



# Chief Executives Board for Coordination

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English only

## Conclusions of the High-level Committee on Management at its twenty-first session (Paris, 8 and 9 March 2011)

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## **I. Introduction**

1. The High-level Committee on Management held its twenty-fourth session at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO), in Paris, on 8 and 9 March 2011. The meeting was conducted by the Executive Director of the World Food Programme (WFP) (Chair) and Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (Vice-Chair).

## **II. Adoption of the agenda**

2. The agenda as adopted by the Committee is reflected in the table of contents.

3. The list of participants is provided in annex I.

4. The checklist of documents is provided in annex II. All documents related to the session are available on the website of the Chief Executives Board for Coordination (CEB) at: <http://www.unsceb.org/ceb/mtg/hlcm/march-2011/>.

5. In her welcoming remarks, the Chair thanked the Director-General of UNESCO for her presence at the opening of the meeting and for her generous hospitality, and extended her appreciation to the office of the Deputy Director-General of UNESCO who had so efficiently led all the arrangements for the twenty-first session of the Committee in the beautiful venue of Paris.

6. After the remarks by the Chair, the Director-General welcomed the members of the Committee to UNESCO. In doing so, she noted that the times of change we were living through — both inside our organizations and in the world outside — required the United Nations to adapt and to innovate, responding to a shifting environment in order to meet new challenges with strength and determination.

7. The Director-General recalled that UNESCO was engaged in a wide-ranging effort to sharpen its effectiveness and efficiency, with the clear objective to enhance the organization's capacity to deliver. This started with senior management and included human resources policy, also taking into account the network of field presences, as well as the structure and focus of programmes.

8. In this respect, the Committee provided an important platform to share thoughts and experience, along with good practice. Indeed, efficiency gains are expected from within each of our organizations — and also from leveraging synergies between one another. Member States want the United Nations family to work together more coherently.

9. In conclusion, the Director-General emphasized the changing security environment for United Nations operations and how recent events in the Middle East had made it even more evident that investing in security was vital for ensuring basic safety and for the delivery of the Organization's mandates.

10. Introducing the session's agenda, the Chair recalled some of the most recent achievements of the Committee, namely, the redesigned security management system; the improvements in benefits coverage for staff and personnel; the completion of the first project on vendor eligibility and the tangible progress in the other initiatives funded through the plan of action for harmonization of business

practices; and the closer attention being paid to operational needs in the field, thanks to a close and growing cooperation with the United Nations Development Group.

11. The Chair noted the critical role of the United Nations system and further highlighted the fact that the Organization is under increasing pressure to do more at the same time that it is facing financial constraints. The role of the Committee remained that of putting reform into action and continuing to pursue greater efficiency and effectiveness across the United Nations system to deliver on its mandates. In that respect, changing expectations among Member States and donors demanded greater measures of accountability, including performance management, risk management and internal control. The Secretary-General was looking to the Committee to lead in this effort.

12. The Chair highlighted a very special occasion: the 100th anniversary of International Women's Day, and noted the creation of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as an historic reform in the United Nations system. In this light, when introducing new participants and guests, the Committee took special note of the presence of the representatives of the new agency.

### **III. Dialogue with the federations of staff associations**

13. The Committee welcomed the representatives of the Federation of International Civil Servants' Associations (FICSA), the Coordinating Committee for International Staff Unions and Associations (CCISUA) and the United Nations International Civil Servants Federation (UNISERV). The complete statements made by each federation are reflected in annexes III, IV and V of the present report.

14. The federations were invited to participate as observers in the discussion of items IV (a) (security and safety of staff) and V (mandatory age of separation), and VIII (b) (human resources).

15. In their statements, FICSA, CCISUA and UNISERV elaborated on the following key issues:

(a) Regarding staff safety and security, the federations expressed concern about national staff, especially in view of the current situations in the Middle East;

(b) CCISUA expressed disappointment at the fact that the scope of continuing contracts remain very limited;

(c) Regarding the mandatory age of separation, the federations looked forward to the thorough review that was to take place, and indicated general support on the part of staff for an increase in the retirement age;

(d) On the harmonization of conditions of service in the field, CCISUA looked forward to the measures taken by the International Civil Service Commission (ICSC) to mitigate the impact of the provisions of General Assembly resolution 65/248 and expressed its deep disappointment at the provisions related to rest and recuperation;

(e) The federations welcomed the inclusion of "dialogue with Staff federations of staff associations" as an item on the agenda and underlined the need to strengthen said dialogue in the future;

(f) In conclusion, FICSA informed the Committee that the association was operating in the absence of a General Secretary, since its latest Council had not been able to identify candidates who could provide proof of the required agreement to paid full-time release and relocation to Geneva, remunerated at the Geneva level. FICSA had therefore initiated a procedure to run by-elections through a postal vote.

16. Following the agreement by the Committee at its twentieth session, to identify modalities for an improved dialogue between it and the federations, the CEB secretariat undertook consultations with members of the three federations and developed draft terms of reference for a redesigned dialogue. The draft terms of reference were subsequently shared with members of the Committee and the federations and were revised, taking into account comments received.

17. The draft terms of reference provided for a dialogue that may take the following form: (a) the federations would be invited to present statements in advance and to read them during the session; (b) the federations would be invited to participate on an ad hoc basis, in an observer capacity, in the discussions of subjects on the regular agenda that were of particular interest to the staff; (c) Committee Networks and members and representatives of the federations could suggest additional topics for discussion on a small number of items identified and agreed on in advance of the meeting.

18. Members of the Committee expressed their preference to receive the statements of the federations in advance in order to have time to read them prior to the meeting and formulate a more meaningful response. Committee members also stressed that its sessions provided the only opportunity for senior managers to discuss issues among themselves, and that it was important to maintain the nature of this forum. It was also noted with appreciation that the Joint Inspection Unit (JIU) was currently undertaking a study on staff-management relations, which should be completed by the end of 2011. It was expected that the study would include suggestions and recommendations that could also be useful in the context of the dialogue between the Committee and the federations.

19. The Committee thanked the representatives of the three federations of staff associations for their statements and their spirit of collaboration. It took note of the comments regarding the proposed terms of reference for improved dialogue between the Committee and the federations and requested the CEB secretariat to undertake further consultations before finalizing the terms of reference.

## **IV. Security and safety of staff**

### **A. Briefing by the Under-Secretary-General for Safety and Security**

20. In his briefing, the Under-Secretary-General for Safety and Security emphasized the simple philosophy that was the basis of the United Nations security management system: to enable the United Nations to fulfil its mandates in many places around the world.

21. The Committee took note of the abolition, as of 1 January 2011, of the security phase system, a system that was linked directly with benefits and lacked stringent analysis, and the launch of the new security level system, a process which allows for the identification and categorization of the threats the United Nations faces for a

comparative analysis of threats across the board, and that provides for greater granularity and transparency. The launch of the security level system was underlined as a remarkable achievement, resulting from the effort led by the Committee, in close coordination with the Department of Safety and Security, to redesign the United Nations security management system. The Under-Secretary-General for Safety and Security noted that the security level system was only one part of the security risk management process. If, as a result of the security risk management process, it was determined that the residual risk in a particular situation was very high, an examination of the objectives for which the United Nations system continued to operate in those situations would be required, together with the results that it was accomplishing. The programme criticality framework would guide such a process, which was therefore driven not by security concerns but rather by programmatic concerns.

22. The Committee and the federations commended the Under-Secretary-General and the Department of Safety and Security for the remarkable work that had been undertaken to redesign and strengthen the United Nations security management system, particularly in consideration of the very challenging times during which this work had been completed.

## **B. Programme criticality**

23. The Deputy Executive Director of the United Nations Children's Fund (UNICEF), in her capacity as Chair of the Working Group on Programme Criticality, in a videoconference connection, presented the Committee with an update on the development of a framework for determining programme criticality within the guidelines for acceptable risk, an effort undertaken with the contribution of all United Nations entities with extensive field operations (the United Nations Development Programme (UNDP), WFP, the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO), the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO), the Department of Safety and Security, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs).

24. The programme criticality framework represented the last element of the guidelines for acceptable risk, one of the improvements meant to respond to the complex and shifting security challenges faced by United Nations staff by reorienting the Organization's security thinking from "when to leave" to "how to stay". This new framework would help ensure that the programmes and personnel that remained in high-risk situations were working on the highest priority functions and programmes, in accordance with the strategic objectives of the United Nations system.

25. The draft programme criticality framework, the criteria and definitions of which were presented to the Committee in ample detail, was now ready and would be subject to field testing in Afghanistan, Pakistan and Somalia beginning 30 March 2011.

26. The Committee took note of the briefing provided by the Chair of the Group on Programme Criticality and looked forward to considering its final outcome, as

also informed by the results of the field testing, at its fall 2011 session, for subsequent submission to CEB.

### **C. Recent events in the Middle East and North Africa**

27. The Committee undertook a discussion on the current security situation in the Middle East and North Africa, the actions taken to date by the United Nations security management system, and the lessons learned so far. The discussion benefited from contributions by the organizations with the largest presence in the region, namely, UNDP and WHO.

28. Acknowledging that there was neither a great number of United Nations programmes nor a considerable presence of United Nations local staff in Tunisia, the Under-Secretary-General for Safety and Security informed the Committee that an analysis had been undertaken on threats and the mitigation measures in place, which had led to the decision not to evacuate staff and to continue to operate in the country.

