



UNITED NATIONS SYSTEM

**CEB**

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**Chief Executives Board  
for Coordination**

CEB/2019/HLCM/HR/18  
23 July 2019

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# **Summary of Conclusions of the 39<sup>th</sup> Session of the Human Resources Network**

**Part 1: Closed Session  
01 and 02 July 2019  
ICC, The Hague**

**Table of Contents**

- Adoption of the Agenda.....3
  - i. Opening of the session and adoption of the agenda.....3
  - ii. Update from the working group on new contractual modality.....3
  - iii. Topics for preparation of the upcoming ICSC session: parental leave and child care.....4
  - iv. Progress report of the working group on recruitment and outreach .....4
  - v. HR implications of the repositioned RC system.....4
  - vi. Preparation of the upcoming pension board meeting and update from the UNJSPF.....5
  - vii. Update from the working group on duty of care for affiliate personnel .....5
  - viii. Revised budget for the cost sharing for the local salary survey activities.....5
  - ix. Director’s retreat at ICC.....6
- List of Participants.....7
- Adoption of the Agenda (Open session)..... 11
  - x. Opening of the session and adoption of the agenda..... 11
  - xi. Opening and updates from other networks and fora ..... 11
  - xii. Interagency mobility – discussion with the Joint Inspection Unit (JIU) ..... 11
  - xiii. Discussion of ICSC-related topics, including ..... 12
    - a) Standing items: Base Floor Salary Scale and Margin..... 12
    - b) Education Grant..... 12
    - c) Review of the Methodology for Local Salary Surveys ..... 12
    - d) Review of the Post Adjustment Methodology ..... 12
    - e) Principles and guidelines on performance appraisal ..... 12
    - f) Parental leave..... 12
    - g) Global staff survey..... 12
    - h) Hardship allowance, mobility incentive, non-family service allowance ..... 12
  - xiv. Update from the UN Staff Counsellors, and update on the Mental Health Strategy ..... 14
    - a) Update from the UN Staff Counsellors ..... 14
    - b) Update on the Mental Health Strategy ..... 14
- List of participants..... 16

## Adoption of the Agenda

### i. Opening of the session and adoption of the agenda

1. The Human Resources Network held its 39<sup>th</sup> session from 01-03 July 2019, hosted by the International Criminal Court (ICC) and OPCW in The Hague. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Secretariat, Ms. Eva Mennel, Director, Human Resources, UNICEF, and Ms. Cornelia Moussa, Director, Human Resources, WIPO.
2. The agenda was adopted as reflected in the table of contents.
3. The list of participating organisations and their representatives at the meeting is provided in Annex 1.
4. The Network Co-Chair announced personnel changes among the organisations and welcomed new participants to the HR Network session.
5. The meeting was opened with welcome remarks from Mr. Peter Lewis, Registrar, of the International Criminal Court (ICC).

### ii. Update from the working group on new contractual modality

6. It was recalled that in 2018, the HR Network had agreed that a working group would be established with two cells: one on non-staff and the other on staff.
7. The representative of the working group provided the network a debrief on the workshop conducted and presented the resulting proposal for a new contractual modality.
8. The modality would not impact the current framework of staff contracts but would aim to bring affiliate personnel into a new kind of staff contract. The proposal would respond to generational changes in the workforce, address After Service Health Insurance (ASHI) liabilities and provide a safety net for affiliate personnel. The proposed modality would include a number of bands linked to ICSC salary scales but would have limited benefits (e.g. leave, installation). The holders of the new modality would not have staff benefits such as education grant, language allowance, mobility incentive, ASHI, pension etc.). The HR network was asked for recommendations to further develop the concept for the HLCM, the endorsement of the principles and the approach.
9. Some organizations supported a lighter approach to recruitment for such a modality and acknowledged the rationale for different benefits and allowances. A number of organizations asked for clarity on whether the focus was to improve staff contracts or to improve non-staff contracts. Others expressed concern about using a savings fund instead of the pension fund, and excluding such staff from the system of administration of justice. Other concerns raised included the potential differences in pay for work of equal value as well as the compatibility with retiree contracts. It was also highlighted that the ICSC contractual framework already contained flexibility for temporary appointments, which could be extended up to four years. Going forward, collaboration with ICSC and UNJSPF in further discussion was deemed important.

