should disclose the reasons for doing so in the statement of significant accounting policies included in their financial statements. [*Where an organization departs from the practices set out below in order to apply*:
>
> *(a)   An IPSAS standard(s); and/or*
>
> *(b)   An IFRS/IAS standard(s) applicable to a topic, when no IPSAS exists for a topic,*
>
> *The organization is deemed to comply with UNSAS, so long as the organization complies with:*
>
> *(a)   The IPSAS individual standard(s) in its entirety; and/or IFRS/IAS individual standard(s) in its entirety; and*
>
> *(b)   All remaining UNSAS requirements.*]" (see CEB/2006/HLCM/34).

Conclusions and action points

84.   The Committee noted that the adoption of IPSAS by the United Nations system was a widely recognized project of an inter-agency nature, frequently cited as an example of good coordination among the organizations of the United Nations system.

85.   The Committee took note of the progress report and invited the Task Force on Accounting Standards and the IPSAS Project Team to report again to HLCM at its next session.

86.   The UNSAS amendment was unanimously approved.

X. Human resources issues

87. Speaking in her capacity as HR Network spokesperson, the representative of UNESCO briefed the Committee on the recent and planned activities of the Network. At its eleventh session in March 2006, the HR Network had initiated a reflection process to examine its functioning and ensure the most effective organization of its meetings. As a result, the Network meetings were now divided into three parts: (a) an initial meeting of human resource policy experts to review the items on the agenda of the International Civil Service Commission (ICSC); (b) a full meeting of the Network, which included observers and staff representatives; and (c) a closed session focusing on specific strategic human resource issues attended only by the heads of human resources and senior human resource managers. This part also included a private session of heads of human resources only. In addition, the process of preparing for the sessions of ICSC was initiated several weeks prior to the session. Ad hoc working groups were established on items of particular importance to analyse the ICSC documentation and develop recommendations for the Network positions.

88. In support of its enhanced strategic focus, the Network had identified a number of important and cutting-edge human resource issues. At the first closed session in July 2006, members had engaged in in-depth exchanges on management reform and performance management. Future strategic priorities would focus on the issue of staff well-being and gender. Staff well-being was seen as a critical issue that required greater attention. The Network intended to work towards the harmonization of policies and entitlements in this area, with a common policy being a shared goal. As a first step, the Network was conducting a stock-taking exercise to map the current policies and practices in all organizations. With regard to gender, the Network was planning to organize a special session of the Network. The Network would report back to HLCM on progress made in both areas at the next sessions.

89. The Network had also decided to revisit the issue of long-term care insurance that would cover home or nursing home care for patients with long-term illnesses or disabilities, such as stroke victims or dementia patients. The spokesperson recalled that efforts undertaken a few years ago to introduce a systemwide insurance plan for long-term care had not been successful. However, the Network was determined to undertake a renewed effort and had established a working group to study the feasibility of a systemwide plan. In response, the representative of the United Nations emphasized that the financial implications of long-term care insurance would be significant and would moreover add to the long-term liabilities of organizations, which in the future would need to be disclosed in the accounts in order to comply with IPSAS. Other organizations, for example WHO, reported that they were already offering long-term care insurance to their staff.

90. The Committee:

(a) Noted with appreciation that the Network had undertaken a review of its functioning and adopted a new format for its meetings and working methods;

(b) Endorsed the substantive priorities of the Network.

XI. Joint session with the High-level Committee on Programmes

91.   A report on the joint session will be produced separately.

XII. Other business

1. Dates and venue for the next session

92.   The Committee agreed to hold its next session at the same time and venue as that of HLCP, in order to consolidate the experience of a joint session between the two Committees on subjects of common interest and relevance.

93.   Possible dates would be shortly proposed to the Committees, after verification of time windows, which would avoid overlapping with organizations' governing body meetings.

