



Chief Executives Board for Coordination

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

(London, 5 and 6 October 2015)

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I. Introduction

1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its thirtieth session at the headquarters of the International Maritime Organization (IMO) in London, on 5 and 6 October 2015. The meeting was chaired by the Director General of the United Nations Educational, Scientific and Cultural Organization (UNESCO). The Vice-Chair was the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

2. The agenda adopted by the Committee is reflected in the table of contents of the present document. The complete list of participants is provided in annex I. The checklist of documents is in annex II. All documents related to the session are available on the website of CEB.

3. In opening the meeting, the Chair underlined that the United Nations system was responsible for strengthening the institutional alignment of the system's structures with the 2030 Agenda for Sustainable Development adopted by the Member States. The General Assembly, at its seventieth session, and the political debates on the role of the United Nations with regard to conflict, humanitarian and refugee disasters, the eradication of poverty and tackling climate change, all called for transformative developmental action, which requires all organizations to change, to modernize, to become more cost-effective and to deliver. Making the change and understanding and upholding the different mandates with the aim of serving people would be the best proof of the United Nations system being relevant.

4. The Chair noted that, at its twenty-ninth session, held in Paris, the Committee had appealed for organizations to be bold and to consider transformative change ideas across mandates of the member organizations of the Committee. The work programme of the thirtieth session provided ample opportunity to respond to that appeal.

5. The reference point for the Committee's engagement in transformative actions across the United Nations system was to answer the question "what we need to deliver". The 17 ambitious Sustainable Development Goals aim to strengthen the system's collective ability to drive impact, pursuing its strategic repositioning on the management and operational sides concurrently with the substantive and programmatic aspects.

6. Along with the operational modalities, the Chair noted that a transformative agenda included the promotion of a common sense of purpose through a high-performing international civil service. In that respect, she underlined the organizations' responsibility to take a strategic view on the outcome of the review by the International Civil Service Commission (ICSC) of the United Nations system compensation package.

7. The Chair underlined that the proposed new package was definitely an improvement over the existing one and a good first step towards modernizing, while still remaining generous and comprehensive towards staff. Organizations, as a system, should respond positively to the recommendations, while working with ICSC on some areas of adjustment in keeping the main thrust of the intended reform and change.

8. In concluding her remarks, the Chair took the opportunity to thank the Vice-Chair for her support in preparing the meeting, for which she was deeply grateful.

II. Thematic discussion: the United Nations system’s operational fit for the 2030 Agenda for Sustainable Development

9. The Chair brought to the Committee’s attention the background documentation for the thematic discussion. In introducing the item, she recalled some of the key messages from the joint session of the High-level Committee on Management and the High-level Committee on Programmes, held in October 2014, on the characteristics of a “fit for purpose” United Nations system.

10. The Chair observed that the United Nations system had made significant progress in addressing many of the operational imperatives required to support the 2030 Agenda for Sustainable Development, including through the organizations’ progressively developing global service delivery approaches; implementing several policy platforms for joint and more efficient service provision, especially in the areas of procurement, banking, treasury and harmonization of financial management practices and definitions; increasing accountability and transparency through the adoption of authoritative international standards such as the International Public Sector Accounting Standards (IPSAS), the “three lines of defence” model, and the International Aid Transparency Initiative; investing in data availability and knowledge-sharing, including the development of a United Nations system data catalogue; redesigning the United Nations common system of salaries, allowances and benefits, which was soon to be considered by the General Assembly; harmonizing human resources policies in the area of recruitment in the field; and implementing the “Delivering as one” approach for operations at the country level through the adoption of standard operating procedures.

11. The Chair stressed that the 2030 Agenda called for integrated solutions. An integrated approach applies equally to the management and operations of the United Nations system, particularly with respect to the innovative use of technology, workforce design, funding modalities and monitoring and accountability for results. Another prominent element of the Agenda is the requirement for accessible, timely and reliable disaggregated data of good quality, which the Committee was strongly committed to supporting.

12. The Committee’s deliberations on the agenda item were stimulated by three presentations on initiatives that are at the core of the Committee’s work and central to the organizations’ individual efforts to modernize and innovate their operational models.

13. The Assistant Secretary-General for Human Resources Management addressed the Committee on “directions for a strengthened human resources agenda”. She recalled the significant work already undertaken to strengthen human resources management in recent years and stressed the important contribution of staff in achieving a “fit for purpose” United Nations system.

14. Some transformational changes to realize a new vision for a global United Nations workforce had been identified by the Committee during its discussions in 2014. The Assistant Secretary-General for Human Resources Management proposed some topics for discussion. First, acknowledging that staff may rotate in and out of

the United Nations system and also between organizations more than they do today, she noted the need to support and manage permeability between the system and its partners. The mobility of staff fosters professional development, the sharing of good practices and leveraging of resources across more than one organization. In order to promote mobility, the United Nations system could identify common professional groups in several areas that could gradually be managed more jointly to create cross-organizational professional networks. The Assistant Secretary-General further invited members to share their views on the expected role of the human resources function with respect to giving strategic advice, driving change and supporting transformation, and on how human resources can help to enable and equip staff to support the “people agenda”.

15. The Under-Secretary-General for Management delivered a presentation on the Secretariat’s experience with the new global service delivery approach. With the implementation of the first release of the Secretariat’s enterprise resource planning system, Umoja, anticipated to be complete by the end of 2015, and a number of other enabling transformative initiatives (e.g., the United Nations information and communications technology strategy, IPSAS, the global field support strategy, Inspira and the mobility policy) well advanced, the Department of Management had begun looking for further opportunities to consolidate and integrate administrative processes. To that end, the General Assembly would consider, at its seventieth session, the report of the Secretary-General on a framework for a global service delivery model of the United Nations Secretariat ([A/70/323](#)). If endorsed, a detailed proposal, including a business case, cost estimates and location options, would be developed for the future consideration of the General Assembly, in line with the Secretariat’s phased approach towards shared services.

16. The Under-Secretary-General expressed appreciation for other United Nations system organizations’ willingness to share their experiences with global service delivery, including through the recent survey completed by the secretariat of CEB, whose results provided the Committee members with a wealth of information on the approach and analysis conducted by organizations when embarking in major initiatives of that type. The Under-Secretary-General noted that three key lessons had emerged from the survey: ensuring enterprise resource planning readiness prior to consolidation; implementing strong governance so as to ensure accountability to stakeholders; and investing in change management.