### 10. Conclusion: The HR Network

- a) *Thanked the working group for the work achieved and the progress made*
- b) *Requested the working group to continue its work so that a proposal with a timeline could be presented to HLCM in order to seek further direction*

### iii. Topics for preparation of the upcoming ICSC session: parental leave and child care

11. It was recalled that earlier in 2019 the HR Network had agreed to establish a working group to prepare a proposal for submission to the ICSC at its summer 2019 session.
  12. The representative of the UN Secretariat presented the paper of the working group, which included background information and an overview of results of two surveys conducted by the working group.
  13. In its paper, the working group sought endorsement on ten principles for parental leave and for inclusion in the proposal to the ICSC.
  14. Three options were proposed regarding the length of postpartum recovery and bonding period, including option A: 12 weeks of postpartum recovery and 12 weeks of parental leave (bonding), option B: 8 weeks of postpartum recovery and 16 weeks parental leave (bonding), or option C: 6 weeks of postpartum recovery and 18 weeks parental leave (bonding).
  15. The Network expressed general support for the principles of the ideas brought forward and discussed the options presented. The majority of organizations expressed support for option B, subject to further clarifications and details to be elaborated in a proposal for the ICSC.
16. *Conclusion: The HR Network*
- a) *Thanked the working group for the proposal*
  - b) *Asked all organisations to review the paper by 5 July 2019 and to provide any comments*
  - c) *Decided to finalize the paper as a Conference Room Paper for the upcoming ICSC session*

### iv. Progress report of the working group on recruitment and outreach

17. The CEB Secretariat provided an overview of recent developments of the working group, including two recently-organized webinars.
  18. The HR Network Co-Chair emphasised the importance of this area and its potential to shape the future of HR. The participants of the upcoming workshop from 09 to 11 July 2019 were strongly encouraged to focus on key actions with a concrete timeline. Given the importance of the topic, one of the HR Network's Co-Chairs agreed to attend the workshop in person.
19. *Conclusion: The HR Network*
- a) *Thanked the working group for the work conducted so far*
  - b) *Emphasized the importance of further collaboration and streamlining in the area of recruitment and outreach*
  - c) *Highlighted the importance of nominating engaged and committed participants for the working group*

### v. HR implications of the repositioned RC system

20. The representative from UNDP provided an update of the latest developments regarding the repositioned Resident Coordinator system which had been a key topic on UNDP's agenda. He referred to issues including the Inter-Agency Advisory Panel (IAAP), the secondment of RCs, and the Long-term agreement for the RC Assessment Centre (RCAC).
21. The HR Network Co-Chair briefed on the recruitment process underway for the new Development Coordination Office, and the RFP process currently in progress for the RCAC.
22. In the context of UN system coordination work at the local level, the ICSC representative made reference to the efforts of the working group on the Local Salary Survey methodology, which could potentially result in a reduction of work required in the field duty stations.

23. *Conclusion: The HR Network expressed appreciation for the briefing, and decided to keep the item open to continue monitoring progress. It further recommended that a senior representative of UNSDG be invited to a future meeting of the network.*

**vi. Preparation of the upcoming pension board meeting and update from the UNJSPF**

24. The representative of the UNJSPF provided a presentation including an update from the pension board meeting and the search for a new CEO. Active participation by all organizations was encouraged to ensure adequate representation and consideration of the topics of concern. Furthermore, some potential concerns regarding the governance structure of the pension board were discussed.

25. Organisations expressed their appreciation for the pension plan. Some suggestions were put forward regarding potential provisions for staff members working half time and staff members with partial disability.

26. The HR Network Co-Chair encouraged the active contribution from organizations and support during the next pension board meeting.