2. Briefing session on HIV/AIDS in the United Nations system workplace for European-based HLCM members

94.   The Joint United Nations Programme on HIV/AIDS (UNAIDS) asked whether HLCM members based in Europe would be interested in participating in a briefing session on HIV/AIDS in the United Nations system workplace. The session had already been organized for almost all senior managers in New York. The session would take about three hours, or half a day. The proposed timing was the first or second week of November.

95.   The Committee invited interested organizations to contact UNAIDS directly and formalize their intention to take advantage of the offer.

3. Staffing of the Chief Executives Board for Coordination secretariat

96.   The Committee expressed its deep appreciation for the commitment and professionalism that Kristiane Golze had demonstrated in carrying out her functions of acting HLCM Secretary and HR Network Adviser.

97.   The Chairperson informed the Committee that the vacancy for the HR Network Adviser would be sent out shortly, and confirmed that the recruitment would be completed through an inter-agency process. Meanwhile, organizations were asked to nominate staff who could fulfil the role until such time as an adviser would be appointed.

98.   The post of HLCM Secretary would be left open until after the issuance of the report of the High-level Panel on System-wide Coherence. The selection would also go through an inter-agency process. CEB would be informed accordingly.

Annex I

List of participants

Chairperson:	Thoraya Obaid (United Nations Population Fund)
Vice-Chairperson:	Denis Aitken (World Health Organization)
Secretary:	Kristiane Golze (Chief Executives Board for Coordination secretariat)

Organization	*Participant*
United Nations	Christopher Burnham Under-Secretary-General, Department of Management
United Nations	David Veness Under-Secretary-General, Department of Safety and Security
United Nations	Jan Beagle Assistant Secretary-General, Office of Human Resources Management
United Nations	Warren Sach Assistant Secretary-General and Controller
United Nations	Jay Karia Director, Accounts Division
United Nations	José Fraga Budget and Finance Officer
International Labour Organization	Patricia O'Donovan Executive Director, Management and Administration
Food and Agriculture Organization of the United Nations	Khalid Mehboob Assistant Director-General, Administration and Finance
Food and Agriculture Organization of the United Nations	David Benfield Director, Information Systems and Technology Division
United Nations Educational, Scientific and Cultural Organization	Dyane Dufresne-Klaus Director, Bureau of Human Resources Management
International Civil Aviation Organization	Agya Singh Director, Bureau of Administration and Services
World Health Organization	Denis Aitken ADG, Advisor to the Director-General
World Health Organization	Susan Holck Director, General Management
World Bank	Duncan Nott Senior Project Manager, General Services Department

Organization	Participant
International Monetary Fund	Warren Young Chief, Security Services Division
Universal Postal Union	Pascal Clivaz Director of Finance
International Telecommunication Union	Max-Henri Cadet Head, External Affairs
International Maritime Organization	Andrew Winbow Director, Administrative Division
World Intellectual Property Organization	Carlos Mazal Senior Counsellor
International Fund for Agricultural Development	Gary Howe Acting Assistant President, Finance and Administration Department
United Nations Industrial Development Organization	Sajjad Ajmal Managing Director, Programme Support and General Management Division
United Nations World Tourism Organization	Peter Shackleford Director, Administration Division
International Atomic Energy Agency	David Waller Deputy Director-General and Head of Management
World Trade Organization	Miguel Figuerola Director, Human Resources Division
United Nations Conference on Trade and Development	Dirk Jan Bruinsma Deputy Secretary-General
United Nations Conference on Trade and Development	Annie Tanmizi Chief, HRM Section
United Nations Development Programme	Jocelline Bazile-Finley Deputy Director, Bureau of Management, Director, Office of Planning and Budgeting
United Nations Development Programme	Thomas Eriksson Chief Directorate, a.i.
Office of the United Nations High Commissioner for Refugees	Wendy Chamberlin Deputy High Commissioner for Refugees
Office of the United Nations High Commissioner for Refugees	Saburo Takizawa Controller and Director Division of Financial and Supply Management