29. A similar analysis had been carried out in Egypt, where the United Nations had a large international presence. The analysis indicated that: communications links had been severed at the outset of events, preventing most regional offices from performing their work; travel into and out of Egypt was curtailed; banks were not distributing money; and food and transport were becoming problematic. Although there were no indications of a direct threat against the United Nations, a decision had been made, on the recommendation of the designated official, in consultation with the security management team, to evacuate all non-essential international staff and eligible family members. This followed an earlier decision to evacuate taken by the World Bank. With the use of aircraft provided by the Departments of Peacekeeping Operations and Field Support, the evacuation was managed quickly. A short time later, when the situation improved, the evacuees were authorized to return.

30. Among the lessons learned in Egypt was an important one related to the security level system. Some remnants of the old security phase system had led the security management team to try and raise the security level, in the light of the decision to evacuate. It was therefore necessary to clarify that because the security level represented an aggregate of all threats in a particular area, and because the security phase system had been abolished, it was no longer necessary to reach a certain security level before evacuation may be authorized. The Committee also took note of the power of communications networks as well as their vulnerability to a total shutdown by a Government.

31. Almost concurrently with the lifting of the evacuation status in Egypt, international staff and eligible family members had to be evacuated from the Libyan Arab Jamahiriya. The situation in the country was developing, with both refugee and humanitarian issues emerging on both sides of the country's borders, representing a clear example of how the United Nations must operate amid tough security concerns.

32. The Department of Safety and Security was also examining events very closely in Yemen, as well as in Bahrain, Jordan, Mauritania, Algeria, the Syrian Arab

Republic and Morocco, while at the same time United Nations operations still continued in places such as Afghanistan, Iraq, Somalia and Darfur.

33. The Committee acknowledged the role of the United Nations security management system to enable the continuation of the Organization's programmes against the background of major and challenging events, demonstrating that the security management system was no longer risk adverse. The Committee also noted that the security management system functioned as a confederation, which comprised the Department of Safety and Security, members of the Inter-Agency Security Management Network (IASMN), as well as the security officials of individual agencies: a combined network that added value to the United Nations system itself.

#### **D. Issues from the 14th session of the Inter-Agency Security Management Network**

34. The Under-Secretary-General for Safety and Security provided a briefing on the 14th session of the Inter-Agency Security Management Network (IASMN), introducing some new and/or revised policies as well as providing updated information on several areas of the work of IASMN. The Committee was also reminded that the policies and issues presented had been considered by the most senior security officials of the member organizations of IASMN.

35. The Committee:

(a) Endorsed the newly approved chapter III of the Security Policy Manual: United Nations Security Management System Applicability Policy, as reflected in CEB/2011/HLCM/2/Rev.1, and which replaces chapter III of the old *Field Security Handbook*;

(b) Endorsed the IASMN recommendation that all close protection officers in the United Nations system be fully certified to the standard specified by the Department of Safety and Security within four years;

(c) Endorsed the policy on security clearance procedures and the travel request information process to go into full effect on 1 January 2012, by which time it is expected there would be full integration between the travel system of each organization and the travel request information process;

(d) Endorsed the use of force policy for United Nations security officials in the security management system, as approved by IASMN;

(e) Took note of the documents entitled "Relocation, evacuation, alternate work modalities — measures to avoid risk" and "Security level system" for inclusion in the Security Policy Manual, as contained in CEB/2011/HLCM/2/Rev.1, as well as of the update provided on other issues taken up by the IASMN at its 14th session, i.e., the premises vulnerability questionnaire and the United Nations premises policy, and draft model host country security agreements and private security companies. The Committee recommended completion of any necessary follow-up work for its consideration at its next session.



## **E. Human resources implications within the implementation of the security level system**

36. Following the endorsement of the new security level system by CEB and the abolishment of the security phase system on 1 January 2011, the Human Resources Network formed a task force to consider how those changes would impact on security-related entitlements and administrative measures. Among the issues considered by the task force was the need to revise annex I of the *Field Security Handbook* on security evacuation and relocation entitlements. A revised version of the annex, which was reviewed and approved by the Human Resources Network, IASMN and the Department of Safety and Security, was presented to the Committee for endorsement. Other provisions included in the revised annex I make reference to General Assembly resolution 65/248 on the phasing out of the extended monthly security allowance, which would eventually be replaced by the non-family hardship element.

37. The Human Resources Network spokesperson clarified that the guidance, as set out in document CEB/2011/HLCM/3, would entail further elaboration, especially in relation to section C of General Assembly resolution 65/248.

38. The Committee took note of the work undertaken by the Human Resources Network and endorsed document CEB/2011/HLCM/3 on the "Measures to replace the present annex I of the *Field Security Handbook*".

## **V. Mandatory age of separation**

39. Upon request of the International Civil Service Commission, its secretariat asked the Commission to develop a position paper providing views and recommendations on the issue of mandatory age of separation.

40. At its 20th session, in September 2010, the Committee agreed to form a working group that would review, in consultation with the United Nations Joint Staff Pension Fund, all aspects of the issue, including innovative and flexible modalities in applying the mandatory age of separation.

41. The working group, led by WFP, met in early 2011 and is expected to present its final recommendations to the Committee at its 22nd session in the fall of 2011. During October and November 2011, the working group will finalize any follow-up recommendations from the Commission, and a final report will be submitted to ICSC in early 2012. To help inform its work, the working group prepared a questionnaire to be forwarded to all organizations in order to obtain their point of view from both the human resources management and financial perspectives.

42. As an informative session for this work, the Committee invited the Chief Executive Officer of the United Nations Joint Staff Pension Fund to deliver a presentation at its 21st session on several aspects of the matter from the point of view of the Pension Fund.

43. The presentation to the Committee included background information on the Fund, the current financial situation, the normal retirement age, the Pension Fund plan design and trends in the normal age of retirement.

44. Members of the Committee concurred that this was a complex issue and that all factors should be looked at carefully. While a long-term view of the financial implications must be considered, a concurrent analysis of organizations' human resource priorities, such as the rejuvenation of the workforce and staff profiles required to reflect evolving needs, was also required.

45. The Committee thanked the working group and the Chief Executive Officer of the Pension Fund for his comprehensive presentation. It urged all organizations to complete in an objective manner the questionnaire prepared by the working group, took note of the work undertaken to date and looked forward to receiving the final recommendations of the working group at the next session of the Committee in the fall of 2011.

## **VI. Programme of work of the High-level Committee on Management and coordination with the United Nations Development Group**

46. As a follow-up to concerns raised in February 2010 that the work of the High-level Committee on Management Networks was too spread out and risked duplication and overlap with activities of the United Nations Development Group, this item was introduced to ensure smooth coordination and a focused programme of work of the Committee, in turn resulting from improved coordination among all CEB pillars and among the different networks of the Committee. The discussion was divided into three sub-items:

(a) Presentation of the programmes of work of the newly established United Nations Development Group Joint Funding and Business Operations Network, represented by its Co-Convener, Mari Simonen; and of the United Nations Development Group Working Group on Resident Coordinator System Issues, represented by its Co-Convener and the Committee Vice-Chair, Jan Beagle;

(b) Briefing on the status of the joint United Nations Development Group-High-level Committee on Management study to identify common principles of results reporting, an initiative agreed by the joint meeting of September 2010 and co-led by UNDP and WFP;

(c) Approval of the programme of work of the Committee, compiled by the CEB secretariat on the basis of the prioritized overview of the Committee's activities and on the implementation plan for the recommendations of the High-level Committee on Management-United Nations Development Group joint mission, which were presented and approved in September 2010.

47. The work of the United Nations Development Group in the area of funding and harmonization of business practices would focus on implementation of existing agreements in collaboration with High-level Committee on Management networks, particularly in the areas of procurement and information and communications technologies. Collaboration between the United Nations Development Group and the Committee would also focus on the alignment of the harmonization of business practices with the United Nations Development Assistance Framework roll-out process. This was highlighted as an important joint initiative that promises to improve the effectiveness of the United Nations at the country level and results

directly from the recommendations of the joint High-level Committee on Management/United Nations Development Group mission completed in 2010.

48. The key priorities for the United Nations Development Group in the area of harmonization of business practices for 2011-2012 would be:

- (a) Pursuing an integrated approach to programme and operations;
- (b) Implementing already existing guidance on elements on harmonized information and communications technology and common procurement;
- (c) Supporting the implementation of common services;
- (d) Helping speed up the removal of the bottlenecks that organizations encounter in terms of legal clearances, for example, memorandums of understanding;
- (e) Supporting ongoing initiatives, such as the Harmonized Approach to Cash Transfers and Common Premises;
- (f) Focusing on joint funding mechanisms, especially multidonor trust funds, on their effectiveness and on harmonization of procedures for their management/administration.

49. The United Nations Development Group also identified a few key challenges that needed to be overcome for effective reform. To succeed in change, the United Nations as a system needed to make sure that adequate recognition and reward schemes were in place for staff at all levels working on harmonization issues. In the view of the United Nations Development Group, current funding challenges risked pushing United Nations organizations to look inwards. Therefore, leaders needed to take responsibility and keep the momentum to implement agreed solutions.