27. *Conclusion: The HR Network thanked the representative of the UNJSPF for the briefing, and stressed the importance of collaboration with the UNJSPF.*

**vii. Update from the working group on duty of care for affiliate personnel**

28. The representative of the working group provided an update of the latest developments including the voluntary guidelines that organisations were invited to sign. He highlighted concerns raised about the term “duty of care” and requested organizations to sensitize their legal colleagues on the term in advance of the upcoming legal network meeting. The working group would present during the meeting to seek feedback and guidance, before presenting to the autumn session of the HLCM in October, after which the mandate of the working group would cease.

29. *Conclusion: The HR Network thanked the working group for their work, and asked for it to incorporate any feedback from the legal network before completing its mandate in October.*

**viii. Revised budget for the cost sharing for the local salary survey activities**

30. Building on proposals shared at the HR Network meeting earlier in 2019, the representative of the UN Secretariat presented the outcome of the latest deliberations of the focus group. At the request of the HR Network, the focus group had revised the proposals and presented three scenarios for review by the Network. The majority of the focus group recommended Scenario 5, which maintained the current principles and updated the cost sharing principle to reflect the current size and presence of organizations. The group proposed that all users of the salary scales should contribute, and that no member should pay less than one per cent. The next review was suggested for the 2024/2025 budget.

31. *Conclusion: The HR Network*

*a) Thanked the focus group for its work, and agreed with the recommendation of Scenario 5*

*b) Asked the working group to finalise its proposal for submission to the Finance and Budget Network*

## ix. Director's retreat at ICC

32. The retreat day served as a forum for knowledge and experience exchange including preparatory discussions for the upcoming HLCM retreat on the "Future of the UN Workforce" in October 2019. The retreat day was opened by an introductory presentation on "Focus on Diversity & Inclusion – and related HR Policy Developments in the Dutch Foreign Ministry" by Pieter-Jan Kleiweg, Deputy Political Director.
33. The presentations held included:
  - a. "Innovating in HR policy development, UN Secretariat & UK Policy Lab partnership", by the UN Secretariat;
  - b. "Senior Fellowship Programme" and "Expert on Mission and Volunteer's partner", by UNICEF;
  - c. "HR Change Initiatives in UNRWA, Quest for Market Competitiveness", by UNWRA;
  - d. "WHO Health Emergencies Programme (WHE)", by WHO;
  - e. "ARiN - The future of recruitment at UNHCR", by UNHCR;
  - f. "Game changing the Employee Experience", by OPCW;
  - g. "Consolidate the court's reputation as an employer of choice, able to attract, recruit, and continuously develop diverse, talented and high-performing people", by ICC;
  - h. "Agile Performance Management", by the UN Secretariat.
34. Furthermore, the HR Network benefited from a presentation of the current work of the "Business Innovations Group (BIG)", by Robert Turner and Jonathan Porter. During the subsequent discussion, the Network expressed its keen interest for further practical collaboration and regular updates.
35. All related presentations are made available to participants separately.
36. *Conclusion: The HR Network*
  - a) *Thanked all speakers for their presentation and input, noting the benefit of experience exchange and collaboration*
  - b) *Agreed to continue its discussion on the future of the UN workforce, and invited its members to contribute to preparation of the related HLCM retreat in October 2019*

## List of Participants

Name	Organisation
Martha Helena Lopez	UN Secretariat
Jonathan Ball	UN Secretariat
Kazumi Ikedalarhed	FAO
Kate Rojkov	IAEA
Sarah Rose	ICAO
Stefanie Kufner	International Criminal Court (ICC)
Susanne Seegers	International Criminal Court (ICC)
Eoghan Hennessy	International Criminal Court (ICC)
Regina Pawlik	ICSC
Pierre Moreau-Péron	IFAD
Luca Bormioli	ILO
Liya Dominic	IMO
Michael Emery	IOM
Fiona Walker	ITC
Eric Dalhen	ITU
Paolo Bernasconi	OPCW
Paola Paoletti	OPCW
Pieter Kraakman	OPCW
Michael Conneely	OSCE
Luz Marina Barillas	PAHO
Cristiana Baroglio	UNAIDS
Alison Holmes	UNAIDS
David Bearfield	UNDP
James Hanneman	UNDP
Christine Botejue-Kyle	UNEP
Annick Grisar	UNESCO
Josephine Mbithi	UNFPA
Daniela Milic	UNFPA
Catty Bennett Sattler	UNHCR
Eva Mennel	UNICEF
Maria O'Donnell	UNJSPF
Tina Friis Hansen	UNOPS
Sebastian Rottmair	UNOPS
Antonino Brusa	UNRWA
Greet De Leeuw	UNWOMEN
Andrew Patterson	WFP
Jennifer Linkins	WHO