Organization	Participant
United Nations Relief and Works Agency for Palestine Refugees in the Near East	Issam Miqdadi Director, Administration and Human Resources
United Nations Children's Fund	Toshiyuki Niwa Deputy Executive Director
United Nations Children's Fund	Claudia Hudspeth Executive Officer
United Nations Population Fund	Thoraya Obaid Executive Director
United Nations Population Fund	Subhash K. Gupta Director, Division for Management Services
United Nations Population Fund	Klaus Beck Special Assistant to the Deputy Executive Director (Management)
World Food Programme	Susana Malcorra Deputy Executive Director
World Food Programme	Andrew Lukach Management Services and Security Focal Point
United Nations Office at Vienna/United Nations Office on Drugs and Crime	Franz Baumann Deputy Director-General, United Nations Office at Vienna and Director for Management, United Nations Office on Drugs and Crime
United Nations Human Settlements Programme	Antoine King Director, Programme Support Division
Joint United Nations Programme on HIV/AIDS	Deborah Landey Deputy Executive Director
International Trade Centre	Eva K. Murray Director, Division of Programme Support
United Nations Office for Project Services	Vitaly Vanshelboim Deputy Executive Director
United Nations System Staff College	Staffan de Mistura Director
United Nations System Staff College	Paolo Ceratto Deputy Director, Administration and Management
United Nations System Staff College	Michael Alford Head, United Nations System Staff College Liaison Office at Geneva and Coordinator, Leadership Development Programmes
Preparatory Commission for the Comprehensive Nuclear-Test-Ban Treaty	Pierce Corden Director, Division of Administration

Organization	Participant
Coordinating Committee for International Staff Unions and Associations of the United Nations System	Rick Cottam President, United Nations International Criminal Tribunal for the Former Yugoslavia Staff Union
Federation of International Civil Servants' Associations	Robert Weisell President
Federation of International Civil Servants' Associations	Mauro Pace Member for compensation issues
Chief Executives Board for Coordination secretariat	Kristiane Golze Acting Secretary, High-level Committee on Management
Chief Executives Board for Coordination secretariat	Kenneth Herman Senior Adviser on Information Management Policy Coordination
Chief Executives Board for Coordination secretariat	Remo Lalli Inter-Agency Adviser on Finance and Budget
Chief Executives Board for Coordination secretariat	Richard Maciver Information and Communication Technology Specialist and Webmaster

Annex II

Agenda

1. Adoption of the agenda and programme of work — CEB/2006/HLCM/R.10/Rev.1 and CEB/2006/HLCM/12/CRP.1/Rev.1

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

3. Security and safety of staff — CEB/2006/HLCM/12/CRP.2 CEB/2006/HLCM/12/CRP.3

4. Management reform — https://hlcm.unsystemceb.org/reform/ http://fb.unsystemceb.org/reference/11/evaluationstudy/

5. Collaboration between the High-level Committee on Management and the United Nations Development Group Management Group — https://hlcm.unsystemceb.org/POW/

6. Establishment of a supply network under the High-level Committee on Management — CEB/2006/HLCM/R.11 and the Inter-Agency Procurement Working Group workplan

7. Information and communication technology issues — CEB/2006/HLCM/R.12

8. Finance and budget issues — CEB/2006/HLCM/R.13

9. Human resource issues — —

10. Joint session with the High-level Committee on Programmes

    (a) High-level Panel on System-wide Coherence

    (b) Results-based management (RBM) — CEB/2006/HLCM/R.14

    (c) Gender mainstreaming — CEB/2006/HLCM/R.15

    (d) United Nations System Staff College — Strategy, business plan and programme activities, 2006/09