50. The key priorities for the United Nations Development Group Working Group on Resident Coordinator System Issues would be:

- (a) Full implementation of the management and accountability system at all levels, with particular focus on strengthening mutual accountability between the Resident Coordinator and United Nations country team members;
- (b) Implementation of the recommendations from the joint High-level Committee on Management/United Nations Development Group field mission;
- (c) Performance appraisal instruments;
- (d) Integrated missions leadership policy;
- (e) Resident Coordinator talent management and development.

51. Emphasis was placed on the key leadership role of the Resident Coordinator in driving change and promoting an integrated approach to programme and business operations. The formation of a Resident Coordinator pool of the highest quality, with candidates from many organizations of the system, was recognized as essential, as was the need to provide for incentives for staff to work jointly, both in workplans and in performance appraisals. The recently approved financing through the High-level Committee on Management Harmonization of Business Practices plan of action of joint training of United Nations country teams and operations staff by the United Nations Staff College was another tangible representation of High-level Committee on Management/United Nations Development Group cooperation. The

importance of mutual accountability was stressed in view of the fact that existing instruments had not yet been implemented by many organizations.

52. The Committee was also briefed on the progress of the United Nations Development Group/High-level Committee on Management study to identify common principles of results reporting. A task team was formed of experts from 12 agencies under the joint leadership of WFP and UNDP. A small team of consultants was undertaking a desk review of United Nations organizations' procedures and mechanisms for reporting results, with a view to producing a review of best practices. An orientation and consensus-building exercise with United Nations focal points took place in late March 2011 to discuss challenges and opportunities facing the United Nations system and possibilities for learning from key innovative models currently in practice. A schedule of interviews and visits would then be agreed at key institutions both in Europe and the United States of America, including a proposed conversation with the Organization for Economic Cooperation and Development. A second focal point meeting was held in New York in late April, whereby findings would be discussed and viable recommendations agreed upon. The aim would be not full harmonization, but agreed principles across the system, drawing on already existing commonalities. The final product was expected to be finalized in May 2011, when the agreed findings would be submitted to the United Nations Development Group and the Committee.

53. The prioritized programme of work of the Committee was finally presented to it by the CEB secretariat. The programme of work regrouped activities as selected and prioritized by the Committee and its Networks, assigning priorities to them as follows: high — those activities that come directly from the plan of action for harmonization of business practices or on direct request by the Committee; medium — ongoing activities carried out by the Networks; and low — activities that are important, but require only that the Committee be kept informed.

54. The Committee:

(a) Took note of the cooperation and coordination with the United Nations Development Group and requested that its continuation remain a priority;

(b) Took note of the progress in the area of results reporting, recognizing the need to avoid ad hoc reporting requests in favour of more consolidated efforts and urged organizations to commit the necessary attention to this matter while the study is being completed;

(c) Approved the High-level Committee on Management prioritized programme of work in the areas of finance and budget, human resources, information and communication technology and procurement, as outlined in document CEB/2011/HLCM/6.

## **VII. Improving efficiency and effectiveness of the United Nations system**

55. In response to a request by the Secretary-General, the Committee tabled a discussion on reforms put in place and/or planned by the United Nations system in response to budget constraints. Committee members were asked to share key

management actions undertaken or foreseen, both contingent and structural, highlighting their actual or expected impact and implementation challenges.

56. As part of this discussion, the Department for International Development of the United Kingdom of Great Britain and Northern Ireland was invited to present to the Committee the methodology and design of its multilateral aid review framework, as one example for assessing effectiveness and efficiency.

57. Recognizing the great importance of the United Nations and the multilateral system in the area of development assistance, the Department explained that the purpose of the assessment was to find out where the United Kingdom could expect the best results for its investments as well as to ensure that public support for an increase in official development assistance could be sustained at a time of financial crisis. The newly released report from the multilateral aid review, therefore, also addressed a key domestic political need.

58. According to the Department for International Development, organizations were assessed in relation to high standards, and the Department itself would not score at the top if it were assessed through the multilateral aid review framework. Accordingly, the analysis was presented as an opportunity for multilateral organizations to learn from each other. In the results from the multilateral aid review, the lending and grant-giving institutions performed well on overall organizational effectiveness criteria, the emergency response organizations were next, followed by the remaining organizations. The general conclusion for the United Nations system was that organizational effectiveness needed to be improved, while at the same time, the United Nations system was recognized as having performed particularly well in the areas of partnership and gender.

59. Emphasizing the increase by the United Kingdom in official development assistance and its commitment to the multilateral system, the multilateral aid review was intended to be not a cost-cutting exercise, but an attempt at identifying which partners the Department for International Development judged to be the most effective at a time when transparency was critical in most donor countries and changes in the United Nations system were demanded in this area.

60. The ensuing discussion focused on measures the United Nations system could take to “do business with less” and to address the scarcity of resources and expected budget cuts.

61. The importance of United Nations organizations learning from each other to improve efficiency and effectiveness was strongly affirmed, especially at a time when all United Nations organizations are investing considerable efforts on improving their operations, even independently from any consideration of budgetary constraints.

62. The increasing demand for additional accountability measures was acknowledged. At the same time, however, agencies are facing significant challenges in putting in place satisfactory accountability mechanisms that have broad legitimacy and ownership within organizations, particularly in the field and in difficult or sensitive situations, and in sensitive areas of work. It was recognized that there are objective difficulties in measuring results linked to some of the broad activities carried out by the United Nations, and that reliance on qualitative measures and narratives remains essential to fully capture their level of success — or failure.

63. Concerns were raised over the methodology used in the multilateral aid review in relation to the role and mandate of different United Nations organizations. The potential bias of the methodology adopted was particularly evident for normative organizations, as the results of the review had shown. The Department for International Development acknowledged that there were differences in organizations but that efforts had been made to take such differences into account and to interpret results in a fair and balanced way. However, it was emphasized that as the purpose of the review was for domestic use, it had to produce one set of results without being overly complicated.

64. Several examples of past or ongoing internal assessment exercises were mentioned by Committee members, as well as experiences with monitoring and reporting frameworks, such as the work that the High-level Committee on Programmes is undertaking on the integrated implementation framework for the Millennium Development Goals. The need for performance benchmarks and improved reporting were seen as critical as the United Nations system moves forward.

65. The Committee:

(a) Took note of the presentation offered by the Department for International Development on its multilateral aid review framework for assessing effectiveness and efficiency that could help inform the United Nations system in its efforts to develop and adopt tools for pursuing institutional reform;

(b) Acknowledged the central role of the High-level Committee on Management in leading the effort by the United Nations system towards achieving greater accountability and towards developing and implementing tools for better understanding and measuring their efficiency and effectiveness;

(c) Agreed to form a special task force, led by the High-level Committee on Management Chair, to identify and share approaches and to develop quick and actionable proposals to: (i) pursue efficiency and cost savings; (ii) develop self-pacing, internal benchmarks of effectiveness and efficiency that can serve as benchmarks for the entire United Nations system; (iii) identify basic common principles for reporting results to the donor community and Member States that can be adopted throughout the United Nations system; and (iv) analyse the process aspects of inclusive and successful institutional reform. As part of this task force and with the immediate objective to bring a preliminary set of recommendations to the United Nations System Chief Executives Board at its meeting on 1 and 2 April, the High-level Committee on Management Chair appointed a subcommittee, convened by the Deputy Executive Director of UNICEF, and supported by UNHCR and WHO. This subcommittee would rapidly prepare recommendations on how the United Nations system could improve efficiency and control costs that do not contribute directly to results;

(d) Requested all Committee members to provide quick, actionable and high yielding ideas/summaries of experience on how their organizations have successfully increased efficiency or controlled costs in the past one or two years. Organizations could also put forward experiences on ideas that did not work or were found to be inappropriate for a United Nations entity to undertake, or ideas for increasing efficiency or controlling costs that they would like to pursue but are

blocked from doing so for some specific administrative or legislative reason beyond their control.

## VIII. High-level Committee on Management networks

### A. Human resources

66. At its 20th session, in September 2010, the Committee requested an in-depth analysis on “non-staff” personnel with respect to definitions, statistics, principles and policies regarding organizations’ responsibilities and liabilities.

67. The Human Resources Network spokesperson presented the terms of reference for review/analysis, as outlined in document CEB/2011/HLCM/7. A consultant had already been identified and commenced his work in March 2011.

68. The Human Resources Network also agreed on a series of actions for the implementation of recommendations contained in the comprehensive review of contractual arrangements, staff regulations, rules and practices, completed by the Network in October 2010 in the context of the Plan of Action for the Harmonization of Business Practices. These were prioritized as follows:

(a) *First*: grading and classification, implementing ICSC classification standards across the United Nations system;

(b) *Second*: selection process, development of harmonized vacancy announcements, launch of pilots for the establishment of a single central review body in local duty stations and for the opening of vacancies on a reciprocal basis on functional clusters;

(c) *Third*: performance evaluation: provision for common elements in all performance appraisal systems;

(d) *Fourth*: contractual arrangements: organizations to report progress towards adjusting conditions/criteria for the granting of contracts, based on the ICSC framework for contractual arrangements and on General Assembly resolution 65/247 regarding continuing contracts.

69. The Committee subsequently received a briefing by the ICSC Vice-Chairman on General Assembly decisions on the harmonization of conditions of service in the field and on the outcome of place-to-place surveys of headquarters duty stations (post adjustment).