17. In the context of the discussion, the Under-Secretary-General invited members to comment on what they might have done differently in establishing their shared services arrangements, what had worked well, and whether there might be interest in sharing services across organizational boundaries.

18. The Assistant Administrator of the United Nations Development Programme (UNDP) and Director of the Bureau of Management of UNDP spoke on the topic of “expanding collaboration in business operations by harmonization or mutual acceptance of agency business processes”. He observed that United Nations system organizations had been responding to various mandates to simplify and harmonize the delivery of administrative services, in particular as a result of the quadrennial comprehensive policy review.

19. The Assistant Administrator indicated that the rationale behind the mutual acceptance approach was to enable agencies to make use of each other’s institutional infrastructure through the adoption of compatible conceptual,

contractual and procedural frameworks in each relevant function, including through the adoption of professional standards, in order to meet local needs for operational support.

20. The Assistant Administrator noted that mutual acceptance was already happening, to some extent. The work carried out by the Committee and its networks had applied the concept of harmonizing up to the level required to accept the business practices of other organizations. The common foreign exchange platform, joint global and local banking contracts, common long-term agreements, mutual acceptance of procurement review processes, the human resources framework for common recruitment and staff mobility, the adoption of IPSAS and of the “three lines of defence model” of the Institute of Internal Auditors were all relevant examples. However, there would be a substantial benefit to using this approach systematically within an agreed framework.

21. The Assistant Administrator stated that, with its strong functional networks, the Committee would have a key role in determining, in collaboration with the United Nations Development Group Business Operations Working Group, the next steps to advance the principle of mutual acceptance, including with respect to governance mechanisms. He suggested that a barrier analysis was needed and noted that, often a common barrier to cooperation is a lack of knowledge, where staff at the country level are unaware of progress and agreements made at the headquarters level. It would therefore be important to have clear principles on the future direction, supported by strong communication.

22. In the ensuing discussion among Committee members, there was wide agreement that the harmonization of business operations should be pursued wherever possible, while recognizing the diversity of the organizations as one of the strengths of the United Nations system and ensuring that there would be no negative impact on programme delivery. Diversity was a strength that could be captured through mutual recognition. The Committee members also noted that there were many areas where harmonization had already yielded excellent results, including both substantive improvements and savings. Reporting and accountability were areas where the Committee had a comparative advantage, particularly as regards harmonizing donor reporting.

23. Many speakers voiced strong support for the concept of mutual recognition. It was also acknowledged that harmonization and recognition were not mutually exclusive. One suggested workable approach was to start with clustering organizations by thematic, operational or geographical similarity. Efficiencies achieved through this type of cluster-based work could then be communicated and used to bring such an approach to scale. It was emphasized that mutual recognition implied recognition of best practices and should always aim for simplification. Many noted that much work had already been accomplished in that area and could be carried forward so as not to reinvent the wheel.

24. The importance of the functional networks in establishing the parameters for moving the mutual reciprocity agenda forward was noted by the Committee. Committee members, in a number of interventions, identified some of the main challenges to achieving harmonization and mutual recognition in the diverse reporting requirements, as well as in the lack of coordination among different governing bodies across United Nations system entities.

25. Regarding the presentation by the Under-Secretary-General for Management, it was observed that it was feasible for United Nations system entities to pursue defragmentation, simplification, consolidation and system-wide collaboration.

26. In discussing the transition to a global United Nations workforce, speakers observed that the universal, integrated 2030 Agenda for Sustainable Development would need to be accompanied by a strategic repositioning of the United Nations system on both the management and operational sides to ensure there was no disconnect between the goals and the means. Increasingly, staff would need to be able to develop multi-stakeholder partnerships and work across sectors and locations. There was a need to review the balance necessary between longer-term staff and shorter-term expertise and between specialists and generalists. Many members echoed the observation of the Assistant Secretary-General for Human Resources Management that, in a workforce that is fit for purpose, staff members needed to be able to easily move between organizations and also in and out of the system in order to ensure that the organizations profit from current good practices and expertise from outside the United Nations system. It was acknowledged by many that, to date, the simplification and effectiveness of procedures for mobility had not progressed sufficiently, and that the pension fund would need to be adjusted to allow for more mobility in and out of the system. Staff rotation among organizations and the permeability between the United Nations and its partners were not yet ensured. The importance of developing cross-organizational professional networks, especially in management areas, was emphasized.

27. In concluding the discussion, the Vice-Chair pointed out that the 2030 Agenda would have implications for the substantive work of the organizations, as well as for staff profiles and business models.

28. The Vice-Chair noted that, in terms of business operations, much of what needed to change fell within the organizations' authority. She noted the wide agreement on the concept of mutual recognition and encouraged Committee members to keep simplification and best practices as guiding principles.

29. Communication and internal and external awareness-raising were found to be crucial. In order to illustrate the point, the Vice-Chair referred to the review of business practices conducted by the United Nations Development Group and the Committee in "Delivering as one" countries, which showed that, frequently barriers to internal cooperation were a lack of staff awareness, a lack of cooperation by managers at different levels or a lack of support from headquarters or regional offices. The Vice-Chair noted the responsibility of Committee members as regards communicating successful examples to the respective governing bodies, as well as to multilateral bodies, such as the Economic and Social Council.

30. **The High-level Committee on Management:**

(a) **Committed to further operationalizing transformational changes in order to realize a new vision for a global integrated workforce, including through the implementation of an effective inter-agency mobility framework, with approaches to support and manage permeability between the system and its partners, the creation of cross-organizational professional networks and the strategic redesign of human resources functions to drive change and support transformation;**

(b) Welcomed the conclusions of the survey on global service delivery models and noted that, through individual efforts to reduce operational costs with the establishment of global service centres, the United Nations system had laid the foundation for the provision of operational services across organizations;

(c) Recognized the value of applying the concept of mutual recognition of agency business processes, including through a cluster approach, acknowledged that harmonization and mutual recognition were not mutually exclusive and encouraged Committee members to keep simplification, effectiveness, efficiency and best practices as guiding principles.

III. Workforce matters

A. Outcome of the review by the International Civil Service Commission of the United Nations system compensation package and its recommendation regarding the mandatory age of separation for current staff

31. The Vice-Chair opened the discussion on the outcome of the review by the International Civil Service Commission of the United Nations system compensation package by thanking the Commission and its secretariat for the work carried out over the past two years on that challenging, important and complex endeavour.