11. Other business — —

Annex III

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

United Nations reform

This subject influences almost every topic we touch on, and yet it remains to be seen what the exact impact will be. The United Nations reform refers to the United Nations Secretariat, but there are other reforms going on within the funds and programmes and some specialized agencies. In fact, changes are occurring more rapidly in some of these organizations compared to the United Nations Secretariat. The Federation of International Civil Servants' Associations (FICSA) has followed the United Nations reform and has read the documentation associated with it. This includes the report of the Staff-Management Coordination Committee and the United Nations report (A/61/255) entitled "*Investing in people*". FICSA has always maintained that as a general principle staff must be fully involved, not only due to the principle, but for the enhanced effectiveness of the process. The Federation's primary goal is to preserve a career in international civil service. Unfortunately, a number of the reform proposals seem to be aimed at making it easier for the United Nations and other organizations to limit staff tenure to five or six years. This will undermine the continuity of programmes and lead to the loss of expertise. It also will have a negative impact on the loyalty, independence and integrity of international civil servants. It is probably more appropriate that our colleague from CCISUA comment on this and other documents related to the United Nations reform since it will impact first and foremost on the CCISUA members.

Expert Redesign Panel on administration of justice

A crucial part of the United Nations reform is the enhancement of the United Nations system of administration of justice. As a result of a General Assembly resolution the Redesign Panel on the administration of justice was created. Although the Panel was mandated to review the United Nations Administrative Tribunal, its report is pertinent in some ways to the other Administrative Tribunal, the International Labour Organization Administrative Tribunal. In addition, a separate report on the same topic was commissioned by the United Nations Staff Union in New York, which was headed by Justice Geoffrey Robertson. The two reports touch on a number of common themes. It is clear that staff do not have confidence in the existing system. In spite of that, staff have no option but to turn to the United Nations Administrative Tribunal in desperation and very often frustration. Hours and resources are consumed by the preparation and proceedings, and often with a result that is unsatisfactory to all. In such a situation, frivolous appeals multiply, and this is to no one's benefit. Whereas the Panel report may not be perfect, FICSA feels overall that its recommendations are sound and bold. The report echoes what FICSA has long advocated, and that is the full application to the staff of internationally recognized rights and principles, as are advocated for the member States we serve. FICSA will lobby intensely for its acceptance in full, and not a watered down version. We urge the organizations to do the same. A viable, fair and trusted system of justice will benefit both the staff and the organizations.

Impact of the reform on staff representation

FICSA is staff representation — responsible, independent, effective staff representation. Thus, any event or situation within the United Nations demands that we examine how it affects staff representation. This is true for the reform. The reform, whatever form it takes, will affect how FICSA and CCISUA will be able to represent the interests of staff. When the United Nations began, it was made up of largely headquarters-based organizations with a relatively small field programme. There were exceptions to that situation, but the exceptions increased over time. Staff associations and unions which joined FICSA were within the common system and full members of FICSA. Secure contracts were the norm.

Gradually, smaller and in some cases "temporary" organizations were created, often initially outside the United Nations system, but even when outside, adopting some of the common system standards. Some of these have joined FICSA but not as full members and thus are not able to participate in all FICSA activities.

Today, FICSA and CCISUA are finding themselves representing staff hired under conditions that are more and more diverse. A staff member may work for one organization but have a contract from another. The increasingly temporary nature of contracts does not lend itself to creating interest in staff representation bodies and activities. In short, staff no longer have the same sense of belonging to the organization. The outcome is that there are fewer staff to pay dues to the association or union, and smaller association budgets that struggle to cover FICSA assessed contributions. And yet, the two Federations de facto represent the voice of all staff at the inter-agency level.

We would like to explore with the administrations the implications of what is described above. FICSA is conducting an internal review but feels the organizations have an important role to play in ensuring that staff representatives at every level have the resources they need.

Safety and security of staff (Inter-Agency Security Management Network)

Again this year FICSA participated fully and actively in the Inter-Agency Security Management Network (IASMN) meeting in Vienna this past May.