70. In December 2010, the General Assembly adopted resolution 65/248, section C of which relates to harmonization of conditions of service in non-family duty stations. Among the lessons learned from a difficult debate, the Vice-Chairman noted the need for the Commission and the organizations to improve their cooperation to pursue achievable strategic goals.

71. Some Committee members voiced their concern over the decision of the General Assembly on the harmonization of conditions of service in non-family duty stations and requested ICSC to provide indications on the type of data and information that would be required from organizations to evaluate the impact that the Assembly’s decision is expected to have.

72. The ICSC Vice-Chairman reported that considerable preparatory work was under way by both the organizations and the ICSC secretariat in preparation for the effective date (1 July 2011) of the General Assembly's decisions, which include a provision for a five-year transitional period. ICSC prepared an explanatory note on the transitional measures, which was intended to ensure that the information conveyed to the staff of all organizations was consistent and that the transitional measures were applied in a uniform way across the system.

73. As part of the decision of the General Assembly on harmonization of conditions of service, it was also decided that the Commission would regulate the framework for rest and recuperation. The ICSC secretariat was already working with the organizations to present the framework to the Commission, which would also work closely with organizations to make a recommendation to the General Assembly on harmonized allowance for rest and recuperation travel by 2012.

74. Since the General Assembly approved the Commission's recommendation that service in non-family duty stations be compensated by a separate allowance, it was considered imperative to agree on a firm definition of what precisely the term "non-family" means in the context of the new security level system. The ICSC secretariat was working with organizations and the Department of Safety and Security on this issue.

75. The Advisory Committee on Post Adjustment Questions reviewed the results of the baseline cost-of-living surveys conducted by the ICSC secretariat at eight headquarters duty stations and in Washington, D.C. Those surveys were conducted to provide the benchmark data required for comparisons of cost of living between New York and other duty stations around the world. The conduct of the surveys was based on the application of the methodology approved by the Commission. The results of the cost-of-living surveys at each of the nine designated duty stations would be considered by the Commission at its spring session and, if approved, the new results would be implemented in April 2011.

76. The number of completed survey questionnaires received was tenfold that in 2005. A major outcome of the baseline surveys was the fact that a set of common expenditure weights derived exclusively from household expenditures reported by staff was now available and could therefore be considered as truly reflective of their expenditure patterns, as consistent with global economic trends.

77. The results of the surveys showed modest increases in the post adjustment indices compared with the prevailing pay indices for the respective duty stations, thereby confirming that the updating procedures approved by the Commission, upon the recommendations of the Advisory Committee on Post Adjustment Questions, were working well, and that staff salaries could therefore be considered to have evolved fairly since the last cost-of-living surveys.

78. The Committee:

(a) Took note of the work being undertaken by the Human Resources Network and of its prioritized implementation of recommendations contained in the comprehensive review of contractual arrangements, staff regulations, rules and practices. The Committee also encouraged organizations to lead such initiatives under the Harmonization of Business Practices Plan of Action and requested further updates on those issues at its fall 2011 session;



(b) Expressed its full support for an in-depth analysis on “non-staff” personnel and endorsed the terms of reference developed by the Network to carry out such an analysis, underlining that flexibility in employment modalities remained a necessity. It also recommended that when collecting information from organizations, interviews with non-staff personnel should also be foreseen;

(c) Thanked the ICSC Vice-Chairman for the information provided and expressed its full commitment to cooperate closely on the transitional arrangements for the harmonization of conditions of service in non-family duty stations and on the framework for rest and recuperation.

## **B. Procurement**

### **1. Vendor eligibility project**

79. The Committee was presented, for its approval, a model policy framework for vendor eligibility, which was the first tangible product of the Plan of Action for Harmonization of Business Practices.

80. The model policy framework was developed by the High-level Committee on Management Procurement Network, under the leadership of UNDP, and was reviewed and approved by all members of the Legal Network. It consists of a common mechanism for dealing with vendors suspected, accused, or proven guilty after due process, of misconduct in line with the United Nations Supplier Code of Conduct. The common approach would allow agencies to have access to information on vendors who are under investigation, restricted, suspended or removed by United Nations organizations. In addition, there were now commonly agreed criteria for judging the eligibility of vendors. Legal concerns regarding the level of proof needed to identify a suspect vendor were agreed on and incorporated into the framework.

81. As explained by the Chair of the Procurement Network, the application of such a system should go a long way towards fulfilling the general principles of procurement applied: best value for money; fairness, integrity and transparency; competition; and the interest of the Organization. The framework, which mirrored in many aspects the pace-setting approach successfully applied by the World Bank across all its offices around the world, was intended to provide a foundation on which a fully developed system, materially and politically supported by the United Nations system, would evolve. It should be noted that organizations would adapt the model policy framework to their own process in a manner that would produce consistent results.

82. The Committee:

(a) Congratulated the Procurement Network on finalizing the model policy framework for vendor eligibility and emphasized its appreciation for the support that had been given to this project by UNDP;

(b) Expressed appreciation to the Legal Network that had reviewed and approved, following incorporation of all comments into the final document, the model policy framework;

(c) Approved the model policy framework for vendor eligibility as outlined in document CEB/2011/HLCM/8 and urged all member organizations to take the

necessary steps to implement the framework according to internal processes and procedures.

**2. Update on the Harmonization of Business Practices projects and other activities under the High-level Committee on Management Procurement Network**

83. The Committee was informed that its members were exploring mechanisms through which they would be able to opt in on collaborative procurement for products or services that are cross-cutting to all or some organizations, particularly for shared needs, including vehicles, cargo and freight. The Network was exploring possibilities using different organizations as lead agencies for different products. It was also noted that a lot of progress had already been made in the system in the area of collaborative procurement (both at the local level and at headquarters) and with procurement for programmatic supplies (for example, for WHO-UNICEF on health products).

84. The Procurement Network also confirmed that the United Nations system had made considerable progress in sharing contracts to ensure savings and, more generally, information-sharing on contractual clauses and conditions, though there had been occasions when this effort had not been successful, such as in enterprise resource planning systems. It was recognized that the United Nations system needed to do its best to be proactive and to plan well in its future endeavours related to large systems procurement to avoid situations of fragmentation, such as the one existing in this area.

85. As a further update on the activities of the Procurement Network, the Committee was informed that a project leader for the Harmonization of Business Practices project on procurement guidelines had been recruited and was expected to be in place soon. Concrete results in this area of work were expected by the end of the third quarter of 2011.

86. The Committee expressed strong support for the work of the Procurement Network on collaborative procurement, as these efforts had the potential for real savings for the system as a whole. It therefore requested the Network to prepare a comprehensive update on this subject for its fall 2011 session.

**C. Finance and budget**

**1. External review on modalities for the continuation of system-wide support for International Public Sector Accounting Standards beyond 2011**

87. Introducing this discussion, the Committee Chair took the opportunity to thank the Deputy Controller, United Nations Secretariat, who was retiring shortly, for his tremendous contribution, leadership, professionalism and commitment in co-chairing the Finance and Budget Network for the past four years and leading the Task Force on Accounting Standards over the past five years.

88. The Committee received a progress report on implementation of International Public Sector Accounting Standards (IPSAS) and considered the recommendations of the external review on modalities for continuation of system-wide support for IPSAS beyond 2011, which included strategic orientations and activities of the system-wide IPSAS team for the period 2011-2013.

89. Eight organizations had reached the key implementation milestones for IPSAS implementation effective 2010, such as establishing IPSAS-compliant opening balances and ensuring that all requirements to meet IPSAS compliance at year end had been addressed. IPSAS compliance of these organizations and the practical impact of IPSAS implementation would shortly be tested during the 2010 external audit.

90. The Finance and Budget Network discussed the outcomes of the external review and approved them with certain conditions. Recommendations relating to the membership of the Steering Committee had already been implemented, and a Vice-Chairman for the Task Force, the Director of Finance, ILO, had been appointed. Consultations to replace Mr. Karia as Co-Chair of the Finance and Budget Network and Chair of the Task Force were still ongoing.

## **2. Update on the activities of the Finance and Budget Network**

91. The feasibility study for putting in place common United Nations treasury services, already approved by the Committee and co-led by the International Fund for Agricultural Development (IFAD) and WHO, was currently being conducted by KPMG. A total of 19 organizations were participating in the project. Implementation of the study was scheduled to take six months, ending in May 2011. On-site visits of the treasuries and legal representatives of participating organizations were being completed, while the next main milestone would be an Accelerated Solution Design meeting, to be held in Geneva on 4 and 5 April 2011, to seek common understanding and consensus on the preliminary recommendations resulting from the study. The study was expected to produce recommendations for harmonization and possible integration of treasury services and should include realistic scenarios for potential economies of scale and improved investment performance. For this reason, it would be essential for participants in the Accelerated Solution Design meeting to have the necessary authority to consider and support/reject such recommendations.

92. The United Nations system-wide financial statistics database project was launched, under the leadership of the CEB secretariat and in close coordination with the Department of Economic and Social Affairs, with a needs assessment of stakeholders and data contributors. The identification of a technical solution for data collection was forecast for the end of 2011.

93. The WFP-led Working Group on Safety and Security Costs streamlined the budget proposal review process of the Department of Safety and Security, allowing for due review process to take place at the levels of the Inter-Agency Security Management Network and the Finance and Budget Network. As its next activity, the Working Group would address the security cost-sharing arrangements by looking at various cost-sharing options.