32. The Vice-Chair of the Commission highlighted that the scope of the review had been far beyond that of any prior review. He highlighted that the assessment criteria used by ICSC and CEB were almost identical and also confirmed that the review process had been very inclusive, taking into account the views of organizations and staff federations. He provided additional information on various details of the review, stating that the proposal should be seen as one new package that, in his view, was more fit for purpose than the current one. Owing to the fast rate of change and new developments in the environment that the United Nations system operated in, he confirmed that it would be an ongoing task of ICSC to periodically review and adjust individual compensation elements, as needed.

33. The Vice-Chair highlighted the engagement of the Human Resources Network and the Committee's strategic group on the compensation review, which had met in preparation for the Committee's session to assess the review outcome along the criteria established by CEB. She acknowledged general satisfaction with the direction of the review, highlighting efforts towards simplification and streamlining in areas such as the new salary scale and the education grant provisions. She also noted three areas of concern to organizations, namely the cumulative impact of the proposed changes on staff serving in hardship duty stations, the risk of a potentially adverse impact on mobility initiatives in organizations and the impact on single parents, which had a disproportionate effect on female staff. In those areas, some adjustments would be welcomed.

34. The Co-Chair of the Committee's Human Resources Network confirmed that the overall outcome of the review was a positive one, pointing towards more modernization and simplification as well as potential cost containment. She underlined the diversity of mandates and operational models of CEB organizations,

stressing that the degree to which organizations had concerns with certain aspects of the review emanated from the variety of requirements for a common system package. She also stressed that issues such as the impact on single parents and women were highly symbolic for the United Nations as an employer.

35. Several participants expressed their general support for the overall direction of the proposal, confirming the three areas of concern about the impact on single parents, staff in hardship duty stations and the general impact on mobility. They stressed the need for strategic alignment between key operational necessities and the related features of a new compensation package, in particular for organizations that were about to embark in managed mobility programmes. It was also underlined that service in hardship duty stations required the regular provision of possibilities to leave these environments as a preventive measure for health and psychosocial care. In this regard, the representative of the Medical Directors Working Group highlighted the potential adverse effect of reductions in health-related benefits and pointed to a potential increase of long-term organizational liabilities through extended sick leave and disability. Representatives from staff federations also noted the negative cumulative effects of the proposed package on staff in field duty stations and on single parents.

36. Some organizations highlighted the need for further clarity on the approach and timeline for implementation of the proposed compensation package, noting that the implementation would incur additional cost and that the proposed savings will not be immediate. One organization inquired about the decompression of the proposed salary scale, noting some concerns about the equitable treatment of staff in the review process. The Commission clarified that the design of the new salary scale addressed inequalities in the current scale with regard to the margin (which was historically significantly higher at lower grades), the span of the different grades (which was much higher at the lower grades) and the relative differences between the single and dependency rates of pay at different grades (which were lower at lower grades). The proposed scale was therefore the most balanced and equitable solution to address these aspects, and it was much more aligned with the comparator civil service. It was also noted that the proposed new package was the result of a delicate balance between the positions of different constituencies and the decision on how to take it forward was now with the Member States.

37. Organizations took note of the recommendation of ICSC to increase the mandatory age of separation for existing staff to 65 by 1 January 2017. They highlighted that the overwhelming majority of executive heads had, during the consultations, indicated an operational preference for implementing such a change in line with the regular budgetary cycles, in other words, not before 1 January 2018.

38. The High-level Committee on Management:

(a) Took note of the outcome of the review of the United Nations compensation package, submitted by ICSC to the General Assembly;

(b) Thanked the Human Resources Network for its active engagement and collaboration with ICSC in the exercise;

(c) Highlighted the importance of the new compensation package as a key enabler for the effective response of organizations to the mandates set out in the 2030 Agenda for Sustainable Development;

(d) Welcomed the recommendations of the compensation review concerning approaches to achieve streamlining, simplification, transparency and cost efficiencies;

(e) Emphasized three areas where the proposed package could be further improved, namely, service in hardship duty stations; geographic mobility of United Nations system staff; and considerations regarding single parents and modern family concepts;

(f) Decided to submit a draft CEB statement on the outcome of the review for adoption by the Board;

(g) Took note of the recommendation, from the vast majority of organizations, regarding implementing the new mandatory age of separation for existing staff not before 1 January 2018, subject to endorsement by the respective governing bodies.

B. Special measures for protection from sexual exploitation and sexual abuse

39. The Under-Secretary-General for Field Support introduced the item to the Committee. He pointed out that sexual exploitation and abuse represented a violation of everything the United Nations stood for. He further acknowledged that there had been progress, in that the number of allegations of sexual exploitation and sexual abuse had decreased in the past decade, but that it remained a system-wide issue.

40. The Under-Secretary-General noted that the most recent report of the Secretary-General on the subject ([A/69/779](#)) had set out a programme of work, with substantive proposals in the areas of prevention, enforcement and remedial action. While the Department of Peacekeeping Operations and the Department of Field Support had a significant role in implementing the initiatives in the report, it was a global report, with impact across the United Nations system.

41. In order to get a clear picture of what member organizations of the Committee may already have in place with regard to protection from sexual exploitation and sexual abuse, members had been asked to respond to a survey. Their responses were summarized in document [CEB/2015/HLCM/15](#), together with indications where there may be a specific need for joint action.

42. In the discussion of the issue, the Committee members expressed strong support for the initiative of the Secretary-General to strengthen the response to sexual exploitation and sexual abuse. Several speakers pointed to the reputational risks for the United Nations as a whole and the fundamental responsibility of organizations to report all allegations of sexual exploitation and sexual abuse. Some members also expressed their availability to allocate resources for appropriate actions against sexual exploitation and sexual abuse.

43. Strong support was also expressed by the Committee for coordinated inter-agency cooperation to mainstream approaches to prevent sexual exploitation and sexual abuse and to share information with a view to joint action.

44. Recognizing that sexual exploitation and sexual abuse touch on a series of related issues and should therefore be looked at from multiple perspectives,

Committee members noted that an inclusive, multi-stakeholder approach was essential and pointed out that coordination with ongoing initiatives that deal with the subject inside and outside of the system was of importance. Among those entities, the Human Resources Network, the Legal Network, the Inter-Agency Standing Committee, the United Nations Development Group and the Multi-Partner Trust Fund Office were mentioned as having a potential role to play.