While we are pleased to see that measures have been taken to improve the operational administration of existing cost-sharing arrangements for safety and security (as detailed in document A/61/223), we are aware that such arrangements still continue to pose problems. FICSA maintains that only regular and predictable funding from the United Nations regular budget will ensure a viable, consistent and equitable security management system for all staff in the United Nations system.

On a positive note, FICSA welcomes the completion of the accountability framework and looks forward to its adoption at the upcoming session of the General Assembly. FICSA also welcomes the additional efforts in the area of staff training, namely the completion of CD-ROM 2, and urges the organizations to make this available to all staff, where possible, whether mandatory or not. The air safety guidelines and the guidelines on the security of women have been adopted by IASMN, and FICSA looks forward to their dissemination by the organizations.

FICSA continues to be concerned over the enhancement of safety and security measures for national staff, and in this respect acknowledges those organizations

that are seeking progress on such efforts. This concern was heightened during the Middle East crisis this summer, and FICSA commends all those who worked tirelessly during the recent crisis in the Middle East to deal with the many security and administrative issues that arose. Much has been done, but there is more that can be done to ensure that effective policies are in place to address the safety of national staff, including relocation and evacuation issues.

Staff management relations

We have made it a policy to report briefly on the ongoing dialogue concerning staff management relations. You may recall that this initiative began in HLCM in 2002, with a request by FICSA for support to staff representation through cost-sharing. Subsequently, at your request, we took the issue to the Human Resources (HR) Network. Overloaded schedules and lack of full understanding on both sides have stood in the way of faster progress, but very soon the CEB secretariat will be distributing to the organizations and staff associations/unions a questionnaire collecting quantitative information on the state of staff-management relations throughout the common system. It is anticipated that a dialogue with management will follow.

FICSA continues to search for more extensive and meaningful dialogue with management not only here in HLCM but also in other forums. We hope that this dialogue can be expanded here at HLCM. We realize that you arrive at these two-day meetings with pressing issues awaiting you and a packed agenda. However, we feel that all would benefit from a longer, extended dialogue. We are confident that staff have an advocate in the Chairperson by recalling her opening statement in explaining the status of the High-level Panel on System-wide Coherence when she said, "human rights begin at home and has to start with our staff". She then reminded those in the room that she had once been a staff representative, and an aggressive one at that, managing to irritate her executive head. Our aim is not necessarily to irritate, but to participate fully in the decisions that affect our working lives, as provided for in the International Civil Service Commission Framework for Human Resources Management.

Review of the International Civil Service Commission

Since 2004 FICSA has reminded HLCM on previous occasions of the importance that it attaches to reforming the International Civil Service Commission (ICSC), a review that it has advocated for over 10 years. The Expert Panel report on the review of ICSC is languishing, as is the ICSC 2004 report, as both await adoption by the General Assembly. Although we have made every effort to attain approval of at least the first eight recommendations of the Panel report that refer specifically to reforming the Commission, we recognize that what is needed now is a more concerted effort by CEB members to ensure that this report does not fade away. FICSA will continue to advocate tirelessly for this, and we look forward to the organizations doing the same. It is in all our interests to do so.

High-level Panel on System-wide Coherence

FICSA, along with the human resources representatives, received from the HLCM Chair on the occasion of the HR Network meeting in New York on 6 July a briefing on the status of the High-level Panel's work. FICSA looks forward to the

final report. In particular, we were pleased to learn that the Panel will look at such issues as means of achieving gender parity and means of prompting inter-agency mobility. We would like to recall what we said last February at HLCM in France, that in order to shift from the concept of a collection of many organizations to an integrated system of organizations, FICSA believes that it is vital that intra-agency mobility be facilitated.