Name	Organisation
Cornelia Moussa	WIPO
Therese Dayer	WIPO
Alex Ugolini	WMO
Kristina Carey	Special Tribunal for Lebanon (STL)
Floris Kist	Special Tribunal for Lebanon (STL)
Ole Emmrich	CEB Secretariat
Ben Riemenschneider	CEB Secretariat
Michael Rosetz	CEB Secretariat
Jonathan Porter	Business Innovations Group
Robert Turner	Business Innovations Group
Jean-Pierre Kempeneers	Dutch Foreign Ministry
Pieter-Jan Kleiweg	Dutch Foreign Ministry



# **Summary of Conclusions of the 39<sup>th</sup> Session of the Human Resources Network**

**Part 2 (Open Session)  
03 July 2019  
OPCW, The Hague**

**Table of Contents**

- Adoption of the Agenda (Open session)..... 11
  - x. Opening of the session and adoption of the agenda..... 11
  - xi. Opening and updates from other networks and fora ..... 11
  - xii. Interagency mobility – discussion with the Joint Inspection Unit (JIU) ..... 11
  - xiii. Discussion of ICSC-related topics, including ..... 12
    - a) Standing items: Base Floor Salary Scale and Margin..... 12
    - b) Education Grant..... 12
    - c) Review of the Methodology for Local Salary Surveys ..... 12
    - d) Review of the Post Adjustment Methodology ..... 12
    - e) Principles and guidelines on performance appraisal ..... 12
    - f) Parental leave..... 12
    - g) Global staff survey..... 12
    - h) Hardship allowance, mobility incentive, non-family service allowance ..... 12
  - xiv. Update from the UN Staff Counsellors, and update on the Mental Health Strategy ..... 14
    - a) Update from the UN Staff Counsellors ..... 14
    - b) Update on the Mental Health Strategy ..... 14
- List of participants..... 16

## Adoption of the Agenda (Open session)

### x. Opening of the session and adoption of the agenda

37. The Human Resources Network held its 39<sup>th</sup> session from 01-03 July 2019, hosted by the International Criminal Court (ICC) and OPCW in The Hague. The meeting was co-chaired by Ms. Martha Helena Lopez, Assistant Secretary-General, Human Resources, UN Headquarters, Ms. Eva Mennel, Director, Human Resources, UNICEF, and Ms. Cornelia Moussa, Director, Human Resources, WIPO.
38. The agenda was adopted as reflected in the table of contents.
39. The list of participating organisations and their representatives at the meeting is provided in Annex 1.
40. The meeting was opened with a welcome from Ms. Odette Melono, the Deputy Director General, of OPCW.

### xi. Opening and updates from other networks and fora

41. The representative from the CEB Secretariat provided an overview of the latest developments of the HLCM including its meeting in Bonn in April 2019.
42. It was shared that the “Future of Work and the UN workforce” was a centre piece of the agenda at the next HLCM autumn session.
43. The HR Network Co-Chair confirmed that this topic provided the opportunity to engage in a visionary dialogue shaping the future of HR in the UN system.

#### 44. *Conclusion: The HR Network*

- a) *Took note of the ongoing business improvement initiatives throughout the UN System, as discussed at HLCM, and highlighted their impact on the Human Resources function including the need to adapt to a changing environment*
- b) *Confirmed its commitment to continue to actively work on those items*

### xii. Interagency mobility – discussion with the Joint Inspection Unit (JIU)

45. The inspector from the Joint Inspection Unit (JIU) presented the preliminary findings on the topic of the JIU review of staff exchanges and similar interagency mobility measures.
46. The document referred to previous efforts devoted to the topic in the past including the One UN concept, recruitment, and the professional development of staff. Some organizations questioned the statement that interagency mobility needed to be improved, citing the high level of mobility in the HR function across the UN system. Some challenges mentioned regarding inter-agency mobility included right of return, recognition of appointment types, retention of grade, and financial liabilities.
47. The organisations underscored the importance of interagency mobility. The need to strengthen the interagency mobility agreement, and to work on eliminating any inconsistencies was emphasized. The issue of absorbing financial liabilities was also highlighted.