45. Committee members agreed that the best way to address the broad issue was to task a small strategic group with dissecting competencies and allocating them to appropriate mechanisms.

46. **The High-level Committee on Management:**

(a) **Expressed strong support for the Secretary-General's initiative to strengthen the response to sexual exploitation and sexual abuse and for the recommendations included in the Secretary-General's report on special measures for protection from sexual exploitation and sexual abuse (A/69/779);**

(b) **Considered that coordinated inter-agency cooperation was required to mainstream approaches so as to ensure prevention of sexual exploitation and sexual abuse in the work of United Nations system organizations, and for sharing information with a view to joint action;**

(c) **Decided to establish a small strategic group of interested organizations, led by the Department of Field Support, to review the recommendations contained in the report of the Secretary-General, with a view to deciding how those proposals may best be implemented.**

C. Safety and security issues for United Nations staff: duty of care

47. The Under-Secretary-General for Safety and Security introduced the agenda item, giving a comprehensive overview of the global security environment in which United Nations personnel operate, marked by terrorism, armed conflict, criminality and civil unrest. He highlighted the global or regional factors, such as local, regional and national vulnerabilities, including underlying ethnic, religious, sectarian or deteriorating socioeconomic conditions, which are among the root causes of the prevailing dynamic and complex security environment. While the dangers in the operating environment have increased, as demonstrated by the rise in attacks against United Nations premises, and United Nations personnel are threatened in an increasing number of geographic areas, the impact on personnel has been steadily reducing, with a reduction in the number of casualties since 2011.

48. The Under-Secretary-General presented the improved security practices in place across the United Nations security management system, such as safety and security training, the increased use of armoured vehicles, enhanced physical security measures, security threat analysis and the introduction of new policies that have contributed to improving the protection of United Nations personnel. He also highlighted the need for further interaction in a cross-functional manner with human resources and other functions, the need for further integration of the security workforce of the Secretariat under the leadership of the Department of Safety and Security, the importance of programme criticality reviews in high-risk environments and the need for adequate resourcing of security-related functions in support of effective programme delivery.

49. Organizations welcomed the briefing and underlined their full support for measures to ensure the safety and security of United Nations personnel. They inquired about suggestions to enforce security standards, such as residential security measures, and about the support the United Nations was giving to victims and their families. The representative of the Coordinating Committee for International Staff Unions and Associations of the United Nations System (CCISUA) was interested in learning about approaches with regard to the evacuation of locally recruited staff. In his response, the Under-Secretary-General highlighted the need to be pragmatic and involve national staff in contingency planning and noted the ongoing work aimed at developing an internal United Nations tool to bring perpetrators of violent crimes against the United Nations to justice, as well as ongoing work on duty of care in high-risk environments.

50. The Co-Chair of the working group on duty of care in high-risk environments presented a progress update. She highlighted that all five analysis reports from subworking groups had been received and that a consultant was consolidating key findings and lessons learned from those case studies, that would be further discussed in thematic working groups, in order to prevent any duplication of work. She stressed the need for a systematic and comprehensive response to the identified challenges, ranging from medical and psychosocial support for staff to addressing policy gaps and enhancing communication.

51. The Vice-Chair thanked both the Under-Secretary-General for Safety and Security and the Co-Chair of the Working Group for their updates and concluded that a substantive discussion should be held at the Committee's following session, upon the presentation of the full report of the working group.

52. The High-level Committee on Management:

(a) **Expressed appreciation to the Under-Secretary-General for the Department of Safety and Security for his briefing;**

(b) **Took note of the progress of the working group on duty of care and looked forward to reviewing its outcome at its first session of 2016.**

IV. Redesigning and innovating business models

A. Enterprise resource planning interoperability study

53. The Vice-Chair opened the agenda item on the feasibility of enterprise resource planning system interoperability by noting that a study conducted by an external consulting company had been concluded and that the final report, with an executive summary, had been circulated to the Committee. She recalled that Member States were interested in the feasibility of linking institutional enterprise resource planning systems as part of a broader approach to improving efficiency and effectiveness at the country level and noted that funding for the study was provided through the Committee's Trust Fund for the Harmonization of Business Practices.

54. As the study was led by the Chair of the Information and Communications Technologies (ICT) Network, the Vice-Chair called upon the representative from the International Telecommunication Union (ITU) to introduce the report.

55. The representative of ITU noted that the use of technology within organizations everywhere, not only in the United Nations, was driving efficiency, and even a high degree of savings, through a model of shared services as suggested in the report. ITU recognized that many obstacles would need to be overcome in order to implement a more robust shared administrative service model, whether it was through the delegation of functions to lead agencies or some other approach. ITU pointed out that some changes might require the acceptance of Member States and external auditors. ITU suggested that, from a practical viewpoint, larger agencies, such as the Secretariat or UNDP, could assume the mantle of service provider. In concluding, ITU noted that the study steering committee, led by the ITU Secretary-General, and consisting of senior officials at the United Nations Secretariat, the United Nations Development Programme (UNDP) and the Food and Agriculture Organization of the United Nations (FAO), strongly supported the conclusions and recommendations presented in the report.

56. The representative of UNDP, speaking at the invitation of the Vice-Chair and as a member of the steering committee, emphasized a point, contained in the report, highlighting that technology was an enabler and not a goal, and that simply interconnecting information systems would add more costs than benefits, unless it was coupled with a transformation of business processes. UNDP stressed that the report contained many details and suggested the establishment of a multifunctional task force to conduct the detailed analysis required to fully internalize its recommendations.

57. The Committee members agreed that the thought-provoking report contributed significantly to current discussions surrounding the simplification and harmonization of business processes, and there was general agreement that an examination of enterprise resource planning systems alone would not prove beneficial and that the focus should be on improving business operations. Many organizations agreed that shared services offered opportunities for driving efficiencies.

58. Some organizations described current and past efforts to achieve internal harmonization, which was a requirement for their own enterprise resource planning systems implementation, and noted that while such efforts proved challenging, they were of benefit and their experience might prove useful to any system-wide efforts. For example, the United Nations Secretariat, which had participated in the study's steering committee, indicated that its current enterprise resource planning systems implementation process required the integration of United Nations Secretariat entities with a diversity of mandates and had created a global service delivery model to support them. Other agencies suggested that the new common system compensation package being presented to the General Assembly would require every organization to modify their enterprise resource planning system and that such modifications might offer an opportunity to explore a common approach to this particular business process.