Pension concerns

Dialogue on pension matters is unfortunately experiencing huge problems: the fifty-third session of the United Nations Joint Staff Pension Board held last July in Nairobi witnessed a serious controversy on the Fund's investment policy, particularly over the proposal to passively manage, i.e. by indexation, the North American portfolio, amounting to about US$ 8.5 billion, or 25 per cent of the total value of assets. The fact that the Board, a tripartite body that traditionally works by consensus, eventually resolved to vote is the alarming sign of rift between the representatives of the Members States and executive heads, on one side, and the participants' representatives on the other. Since the assets are a property of the Fund, acquired, deposited and held in the name of the United Nations on behalf of its participants and beneficiaries, something needs to urgently be done to rebuild the climate of trust and communication that are essential to the good governance of the Fund. FICSA strongly supports the position expressed by the participants that such a radical change in the investment policy should be considered within the framework of the forthcoming Asset Liability Management study, which should include "an investment strategy based on defined asset allocation, elaborated in consultation with the Investment Committee, the Actuary Committee, the CEO and the Board" resulting in a more transparent and participatory decision-making process. The investment returns achieved to date and the actuarial situation do not justify the extreme urgency that was given to this matter. Therefore, FICSA is also supportive of the requests that are increasingly being made, including by means of a petition circulated throughout the United Nations organization, urging the General Assembly to ask the Secretary-General to suspend immediately any action on the indexation that should be re-discussed in a special session of the Pension Board addressing investment issues.

Annex IV

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

United Nations reform

The Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA), as you may be aware, does not have member status or an official role in the Staff-Management Coordination Committee (SMCC); however, our membership includes the majority of organizations and duty stations that are either members or associate members.

The Staff Unions and Councils that attended SMCC were faced with many complex and difficult consultations that were both emotive of nature and also had high stakes for the United Nations staff that were being represented. Therefore, it was a welcomed initiative by the management to encompass two days of training in joint problem-solving by both parties, which were stakeholders in the difficult task ahead. This unique move was very welcomed by the SMCC Staff Representatives and set the tone for the work to be carried out during the week of plenary.

The Staff Representatives present also appreciated the openness of the discussions, negotiations and consultation, in which the difficulties or reasons why Management could not concur with either suggestions or proposals from the Staff Representatives were explained in full, therefore allowing alternative proposals from the Staff Representatives, which made a much more progressive, flowing way to do business. We very much hope that this style is both encouraged and continued.

From the perspective of the Staff Representatives present at SMCC, we had invested time and funds into Staff Representative training, which we felt assisted Representatives in SMCC.

One of the agreements in SMCC was to formalize the training of Staff Representatives, who, given the skills required while in elected office, can serve both the staff and the organization better.

We would like it known to the HLCM members that the SMCC agreements on the United Nations reform were discussed in full, pushed, pulled and tested through debate and negotiation by the members present.

Expert Redesign Panel on the administration of justice

CCISUA was very happy that the Panel was appointed. The existing system serves neither the staff nor the management, and we hope we can both agree that that was a critical area that needed urgent attention.

CCISUA endorsed the Panel's recommendations at the recent CCISUA extraordinary meeting held from 7 to 9 September.

Security and safety of staff (Inter-Agency Security Management Network)

CCISUA feels this is the most important subject for all United Nations staff, irrespective of rank, grade or nationality, as bullets and bombs do not discriminate.

The Department of Safety and Security has in its limited time of operation done an incredible job in its attempts to make our staff safer both in the field and in the headquarters duty stations.

CCISUA feels, as it always has, a valued partner when attending the Inter-Agency Security Management Network (IASMN) meetings.

CCISUA, along with our colleagues of FICSA, supports the vision and the programmes of work that the Department of Safety and Security tables during IASMN meetings.

We are concerned that the culture for the centralization of security issues is not yet there, and we would encourage this to be moved forward as soon as possible.

Security of staff, unfortunately, is not something that can be done on the cheap and, to avoid repetition of tragic incidents in which staff are killed or maimed, we believe appropriate funding must be provided to the Department of Safety and Security to allow the programmes of work to be realized.