94. Finally, the Finance and Budget Network reviewed the jointly financed budgets for the biennium 2012-2013 for the Joint Inspection Unit (JIU), ICSC and the CEB secretariat, as well as the Department of Safety and Security jointly financed activities for the United Nations security management system, as already reviewed and endorsed by the Inter-Agency Security Management Network.

95. The Committee:

(a) Took note of the IPSAS progress report and of the external review of the system-wide project;

(b) Approved the extension of the project team until the end of 2013, with corresponding resource requirements of \$1,502,000 for 2010-2011 and of \$1,896,000 for 2012-2013, and with strategic orientations and activities as approved by the Finance and Budget Network;

(c) Decided that continuation of the Task Force until 2015 would be subject to a review of the system-wide IPSAS-related activities to be undertaken before the end of 2013. The review would reassess the way forward beyond 2013, including resources required and the issue of institutionalization of the Task Force;

(d) Took note with appreciation of the update on the Network activities, particularly on the Common Treasury Services project, and looked forward to the completion of a detailed feasibility study, inclusive of the analysis for an accurate evaluation of the recommendations towards implementation. Member organizations also committed to provide the required support to the study at the necessary level, especially for the Accelerated Solution Design meeting to be held in April 2011;

(e) Endorsed the 2012-2013 budgets of all jointly financed activities (Department of Safety and Security jointly financed activities, CEB secretariat, JIU and ICSC) at zero growth level, and utmost efforts will be made to absorb any recosting adjustments through efficiencies.

#### **D. Information and communications technology**

96. In late 2010, the ICT Network reviewed its workplan with the view to focusing on a limited number of high-priority activities. The ICT Network Chair reported to the Committee on the status of three of them: information security; data communications; and the ICT costing study. The Committee was also briefed on the status of other projects being pursued, including the introduction of common services, enterprise resource planning harmonization and the common directory.

97. The focus of the ICT Network in the area of information security was on the protection of internal computer systems from malicious actors. In this respect, the Network was pursuing the development of a system-wide approach to awareness and a coherent response capability, as well as harmonized policies and standards. The Committee was informed that the International Telecommunication Union (ITU) was organizing a conference to convene ICT security experts and practitioners to advance the ICT security agenda.

98. The ICT Network Chair recounted how this became an important issue for the Network as organizations had experienced a recent rise in targeted cyber attacks. Owing to the sensitive nature of such incidents, it was explained that statistics remained scarce, while the threat remained ever present. It was noted that all personnel played a role, and that training provided one line of defence against common infringements, including viruses, spam and “phishing”. An uneven distribution of security resources across organizations set against an equally measured threat against them all raised the need for funding.

99. The second priority area for the Network was implementing the recommendations from the data communications study, which encompassed four activities: country-level shared network; a United Nations system core gateway; common procurement; and communications standards.

100. The ICT Network Chair briefed the Committee on progress made in implementing recommendations that reduce costs and increase capacity. The country-level shared network initiative sought to achieve economies at the country level by avoiding duplication of communications services in selected countries. The core gateway project was intended to connect together existing agency global networks, which could result in reduced communications costs.

101. The United Nations Secretariat, as part of its process to improve global communication services, was about to distribute a tender for a communications service known as multi-protocol layered switching (MPLS). For the United Nations Secretariat, MPLS intended to reduce the number of point-to-point locations, reducing costs and increasing capacity. Several agencies agreed to join in the procurement exercise or were observing it very closely and included their sites within the terms of the request for proposal. The idea was to negotiate for a global contract that would benefit all agencies interested in using this service, which included most of the development-oriented agencies. Advantages foreseen from this project included the interconnection of telephone and video call services between agencies at almost no cost as well as the secure sharing by organizations of communications services.

102. Few agencies were seen to have a firm grasp on their entire ICT expenditure, due in large part to the decentralized and non-standardized way ICT expenses are captured. Led by the United Nations Office on Drugs and Crime, the ICT Costing Study (funded through the Harmonization of Business Practices initiative) was set to develop and implement a standardized mechanism for agencies to calculate their total cost of ICT services. The purpose was to develop a shared set of ICT benchmarks, which would enable a comparison of ICT investments between and within organizations as a percentage of total investment and ultimately allow organizations to better manage and govern their ICT operations. During the discussion, the role of high-level and inter-agency support was highlighted as playing a critical role in the successful deployment of technical solutions. A number of agencies, including the International Telecommunication Union (ITU), the World Meteorological Organization (WMO), the International Civil Aviation Organization (ICAO) and WFP, expressed interest in participating in the next phase of the project.

103. The Committee was informed that the Joint Inspection Unit intended to conduct a study on ICT governance in the United Nations system. The ICT Network would work closely with the inspectors on this study and looked forward to a valuable report on this critical subject.

104. Highlighting the relevance of these projects to emerging priorities under discussion, including the need for cost efficiency, modernization of practices and improved transparency, the Committee took note with appreciation of the report on the status of the activities of the ICT Network and encouraged all organizations to participate in its priority activities.

## **IX. Social media and the United Nations system**

105. During its previous session, the Committee had requested the CEB secretariat to organize a discussion on social networking tools, including the legal, technical and public relations aspects of their use and relevant agencies' experiences. The

Committee had before it a briefing note summarizing some of the challenges currently being faced by organizations.

106. While social media have witnessed a significant uptake by United Nations system organizations, findings suggested that advances have occurred despite an incomplete understanding of all the risks, or potential uses, of these tools.

107. The briefing note suggested some possible modalities for the Committee to address, jointly with all relevant stakeholders, for some of the issues raised in the note, including the need to collectively identify a vision for the future. Concrete outputs of this proposed process included harmonized social media principles, policies and guidelines.

108. The topic was introduced by expert speakers, who provided an external and institutional perspective and understanding of the opportunities and issues raised within a United Nations context. The Director of UN Global Pulse and the Coordinator of Crisis Dynamics Research at the Harvard Humanitarian Initiative introduced the topic of social media, with reference to its crucial role supporting the Haiti emergency response and highlighted the need for the United Nations system, to play a catalytic role in its continued evolution. The Assistant Secretary-General for Legal Affairs presented the legal issues that surround the adoption of social media within the United Nations. The legal perspective raised concerns about agreements that organizations must sign onto in order to use many new media platforms, some of which contradict key principles of United Nations immunities. In this respect, the Office of Legal Affairs recommended that the United Nations system develop a communications policy for the use of social media, taking into account, inter alia, legal concerns. This would facilitate the subsequent negotiation of agreements with the social media sites, including, potentially, collectively by the entities of the United Nations system.

109. Presentations from practitioners underlined that social media was not about technology, but rather achieving real-time awareness, interactive engagement with stakeholders and building social capital inside and outside of the United Nations system. The adoption of social media tools so far by the United Nations system was seen as only “scratching the surface” of their potential. Emphasis was placed instead on the need to integrate these tools into planning, executing and evaluating organizations’ work.

110. Recognizing that in the years ahead the United Nations must learn to do more with less and deliver as one with agility, openness and transparency, it was proposed that focus now be placed on how to leverage its reach, convene power and act as a catalyst for collective action. Social media were described as tools for making this happen. In turn, social media practices required due consideration to linkages with policies related to communications, human resources, legal issues, privacy and ethics.

111. Insights from the key speakers were then discussed by Committee members, who also recounted their own organization’s experiences. Tension was noted between the need to balance the needs of new information flows (associated with social media and other sources) with the structure of the United Nations itself.

112. Many organizations of the High-level Committee on Management expressed the need to look beyond the initial steps already taken and tap into the potential of new approaches for engaging the world with the work of the United Nations system.

In acknowledgement of the potential cost savings and the ability to leverage goodwill, they highlighted the risk that management would overlook the importance of new practices, and instead of not recognizing the need to change would instead embrace the opportunities presented by social media. Leveraging advantages, such as increased transparency and accountability, were also seen as a means for the United Nations system to shed its traditionally closed and bureaucratic image.

113. The Committee expressed appreciation for the presentations and tasked the CEB secretariat to reach out to relevant parties and stakeholders, particularly the United Nations Communications Group, and including legal representatives to facilitate the sharing of best practices and approaches to common challenges.

## **X. Other business**

### **A. Auditing as one — concept paper for auditing Delivering as One programmes**

114. The Representative of the internal audit services of United Nations organizations (UN-RIAS), Craig Nordby of UNESCO, presented the concept note for an “Auditing as One” initiative endorsed at their most recent virtual meeting. The note, prepared by UNDP on behalf of members of UN-RIAS, was highlighted as a proposed approach for joint audits of “Delivering as One” programmes. The first pilot audit was planned for the fourth quarter of 2011. The United Republic of Tanzania was envisaged as the location for the pilot audit.

115. The Committee thanked UN-RIAS for the update, took note of the concept paper and asked to be kept informed on further developments on the subject of auditing “Delivering as One” programmes.

### **B. Medical Directors Working Group**

116. The Representative of the Medical Directors Working Group presented an update regarding the implementation of the proposals of the Working Group regarding emergency medical preparedness in the United Nations system.