59. The Committee representatives also noted that the report provided a direction for further analysis and agreed that a cross-functional task force would be a useful approach in that regard. Organizations noted that the report covered several administrative functions that merited further exploration and agreed that more detailed business cases needed to be developed.

60. In closing remarks, ITU clarified that the report did not recommend the implementation of a single enterprise resource planning system and noted that the consultants based many of their recommendations on information obtained from interviews and workshops with United Nations agency representatives and on their experience in public and private sector business transformation activities. ITU confirmed that the terms of reference for the study encompassed an analysis of the potential for interoperability in enterprise resource planning, with a more detailed analysis of the business case to follow.

61. The Vice-Chair concluded the discussion by noting that the report by the consultant did not necessarily represent the views of the Committee, and that the Committee was required to contribute a formal response to the Secretary-General's report on the status of implementation of recommendations from the quadrennial comprehensive policy review regarding the enterprise resource planning system interoperability feasibility study.

62. The High-level Committee on Management:

(a) Thanked the chair and members of the enterprise resource planning system interoperability feasibility study steering committee for their commitment to the study and expressed their appreciation to all organizations for making staff available for the consultants;

(b) Requested organizations to undertake an internal review of the study and to submit their views and analysis to the secretariat of CEB;

(c) Noting the valuable recommendations of the study for business transformation overall, decided to establish a cross-functional task force, with dedicated capacity from member organizations, to conduct an in-depth review and assessment of recommendations contained in the study, and to report back to the Committee at its first session of 2016, on any appropriate follow-up actions.

B. United Nations system data catalogue

63. Following the release of the report of the Secretary-General's Independent Expert Advisory Group on a Data Revolution for Sustainable Development, entitled "A world that counts" a United Nations system approach to the data revolution was proposed and approved by CEB at its first regular session for 2015. One of the four initiatives included in the programme of work of CEB was to establish a data catalogue for the United Nations system.

64. The Vice-Chair invited the Under-Secretary-General for Management to present the Committee with an update on the status of the project. He started by reminding the Committee that the United Nations system-wide data catalogue project was initiated in order to:

(a) Maximize the benefits of making United Nations system data open and accessible to the public and other key stakeholders;

(b) Promote open data publishing among United Nations organizations;

(c) Improve the availability and accessibility of information and support an assessment of the potential in the United Nations system's analytical and decision-making processes.

65. Led by the Office of Information and Communications Technology, as a representative of the United Nations Secretariat, and the secretariat of CEB, the project is growing and so far brings together 33 focal points, from many organizations, including: FAO, the International Atomic Energy Agency (IAEA), the International Civil Aviation Organization (ICAO), the International Labour Organization (ILO), the International Organization for Migration (IOM), ITU, the United Nations Secretariat (including focal points within the Office of Information and Communications Technology, the Department of Peacekeeping Operations and the Office for the Coordination of Humanitarian Affairs), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Group, UNDP, the United Nations Environment Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Human Settlement Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), the United Nations Industrial Development Organization (UNIDO), the United Nations Office for Project Services (UNOPS), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Tourism Organization (UNWTO), the Universal Postal Union (UPU), the World Food Programme (WFP), the World Health Organization (WHO), the World Intellectual Property Organization (WIPO) and the World Bank. In addition, the Committee learned that nearly 5,000 data sets had so far been added to the data catalogue portal, with access limited to the portal limited to members of the working group, and that figure was set to increase.

66. The interest, participation and expertise of United Nations system organizations is channelled through the Committee's focal points and through two working groups:

(a) A technical working group, contributing to the front-end and back-end design;

(b) A data working group, whose members focus on metadata structure and provide advice and other input regarding the data catalogue.

67. The focus, to date, was on the development of the data catalogue platform to support specific metadata standard fields and vocabularies, the collection of data from participating organizations and the finalization of the metadata schema. Although it was work in progress, members were given a live demonstration of visual and thematic navigation features and an inventory cataloguing nearly 5,000 data sets.

68. Before the end of 2015, lead agencies aimed to refine the metadata schema, ensure comprehensive data coverage and continue the development of the catalogue platform and its publishing features. A soft launch of the data catalogue was planned for December 2015, with access restricted to working group members until the data had been signed off by organizational focal points.

69. An initial public launch of the data catalogue was foreseen for February 2016, which would provide basic functions for the upload and management of metadata. Further development of the platform would focus on back-end interfaces that would

permit the automated publishing of metadata (in April/May 2016) and subsequent releases would improve upon the administration and editorial control for organizations and automated updates via application programming interfaces.

70. The High-level Committee on Management:

(a) **Took note of progress made by the United Nations Secretariat and the secretariat of CEB in the establishment of working groups and initial progress made towards the design of a United Nations system data catalogue;**

(b) **Asked the working groups to report to the Committee, at the first session of 2016, on the development of the first public release.**

C. System-wide semantic framework for document management

71. In its strategic plan for 2013-2016, the Committee had called for the development of innovative and sustainable business solutions and highlighted that new technologies open entirely new horizons to reshape the operational models of United Nations organizations. The Committee embraced the use of information and communications technology as an agent of change and improved knowledge management.

72. Against that background, FAO introduced the discussion with a presentation on the organization's pilot project on achieving greater access, visibility and efficiency in the normative and governance work of FAO.

73. Extensible Mark-up Language (XML), it was explained, is a document open standard to facilitate document interoperability and data exchange. It is a widely diffused standard, currently in use at the United States Congress, the European Parliament, the Italian Senate and Chamber of Deputies, the Parliament of the United Kingdom of Great Britain and Northern Ireland, the House of Representatives of Uruguay, the Senate of Brazil and the House of Commons of Canada.

74. The adoption of semantic technologies can lead to considerable efficiencies in document management processes. The results of a recent Committee survey showed that there was an overwhelming interest in developing a system-wide approach to information and knowledge management.

75. It would be strategically important for the United Nations system to approach the critical domain of information and knowledge management with unity of intent. Delaying a shared approach might lead to the proliferation of uncoordinated, organization-specific documentation standards and future digital fragmentation across the United Nations system.

76. The adoption of international standards is also a driver for the United Nations system to excel as a modern, progressive organization that attains to best management practices. The Committee had good experience and success stories in this area, such as the adoption of IPSAS and the "three lines of defence" model and participation in the International Aid Transparency Initiative.