CCISUA is more than aware that the world is changing, along with the United Nations, an organization that could in years gone by be comforted by the fact that being in a United Nations vehicle or in a United Nations building gave some degree of protection. Those days, unfortunately, have passed us by, and CCISUA would want to think that, if a staff member loses his or her life, all that could have been done was done. Therefore, we ask for the support of the requests coming from the Department of Safety and Security, which is the expert in the business of security and safety.

During the recent events in southern Lebanon we were saddened to learn of the deaths of United Nations staff caught in crossfire and shelling. CCISUA received e-mails from local staff who were caught in the middle of that terrible situation in which they were asking for removal from the area of military operations.

We have it on good account that the Department of Safety and Security did a very good job during difficult times. However, as our statement to HLCM in Paris requested, we reiterate that, where local United Nations staff are in these areas of danger, we call for heads of mission and the Secretary-General to remove them to a safe haven when being either directly or indirectly targeted. We all remember the pictures on television of the building of the Economic and Social Commission for Western Asia being rampaged by angry mobs calling for the deaths of United Nations staff. Once again, these mobs will not discriminate between local and international staff, and, on the contrary, history has proven that local staff have a far higher chance of death or injury than do international staff.

Staff management relations

We concur with FICSA that we must keep the ball rolling with the improvement of staff management relations through training, joint workshops and dialogue.

Annex V

Terms of reference for the Technical Working Group on Safety and Security

Terms of reference as endorsed by the Committee

1.   The High-level Committee on Management (HLCM) acknowledges the seriousness of the security risks to the staff of the United Nations system worldwide and the need for the United Nations to provide adequate safety and security measures or advice for United Nations system staff.

2.   The Committee also endorses the objectives as spelled out in the Department of Safety and Security strategic framework for the biennium 2008-2009, as well as the newly identified need for a fully operational surge capacity, should resources be made available.

3.   The Committee notes that the current budget proposal of the Department of Safety and Security for the biennium 2008-2009 includes increased resource requirements. The Committee understands that the increased budgetary requirements cannot be funded by the partners of the Inter-Agency Security Management Network through the current cost-sharing arrangements, due to their own financial limitations.

4.   The Committee encourages the Department of Safety and Security to explore and utilize alternative options of funding that could be available for the full implementation of its operations, including the development of a surge capacity.

5.   Given the limited funding available for the implementation of 2008-2009 strategic framework, and bearing in mind the increase in internal security costs in each organization, the Committee decides to establish a technical working group to look at options for the re-prioritization of activities of the Department of Safety and Security in order to best meet the objectives stated in the strategic framework and develop an effective surge capacity.

Composition and operation of the Working Group

6.   The Working Group will include staff with expertise in both security and financial issues. Initially, the following staff has been preliminarily identified:

1.   Andrew Lukach (Management and Security, World Food Programme)

2.   Michael O'Hara (Budget, United Nations Development Programme)

3.   Ambi Sundaram (Management, World Health Organization)

4.   David Bongi (Security, Department of Safety and Security)

5.   Neeta Tolani (Administration, Department of Safety and Security)

6.   Bill Gent (Security, United Nations Children's Fund)

7.   Magda Landry (Programme Specialist in Security Coordination, United Nations Educational, Scientific and Cultural Organization)

8.   Drew Donovan (Head, Security Services, International Telecommunication Union)

9.   Katrina Nowlan and Zhengfan Sun (United Nations Office of Programme Planning, Budget and Accounts)

7.   The method of operation and information sharing will rely on regular videoconferencing. In order to fully inform the agencies of its results, allow for additional consultations and allow the Department of Safety and Security to meet the 30 November 2006 deadline for submission of the 2008-2009 proposed programme budget to the Office of Programme Planning, Budget and Accounts. The Working Group will complete its report and submit it to HLCM by end of October 2006.