117. The United Nations Medical Emergency Response Team concept was fully operational, and such a team had been successfully deployed in response to the earthquake in Haiti. Progress in the area of emergency medical response was closely linked to the new initiative of the Under-Secretary-General for Management, the Emergency Preparedness and Support Team, which had recently been approved and was currently being funded by the General Assembly. Medical aspects of the emergency preparedness and support team initiative would be reviewed, including feedback on inter-agency training already completed, and planned for the balance of 2011.

118. The Committee was also briefed on associated efforts of the Medical Directors to harmonize system-wide policy and approach to health-care issues, including professional medical ethics, medical confidentiality and minimum standards of medical care for United Nations system staff.

119. The Committee acknowledged with appreciation the work undertaken by the Medical Directors as a significant step towards an improved United Nations capacity to prepare for, respond to and follow up after medical emergencies and mass casualty events.



## Annex I

### List of participants

Chairperson:	Josette Sheeran, World Food Programme
Vice-Chair:	Jan Beagle, Joint United Nations Programme on HIV/AIDS
High-level Committee on Management Secretary:	Remo Lalli, Chief Executives Board for Coordination secretariat

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#### *Organization*

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<b>United Nations</b>	<b>Angela Kane</b> Under-Secretary-General, Department of Management	
	<b>Gregory Starr</b> Under-Secretary-General, Department of Safety and Security	
	<b>Catherine Pollard</b> Assistant Secretary-General, Office of Human Resources Management	
	<b>Stephen Mathias</b> Assistant Secretary-General for Legal Affairs	
	<b>Jay Karia</b> Deputy Controller and Co-Chair of the Finance and Budget Network	
	<b>Brian Davey</b> Director, Medical Services Division, and Medical Directors Working Group Spokesperson	
	<b>Ruth de Miranda</b> Chief, Human Resources Policy Service and Human Resources Network Spokesperson	
	<b>Anne Marie Pinou</b> Special Assistant to the Under-Secretary-General for Safety and Security and Secretary of the Inter-Agency Security Management Network	
	<b>United Nations Joint Staff Pension Fund</b>	<b>Bernard Cochemé</b> Chief Executive Officer
	<b>FAO</b>	<b>Manoj Juneja</b> Assistant Director-General, Corporate Services, Human Resources and Finance Department

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<b>UNESCO</b>	<b>Khadija Zammouri-Ribes</b> Assistant Director-General of the Administration Sector
	<b>Jean Yves Le-Saux</b> Director, Bureau for Strategic Planning and Co-Chair of United Nations Development Group Joint Funding and Business Operations Network
	<b>Ana-Luiza Thompson-Flores</b> Director a.i., Bureau of Human Resources Management
	<b>Dominique Notari</b> Deputy Director of the Bureau of Financial Management and Treasurer
	<b>Michael Cora</b> Director, Procurement Division
	<b>John Haigh</b> Chief Accountant
	<b>Craig Nordby</b> Head of Internal Audit
	<b>Magdalena Landry</b> Field Security Coordinator
	<b>Helen Assefa</b> Senior Executive Officer
	<b>WHO</b>
	<b>Nicole Krüger</b> Management Officer
<b>ICAO</b>	<b>Fang Liu</b> Director, Bureau of Administration and Services
<b>World Bank</b>	<b>Carl Wessmann</b> Acting Director, General Services Department
	<b>Robert Simpson</b> Global Security Operations Coordinator
<b>International Monetary Fund</b>	<b>Frank Harnischfeger</b> Director, Technology and General Services Department
<b>Universal Postal Union</b>	<b>Pascal-Thierry Clivaz</b> Director of Finance and Strategy

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<b>ITU</b>	<b>Julia S. Watt</b> Chief, Human Resources Branch, Administration and Finance Department
<b>World Meteorological Organization</b>	<b>Joachim Müller</b> Director, Resource Management Department
<b>International Maritime Organization</b>	<b>Andrew Winbow</b> Director, Administrative Division
<b>World Intellectual Property Organization</b>	<b>Ambi Sundaram</b> Assistant Director-General, Administration and Management
<b>IFAD</b>	<b>Pierre-Justin Kouka</b> Acting Director, Human Resources Division
<b>United Nations Industrial Development Organization</b>	<b>Hui Sui</b> Managing Director, Programme Support and General Management Division  <b>Sarwar Hobohm</b> Director, Office of the Director-General
<b>World Trade Organization</b>	<b>José G. Blanch</b> Director, Administration Division
<b>International Atomic Energy Agency</b>	<b>Catherine Monzel</b> Head, Recruitment and Staff Development, Division of Human Resources
<b>UNAIDS</b>	<b>Jan Beagle</b> Deputy Executive Director, Management and External Relations and High-level Committee on Management Vice-Chair and Co-Chair of the United Nations Development Group Working Group on Resident Coordinator System Issues  <b>Helena Eversole</b> Director, Organizational Development Department
<b>UNDP</b>	<b>Akiko Yuge</b> Assistant Administrator and Director of Bureau of Management  <b>Irina Stavenscaia Botezatu</b> Planning Adviser, Bureau of Management

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<b>UNICEF</b>	<p><b>Hilde Johnson</b> Deputy Executive Director (by videoconference)</p> <p><b>Martin Mogwanja</b> Deputy Executive Director</p> <p><b>Ashok Nigam</b> Associate Director, Governance, United Nations and Multilateral Affairs</p> <p><b>Shanelle Hall</b> Director, Procurement and Chair of the Procurement Network</p>
<b>WFP</b>	<p><b>Josette Sheeran</b> Executive Director and High-level Committee on Management Chair</p> <p><b>Gina Casar</b> Deputy Executive Director and Chief Financial Officer, Resource Management Accountability</p> <p><b>Robert Opp</b> Director, Business Innovation and Support</p> <p><b>Rebecca Richards</b> Special Assistant</p>
<b>United Nations Population Fund</b>	<p><b>Mari Simonen</b> Deputy Executive Director, and Co-Chair of the United Nations Development Group Joint Funding and Business Operations Network</p>
<b>United Nations Relief and Works Agency for Palestine Refugees in the Near East</b>	<p><b>Laura Londén</b> Director of Administrative Support</p>
<b>UNHCR</b>	<p><b>T. Alexander Aleinikoff</b> Deputy High Commissioner for Refugees</p>
<b>United Nations Human Settlements Programme</b>	<p><b>Antoine King</b> Director, Programme Support Division</p>
<b>United Nations Office at Vienna/United Nations Office on Drugs and Crime</b>	<p><b>Dennis Thatchaichawalit</b> Director, Division for Management</p>
<b>United Nations Environment Programme</b>	<p><b>Paul Akiwumi</b> Chief, Executive Office, Chef de Cabinet</p>

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<b>United Nations Conference on Trade and Development</b>	<b>Angelo Galindo</b> Chief, Resources Management Service
<b>International Trade Centre</b>	<b>Eva K. Murray</b> Director, Division of Programme Support
<b>United Nations Office for Project Services</b>	<b>Vitaly Vanshelboim</b> Deputy Executive Director
<b>United Nations System Staff College</b>	<b>Paolo Ceratto</b> Deputy Director, Administration
<b>UN-Women</b>	<b>Moez Doraid</b> Officer-in-Charge, Division of Management and Administration  <b>Sonia Urriza</b> Chief, Human Resources Centre
<b>ICSC</b>	<b>Wolfgang Stoeckl</b> Vice-Chairman
<b>FICSA</b>	<b>Mauro Pace</b> President  <b>Marie-Thérèse Conilh de Beyssac</b> President of the UNESCO Staff Union
<b>UNISERV</b>	<b>Dimitri Samara</b> President  <b>Jean-Luc Sintes</b> Secretary General  <b>Stephan Flaetgen</b> Vice-President, Staff Council
<b>CCISUA</b>	<b>Stefano Berterame</b> Vice President  <b>Sidiki Coulibaly</b> President of UNESCO International Staff Association Union, member of CCISUA
<b>World Tourism Organization</b>	<b>Mira Bacelj</b> Human Resources Division
<b>Preparatory Commission for the Comprehensive Nuclear-test-ban Treaty Organization</b>	<b>Sylwin Gizowski</b> Acting Director, Division of Administration

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<b>CEB</b>	<b>Thomas Stelzer</b> Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, United Nations
<b>CEB secretariat</b>	<b>Remo Lalli</b> Secretary, High-level Committee on Management  <b>Marta Leichner-Boyce</b> Senior Inter-Agency Adviser on Human Resources Management  <b>Ronny Lindstrom</b> Senior Business Practices Adviser  <b>Richard Maciver</b> ICT Specialist and Webmaster
<b>United Nations Global Pulse</b>	<b>Robert Kirkpatrick</b> Director
<b>Harvard Humanitarian Initiative</b>	<b>John Crowley</b> Crisis Dynamics Research Coordinator
<b>Department for International Development of the United Kingdom of Great Britain and Northern Ireland</b>	<b>Anthony Smith</b> Director International Relations  <b>Sarah Boulton</b> International Directors' Office

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## Annex II

### Checklist of documents

<i>Title</i>	<i>Document symbol</i>
Revised provisional agenda	CEB/2011/HLCM/1/Rev.3
Revised provisional programme of work	CEB/2011/HLCM/1/Add.1/Rev.1
Dialogue with the Staff Federations: proposed terms of reference	CEB/2011/HLCM/11
Programme criticality — status report from the Working Group	CEB/2011/HLCM/4
Report of the Inter-Agency Security Management Network January 2011 — interim policies	CEB/2011/HLCM/2/Rev.1
Report on human resources implications related to operationalization of the new Security Level System	CEB/2011/HLCM/3
Mandatory age of separation — presentation by the Chief Executive Officer, United Nations Joint Staff Pension Fund	CEB/2011/HLCM/5
HLCM proposed programme of work	CEB/2011/HLCM/6
Joint Funding and business operations Network — programme of work	—
Human resources: terms of reference of the study on “non-staff personnel”	CEB/2011/HLCM/7
Model policy framework for determining vendor eligibility	CEB/2011/HLCM/8
Draft approach to collaborative procurement by HLCM Procurement Network	—
Letter from ITU Secretary-General on procurement matters	dated 28 February 2011
IPSAS progress report and results of the external review	CEB/2011/HLCM/9
Social media and the United Nations system	CEB/2011/HLCM/10
Auditing as one — concept paper for auditing Delivering as One programmes	—

## Annex III

### **Statement by the Federation of International Civil Servants' Associations**

The Federation of International Civil Servants' Associations (FICSA) is coming to this session of the High-level Committee on Management with the expectations that it will represent a significant turning point in the ongoing evolution of staff/management relations.