77. The High-level Committee on Management:

(a) **Thanked FAO for the presentation on the open governance initiative;**

(b) **Noted the potential value of early engagement in an assessment of possible approaches for a joint initiative towards the adoption of a common documentation standard across the United Nations system, as part of the Committee's strategic priority to use new technologies to reshape the operational models of United Nations system organizations;**

(c) **Requested organizations to express their interest to the secretariat of CEB as regards forming a working group, open to representatives of the documentation, library and conference management offices, to explore the subject of XML and propose possible courses of action.**

D. Progress report on the Secretary-General's study on after-service health insurance

78. The Vice-Chair recalled that, in response to General Assembly resolution 68/244, the Finance and Budget Network of CEB was leading the development of a report of the Secretary-General to analyse commonalities and differences in the United Nations system's approach to the definition, funding and management of after-service health insurance, to inform ongoing discussions and identify actions that could engender more efficient and effective common approaches, noting the different business models, funding sources and demographics within the United Nations system.

79. A Co-Chair of the Finance and Budget Network offered an advance briefing on the main analyses and conclusions of the draft report. The Head of Accounts and Chair of the after-service health insurance working group, along with another Co-Chair of the Finance and Budget Network, contributed by videoconference from New York and Geneva, respectively.

80. The United Nations Medical Services Division noted that the quality of health care and the cost thereof go hand in hand. The system of demand had to be contained but this could not be done while working in silos. Several organizations supported the involvement of the Medical Directors Working Group, stating that the issue should start with health and end with costing. The quality of health care needed to be handled before the process. It was noted that it was an extremely delicate subject, the outcome of which would have a significant influence on the discussions of organizations' governing bodies on the subject.

81. It was also noted that medical insurance and after-service health insurance were important components of the social protection package for staff. It was essential that the necessary streamlining and cost-efficiency improvements be looked at in the context of the impact on the staff of the system.

82. The High-level Committee on Management:

(a) **Took note with appreciation of the progress of the report on after-service health insurance, which would be presented to the General Assembly by the Secretary-General at the resumed part of the seventieth session;**

(b) **Noted that the final report prepared by the after-service health insurance working group and endorsed by the Finance and Budget Network would be circulated by 17 November for virtual endorsement by the Committee, with a deadline for endorsement of 26 November;**

(c) **Noted the need to continue the work with multi-sectoral analysis and requested that the Medical Directors Working Group be involved in the further stages of the work to be conducted by the after-service health insurance working group.**

V. Other business

A. Federation of International Civil Servants' Associations proposal regarding the cost-sharing of elected officials

83. At the twenty-ninth session of the High-level Committee on Management in March 2015, the Federation of International Civil Servants' Associations (FICSA) submitted a document with a proposed cost-sharing formula to distribute the annual cost of two of its officers (the President and General Secretary) across all organizations having staff associations/unions that are members of the Federation. The Committee requested the Human Resources Network, as the primary interlocutor with staff, to consider the proposal by FICSA and to submit its views for discussion by the Committee at its session in October 2015.

84. The Co-Chair of the Human Resources Network acknowledged the importance of adequate representation of staff federations in the relevant inter-agency mechanisms, such as the High-level Committee on Management and ICSC. She highlighted that, to date, any cost-sharing arrangements had been ad hoc in nature. Any systematic provision would have to be looked at more comprehensively, given the existence of three different staff federations in the United Nations system.

85. Resourcing of elected officials at the federation level was not homogeneous, with two full-time positions, in the case of FICSA, being the most resource-intensive option. In times where administrations were asked to do more with less, due care would need to be given to the most efficient and collaborative representation of staff federations, including with a reflection on the most suitable secretariat structures and locations. Finally, it was highlighted that it would be worth exploring alternative financing mechanisms, in particular as other positions in the Federation's secretariat were already financed through membership-based contributions.

86. Considering the views of the Human Resources Network and prior discussions at the level of the High-level Committee on Management, the Vice-Chair proposed the establishment of a small working group, including FICSA representatives and some organizations whose staff are represented by the Federation, with a view to discussing the matter further. UNESCO indicated its willingness to chair such a working group and to reach out to other organizations for potential participation.

87. The High-level Committee on Management:

(a) **Expressed appreciation for the value of engagement and representation of staff federations in the relevant inter-agency mechanisms;**

(b) **Took note of the views expressed by the Committee with regard to exploring options for:**

(i) **Identifying alternative funding approaches for elected officials' positions, including those based on membership fees;**

(ii) **Reviewing the functions and composition of the secretariat of the Federation of International Civil Servants' Associations and the possibility of providing its services from a low-cost duty station;**

(iii) **Identifying solutions for all three staff federations for a more cost-efficient collaboration on coordination matters;**

(c) **Agreed to establish a small working group under the leadership of UNESCO, with staff representatives and representatives of interested organizations, to develop proposals for the Committee's consideration at its first session of 2016.**

B. Sustainability and environmental management of premises

88. The Committee was briefed on the experiences and lessons learned of the International Fund for Agricultural Development (IFAD) in achieving Leadership in Energy and Environmental Design (LEED) gold certification in 2010 and platinum recertification in 2015.

C. United Nations climate neutrality

89. The Committee was informed that, at a recent meeting of the senior officials of the Environmental Management Group of the United Nations system, the Executive Secretary of the United Nations Framework Convention on Climate Change had proposed to bring forward the achievement of a United Nations system-wide climate neutrality to the end of 2016, from the previously stated goal of 2020. The senior officials agreed to develop a technical note setting out a proposal covering measures for longer-term emission reduction and short-term offsetting with a view to informing CEB deliberations on how to accelerate climate neutrality during its forthcoming discussion on climate change. The Committee members were asked to bring the technical note to the attention of the relevant decision makers in their respective organizations.

D. Organizational resilience management system

90. The Vice-Chair brought to the Committee's attention the progress report on the implementation of the organizational resilience management system and its crisis management playbook, which was submitted for the Committee's information. There was no discussion on the subject.

E. Report of the Inter-Agency Security Management Network on its twenty-second session and new policies

91. The Committee had before it the report of the twenty-second session of the Inter-Agency Security Management Network, as well as two new policies for its approval. The Committee endorsed the conclusions from the Network's twenty-second session as well as the residential security measures policy and the management of stress and critical incident stress policy.