#### 48. *Conclusion: The HR Network*

- a) *Thanked the representative of the JIU for the presentation*
- b) *Stressed the importance of organisational commitment to enhancing inter-agency mobility*

### **xiii. Discussion of ICSC-related topics, including**

#### **a) Standing items: Base Floor Salary Scale and Margin**

49. The ICSC representative explained the no-loss / no-gain adjustment of the net base salary scale. He informed that, it was considered by the commission to revert to a three-year cycle revision departing from the current two-year cycle.
50. Furthermore, the group was informed that the evolution of the margin was within the trigger points between 13 and 17 this year, and therefore no intervention hence should be needed.

#### **b) Education Grant**

51. Regarding the review of the education grant, the representative of the ICSC agreed with the representatives of the organizations on the importance of the topic, and envisaged a closer substantive analysis for 2020, noting that the present document was only examining the level of the entitlement.

#### **c) Review of the Methodology for Local Salary Surveys**

52. The ICSC representative provided a debrief from the last working group meeting of the review of the methodology for the local salary surveys and the agenda ahead.

#### **d) Review of the Post Adjustment Methodology**

53. A participant of the working group of the review of the Post Adjustment methodology provided presented the latest developments and progress of the work.

#### **e) Principles and guidelines on performance appraisal**

54. The ICSC representative provided an overview of the paper. It was shared that the UN Secretariat was piloting a more agile performance management system moving away from the traditional performance appraisal towards a more strategic and modern system.

#### **f) Parental leave**

55. The representative provided an overview of the paper, which had been drafted based on the consideration of internal practices of several public organizations and institutions, the ILO convention and several global trends.
56. The Network stressed the importance of the topic and the need for alignment across the system. It confirmed its commitment to present a Conference Room Paper at the upcoming ICSC session.

#### **g) Global staff survey**

57. The ICSC representative elaborated on the progress of the survey which was a follow-up to the 2013 survey, which collected input from staff on the compensation package.
58. The representatives of FICSA and CCISSUA raised the concern that it was possible to enter multiple entries in the dataset without verification.
59. Representatives from the organizations provided an overview in the experiences gained since the launch of the survey. Some members of staff had flagged a concern regarding a lack of trust given the reduction in compensation which had followed the last survey. It was suggested that the network be more closely involved in the preparation of any future surveys, in order to share practical lessons learnt through organization-specific surveys.

#### **h) Hardship allowance, mobility incentive, non-family service allowance**

60. The level of the hardship allowance was carried out as per GA request. Three options for increases were being presented to the ICSC.
61. The level of the mobility incentive was also reviewed, and an increase would be recommended. A more in-depth review is planned for 2021.
62. The level of the non-family service allowance would not be recommended for an increase.

63. During the discussion, some field-based organizations reported difficulties around the classification of duty stations as family and non-family highlighting a number of adverse implications for staff and their families.