Last year, we came back from the twentieth session in Washington, D.C., deeply disappointed by the utter silence our questions were met with. Since then, some encouraging initial steps have been taken to modify the terms of our dialogue. Therefore, we are here today to express our availability to contribute to this process, firmly convinced that the end result will benefit the entire United Nations system.

FICSA participated in the High-level Committee on Management videoconference with staff federations and the CEB secretariat on 19 November 2010. The purpose of the meeting was to engage in an effort towards improved dialogue with HLCM. You have the official report prepared by the CEB secretariat, which focuses on the procedural aspects of establishing a discussion and proposing terms of reference to govern a dialogue.

FICSA took the opportunity of the videoconference to speak openly and frankly about its frustrations with the dialogue element of your agenda. FICSA does not consider the silence we were faced with at the latest sessions of the Committee — most notably in Turin, Italy and Washington, D.C., — to be a result of a procedural or operational flaw in the way the Committee organizes its meetings. In our opinion, the root cause of such silence has to be found in a certain reluctance to engage with staff; a joint effort to build trust shall address the problem and set the scene for its resolution.

A lot has already been said and written on this subject. For example, the introduction to the United Nations Handbook on Competencies (2009) has this to say:

“In ‘Building the Future’, the Secretary-General has indicated that the Organization’s greatest strength — and the key to our success — is the quality of our staff and managers. He has stressed that, to capitalize on this strength, we need to create an organizational culture and environment that enables staff to contribute to their maximum potential.

“Experience in other organizations has shown that when seeking to create a new culture and build human resources capacity for the future, it is important to define organizational core competencies — the combination of skills, attributes and behaviours which are essential for all staff — as well as the additional managerial competencies required by all those who manage others. Once organizational competencies have been defined, they can be used as a base on which to build and strengthen other human resources systems such as recruitment, placement, development and performance appraisal.”

Teamwork has been identified as a core competency required by all staff and managers. In addition, six competencies have been identified specifically for



managers. These are: leadership, vision, empowering others, building trust, managing performance and judgement/decision-making.

While fully realizing the extent of the responsibilities placed on your collective shoulders, and the extreme limits placed on your time, FICSA would like to see this forum as an expression of two of those competencies, namely, empowering others and building trust. Your leadership would also be appreciated, in engaging staff in open and frank discourse.

FICSA welcomes its participation in the Human Resources Network and its sub-machinery, such as task forces and working groups. A great deal of our membership's contributions are spent on participating in these meetings and putting forward the positions of staff. Many times, we reach consensus on issues at the Network, only to have the recommendations rejected by the Committee.

This is one of the reasons that FICSA considers it important to speak with you at the High-level Committee on Management, to explain our thinking, and listen to yours. Perhaps we would even understand your positions and decisions, if only they were communicated to us.

FICSA believes that our effort for improved dialogue has to look into the style of governance of our organizations, as outlined in the ICSC Framework for Human Resources Management, which quotes:

“The concept of good governance relates to management styles and relations. It is applied to all decisions taken by senior managers and the impact of those decisions on various stakeholder groups. It embraces accountability, transparency, communication, participation, teamwork (there's that word again), consultation, staff morale, multiculturalism, commitment to the organization and loyalty. Good governance, in addition to empowering staff to participate in decision affecting the organization, also has an impact on all aspects of conditions of service.”

This is to say that the principles we are expected to uphold have been defined and accepted in many forums: we have now an opportunity to turn them into a concrete reality.

Efficient staff representation is a fundamental component of true and effective dialogue. However, this is an area where we are assisting at a progressive deterioration, both at local and federative level.

The recently concluded 64th session of the FICSA Council was apprised that in some organizations facilities and time release for staff representation are being reduced — allegedly in response to budget constraints (which is an item on your agenda that unfortunately we will not be allowed to attend at this session).

Turning to the release of FICSA officers, I believe you are all aware of the difficulties the Federation has experienced this past year. Our General Secretary worked for free the last year of her mandate since, following the rejection of the Human Resources Network proposal for cost-sharing in Turin, any attempt to find a satisfactory solution failed, due to lack of sufficient attention or to a persistent attitude to postpone a concrete discussion on the matter.

Not surprisingly, as we warned at the 20th session of the High-level Committee on Management, held in Washington, D.C., the problem is not going to

fade away; on the contrary, it is now escalating. Today, FICSA is operating in the absence of a General Secretary since the latest Council was unable to identify candidates who could provide proof of the required agreement to paid full-time release and relocation to Geneva and remunerated at the Geneva rate. In accordance with our Statutes and Rules of Procedure, we have initiated a procedure to run by-elections through a postal vote. The deadline for candidates is 28 March 2011. This situation is putting the operational ability of our secretariat in Geneva in an unsustainable condition. Our plea to you is to take the necessary measures to enable the timely submission of qualified candidates.

FICSA needs to be able to elect its officers freely from its entire membership. To do so, we need the renewed commitment of the highest level of management of FICSA member organizations to release and fully fund our two main officers: the President and the General Secretary.

We have made a number of proposals over the years: a common fund for staff representative bodies, cost-sharing, individual organizations carrying the full costs; a \$1 default deduction on every staff member each month to cover staff representation costs, etc. However, we remain back in 1980s when, in 1984, the Consultative Committee on Administrative Questions agreed to the full release of the two principal officers funded by their releasing organization, or by an ad hoc cost-sharing arrangement. We have proposed a task force to look at this situation, we have presented what we thought was a business case, we have shared our budget with you in full transparency: all to no avail.

We would very sincerely appreciate your urgent attention to this issue.

I would like to conclude by briefly anticipating our position on some other agenda items.

Concerning item 3 and the relevant sub-items, we maintain our interest and commitment to cooperate in the field of safety and security of our colleagues serving under hazardous conditions. Unfortunately the recent social unrest in the Middle East and North Africa constituted an immediate test case for the recently introduced security level system. We look forward to attending the relevant discussion to discuss on the lessons learned, as FICSA is receiving mixed messages and signs of concern, particularly on the system's responsiveness for local staff.

As for the review of the mandatory age of separation, FICSA participated in the videoconferences on this subject and will continue to provide its input in the High-level Committee on Management working group. For the time being, we are still in the fact-finding stage and it is not clear to us what direction the discussions are taking. For FICSA, the situation is quite straight forward: the determination of the mandatory age of separation needs to be part of an overall strategic approach to staffing and human resources management. We shall expand our views on the matter under agenda item 4.

Finally, under item VIII.A, we shall attend for the first time the briefing on the Human Resources Network and ICSC main areas of activities: grading, classification, performance appraisal and contractual arrangements are all matters directly impacting on our conditions of employment. Other matters, such as the identification of the highest paid civil service under the Noblemaire principle and the adoption of revised methodologies for salary surveys applicable to locally recruited staff, are also issues of primary concern. FICSA is alarmed by the climate

created by global financial crisis, which may call for undue reactions based on perceptions more than hard fact. We are also calling your attention to the procedural inconsistencies resulting from different survey procedures envisaged under the proposed methodology I, a matter that the High-level Committee on Management/Human Resources Network may wish to consider in detail.

## Annex IV

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

Madame Chair, ladies and gentlemen, let me begin by thanking the High-level Committee on Management for once again giving the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) the opportunity to speak with you. We are also grateful that since the last session a discussion has begun between the HLCM secretariat and the Staff Federations on what a true “dialogue” would look like. We view the terms of reference which have been developed as only the “beginning of the beginning” to misquote Winston Churchill. CCISUA believes that nothing less than full inclusion in the Committee will be satisfactory, because, as we have said before, staff are involved in and will be ultimately responsible for implementing, everything that is discussed and agreed in the Committee. However, we are glad to note that more of the Committee session is now open to the Staff Federations. The arrangements for this session, therefore, while not being in our view “the absolute best”, represent a big step in the right direction.

I would like to take a few minutes now to flag one or two items on your agenda which are currently occupying the minds of staff.

#### **Staff security**

The first, as usual, is staff security. Madame Chair, as you know, CCISUA represents a large number of staff in the field; thus staff security is always at the top of our agenda. At this time, we wish to convey loud and clear our concern with the situation in the Middle East/North Africa and its potential impact on staff.