F. System-wide progress report on the International Public Sector Accounting Standards for the period from January to June 2015

92. The Committee endorsed the system-wide progress report on IPSAS for the period from January to June 2015.

G. United Nations system-wide strategy on mental health and well-being

93. The Chair of the Medical Directors Working Group updated the Committee on progress towards a comprehensive United Nations mental health and well-being strategy. Over 20,000 United Nations system personnel had responded to a survey developed by the United Nations medical and staff counselling services to assess the psychological health of staff. Analysis of the survey data would be conducted by an academic partner and the results would be presented to the High-level Committee on Management at its thirty-first session, in early 2016. A discussion paper based on initial analysis of the survey data and some specific stakeholder consultations were currently out for review. The Chair of the Working Group indicated that a multi-disciplinary, inter-agency working group was expected to be established to finalize the proposal for a mental health strategy for the United Nations system.

94. The Committee took note of the progress on the development of a mental health strategy for the United Nations system.

H. Costs of oversight and accountability mechanisms in the United Nations system

95. The Committee was briefed on progress made towards quantifying the costs that United Nations organizations incur to maintain their oversight and accountability structures. A template to capture costs, developed by UNFPA, had been presented to the Finance and Budget Network in June 2015. A final version, further refined by a small working group composed of UNFPA, WFP, ILO, UNICEF and WIPO, was ready for distribution. The data collected would be analysed and shared at the thirty-first session of the Committee.

I. Update on the data innovation lab

96. The representative of the World Food Programme provided an update on the data innovation lab, which had been established in partnership with UNICEF and the Global Pulse initiative. The lab was looking to align strategies and to develop data for decision-making. WFP highlighted that the lab was developing pilots that could serve as learning examples in the field of data innovation. Building on some of the discussions regarding updating work skills, WFP mentioned that the initiative was considering partnering with the private sector and academia. In that regard, each one of the lab initiatives would look to have a partner.

J. Dates and venue of the first session of 2016

97. The secretariat of CEB would consult with Committee members on the most suitable dates and venue for the thirty-first session of the High-level Committee on Management.

Annex I

List of participants

Chair: Ms. Irina Bokova, Director General, UNESCO
 Vice-Chair: Ms. Jan Beagle, Deputy Executive Director, UNAIDS
 Secretary: Mr. Remo Lalli, Secretary of the High-level Committee on Management

<i>Organization</i>	<i>Name, title, division</i>
United Nations	Mr. Yukio Takasu, Under-Secretary-General for Management Mr. Peter Drennan, Under-Secretary-General, Department of Safety and Security, Chair, Inter-Agency Security Management Network (by videoconference) Mr. Atul Khare, Under-Secretary-General, Department of Field Support (by videoconference) Ms. Carole Wainaina, Assistant Secretary-General, Office of Human Resources Management, Co-Chair, Human Resources Network Mr. Patrick Carey, Director of Office, Office of the Chef de Cabinet, Executive Office of the Secretary-General Ms. Chhaya Kapilashrami, Director of the Field Personnel Division, Department of Field Support Ms. Antigoni Axenidou, Director, General Legal Division, Representative of the Legal Network Ms. Jillann Farmer, Director, Medical Services Division, Chair, Medical Directors Working Group
ILO	Mr. Greg Vines, Deputy Director General
FAO	Ms. Fernanda Guerrieri, Assistant Director General, Corporate Services, Human Resources and Finance Department Mr. Sergio Ferraro, Chief, Meeting Programming and Documentation Service
UNESCO	Mr. Getachew Engida, Deputy Director General Ms. Ruth De Miranda, Director, Bureau of Human Resources Management Mr. Nutan Wozencroft, Chief Financial Officer Mr. Sachin Bhatt, Senior Executive Officer, Office of the Director General
ICAO	Mr. James Wan, Deputy Director, Bureau of Administration and Services
WHO	Dr. Hans Troedsson, Assistant Director General Mr. Roberto Balsamo, Management Officer
UPU	Mr. Pascal Clivaz, Deputy Director General

<i>Organization</i>	<i>Name, title, division</i>
ITU	Mr. Eric Dalhen, Acting Chief, Human Resources Management Department Mr. Anders Norsker, Chief, Information Services, Representative, ICT Network
WMO	Mr. Angiolo Rolli, Director, Resource Management Department
IMO	Mr. Jo Espinoza-Ferrey, Director, Administrative Division
WIPO	Ms. Magdi Bona, Assistant Controller, Department of Programme Planning and Finance
IFAD	Ms. Lakshmi Menon, Associate Vice-President, Corporate Services Department Mr. Matthias Meyerhans, Director, Administrative Services Division
UNIDO	Mr. Stefano Bologna, Director, Operational Support Service Branch
UNWTO	Mr. José G. Blanch, Director, Administration Division
IAEA	Ms. Janice Dunn Lee, Deputy Director General and Head of Management
UNDP	Mr. Jens Wandel, Assistant Secretary-General, Assistant Administrator and Director, Bureau for Management Services Mr. Darshak Shah, Deputy Assistant Administrator, Deputy Director and Chief Financial Officer, Office of Finance and Administration, Co-Chair, Finance and Budget Network
UNEP	Ms. Theresa Panuccio, Director, Office for Operations and Corporate Services
UNHCR	Ms. Karen Madeleine Farkas, Director, Division of Human Resources Management, Co-Chair, Human Resources Network
UNRWA	Mr. Neil Ashcroft, Director of Administrative Support
UNICEF	Ms. Fatoumata Ndiaye, Deputy Executive Director Ms. Lori Issa, United Nations Partnership Specialist
UNFPA	Mr. Subhash K. Gupta, Director, Division for Management Services
WFP	Mr. Manoj Juneja, Assistant Executive Director and Chief Financial Officer Ms. Lidia Tutarinova, Inter-agency Coordinator to the Assistant Executive Director
UN-Habitat	Ms. Jane Nyakairu, Acting Head, Office of Management
UN-Women	Mr. Moez Doraid, Director, Coordination Division and Director ad interim, Management and Administration
UNSSC	Mr. Miguel Panadero, Senior Manager of the Learning Lab
Other representatives:	
IOM	Ms. Laura Thompson, Deputy Director General