64. *Conclusion: The HR Network*

- a) *Thanked the ICSC and other presenters for their work and the briefings*
- b) *On conditions of service applicable to both categories of staff:*
  - i. *Report on implementation of principles and guidelines for performance appraisal and management for recognition of different levels of performance: concurred with the findings of the ICSC Secretariat on the current practices on performance management making reference to the active working group, latest developments in the practice, as well as, the performance management framework and therefore did not see a need for further revisions;*
  - ii. *Parental leave: confirmed their commitment to present a Conference Room Paper at the upcoming ICSC session on Parental Leave provisions;*
  - iii. *Global staff survey on conditions of service: noted the close collaboration between organizations and the ICSC Secretariat to ensure staff participation and looked forward to a presentation of the results of the survey and a transparent and collaborative discussion to ensure careful consideration;*
- c) *On conditions of service of staff in the Professional and higher categories:*
  - i. *Base/floor salary scale and review of staff assessment rates used in conjunction with gross salaries; concurred with the findings and recommendation to recommend to the General Assembly for approval, an adjustment to the unified base/floor salary scale for the Professional and higher categories of 1.21 per cent, to be implemented through the standard no-loss/ no-gain consolidation method of increasing the base salary and commensurately reducing post adjustment multiplier points. Furthermore, concurred with the proposal to recommend to the General Assembly that the current rates of staff assessment used in conjunction with gross salaries be maintained until the next regular review of those rates in 2022, unless a change in the situation of the Tax Equalization Fund necessitates an earlier review.*
  - ii. *Evolution of the United Nations/ United States net remuneration margin; noted that at present, the margin fell between the trigger levels established by the General Assembly and hence no specific action was needed;*
  - iii. *Post adjustment issues: report of the Advisory Committee on Post Adjustment Questions (ACPAQ) on its 41<sup>st</sup> session and agenda for the 42<sup>nd</sup> session: welcomed the review process and supported some of the approaches and ideas, while requesting further investigations and analysis in some of the technical options. The Network concurred with the need for further studies on the issues listed in paragraph 41(c) of the ACPAQ report, supported the approach to the research geared towards improving the measurement of the housing component of the PAI recommended by ACPAQ in paragraph 53 of its report, and cautioned careful consideration of available jurisprudence in the technical discussion to avoid unnecessary exposure to legal and policy risks for any revised methodology and looked forward to a further constructive dialogue;*
  - iv. *Education grant: review of scale and level of boarding lumpsum: concurred with the findings and the recommendation to adjust the sliding scales based on the previously agreed adjustment mechanism, as well as the adjustment of the lumpsum boarding assistance and noted the importance to discuss practical solutions for those duty stations that align with International Schools' efforts to achieve greater budgetary prudence and more stable fees;*

- v. *Hardship allowance: review of level: concurred with the analysis of the ICSC and suggested continuing with the approach and to adjust the levels of the hardship allowance proportional to the movement of the net base salary scales, representing an increase of two per cent as per the paper's analysis;*
  - vi. *Non-family service allowance: took note of the analysis showing an increase in the average global rent, used as a reference for non-family service allowance, in recent three years, as well as a similar trend in the comparator's practice with regard to its involuntary separate maintenance allowance and therefore believed that a commensurate increase in the amounts of non-family service allowance could be considered. Furthermore, welcomed the proposal to work on further details of an adjustment methodology for the next review, scheduled, in 2022;*
  - vii. *Mobility incentive: looked forward to the discussions on the level of the allowance as well as on the general review of the allowance, scheduled for 2021, and took note of the analysis, including the agreed review cycle and approach which was based on monitoring the movement of the net base salary scales believing that, following this approach, an adjustment of the mobility incentive as outlined in the paper was warranted.*
- d) *On conditions of service of General Service and other locally recruited categories: report of the Working Group on the review of salary survey methodologies: highlighted the importance of finalizing the review in 2020. Furthermore, highlighted areas of concern including employer's participation in surveys, the use of external data, cost of implementation, the role of Local Salary Survey Committees, and a need for clearer guidance in the methodology on the use of the special measures to mitigate the effects of high levels of inflation and abrupt currency devaluation;*
  - e) *Requested the CEB Secretariat to draft the statements for the ICSC session, based on the discussion among the Network.*

#### **xiv. Update from the UN Staff Counsellors, and update on the Mental Health Strategy**

##### **a) Update from the UN Staff Counsellors**

- 65. The representative from the UN Staff Counsellors provided an update of the documents presented during the 38<sup>th</sup> HR Network meeting, and sought endorsement of the mandate and standards of practice for the UNSSCG for implementation on 01 January 2020.
- 66. The organizations expressed appreciation for the work carried out. The discussion revolved around the zero tolerance for any malpractice, and the implementation and monitoring in the field-duty stations. One participant asked for the exploration of best-practices, and the identification of some benchmarking ratios for an adequate counsellor-staff ratio.
- 67. *Conclusion: The HR Network*
  - a) *Thanked the task force for the work*
  - b) *Endorsed the revised mandate and the proposed way forward, while encouraging the interdisciplinary dialogue on the professional standards with the medical directors prior to final endorsement from the HR Network in the coming weeks*