We have noted the attention and swift action for international United Nations staff in the countries affected. We have had occasion to remind this meeting in the past, however, about the unequal treatment of national staff, and the lack of protection for them in the question of evacuation and other security provisions. The current situation reawakens our fears. We have been in close touch with the Department of Safety and Security in the past few weeks, and it has appeared to us that there is less focus, less information even, in the matter of national staff. This many years after the Brahimi report, we had hoped for better. The United Nations must change this modus operandi. All United Nations staff, regardless of grade, level or place of recruitment, must be protected by the Organization.

Recently the Secretary-General publicly condemned the Libyan leader and Government for launching attacks on the Libyan people. We appreciate that the Secretary-General must speak out in a situation such as this, and we have no comment on the merits or the content of the speech. We hope, however, that the Organization made sufficient assessment of and provision for any potential negative impact for locally recruited United Nations staff still remaining in the Libyan Arab Jamahiriya. On 2 March, major press agencies ran stories that the United Nations had called for mass evacuations of Libyan people, yet we understand that United Nations staff of Libyan nationality still remain in the country. This appears somewhat paradoxical to us in CCISUA.

We, along with the rest of the world, are concerned that the risk of the spread of civil unrest in this region is extremely high. Without wishing to compromise any security arrangements the Department of Safety and Security may have made, we call for urgent dialogue between management and the staff federations in the matter of a workable plan and protocol concerning locally recruited United Nations staff. The Organization must prepare for, and to the extent we can, prevent the eventuality of United Nations staff being attacked, driven from their homes, or, in the worst case scenario, killed, simply due to the employment contract they hold.

We would like to comment on one other security concern. At the most recent Inter-Agency Security Management Network (IASMN) meeting hosted in UNICEF New York, the subject of the use of private security companies for United Nations operations was raised. As we voiced in the IASMN meeting, CCISUA does not agree with this proposal. We reiterate that if operations cannot be conducted with United Nations security staff, the military from contributing Member States or the national security forces, then United Nations staff should not be deployed in those areas. The decision of the United Nations should not be “when to stay”, but “whether to stay”. We believe that the use of private security contractors would carry a higher risk to United Nations staff, opening them to the possibility of public anger or retaliatory violence through no fault or action of their own. A private security contractor would have unknown principles or accountabilities and could, for example, employ mercenaries, or people who have been involved in war crimes. We trust that this and every proposal which concerns staff security is carefully scrutinized for all possible ramifications for staff before a decision is made.

On a much more positive note, CCISUA would like to express appreciation for the improvement in direct communication lines with the Department of Safety and Security. Our representatives now have direct channels to relay concerns and to receive information on security and safety throughout the global operations of the United Nations. This is indeed helpful to allay the fears our members have about their fellow staff members in crisis situations.

### **Mandatory age of separation**

Madame Chair, we await the presentation from the United Nations Joint Staff Pension Fund and note that the participants’ representatives to the Pension Fund and the General Assembly delegates have by and large considered it prudent to review the retirement age provisions. In this they have recognized: (a) the worldwide trends on increases in the retirement age taking note of increasing longevity; (b) the trend that the differential between the years worked at the United Nations and the retirement years will continue to increase for the United Nations staff — a demographic whose life expectancy is one of the highest in the world; (c) the potential positive impact on the financial position of the Fund; and (d) that this would keep pace with similarly placed funds. At a time when national governments are increasing, or eliminating their retirement age, this move in the United Nations would certainly be understood by its Member States.

We also understand that some of our organizations do not think that normal retirement age should be increased as it would negatively impact the efforts of the United Nations to rejuvenate the system. In plain English, the people you would like to go are the ones who will stick around much too long. We wonder, though, what should be the uppermost consideration in the increase of the normal age of

retirement: human resources concerns, or the needs of the Fund? We also wonder whether some organizations are looking at retirement to solve a performance management problem they might have. It might be easier to wait out someone who is not performing rather than bite the bullet and do a real review of that person, or worse still, take the corrective and coaching measures needed to help him/her once again be a top performer. A golden handshake may be easier for some managers to contemplate.

We await the thorough review that is to take place, and do not mind revealing that, though we have done no scientific study, by and large staff seem supportive of a hike in the retirement age. Of course it goes without saying that the closer you are to the mandatory age of separation, the more supportive you tend to be. However we believe that our position will remain the same as we have reiterated to you in the past: that should the normal age of retirement increase, it should be without prejudice to the acquired rights of those who are currently in the system to retire with full benefits at 60 or 62.

### **Contractual arrangements and harmonization of conditions of service in non-family duty stations**

In December, the General Assembly's resolutions on continuing contracts and on harmonization dealt a blow to a number of our members. We deplore the fact that our colleagues in the International Criminal Tribunal for the former Yugoslavia and the International Criminal Tribunal for Rwanda have been expressly excluded from consideration for continuing contracts. In addition, although they had agreement in the Staff-Management Coordination Committee on their inclusion for consideration for permanent contracts in the one-time review, they seem to be effectively excluded, in that so far no such contracts have been awarded to them. The General Assembly has also deferred to the distant future the consideration for separation payments for staff on fixed-term assignments. At the same time, we do not have assurances that these capable, long-serving, hardworking and dedicated staff members are to be considered internal candidates for United Nations vacancies. So they have lost on the swings, they have lost on the roundabouts, and they are being thrown out of the fair for good measure. We appeal to the Secretary-General to use his good offices and to the High-level Committee on Management to make the utmost effort to help our staff in the International Criminal Tribunal for the former Yugoslavia and the International Criminal Tribunal for Rwanda.

Other staff, especially those in the Secretariat bodies, while being grateful that continuing contracts are finally in the staff rules, find themselves with scarcely more to celebrate. There is a great deal of disappointment at the fact that the continuing contract, which should have replaced and bettered the permanent contract by covering a larger cross-section of staff, in fact remains extremely limited. For the funds and programmes, according to the Secretary-General's proposal in A/65/305/Add.1, they "... will continue to have flexibility in the implementation of the new continuing appointment in regard to their own staff, taking into account their respective operational needs, as long as their use of the continuing appointment is in accordance with the Staff Regulations and Rules of the United Nations". We trust that these organizations will apply this flexibility in the interest of staff. For organizations represented here which use the United Nations staff rules as a model, we remind you that continuing contracts are now in the rules and can also be modelled in your organizations.

On harmonization, we are ready to concede that we and some of our organizations fought as hard as we could have but did not prevail. We are, however, grateful for the fact that the axe has been stayed for a year or two, and we look forward to the measures of ICSC to mitigate the impact somewhat in the meanwhile. We are deeply disappointed in the provisions related to rest and recuperation. In fact to sum up, this whole situation is one in which the “undo” button would be extremely welcome.

**Finally ...**

Madame Chair, let me end by thanking you again for the opportunity to address this gathering and to remain for some agenda items. We will maintain our commitment to work with the different parts of CEB to foster a better environment for staff.

## Annex V

### **Statement by the United Nations International Civil Servants Federation**

We gather today for the twenty-first session of the High-level Committee on Management, and we see ourselves compelled to admit an unfortunate truth: although the United Nations is considered all over the world to be at the forefront in defending human rights and fighting against discrimination, the Organization seems to be still in the nineteenth, or even the eighteenth century, with regard to dialogue with the representative bodies of United Nations staff members.

As a matter of fact, I have to ask you a straightforward question: do you believe, truly and wholeheartedly, that the prevailing lack of dialogue would be possible in any of the democracies you come from? I am confident that your genuine, true and honest answer will be a resounding no.

The current situation is demotivating. Nevertheless, let us be hopeful, move forward, and try to see the light at the end of the tunnel.

Just today, in the light of this agenda, we all have a historical opportunity (if I could allow myself to use this expression, which is somehow a cliché) to put an end to those mistakes made during the last decades. The theme of our meeting clearly reads “Dialogue between United Nations Secretaries-General and Staff Federations”.

Therefore, it is a unique moment which may never come again. After the Joint Inspection Unit decided in December 2008, upon the recommendation of the Under-Secretary-General for Management, Angela Kane, and a number of staff representative bodies, to include in its programme a report on staff-management relations in the United Nations, today you have a unique opportunity to write a new page in the history of social dialogue in the United Nations.

I hereby call upon you to seize this opportunity for the benefit of us all; future generations will remember your action today, and they will be grateful to you.

This shall be the main concern of UNISERV during this meeting, as all other matters shall depend on it. For now, however, let me say a few words about the extension of the retirement age.

Due to prevailing economic and demographic conditions, and in reference to established practices in all Western democracies, we consider the extension of the retirement age to 65 at least to be necessary and inevitable.

If need be, we will discuss our position and shed light on the matter with representatives of the Pension Fund.

Finally, a few words about security: it is such a serious matter that needs to be dealt with by professionals.

We are delighted to see this item on the agenda of the Committee today, as our Federation has suggested in the past.

Furthermore, there is no doubt that an increase in information exchange is possible and desirable. In all cases, you may always rely on UNISERV support for



any initiative aimed at enhancing the security of our staff ... and how could it be otherwise when we talk about human lives?

Madam Chairperson, honourable Secretaries-General, distinguished directors and colleagues, let me express to you how grateful I am for your kind attention.

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