Annex VI

Collaboration between the High-level Committee on Management and the United Nations Development Group Management Group

Meeting between the Chairs of the High-level Committee on Management and the United Nations Development Group Management Group

1. The coordination meeting between the Chairs of the High-level Committee on Management (HLCM) and the United Nations Development Group (UNDG) Management Group took place on 7 August 2006. In addition to the Chairs, the Chief Executives Board for Coordination (CEB) and the United Nations Development Group Office (UNDGO) were also present.

Objectives of the meeting

(a) To launch a continuous process of interaction between HLCM and the UNDG Management Group, as well as the CEB secretariat and UNDGO, with a view to strengthening coordination and optimizing use of limited resources;

(b) To discuss principles of the division of labour between HLCM and the Management Group in potentially overlapping areas, current and future, based on existing workplans and emerging thinking;

(c) To agree on steps to ensure the endorsement of such principles by the Management Group and HLCM;

(d) To outline a draft menu of areas/issues for future consideration and action by HLCM and the Management Group.

Conclusions and decisions

2. Realizing that there are ongoing initiatives and efforts that may entail a change in the internal United Nations coordination mechanisms, the meeting came to the following conclusions:

(a) HLCM is charged with identifying and analysing administrative and financial management issues of common concern that require a systemwide response; it was therefore decided that HLCM will take on systemwide policy and standard-setting issues. The UNDG Management Group will focus on operational issues at the regional and country level;

(b) A comparative analysis of the 2006 draft programme of work of HLCM and its Networks and the 2006 Tasking Memorandum of the UNDG Management Group Working Groups was undertaken to identify areas of potential overlap. One area of potential duplication identified was human resources;

(c) In follow-up to the meeting of the Chairs, the spokespersons of the CEB Human Resources (HR) Network and the Chair of the UNDG Management Group

Working Group on Human Resources met to discuss division of labour with respect to human resource issues, and the following was proposed:

(i) Harmonization of human resource policy should be dealt with in the CEB HR Network rather than in the UNDG Management Group;

(ii) The work of the Dual Career and Staff Mobility Sub-Group and the Prevention of Harassment, Sexual Harassment and Abuse of Authority Sub-Group should be transferred to HLCM;

(iii) The Joint Office sub-group of the UNDG human resource working group would move to the Joint Office working group of the UNDG Management Group;

(d) HLCM and the UNDG Management Group can hand over and submit issues for the consideration of the other committee/group. Such handover will be done through Chair-to-Chair communication.

(e) The UNDG Management Group and HLCM planning cycles should and will be harmonized in order to facilitate coordination of the UNDG Management Group and HLCM work. The Management Group workplan is to be prepared based on coordination and consultation with HLCM. Subsequent to the meeting of 7 August, the Chairs of the UNDG Management Group working group were requested to review the HLCM programme of work for 2006-2007 and to submit 2007 workplans by 1 November, which would allow for a meeting between the Chairs of HLCM and the UNDG Management Group before the end of the year to discuss and finalize the 2007 Management Group workplans;

(f) A brief update on key results and decisions taken in the other group will be included in the agendas of HLCM and the UNDG Management Group;

(g) The Chairs of HLCM and the UNDG Management Group will meet twice a year to review progress and challenges and to address any pending or upcoming issues;

(h) UNDGO and the CEB secretariat will meet at least quarterly to exchange information and to coordinate the work of HLCM and the UNDG Management Group;

(i) Links between the Management Group section of the UNDG website and the website of HLCM will be established. Upon request, HLCM members will be granted access to the UNDG Management Group website and UNDG Management Group members will be granted access to the HLCM website;

(j) Ms. Obaid will brief the Chair of the High-level Committee on Programmes on the outcome of the meeting;

(k) UNDGO briefed the Chair of the UNDG Programme Group on the outcome of the meeting. UNDG Management Group members were informed of that during the recent Management Group meeting on 14 September.

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