##### **b) Update on the Mental Health Strategy**

- 68. *The Global Lead for the UN system mental health strategy provided an update on the latest developments, including the development of a website for the strategy.*

69. *The HR Network Co-Chair took stock of what the team had done, and emphasised the need to ensure continuous support going forward.*
70. *The representative of FICSA expressed gratitude for the work achieved, and made a remark that the support from the leadership was required to ensure the success of the initiative which also included a clear direction from the Secretary General. Concern was raised that the primary preventive part was missing, and the paper focussed on addressing the symptoms rather than the sources of mental health conditions.*
71. *The representative of CCISSUA acknowledged that the root causes and the issue of diversity needed to be addressed. Furthermore, the envisaged counsellor to staff ratio was questioned, including how staff counselling would be deployed in the deep field.*
72. *Organisations expressed their full support for the initiative and emphasised the value for the future of the workforce.*
73. *The Global Lead stressed the importance of preventative aspects, and underscored the support received from the Secretary General and Deputy Secretary General who had reiterated their strong support of the initiative. Key for a successful implementation would be a strong communication strategy supported by all organizations.*
74. *Conclusion: The HR Network*
  - a) *Thanked the Global Lead and the Board for the work achieved thus far*
  - b) *Thanked Legal Network and the UN Medical Directors for their support*
  - c) *Encouraged active participation in the implementation of the strategy*

## List of participants

Name	Organisation
Martha Helena Lopez	UN Secretariat
Jonathan Ball	UN Secretariat
Ruth Frolich	CCISUA
Fraser McIlwraith	CCISUA
Rebecca Hinchliffe	Common Fund for Commodities
Michelle Schwarz	Common Fund for Commodities
Kazumi Ikedalarhed	FAO
Alberto Fernandez	FICSA
Evelyn Kortum	FICSA
Kate Rojkov	IAEA
Sarah Rose	ICAO
Stefanie Kufner	International Criminal Court (ICC)
Susanne Seegers	International Criminal Court (ICC)
Eoghan Hennessy	International Criminal Court (ICC)
Henrietta DeBeer	ICSC
Yuri Orlov	ICSC
Regina Pawlik	ICSC
Pierre Moreau-Péron	IFAD
Luca Bormioli	ILO
Liya Dominic	IMO
Michael Emery	IOM
Fiona Walker	ITC
Eric Dalhen	ITU
Alexandra Capello	Joint Inspection Unit (JIU)
Jeremiah Kramer	Joint Inspection Unit (JIU)
Paolo Bernasconi	OPCW
Paola Paoletti	OPCW
Pieter Kraakman	OPCW
Michael Conneely	OSCE
Luz Marina Barillas	PAHO
Cristiana Baroglio	UNAIDS
Alison Holmes	UNAIDS
David Bearfield	UNDP
Vesna Dasovic	UNDP Staff Council
James Hanneman	UNDP
Christine Botejue-Kyle	UNEP



Name	Organisation
Annick Grisar	UNESCO
Josephine Mbithi	UNFPA
Daniela Milic	UNFPA
Catty Bennett Sattler	UNHCR
Eva Mennel	UNICEF
Maria O'Donnell	UNJSPF
Tina Friis Hansen	UNOPS
Sebastian Rottmair	UNOPS
Antonino Brusa	UNRWA
Greet De Leeuw	UNWOMEN
Andrew Patterson	WFP
Jennifer Linkins	WHO
Cornelia Moussa	WIPO
Therese Dayer	WIPO
Alex Ugolini	WMO
Kristina Carey	Special Tribunal for Lebanon (STL)
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Ben Riemenschneider	CEB Secretariat
Michael Rosetz	CEB Secretariat
Jonathan Porter	Business Innovations Group