<i>Organization</i>	<i>Name, title, division</i>
ICSC	Mr. Wolfgang Stoeckl, Vice-Chair Ms. Regina Pawlik, Executive Secretary Mr. Yuri Orlov, Chief, Salaries and Allowances Division
CCISUA	Ms. Marianne Ward, Vice President for Advocacy
FICSA	Mr. Diab El-Tabari, President Ms. Sarah Rabau-Dunlop, Member of the IMO Staff Association
CEB secretariat	Ms. Simona Petrova, Director Mr. Remo Lalli, Secretary Ms. Kayoko Gotoh, Secretary, High-level Committee on Programmes Mr. Michael Rosetz, Advisor on Human Resources Management Mr. Ken Herman, Senior Adviser on Information Management and Policy Coordination Mr. Richard Maciver, ICT Specialist and Web Manager Mrs. Cheryl Stafford, Programme Officer, High-level Committee on Programmes Mr. Silvan Scheiwiller, Associate Expert in Inter-agency Coordination

Annex II

Checklist of documents

<i>Item</i>	<i>Title</i>	<i>Document symbol</i>
I	Provisional agenda	CEB/2015/HLCM/10/Rev.1
	Provisional programme of work	CEB/2015/HLCM/10/Add.1/Rev.3
II	Transforming our world: the 2030 Agenda for Sustainable Development (draft 2 August 2015)	
	High-level Committee on Management strategic plan for 2013-2016	CEB/2013/HLCM/2
	Joint session of the High-level Committee on Management and the High-level Committee on Programmes, October 2014, Chairs' summary	Annex 3 — CEB Retreat November 2014
	High-level Committee on Management contribution to “Fit for purpose” discussion	CEB/2014/HLCM/10
	Progress with global service delivery solutions in the United Nations system	CEB/2015/HLCM/11
	Concept note on the thematic discussion on the United Nations system's operational fit for the 2030 Agenda for Sustainable Development	CEB/2015/HLCM/26
III.A	Summary of the outcome of the review by ICSC	CEB/2015/HLCM/12
	Financial implications of the review	CEB/2015/HLCM/12/Add.1
	Draft CEB statement on the review	CEB/2015/HLCM/13
	Note by the Human Resources Network on increasing the mandatory age of separation for current staff to 65	CEB/2015/HLCM/14
III.B	Report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse	A/69/779
	Follow up to the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse	CEB/2015/HLCM/15
III.C	Safety and security issues for United Nations staff: duty of care (summary sheet only)	
IV.A	Enterprise resource planning interoperability study (executive summary and report)	CEB/2015/HLCM/16
IV.B	Data revolution: United Nations system approach	Attachment IV — CEB April 2015

<i>Item</i>	<i>Title</i>	<i>Document symbol</i>
	United Nations system data catalogue (progress report)	CEB/2015/HLCM/18
IV.C	Results of the survey of the High-level Committee on Management on open formats for document management	CEB/2015/HLCM/19
	Draft project proposal for a High-level Committee on Management initiative on document management	CEB/2015/HLCM/20
IV.D	Progress report on the Secretary-General's study on after-service health insurance	CEB/2015/HLCM/21
V	A. Note by the Federation of International Civil Servants' Associations on cost-sharing for the release of two of its officers	
	B. Sustainability and environmental management of premises (note by IFAD)	CEB/2015/HLCM/23
	D. Progress report on the implementation of the organizational resilience management system	CEB/2015/HLCM/24
	D. Organizational resilience management system (crisis management playbook)	CEB/2015/HLCM/24/Add.1
	E. Report of the Inter-Agency Security Management Network on its twenty-second session	
	E. Residential security measures policy	
	F. IPSAS system-wide progress report for January-June 2015	CEB/2015/HLCM/25
	G. Management of stress and critical incidents stress policy	
	G. United Nations system-wide Strategy on Mental Health and Well-being (summary sheet only)	

Annex III

Statement by the Federation of International Civil Servants' Associations (FICSA) at the thirtieth session of the High-level Committee on Management

(International Maritime Organization headquarters, London, 5 October 2015)

Mr. Chair, Members and Colleagues of the High-level Committee on Management,

FICSA wishes to officially welcome on board Ms. Simona Petrova, the Acting Secretary to the Chief Executive Board (CEB).

Although FICSA fully appreciates the new form of consultation of the High-level Committee on Management, it however believes that cooperation and coordination could further be strengthened and that the involvement in the Committee's working groups could pave the way for increased collaboration.

FICSA looks forward to sharing its views with the Committee during today's discussions on items which are of utmost importance to the staff.

FICSA appreciates the position of the Members of the Committee with regards to the major challenges for both the organizations and staff regarding the compensation package being proposed by ICSC. Representatives of FICSA were fully engaged in all ICSC working groups created for this purpose and have noted through the discussions in these groups the interconnection between, and relevance of, many elements which would comprise the compensation package of the United Nations common system. In very simple terms, the package as proposed threatens the future of United Nations staff and some of the proposed changes to the allowances could have serious ramifications on the future delivery of the services where need be.

FICSA reiterates its concerns that certain actions, such as discrimination against single parents, a reduced additional hardship allowance for staff with dependents and changes to the mobility allowance, to name but a few, could also have repercussions on staff morale and motivation, which would be counter-productive to the organizations' objectives of efficiency.

We were pleased to see that the Committee's session will discuss the outcome of the review by ICSC of the United Nations system compensation package, noting that CEB, in its 2013 statement, had outlined the principles that, in the view of executive heads, should have informed the review.

FICSA hopes that in this session of the Committee, staff and organizations could establish common ground to address the issue of the comprehensive review at the next session of the General Assembly.

In reviewing the remaining items on the agenda of the thirtieth session of the Committee, FICSA takes note of the progress on various items and will be making brief interventions where needed.

FICSA remains concerned regarding the deterioration in staff/management relations within a few organizations and continues to strive to find amicable

solutions to the disputes. As an example, FICSA has been following the developments at WIPO, UPU and FAO and will continue to do so.

FICSA fully appreciates the inclusion of our cost-sharing proposal for the release of its elected primary officers at this session and fully appreciates that since the last session of the Committee, held in Paris, further discussions have taken place at the Human Resources Network and that the issue will be further discussed in this session.

As usual, we thank you for providing the Federation with this opportunity to address the Committee with some of the concerns raised by the staff it represents, and we look forward to continued dialogue not only with the Committee, but also with ICSC, the Human Resources Network and the United Nations Joint Staff Pension Board.
